



Evro-sredozemska univerza | Università Euro-Mediterranea
Euro-Mediterranean University | Université Euro-Méditerranéenne
الجامعة الأورومتوسطية

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Work Programme 2025

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The annual work plan for 2025 was adopted at the 73rd video conference session of the EMUNI University Management Board, which took place on Monday, December 9, 2024.

Piran, November 25, 2024

Information on EMUNI

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|------------------------------|--|
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| Abbreviated name: | EMUNI |
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1 EMUNI Development Strategy 2024-2029

1.1 Vision

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

1.2 Mission

Established as an of international association of universities, EMUNI acts as a powerful force to bridge the shores of the Mediterranean. As such, EMUNI seeks to become:

- A reference university conducting quality study programmes and state-of-the-art research in fields of high relevance, serving the Euro-Mediterranean interests and challenges,
- A Committed and dynamic network of diverse Euro-Med HE and research institutions,
- An Inclusive platform for inter-cultural dialogue and science diplomacy in the Euro-Med region.

1.3 Institutional Goals

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

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

We will make a special effort to expand the unified Mediterranean Higher Education Area (MHEA).

1.4 Objectives (2024-2029)

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

1. **Enhancing Communication:** Improve communication and outreach with network members, partners, and stakeholders.
1. **Quality Educational Programmes:** Develop high-quality educational programmes and activities.
2. **Fundraising Initiatives:** Implement effective fundraising strategies.
3. **Promoting Educational Programmes:** Increase awareness and promotion of EMUNI's educational offerings among target groups.
4. **EMUNI Status:** Propose the establishment of EMUNI's status as an international organization. **Strengthening Partnerships:** Reinforce connections with the EMUNI network.
5. **Rectifying Status:** Clarify and rectify EMUNI's status as an international organisation.
6. **Intercultural Dialogue:** Foster EMUNI's role as a platform for intercultural dialogue and science diplomacy.
7. **Improving Working Environment:** Enhance the working environment to foster staff ownership and attract qualified international staff.
8. **Promoting Sustainable Development:** Advance sustainable development initiatives in the Euro-Mediterranean region.

2 Introduction

| | |
|---------------------------------------|---|
| Full name of the University: | Evro-sredozemska univerza |
| Abbreviated name: | EMUNI univerza |
| Name in English language: | Euro-Mediterranean University |
| Abbreviated name in English language: | EMUNI University |
| Name in French language: | Université Euro-Méditerranéenne |
| Abbreviated name in French language: | Université EMUNI |
| Seat of the University: | Piran, Kidričevo nabrežje 2 |
| Registration number: | 3487288 |
| Tax number: | SI79525415 |
| Telephone: | +386 59 25 00 50 |
| Fax: | +386 59 25 00 54 |
| Website: | www.emuni.si |
| Legal act: | Statute of EMUNI, 26 November 2008 (amendments of the Statute on 27 November 2010, on 25 November 2011, on 11 February 2015, on 9 December 2016, on 1 December 2018 and on 25 October 2024). |

The Euro-Mediterranean University (EMUNI) was established in 2008 as an international university and a network of universities by Mediterranean universities, under the auspices of the Government of the Republic of Slovenia, the European Union, and the Union for the Mediterranean. Its founding was supported by 32 founding members and 228 signatories to the agreement on cooperation with EMUNI.

Since its establishment in 2008 as a flagship initiative of the Union for the Mediterranean, EMUNI has evolved into a prominent international institution. It harnesses the expertise and knowledge of Euro-Mediterranean countries, significantly advancing the development of a cohesive and integrated higher education and research area across the region.

EMUNI is equipped to conduct academic activities across all study fields recognized by the international ISCED classification (UNESCO, 1997). In terms of educational offerings, EMUNI organises accredited programmes in collaboration with partner universities in Slovenia and other member countries, alongside its own degree programmes and courses, including PhD and master's degrees, summer schools, and postgraduate training.

Research at EMUNI spans all areas outlined in the Frascati classification (UNESCO, 2002). Additionally, EMUNI hosts a variety of interactive policy, scientific, and networking events—such as an annual conference, General Assembly meetings, and project-based initiatives—that

foster intercultural dialogue in the Mediterranean and promote science diplomacy. These efforts also address the priority areas identified by the Union for the Mediterranean through its educational and research initiatives.

2.1 University Bodies

EMUNI is a university and an international association of universities, which is constituted of the following bodies:

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

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

2.1.1 General Assembly

The EMUNI General Assembly is convened, when necessary, in general once a year to discuss general policies and operational guidelines for the University. Each signatory of the Foundation Charter, who is full member, has one representative at the General Assembly.

Table 1 Chairing of the General Assembly

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

The responsibilities of the General Assembly are stipulated in Articles 14, 15 and 16 of the EMUNI Statute.

According to the Statute, the General Assembly shall be convened by the President, as the need arises, either face to face or by correspondence, by taking into consideration every partner approved by the Management Board. The list of EMUNI members is kept by EMUNI and published on its website.

Sessions of the EMUNI the General Assembly per years:

- In February 2013 the General Assembly was convened instead of in November 2012.
- In 2014, there was no General Assembly; instead, the General Assembly was organised on 11 February 2015.
- In 2016 the General Assembly was organised on 11 May 2016.
- In 2017 the General Assembly was organised on 5 April 2017.
- In 2018 the General Assembly was organised on 20 Jun 2018.
- In 2019 the General Assembly was organised on 11 April 2019. In 2020 the General Assembly was postponed due to COVID-19.
- In 2021 the General Assembly was organised on 14 September 2021.
- In 2022 the General Assembly was organised on 15 September 2022.
- In 2023 the General Assembly was organised on 8 June 2023.
- In 2024 the General Assembly was organised on 11 October 2024.

2.1.2 The Management Board

The management board is the University management body and operates in accordance with the provisions of the Statute of EMUNI, Articles 17, 18, 19. It is composed of 13 members.

Currently the MB of EMUNI is composed of:

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

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

2.1.3 President

Prof. Dr. Rado Bohinc was appointed President during the 64th Management Board session in January 2024. His term begins on April 2, 2024, and runs until April 1, 2029. The President serves as both, the representative and the legal representative of EMUNI.

2.1.4 The Senate

The Senate is the academic body, which is responsible for considering all the academic areas of work, study, and research of the EMUNI University.

Therefore, it should predominantly consist of higher education teachers responsible for current and future study programs.

Members of the Senate, nominated on 5 April 2017 and 21 May 2019, Management Board's representatives in the Senate, nominated on 22 November 2019, and students' representatives in the Senate, nominated on 19 November 2023 are the following:

1. Prof. Dr. Rado Bohinc, Slovenia – President of EMUNI University and Chair of EMUNI Senate
