



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

Self Evaluation Report

This document covers the period September 1, 2013 to
August 31, 2014

SEEU Tetovo, November 2014

Contents

1	Introduction	1
2	Achievements.....	2
3	Structure: Faculties and Centres.....	4
3.1	Faculty of Business and Economics	4
3.2	Faculty of Contemporary Sciences and Technologies.....	5
3.3	Faculty of Languages, Cultures, and Communications	6
3.4	Faculty of Law.....	7
3.5	Faculty of Public Administration and Political Sciences.....	7
3.6	The Language Centre.....	8
3.7	The E-Learning Centre	9
4	Quality Enhancement	9
5	Teaching and Learning	11
5.1	Programmes and Status	11
5.2	Student Enrolment	11
5.3	Student Retention	12
5.4	Student Graduation.....	13
5.5	The Career Centre and Employability	14
5.6	Alumni Association.....	14
6	Research.....	15
6.1	Max Van der Stoel Research Institute.....	16
6.2	Institute for Environment and Health	16
6.3	International Relations.....	17
7	Entrepreneurship and Development	17
8	Financing.....	18
9	Campus Environment and Services	19
9.1	Student Support	19
9.2	Facilities.....	20
9.3	The Skopje Centre	21
9.4	Human Resources.....	22
9.5	Information Systems	23
9.6	Library Services.....	24
9.7	The Student Parliament	24
9.8	Sports and Recreation	25
10	Conclusion.....	26
	Members of the Self Evaluation Committee	27

1 Introduction

This self-evaluation report covers the year beginning September 1, 2013 and ending August 31, 2014. During this time period, the University marked its twelfth anniversary. The University maintained its position among the top three Higher Education institutions in the Republic of Macedonia, as ranked by the Shanghai Jiao-Tong rankings, and remains the only such institution that is not a State University.

The University operates five Faculties in two locations. The primary campus is located on the original University grounds in Tetovo, and an additional campus operates in the capital city, Skopje. The five constituent Faculties of the University are: Business & Economics; Contemporary Sciences and Technologies; Languages, Cultures & Communications; Law; and Public Administration and Political Sciences. All five Faculties run programmes in all three HE cycles (i.e., Bachelor, Master, and Doctoral study). The Doctoral School has begun operations and doctoral students began their coursework during this period. The 'Integrated Studies' Programme, based upon a successful German model combining classroom learning with in-business praxis, began during the period covered by this report; it is a programme generously supported by the Deutsche Gesellschaft für Zusammenarbeit.

The situation in the region and the nation, however, poses persistent difficulties with which SEEU continues to grapple. The challenging financial and educational situation in the Republic of Macedonia can prove unfavourable to student recruitment. The economies of the Balkan region remain sluggish and supine. A state-sponsored process of diffusing education throughout the smaller villages and towns has increased competition for student recruits, but has not notably improved the academic offerings available to those students. Diminished birthrates and emigration have reduced the number of potential student recruits for all Higher Education institutions in the nation. State investment in academic resources, research support, and the provision of grants and scholarships remains insufficient to build a substantive academic culture at the national level.

Having noted these difficulties, however, it is relevant to note that during the period covered by this report, student enrolment in South East European University increased, reversing a trend of several previous years. This was welcome news to the staff, students and management of the University, as it indicated the abiding value of SEEU's expressed determination to focus upon quality in instruction, research, and student support.

In line with this commitment to quality was one of the most significant developments of the past year and, indeed, of the history of SEEU as an institution: the remodelling, opening, and running of classes in the new Skopje campus. This building, symbolically located on a bridge spanning traditionally Albanian and Macedonian sections of the capital, has proven to be an effective, attractive, and prominent location for South East European University to base its operations in Skopje. As part of the University's

commitment to environmental stewardship, the building was internally renovated to meet the institution's requirements, but it was a repurposing of an existing structure, thus saving the substantial material wastage that would have resulted from the construction of an entirely new building. In Tetovo, significant work was undertaken to convert the University heating structures from oil to renewable biomass technology.

Many of the quality assurance mechanisms operated by SEEU continued during the period covered by this review. The teaching staff again operated their 'teaching observation' process, whereby all instructors were observed by peers during at least one class in the academic year, and were given feedback, support, praise for good practise, and suggestions for improvement. These observations were undertaken in both announced and unannounced forms. Similarly, all staff were evaluated by their line-manager for work performance and the negotiation of targets for the next year. Student opinion was elicited for all teachers by means of anonymous questionnaires. Over one hundred students received scholarships, based either upon academic excellence or demonstrable financial need. Other students were enabled to reduce their tuition by engaging in the SEEU work/study programme. The Career Centre provided further student support, in the area of employment and employability: the C.C. helped to arrange the mandatory internships for students, provided training in interview techniques and c.v. writing skills, and organized and hosted the annual SEEU Career Fair. The Language Centre continued to offer language courses in all three University languages, in order to advance the University's commitment to our policy of the 'flexible use of languages.'

The University also continued its leadership in the field of environmental stewardship. In addition to repurposing the Skopje 'Most' location, the University committed substantial funds to a refitting of the oil pipes. This enabled SEEU to pursue more ecologically-friendly biomass heating. The University also contracted with a new restaurateur, who significantly invested in a refitting of the University cafeteria.

Thus, despite the challenges posed by national policies and international Higher Educational competition, South East European University continues to be a respected provider of high quality education in the Southern Balkans. It remains true to the vision of its founders: through SEEU, tertiary education continues to be available to students irrespective of language, ethnicity, gender, religion, or political affiliation.

2 Achievements

During the academic year 2013-2014, the University fulfilled several developments mentioned in the previous Self-Evaluation Report only as planned activities. As noted above, the University has begun running the Doctoral School, which attracted applicants from both Macedonia and abroad, and which is fully accredited in accordance with the Laws of the Republic of Macedonia. Similarly, the instructors intended to serve as

Doctoral mentors also went through a process of Governmental accreditation, which thus means that SEEU doctoral students are studying in a programme effectively assessed and approved twice by the state authorities. The Integrated Studies Programme began operations, under the individual guidance of the expert designated by the Deutsche Gesellschaft für Zusammenarbeit, Prof. Norbert Marx.

Of perhaps the greatest long-term significance to the development of South East European University was the formal opening, and subsequent use, of the new Skopje location. This building provides more teaching and administrative space than was available in the previous Skopje location, and it was renovated to the specifications of SEEU. In these attractive, prominent, and central premises there are—in addition to the classrooms and offices themselves—two computer laboratories, a branch library of the ‘Max van der Stoel’ library, a student recreation area, an auditorium with seating for over 100, and a terrace overlooking the city for formal receptions of distinguished guests.

The regional leadership of the University in environmental areas was recognized on 20 September 2013, when SEEU signed an agreement with the Municipality of Tetovo to help the Municipality produce the ‘Climate Action Plan for the City of Tetovo.’ Similarly, work continued on the Tetovo campus to convert the University’s oil heating machinery to the more ecologically friendly fuel of renewable source biomass.

SEEU maintained a high profile for local and regional academic centrality. The University remains committed to the public exchange of knowledge and the responsible and respectful expression of different opinions. Accordingly, SEEU hosted numerous conferences during the period covered by this report, covering subjects as diverse as Sociolinguistics, the Prospects of ‘Balkan Benelux’ Cooperation, World War One, Multiculturalism and Language Policy, Quality in Education, and Creative Writing. Under the initiative of the Max van der Stoel Research Institute, numerous national and organizational ambassadors (including those of the Netherlands, Germany, France, and the OSCE) addressed the students and staff in the MVDSRI ‘Diplomatic Lectures Series.’ The University continued to provide extensive support for academic staff to travel to conferences and to publish their research.

The University also maintained its commitment to quality assurance policies, procedures, and training. In both January 2014 and August 2014 all academic and administrative staff of SEEU undertook multiple-day training sessions, in order to learn new approaches and to share experiences for resolving common challenges. SEEU also hosted a team of two new Quality Champions from the United Kingdom, Francis Owens and Steven Bristow, who are distinguished experts in academic assessment. The University also began the process of individual Faculty external reviews, a procedure that spans this report and that which will appear next year.

SEEU also maintained a commitment to the social and personal improvement of staff and students. The University provided numerous opportunities for

sporting activity, from the low-impact level of Shar Mountain hiking, to the more competitive contests of the annual interuniversity Ski Challenge and the Futsal championship (the latter of which was won by the SEEU team). The 'Diplomatic Lectures Series' brought prominent diplomats to the University, in order to inform and instruct those who wished to attend. The University hosted a 'Mandela Day,' in which students and staff collaborated on learning about Mr. Mandela and to reflect on the meaning of freedom. SEEU continues to provide language instruction, and there are also modular 'interest' classes, such as one hosted in the Spring 2014 term on the art of 'Ebru' (artistic paper marbling).

The increase in enrolment, however, is perhaps the most significant accomplishment of the period covered by this report. In a time of expanding competition, government subsidization of other institutions' tuition fees, and declining demographic numbers of students available to recruit, the increase in student numbers provided heartening confirmation that the SEEU commitment to quality, to internationalization, and to multiculturalism matches the educational hopes and expectations of the people of the region.

3 Structure: Faculties and Centres

South East European University operates two campuses, in Tetovo and in Skopje. The University's internal structure is largely separated into five Faculties: the Faculty of Business and Economics; the Faculty of Contemporary Sciences and Technologies; the Faculty of Languages, Cultures & Communications; the Faculty of Law; and the Faculty of Public Administration & Political Sciences. With the exceptions of language instruction (provided by the Language Centre), IT instruction (provided by the eLearning Centre), and 'free electives' (available across the disciplines), students generally study within their chosen Faculty. Research is undertaken by individual students and staff; collective research is often undertaken by arrangement within a Faculty, or under the auspices of the Research Institutes (the Max van der Stoel Research Institute and the Institute for Environment and Health) and the Research Office.

3.1 Faculty of Business and Economics

The Faculty of Business and Economics remains the largest single Faculty in the University, and continues to offer highly-popular degree instruction across all three cycles. Particularly popular is the programme in Business and Economics in the first cycle.

During the period covered by this report, the Faculty hosted an external auditor from Indiana University in the United States, Prof. Munirpallam Venkataramanan. He conducted a complete programme review for the Faculty of Business and Economics, and submitted a valuable report detailing his professional suggestions and initiatives. The Faculty intends to implement his suggestions over the course of the coming years, in regard to

maintenance of quality in existing programmes, and the possibility of increasing collaborative programmes in cooperation with the Kelley School of Business in Bloomington.

University enrolment data suggest that the programme in Business and Economics remains the most popular undergraduate programme in the Faculty. Master and Doctoral enrolments have been encouragingly high.

The Faculty has worked in close collaboration with local businesses and external stakeholders in the financial and corporate communities. In collaboration with the BDC and the TechPark, the Faculty seeks to lead the integration of academia and financial and business stakeholders.

3.2 Faculty of Contemporary Sciences and Technologies

The Faculty of Contemporary Sciences and Technologies continues to offer high-quality education in some of the more advanced fields of scientific endeavour. It is the intention of the CST Faculty to remain a regional leader in computing and computer sciences for, as computers and programming become ever more integrated into our lives, the skills and abilities taught in CST programmes remain highly competitive in the national and international job market.

Three representatives of the Faculty visited Gjovik College University, Norway, to build partnership for future research and promote staff mobility. In addition, CST encourages and supports its students to participate in mobility programmes; last year alone CST had five such exchange opportunities for our students.

The Faculty of Contemporary Sciences and Technologies made significant efforts to improve its prominence in the region, and engaged in numerous promotional and recruitment efforts in Macedonia, Kosovo, and Albania. CST also supported staff participation in conferences and round tables, to increase their knowledge, and to build professional contacts. It maintained the subject-specific Faculty 'Research Groups' instituted in the previous year. Within the 'Research Groups', a lot of research projects were submitted for external funding and one of them won. 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.

The Faculty was evaluated by an external evaluator, Prof. Mathew Palakal, of Indiana University-Purdue University Indianapolis, whose efforts to assist in curricula re-structuration were positively accepted by the management and the CST staff in general. The faculty organized a seminar on Curricula harmonization in Durres, Albania where a significant discussion on what is offered and what is needed was undertaken, thus resulting in some draft proposals for curricula changes for the existing programmes.

As future goals, the Faculty seeks to continue to build strong connections with professional stakeholders; to maintain good graduate employability; and to promote competence-based learning in all cycles.

3.3 Faculty of Languages, Cultures, and Communications

The Faculty of Languages, Cultures, and Communications provides instruction in the following four fields: Albanian Language and Literature; English Language and Literature; German Language and Literature; and International Communications. The Faculty undertakes direct language instructions in specialists of Albanian, English, and German, and graduates from LCC programmes often find work as teachers or in language-related fields (translation, hospitality, etc.)

The English Department had a strong year. The first intake of 3rd cycle students was recorded with 5 students of English joining the SEEU Doctoral School. Enrolment for MA studies increased again with 40 new students registered for the MA in English Language Teaching. For BA studies, a new group was opened in the Skopje campus, and intake in Tetovo campus was markedly up on the previous year. The Department successfully accredited a new MA programme in Translation and Interpretation for both 60 and 120 ECTS; however, weak enrolment meant that the programme did not open in 2014-15. Student mobility was notably increased for winter semester 2014 with 12 outgoing students from LCC Faculty, and 8 new Erasmus+ exchange agreements were initiated by the Faculty in English, German and International Communications.

The German Department also had a strong year with enrolment steady for BA and MA studies. The Department was closely involved in a jointly organised conference on Language Learner Autonomy which was held in Tetovo on 29-30 November 2013 in co-operation with the University for Teacher Education at Zug/Lucerne, Switzerland. The Department was also able to establish a new Erasmus partnership with Pädagogische Hochschule, Heidelberg and the first student exchanges took place in Winter semester 2014.

The Department of Communications continued to attract new students for its BA programme in International Communications with 39 enrolled students for 2014-15 in both Tetovo and Skopje campuses. The viability of the revised academic offer has thus been clearly demonstrated. The Head of Communications was extremely active in supporting the research activities of the LCC Faculty through his directorship of the Max van der Stoel Research Institute and a successful conference was held on Contemporary Challenges of Multiculturalism and Language Policies in May 2014. Members of the Communications Department also acted as hosts during a successful study visit by students from the Communications Faculty of Galatasaray University, Turkey in April 2014.

The Albanian Department also welcomed a new generation of Ph.D students with 5 accepted students for 2013-14. However, BA studies experienced low enrolment numbers, and the need to increase this enrolment will be a task

for the Albanian Department staff for the coming year. The Department continued to lead many cultural and academic events, including a successful conference on Prospects and State of Today's Socio-Linguistics on 1 November 2013, the proceedings of which were subsequently published in June 2014.

The main Faculty initiatives for 2013-14 were the hosting of conferences and seminars; the increase of mobility opportunities and take-up for Erasmus+ exchanges, and the implementation of the new Doctoral Studies programmes. As areas for future work, the Faculty has identified increasing student enrolment; building on the current success of Erasmus mobility in the LCC Faculty; and improving support for part-time studies delivery.

3.4 Faculty of Law

The Faculty of Law offers instruction in all three cycles with basic emphases on International Law, Civil Law, and Criminal Law. The Faculty is committed to high quality instruction in all three cycles. Instruction is provided by a mixture of established elder scholars and younger researchers and teachers. Students learn by a variety of methodologies, including in a room designed to replicate a courthouse.

The Law Faculty continues to prioritize the research produced by staff members. Teaching staff of the Faculty all registered their research on the University's newly created Research Database, and numerous of them presented their research in regional and local conferences. It is also a point of pride for the Faculty that there has been a notable increase in successful MA defences for 2nd cycle students coming through the Law Faculty. The 3rd cycle is also proving an attractive offer for students of Law, and students have been admitted to the Law Faculty as doctoral students in both the intakes of 2013 and 2014.

Between, 5-9 May, 2014 students from the Faculty visited the University of Oxford, where they were introduced to the history, organization, activities and challenges of this distinguished university. In London, they visited the Central Criminal Court, where the students and their staff chaperones followed several trials on various criminal matters and had the opportunity to acquaint themselves with British legal history and traditions. They also visited the Middle Temple and the Supreme Court of the UK, in the latter of which students had the opportunity to participate in a civil trial and to familiarize themselves with the role of this Court of final appeal and with a special public importance in the legal system of Britain.

3.5 Faculty of Public Administration and Political Sciences

The Faculty of Public Administration and Political Sciences continued to offer instruction in the fields of politics, international relations, and the administration of public services and governance. It offers studies in all three

cycles, and has seen an increase in enrolment in the period covered by this report.

As part of the University's commitment to regular programme and curriculum review, the PAPS Faculty hosted a distinguished external reviewer, Prof. Bojko Bucar, of the University of Ljubljana. His positive and supportive review contained numerous recommendations that the Faculty intends to implement in the years to come, as part of the increasing trend towards internationalization of academic contacts for the Faculty.

Among other notable developments for the Faculty this year was the accreditation received by the European Association for Public Administration Accreditation—EAPAA. This recognizes the attainment of high-quality Public Administration instruction, and the Faculty is pleased to be acknowledged as maintaining internationally agreed standards in this field.

Much of the work of the Faculty this year has been intended to maintain the quality of the academic offering and to increase the research capacity of the staff. The Faculty members attended numerous conferences and presented their research at these, and published their work in recognized regional and international scholarly journals. The Faculty also regularly reviewed the applicability of the curriculum offerings to the employment opportunities for PAPS graduates.

3.6 The Language Centre

The Language Centre (LC) has continued with its high quality teaching practices and monitoring of its program effectiveness through revision and adjustments of curricula according to data from quality instruments, achievement and proficiency tests in the three core programmes (English, Albanian and Macedonian). Besides the regular exams, it has administered, analyzed and tracked progress of proficiency tests, as well as oral examinations in the three main programmes. Data gathered from these instruments show steady improvement in students' language skills as they proceed with the language requirements. Again in this academic year, the LC teachers have achieved higher average scores than the University ones on all items from the Student Evaluation questionnaire.

The free elective courses organized and managed through the Language Centre have also attracted a lot of interest from students and are characterized by high enrollment figures. This offer has been enriched with the course - Italian as a foreign language, supported by the Italian Embassy. The French Embassy continues to sponsor two French courses.

Besides the growth and promotion of its academic programme, the LC has further expanded its community provision, by offering two sessions of TOEFL ITP exams and several English courses for the local banks and businesses in cooperation with the BDC. The contract with the US Embassy for providing Albanian courses for its staff has been signed again for the next two years.

The LC has also contributed to the University plan for marketing and promotion by co-organizing the National Essay Contest that attracted more than 400 participants from the whole country, the Language Fair for the University Open Day and learning activities for all students in the Induction week.

3.7 The E-Learning Centre

The E-Learning Centre activity at the University has three main branches:

The first is offering a variety of IT training courses that give students the necessary computer skills for their future careers. The free-elective courses offered by the E-Learning Centre cover a diversity of topics in order to meet different skill levels and interests. Introductory training courses are offered to those students requiring basic knowledge, whilst advanced courses in the most recent IT applications are offered to students with more sophisticated and specialized needs. All of these courses are offered to the academic and administrative staff as well. The intent is to provide the technical knowledge, skills and experience that will increase the value of each member of the SEEU community to the institution and, at the same time, enhance their professional development.

The second area of E-Learning activity is to maintain and monitor the Learning Management System – Libri. For this the eLearning staff provide continuous efficient support for all the academic staff in managing their courses in Libri. In terms of enhancing quality of the course content, various reports can be generated for any kind of activity in Libri.

Finally, the E-Learning Centre supports SEEU's online studies. In order to enhance our service to students, and to remain competitive internationally, the online studies that were established in 2011 continue to be one of the main spheres of attention for the E-Learning Centre. The E-Learning Centre continues to offer training sessions for online teaching tools and methodology. The number of the online students is increasing at SEEU. This area has been identified as a key sector for staff motivation; we hope to encourage all staff to increase their online teaching, assessment, and utilization of resources.

Among these three areas of responsibility, the E-Learning Centre cooperates with almost every activity at University level which requires IT expertise.

4 Quality Enhancement

With regard to quality assurance, activities may be divided into two sections: inclusion in and use of external processes and internal quality systems and culture.

Externally, the University was again highly placed in the second national ranking exercise, being third out of twenty evaluated institutions. The University came second in the first ranking exercise. It was very pleasing to

note that the statistical data indicated steady, realistic and objective improvement. As previously, the value of the exercise to the University is that we have embedded the priorities identified in the ranking criteria into institutional strategy and planning, and we continue to work actively to develop areas such as research output, increased mobility, and the quality of learning and teaching and academic staff promotion.

In addition, a second round of external programme reviews, using international experts, was started. During the period covered by this report, external reviews were completed in the Faculties of BE, CST and LCC/ LC and the recommendations of these reports were included in the relevant Faculty Action Plans.

In terms of regular quality structures, the University Board provided regular monitoring of University plans and monitored the application of verifiable quality-control data in the areas of performance management, University financial audits and planning, staffing assessment and hiring processes, performance management, and academic development. The Staffing and Audit and Risk Management Committees frequently oversaw the gathering and analyses of these data.

The Staffing Committee noted and contributed to a complete review of the Ranking and Remuneration Policy, which will be confirmed by the Board in November 2014. A review of the Rules was completed and the final document published on the University webpage. The University once again retained its ISO 9001:2008 external standard for performance management. Also, the Annual Recruitment Report indicated that administrative vacancies had been filled according to an open and transparent process, with issues outlined for consideration.

The quality policy linked directly to the University Strategic Plan and the Quality Assurance and Management Commission (QAMC) provided an overview on a twice yearly basis. Last year, the system of external Quality Champions was revised and we welcomed two new champions who made one joint site visit and provided very useful insight with a focus on the faculties of BE and LCC. The Quality Office operated and/or supported key quality processes such as teaching observation, student evaluation surveys and performance management procedures, and served as operational activity coordinator. It provided key data for Faculty/Departmental analysis. The Office also provided support to the Student Parliament in elections and in developing its activities. The Quality Teams were more functional in the administrative departments due to the work of the Collegium, but were less evident in the Faculties.

In terms of quality assurance, some key areas for developments in the coming year will be: a review of the remit of the Quality Office and the institutional quality structure; the introduction of a new concept for academic quality teams; the development of the revised institutional structure, with a complete review of JDs and Rules; the implementation of recommendations, as appropriate, where made by the external auditors; the

completion of a second visit from Quality Champions (March 2015) with the focus on the remaining Faculties; strengthening the collaborative aspect of Action Planning; strengthening the academic recruitment processes; and the completion of a new Electronic Management System to support data analysis and the quality of processes such as scheduling.

5 Teaching and Learning

5.1 Programmes and Status

All five SEEU Faculties offered courses in the first, second and third cycles during the period covered by this report. The Doctoral School operated several multi-disciplinary methodological courses, enabling students from different programmes to study together.

With the success of the Doctoral School, and with the continuing success of SEEU's 2nd cycle offering, a significant shift in the student body is now underway; as the number of undergraduate enrollments and postgraduate enrollments converge, SEEU is placing greater emphasis on 2nd and 3rd cycle recruitment and research support.

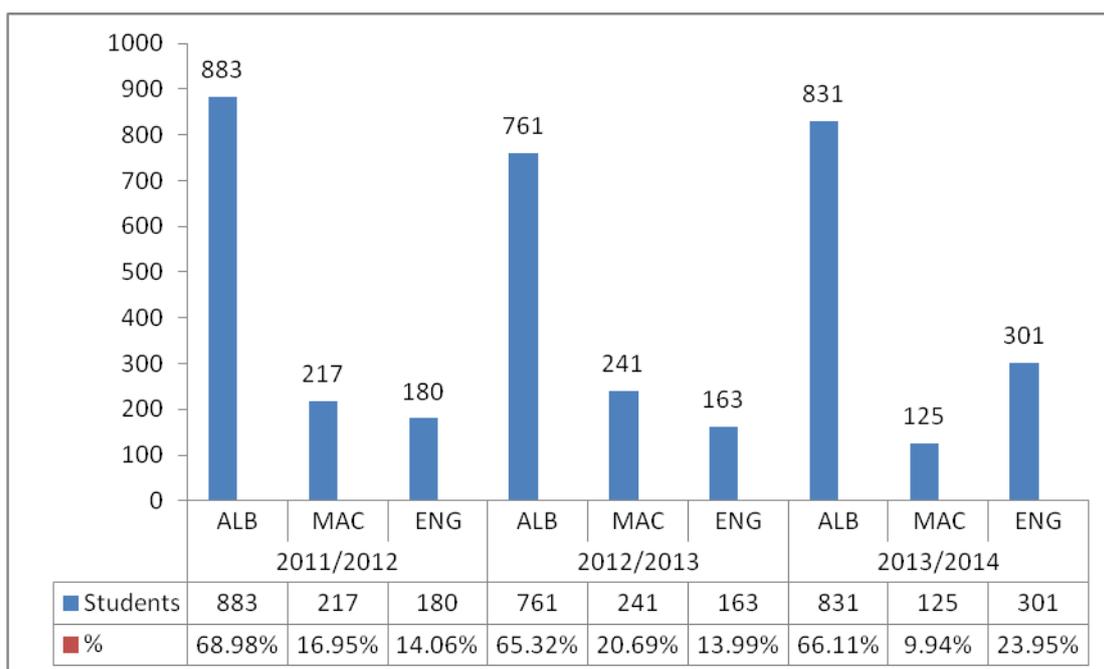
5.2 Student Enrolment

It is heartening to record that student enrolment was increased in the year covered by this report over the previous academic year. This is largely the result of the increasing appeal of the SEEU 2nd cycle offer, and the opening of the Doctoral school.

Academic Year	Enrolments
2011/2012	1280
2012/2013	1165
2013/2014	1257
Grand Total	3702

Table 1. Total Enrolments by academic year

The enrollment figures recorded in Table 1 illustrate the enrolment by language of study; as may be seen, the Albanian language offerings have largely maintained their enrolment profiles, Macedonian language enrolments have dropped, and English language programmes have had a substantial increase in enrolments.



Graph 1. Total Enrolments

Table 2 reports the total enrolments by Faculty for the past three years. As may be seen, three Faculties recorded an increase in their enrolments for the period covered by this report, one maintained the same enrolment, and only one (PAPS) saw a reduction in enrolments in comparison with the academic year 2012/2013.

Faculty	2011/2012	2012/2013	2013/2014
BE	273	290	328
CST	208	175	235
LAW	274	206	242
LCC	207	247	247
PAPS	318	247	205
Grand Total	1280	1165	1257

Table 2. Total Enrolments by Faculty

5.3 Student Retention

Student retention refers to those students who remain active students in the academic programmes for which they have enrolled. Reducing attrition through failure or withdrawal is a key indicator of success in any higher education institution. As may be seen in tables 3 and 4, SEEU does a good job of retaining students after the first year, but work remains to be done in maintaining students into their third year.

Cohort 2012/13	Full-Time Enrolments 2012/13	Retention 2013/14		Retention 2014/15	
		Retained in 2nd year	%	Retained in 3rd year	%
Faculties	Students				
BA&E	141	120	85.11%	111	78.72%
CST	142	114	80.28%	102	71.83%
LAW	156	126	80.77%	124	79.49%
LCC	101	84	83.17%	81	80.20%
PAPS	158	134	84.81%	123	77.85%

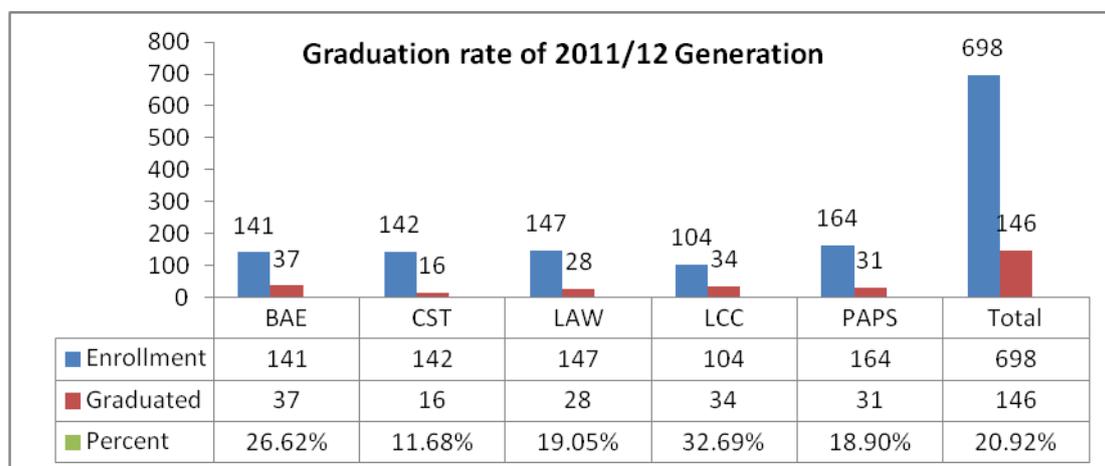
Table 3. Retention for 2011/ 12 cohort

Cohort 2012/13	Full-Time Enrolments 2012/13	Retention 2013/14		Retention 2014/15	
		Retained in 2nd year	%	Retained in 3rd year	%
Faculties	Students				
BA&E	160	139	86.88%	105	65.63%
CST	118	97	82.20%	78	66.10%
LAW	144	128	88.89%	102	70.83%
LCC	118	106	89.83%	92	77.97%
PAPS	122	107	87.70%	96	78.69%

Table 4. Retention for 2012/ 13 cohort

5.4 Student Graduation

Table 5.3 presents data on the graduation rates of students compared with their enrolment numbers. As may be observed, the diminishment of numbers, from enrolment to on-time graduation, remains a source of concern to the University. Specifically, of 698 newly enrolled students in the 2011/2012 cohort, 146 graduated on-time (defined by attaining 180 ECTS credits over a three-year period). It should be noted that a student may fail to graduate for either academic or administrative reasons (as, for example, failure to pay tuition or other bills due to the University).



Graph 2. Graduation rate distributed by faculty for 2011/2012 cohort

5.5 The Career Centre and Employability

The SEEU Career Centre is the primary resource for students undertaking their internships or looking for employment. It organizes an annual Career Fair, in which organizations and companies recruit SEEU students and recent graduates. In pursuit of student advice and service, the Career Centre also advises students on the process of job seeking, distributes advertisements for positions where appropriate, and provides training in such matters as writing job applications and composing c.v.s.

The overall employment rate of SEEU graduates of 2013 is 48.97% and their unemployment rate is 51.02%. According to the employed graduates, 95.83% of them are employed full-time, 1.56 % are employed part-time, 1.04% of them are self employed (they own their own business), and 1.56% are doing an internship.

Of the total number of unemployed students, 21.50 % have indicated that they are unemployed by choice, so the actual unemployment rate of SEEU graduates is therefore estimated to lie in the vicinity of 29.52%.

According to faculty employment, LAW alumni scores the highest unemployment rate of graduates with 62.12%, followed by Public Administration and Political Sciences graduates with 55.26%. The highest rate of employed graduates is represented by Business and Economy faculty with 53.17% for calendar year and by Language, Culture and Communication graduates with 49.94% for academic year.

There are no major differences between graduates of Albanian and Macedonian ethnic background according to their unemployment; graduates with an Albanian ethnic background score an unemployment rate of 51.19% and students with Macedonian ethnic background 50.57%. Other nationalities score an unemployment rate of 50 %.

In a difference from the previous year, this year's data shows that the higher GPA (9—10), the higher is the employment rate (57%). Graduates with a GPA between 6 and 7 experience an employment rate of 34.35%.

It should be noted that these results are self-reported in response to a survey conducted by the Career Centre. The survey methodology does not allow insight into the employment status of those who elected not to respond to the survey.

5.6 Alumni Association

The SEEU Alumni Association is defined by statute of the University. It is intended to maintain contact with former students of SEEU, to include them in the life of the University, and to solicit their opinions and expertise for the Faculties, particularly in the maintenance and development of market-aligned curricula.

At present, the Alumni Association is in a state of abeyance. It does not exist in the form envisaged by the statutes, and this is an item for the University to

address in the year 2014-2015. There are presently no elected officers of the Alumni Association.

Encouragingly, when the University hosted alumni events in both Prishtina and Skopje attendance at these social occasions was strong (approximately 80 alumni in Prishtina and 50 in Skopje). This indicates that the alumni remain interested in the institution and wish to be involved in the life of the University, and should provide a fertile opportunity for SEEU to develop a stronger opportunity for alumni to contribute to their alma mater.

6 Research

The Research Office provides direct advisory support for academic research, and allocates funds to provide assistance for academic staff members to pursue their research interests. The primary allocation of this funding goes towards defraying the costs of attendance at academic conferences and scholarly congresses for the academic staff. The Research Office also undertakes the publication of the primary research journal of the University, *The SEEU Review*.

In support of staff research and promotional policies, the Central Research Commission met 11 times, and evaluated the research portfolios of 16 different academic members of staff. 57 requests from individual researchers have been accepted for participation in international conferences.

The Research Office has led or facilitated three conferences during the period of this report: 1) "London Ambassadors Conference (1913-2013) one century later: How has Balkan Geopolitics changed?" on 21 November 2013 at SEEU Skopje. The conference proceedings is being prepared. The book launch will be organized on January 2015. 2) SEEU hosted a Regional Economic Conference entitled "Balkan Benelux" on 26th November 2013 Skopje, SEEU-Skopje, and 3) organized an international scientific conference entitled "Upper Reka and Reka's Albanians" 14 December 2013, Mavrovo. The conference proceedings was launched on November 5, 2014, SEEU Skopje.

SEEU Research Office continued its collaboration with Columbia University. The Training of Trainers seminar was one of the activities of the project which aims to transfer Columbia University's semester-long course on "Conflict Resolution and Social Harmony" to universities in the Western Balkans. For this purpose, Columbia's Program on Peace-building and Rights at Columbia University's Institute for the Study of Human Rights, together with Southeast European University's Max van der Stoel Research Institute, organized a training of trainer's regional seminar for educators from across the region on March 25-28, 2013 at the Tetovo premises. Participating in this training were 20 educators from different universities across the Western Balkans region: SEEU, the State University of Tetovo, European University of Tirana - Albania, University of Prishtina, the Center for International Relations and Balkan Studies, Skopje, the Albanian Youth Parliament – Albania, and the Secretariat for Implementation of Ohrid Framework Agreement.

Regarding the SEEU Review, the journal started its online publication in 2012 in VERSITA (which now is renamed DE GRUYTER). Since then, two online issues were published in 2012, 1 in 2013 (with the second issue already uploaded as a special edition for Learning and Teaching). Volume 10 issue 1 will be published also as a special edition (the first issue of 2014) regarding the London Conference of Ambassadors.

6.1 Max Van der Stoel Research Institute

This Institute is the centre of the University's efforts to conduct research into the areas of law, political science, human rights, and diplomacy. The MVDSRI is intended both to provide a unifying core for multi-Faculty research projects, as well as to enable SEEU to be a valuable local partner for international research projects and distinguished partner universities abroad.

The main activity of the MVDSRI in the period covered by this report was the successful inauguration of the 'Diplomats' Lecture Series.' These lectures, hosted in the Arben Xhaferi Auditorium of the Tetovo campus, brought distinguished ambassadors from the diplomatic community to address the staff and students of SEEU. Highly popular and well-attended, these lectures allowed the diplomats to address subjects of particular interest to them or to their embassies, and gave students insights into the values and priorities of the international community. Among the speakers were the Ambassadors of France, Germany, the Netherlands, and the OSCE. This lecture series will continue in the academic year 2014-2015.

The MVDSRI also hosted a two-day conference 16-17 May 2014 entitled 'Contemporary Challenges of Multiculturalism and Language Policies.' The proceedings of this conference are expected to be published in late 2014 or early 2015.

6.2 Institute for Environment and Health

The Institute for Environment and Health continued to serve as the main driver in attaining the goals of the SEEU Climate Action Plan. The primary development of the IEH during the period covered by this report was the transformation of the Tetovo heating oil system into a more ecologically-friendly biomass system. This is projected not only to save resources and produce less pollution, but also to save the University money over time.

The Institute was also involved in the agreement made between the Municipality of Tetovo and South East European University to produce an ecological action plan for Tetovo, based upon the model of the SEEU Climate Action Plan. This agreement was signed by the Rector and the Mayor of Tetovo.

Finally, SEEU demonstrated its ongoing commitment to ecological stewardship by renovating a new location in Skopje, which allowed an existing building to be repurposed. This reduced substantially the amount of materials that would have been required for a building erected from scratch.

The University Environmental Code remains posted in all University classrooms and offices. It offers tips and reminders about energy conservation and environmental responsibility, in all three official University languages.

6.3 International Relations

The International Relations Office has the responsibility of building and maintaining international contacts for the University. It helps to identify partner institutions abroad, and to assist incoming and outgoing student mobility. These are crucial efforts, as part of the *raison d'être* of the institution is to provide international quality education, in accordance with internationally-recognized standards, to a diverse and multilingual body of students in Tetovo and Skopje.

The year covered by this report was encouraging for the international relations of the University. As mentioned elsewhere in this report, three Faculties conducted external programme reviews, all undertaken by experts from distinguished Universities abroad. The other two Faculties are continuing that process in the academic year 2014=2015. Additionally, two new Quality Champions from the United Kingdom were engaged and conducted their first visit and report.

Student and staff mobility increased during the period of this report. During the academic year 2013/14, we had 10 students on exchange through the Erasmus programme, and one staff member on Staff Teaching Assignment through the same programme. Additionally, the CST Faculty sent several staff and students to Gjovik College in Norway.

As far as the number of agreements is concerned, the University has signed 29 agreements during the academic year 2013/14. These agreements are made with partner universities in the frame of the Erasmus+ programme or the Mevlana protocol, which is valid for Turkish universities.

SEEU sees a significant source of future development and student recruitment through the development and strengthening of our international ties, particularly with the aim of becoming a significant regional partner for older international partner universities.

7 Entrepreneurship and Development

The primary focus of SEEU's entrepreneurial efforts is the coherence of University initiatives with the external business community. As the financial and corporate development of Tetovo and Skopje builds, SEEU is well-positioned to lead the process of collaboration between industry and academia.

Accordingly, SEEU has operated the TechPark for over one year, bringing local companies directly onto the campus. This collaboration enables students and staff to benefit from the entrepreneurial efforts of local companies, and at

the same time enables companies to draw upon the resources—human and material—of the University. It is the express intention of SEEU to grow along with active industrialists and businessmen and businesswomen. Similarly, the Integrated Studies programme also promotes closer collaboration between business and academia, and directly involves local businesses in curriculum design and student assessment. It is a programme that also provides valuable experience, and job opportunities, for successful graduates.

The University also continues to work with corporate and business associations, such as the Chamber of Commerce for Western Macedonia, the German/Macedonian Association, and the American Chamber of Commerce in Macedonia. Additionally, the University works with Municipalities in which it has locations, and maintains good relations with the local communities and local government figures.

The Business Development Centre promotes the provision by SEEU of training and external consultancy to local businesses. Through the work of the BDC, SEEU has provided business models, corporate training, and language instruction to businesses and embassies in both Tetovo and Skopje. The TechPark has also arranged numerous seminars, bringing together SEEU staff and students with local entrepreneurs and businessmen and businesswomen.

SEEU regards building connections with local individuals and companies as being central to the future planning of the University. By thoughtful cooperation and collaboration with the most innovative individuals in the region, SEEU will continue to provide sound academic partnership opportunities for corporations and employment opportunities for our graduates.

8 Financing

The University continued to be fully self-financed during the period covered by this report, without any funding from the state budget but with a promise of funding in 2015 to around € 500K in MKD. The proportion of revenues for the academic year 2013/14 was as follows: approximately 90% of revenues came from tuition, up to 5% from other income (income from commercial activities, interest on deposits and endowments, etc.), and approximately up to 5% from other projects and donations.

Regarding financial management, we have continued efforts to achieve the strategic objectives of the University for safeguarding the financial stability of the institution. This is done through the consolidation of stable funding sources, the exploration of other forms of financing, and diversification of financial resources. This academic year the University management drafted a plan for expanding the investment portfolio, by incorporating the investment of free assets in the University's short-term account (0-3 months).

Projections of revenues and expenditures of the University are planned according to the Medium Term Budget Framework, in accordance with the Statutes and the policies of the higher bodies of the University according to

the RAM (Resource Allocation Model). This three-year Medium-Term Budget Framework of expenditure levels ensures consistency within the overall University expenditure and resource constraints, in order to ensure financial stability and to maximize the efficiency of overall expenditures. The principles of real reflecting and financial efficiency are the foundation of basic planning for the University. The University always gives importance to internal transparency with careful internal publication, thus maintaining the strategic business 'secrets' of the University.

The development of Enterprise Resource Planning (ERP) continued to be a major priority of SEEU's financial management, in order to provide better quality financial services, to comply with legal provisions, and to operate more effectively. Additionally, the continuous updating of procedures is well established as a financial service standard.

Since the financial sustainability of the University is one of the main concerns of the University Board and staff, a restructuring of the finance department is suggested (as was also recommended by an external audit). A review of the department's structure and procedures is in process.

9 Campus Environment and Services

9.1 Student Support

Student support is mainly realized through Student Services and the Financial Aid Office. In the academic year 2013/2014, students were financially supported by the University Scholarship programme, by donors' scholarship grants, by the "Work and Study" programme, as well as by a financial discount programme for the second and third student of a family to enrol in SEEU. In total, 20% of the full-time undergraduate students are financially supported to some degree.

The scholarship programme consists of two groups: merit-based scholarships, which reward success in the preliminary assessment of knowledge, and financial-need scholarships, which ameliorate financial disadvantage, and are awarded in cooperation with the Open Society Foundation. At the University level 269 scholarships were awarded in the academic year 2013-2014, with 169 merit-based and 100 need-based scholarships; this means that about 11% of the total number of full-time students were supported by scholarships that cover—partially or fully—the tuition fee of the relevant study programme.

From the financial point of view, about 4% of full-time students are supported through the "Work and 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 91 students were engaged in this programme.

Similarly, in support of families that have more than one student studying at SEEU, a discount is granted for the reduction of tuition fees of a second or third student from the same family. By this programme the University has supported 118 students, which is 5% of all full-time students.

Special attention is given to the development of effective access for students with special needs and opportunities for scholarships exist for this group of students. The University is one of the most accessible campuses in the country and the region for special needs students.

In the upcoming academic year 2014-2015, the University intends to initiate cooperation with the banking sector in order to provide a student loan scheme. This will serve as an additional instrument for student support, and will help to maintain the strong links with companies willing to support SEEU students with scholarships.

9.2 Facilities

The SEEU Tetovo campus continues to be a leader in the country and the region, both for the premises that are available and how they are maintained. This assertion is supported by the online assessments made by students and staff, which recorded impressive scores: on a scale of 1 to 5, the average Facilities score was 4.1, which indicates the high commitment of the staff of the Facilities department.

The University premises and the accompanying equipment are always maintained to have a good appearance and to keep their function.

Facilities and maintenance costs are carefully analyzed so that they may be reduced whenever possible. It is important to note in this case that oil savings in this period are evident, but other expenses have also been reduced by 12% compared to the previous period. The work of Facilities is characterized by the implementation of procedures based on ISO standards. This approach helps to define, in a precise way, the responsibilities and powers for all employees.

During the summer period several building repairs were undertaken, flaws in classrooms were repaired, and all classrooms were painted in order to maintain conditions and to have a good appearance. In the period covered by this report the Tetovo campus also inaugurated a new navigation system (new signage).

Following the University's commitment to be an eco-campus, the old heating-oil system in Tetovo was replaced with a new biomass system, which is expected to reduce costs by about 50 %, as well as significantly reducing the emission of CO₂. The University has allocated 500,000 Euros for this project, an expenditure which is expected to be returned by savings in the coming years. Lights with new "LED" technology were established, which in less-frequented locations switch on based on movement, thus reducing the consumption of electricity (as compared with continuous light provision).

In the coming academic year, the Facilities department will be integrated into the existing electronicization system processes to ensure cost optimization and flexible control.

9.3 The Skopje Centre

The period covered by this report was the sixth year that SEE University maintained a presence in Skopje, and the first year at the new location and new premises. Since October 2013, the SEEU Skopje campus has been located in a recently renewed, modern and spacious facility of 2.400 m², in the centre of the capital. SEEU has undertaken a large investment in the adaptation of the premises into a modern educational centre with all the elements of a university campus.

The SEEU Skopje campus now consists of 14 lecture halls (equipped with projection equipment and presence recording devices), two computer laboratories (equipped with Smart Boards), an auditorium with 170 seats and two translating cabins, an administration corner with three offices and a functional Information Desk, a meeting room for 16 persons equipped with videoconferencing equipment, a cafeteria and a branch library with an attendant reading room.

The SEEU Skopje campus operates with an administration structure re-organized in order to serve a larger number of students and maintain considerably bigger premises. We have continued to outsource the cleaning, maintenance and 24/7 security services. The administration is composed of a total of four administrative workers, one librarian and a director. The scope and remit of these positions has been expanded, in order to reflect the greater number of students attending Skopje SEEU than in previous years, and in order to enhance the services available to students and external stakeholders.

The new premises required a complex system of installations (air conditioning, heating and cooling, electrical and network installation, security systems). All of these had to be verified, tested and in some cases completed or repaired due to recent activation. All classroom connections had to be completed with up-to-date wiring and protection systems, and in some cases additional projection equipment had to be purchased in order to complete the installations. The videoconferencing facilities are now excellent, and should be used more actively to promote integration between the Tetovo and Skopje locations.

Confirming university ambitions for the enlargement of Skopje operations in the new premises, the enrollment of new students in the period of this report showed an approximately 30% increase in the number of new students when compared with the previous year. The academic offer was similar to the previous years. The new premises attracted higher interest both among Macedonian citizens and interested students from abroad. It is recommended, however, that the offer of free elective and elective courses should be revised and enriched for the Skopje campus, due to the increased

number of students and the necessity of making their academic offer equal to that available in Tetovo.

A variety of events has been organized during academic 2013/14 in the SEEU Skopje campus, mainly in the auditorium. This has included several academic conferences, and public relations meetings hosted by the University.

The Skopje campus is becoming a well-known place for events that bring together academics, businesses and other relevant actors in the society. SEEU Skopje campus not only contributes to the university infrastructural capacities for our academic offers and development, but it also represents a point of valuable feedback, and serves as an initiator of changes aiming towards the better functioning of the University as a whole.

9.4 Human Resources

In accordance with the recommendations of the Staff Committee and Board policy, the University continued this year with the implementation of the University Development Strategy in the domain of human resources. HR includes a range of activities which include: the identification of adequate human resources in the domestic and foreign labour markets; the recruitment of academic and administrative staff; and replacing staff who leave the university, go on sabbatical or maternity leave, or who retire.

This year the University has continued to lead the promotion and processing of academic staff in teaching-scientific titles in line with the Law and the Rules. Nine members of academic staff advanced in teaching-scientific titles, while 13 advanced in teaching-professional titles.

The following data illustrate the promotion process of academic staff in teaching-scientific titles for last three years. The following chart shows full-time staff scientific titles for the last three years:

Scientific title	Academic year 2011 / 2012	2012 / 2013	2013 / 2014
PhD	72	86	72
MA	64	52	40
BA	4	1	1

Table 5. Academic staff in teaching-scientific titles for last three years

During the academic year 2013/ 2014 the presence and productivity of the University administration was monitored, in order to optimise the activities of less-engaged staff, in order to be in service of academic staff and students. Special emphasis is given to recruitment processes that reposition internal administrative staff who have the needed qualifications, and only in those cases when the internal staff does not fulfil the requirements are calls announced externally.

Administrators also continued their pursuit of advanced degrees. The table for full-time administrative staff (qualifications) during last three years reveals the following data:

Scientific title	Academic year 2011 / 2012	2012 / 2013	2013 / 2014
PhD	5	5	2
MA	15	15	16
BA	75	73	62

Table 6. Administrative staff (qualifications) during last three years

HR put into use a specific web site of the office, which is regularly updated with information. The implementation and reporting of entries and exits from campus continued, which significantly improved staff presence and respect for working hours.

9.5 Information Systems

During the Academic Year 2013/ 2014, the University thoroughly tested the newly developed electronic solution for recording and tracking student attendance at lectures and classes. During this period various problems were discovered, localized and resolved. The system is presently much improved, and academic staff are able to check the recorded presence of themselves and their students in real time. In this respect, it is also important to mention that the way of issuing student RFID cards was changed and improved.

An External Security Audit for personal data was conducted and, based on the findings and recommendations of that audit, a solution for the recording activities related to personal data processing was developed. Part of this solution is the use of the reporting tool which will allow future external security auditors for personal data to have an insight into the processes of the institution. SEEU is dedicated to respect personal data and to comply fully with the requirements of the law for personal data.

To improve the efficiency of the unified messaging system, a module for managing and synchronizing memberships to dynamic mail groups has been developed. Mail groups are defined based on criteria such as time, location, semester, study year, or faculty (for students) and academic, administration, full time, part time (for employees). This has enabled more efficient notification, and more effective dissemination of information, for students and employees.

The process of student graduation has been electronized and automated to minimize the formal steps for processing student diplomas after they have fulfilled all their academic obligations. The interface of this module is integrated in MySEEU for students and in SharePoint for administration. The interface for students also incorporates a graphical overview of the process in order to enable them to track the progress of their request.

A number of other improvements in the existing electronic systems merit recording. Notable in this context were the creation of a module for the automatic generation of reports of income tax for employees; changes and improvement in the MyResearch module based on requests by the CRC and users; changes and corrections in issuing transcripts in order to filter them also by study type and degree level; and a Single Sign On (SSO) property that

permits users to login once and to have access to all relevant electronic resources.

It is worth mentioning that all of the IT infrastructure was successfully transferred into the new Skopje location and, at the same time, capacity was expanded by putting in place a second server room. This new server room in the Skopje branch will minimize the impact of internet link interruptions between Tetovo and Skopje.

All of this again demonstrates the dedication of the University to continue to be among the leaders in implementing the latest technology from the IT field.

9.6 Library Services

The University Library "Max van der Stoel" provides its services to students and academic staff in the form of books, scientific journals, and the databases Ebsco and Econ-Biz. It operates on both the SEEU Tetovo and Skopje campuses.

Library services are professional and high-level, efficiently distributing, reserving or cataloguing materials. Throughout the academic year the library staff offers training for students and staff on the use of databases and new acquisitions. The purchase and replacement of books is a priority for the library: processing of purchased materials is done according to international standards of librarianship, and their classification and cataloguing is according to international decimals systems. The library is clean and well-ordered, and serves as the primary University location for the public defence of master and doctoral theses.

The library staff is professional and qualified for the library activities, and they successfully supervise students engaged in the Work & Study programme, who themselves have made a significant contribution in the functioning of the library.

During the period covered by this report the library maintained successful cooperation with the National University Library in Skopje, which enabled us to borrow materials that we do not possess.

9.7 The Student Parliament

In the period covered by this report the Student Parliament was consolidated in its operation with the new format (a Parliament instead of a Union). The Parliament fostered the creation of numerous clubs, among the most popular of which were sports, photography, culture, recreational activities, etc. All these clubs organized at least one event that included students from all faculties and cycles. These clubs created Action Plans, and the realization of these plans was supported by a modest budget. It is worth mentioning that students from the Skopje campus are equally interested to participate in the work of the Student Parliament, and work collegially with the Tetovo representatives.

The Student Parliament has also actively supported the University in organizing various events such as the University Anniversary, Open Day, Graduation Day and other significant celebrations or commemorations.

As matters to be improved, the Student Parliament intends to support more actively all clubs in their organization of events, and also to provide a more balanced allocation of the budget among the clubs. Currently, a significant part of the budget is used for educational visits, and for organizing cultural events and concerts by prominent local artists.

9.8 Sports and Recreation

In order to promote sports and physical fitness at the University, the Sports Department (an independent unit within SEEU) this year conducted a survey in order to determine which sport most attracts the students.

For this year it can be noted that there have been done significant improvements in the infrastructure of sports facilities on campus. Of particular note were: the adapting of building 818 for the inclusion of gymnastic facilities (weights and machines); the purchase of other fitness equipment; the renovation of playing areas (tennis, basketball, volleyball); and the reinforcement of lighting for those playing areas. These actions resulted in a significant increase of student participation in sport activities.

Also this academic year, at the end of the both semesters, tournaments were organized in Football, Basketball, Tennis, Chess and Ping-Pong. During the Open Day at SEEU a Futsal tournament was arranged for high school students of the Tetovo region, which enjoyed the participation of all high schools from the region.

The SEEU Sports Department has also been active during the university championships organized by the Universities' Sports Federation in the Republic of Macedonia, with teams in basketball, ping-pong and chess. At the state level, the team continued to participate in the State Championship of Futsal, with distinguished success. We have also developed our interests in recreational cycling, bringing together students and staff to ride different routes in the Tetovo region. Given the mountainous setting of the campus, hiking also proves popular, as does skiing; the SEEU student team, in the 7th interuniversity ski competition on Kodra e Diellet (Popova Shapka), took the second place. This year SEEU was the technical organizer of the ski competition, and the delegates rated the organization very highly.

This academic year we have organized more sports activities with SEEU Skopje Centre students.

In the SEEU Skopje building the Sports department has placed a ping-pong table, as well as several chess tables with boards and backgammon sets; Skopje students are also kept informed and involved in sports tournaments and activities that are organized to take place in Tetovo.

10 Conclusion

South East European University remains true to the primary ethic of its foundation: it provides international-quality education to students of the region, irrespective of ethnicity, native language, religion, home country or gender. The University maintains a ‘flexible use of languages’ policy, by which all three official University languages—Albanian, English, and Macedonian—are used in classrooms and in official correspondence, notices, and ceremonies. It awards degrees in all three cycles, and is compliant with the major trends of European higher education.

These are, across the world, difficult times for higher education institutions, and SEEU faces challenges that it acknowledges openly. Increased competition from ‘branch’ campuses of the State Universities has had a negative impact on student recruitment. Our tuition remains high for the region, particularly in comparison with the depressed tuition levels in the State Universities. International grants and research funds are difficult to obtain and competition for participation in these opportunities is strong. Emigration and demographic trends in the Republic of Macedonia reduce the size of the potential student body. These will be challenges for the University to confront and overcome in the following years.

This report makes numerous individual recommendations in the individual sections. The following are more general commitments of the University, and are commonly agreed amongst the academic and administrative staff:

- to increase enrollment in the first and second cycles;
- to make better provision for the research support of graduate students and staff;
- to improve cooperation with local businesses and entrepreneurs;
- to continue with the CAP and other environmentally-friendly initiatives;
- to improve student support and staff responsiveness to student concerns and complaints;
- to increase on-time student graduation rates.

Despite the challenges faced by this, and indeed all, modern universities, SEEU remains a vital place of scholarship and education. It provides quality instruction that has earned the esteem of the community, and it represents a commitment to tolerance and equality. It continues to attract new students in all three levels, and is a valuable partner to Municipalities, businesses, and foreign partner universities.

SEEU remains committed to the ideals upon which it was founded: to provide quality education irrespective of language, ethnicity, religion, or gender. The University remains convinced that commitment to those ideals is the key to

future success and continuing provision of excellent educational opportunities.

Members of the Self Evaluation Committee

- The Provost
- The Secretary General
- The Executive Quality Advisor
- The Head of Skopje Campus
- The Head of Student Services
- Representatives of all five Faculties
- The Director of the Language Centre
- The Director of the eLearning Centre
- The Quality Assurance Assistant, technical support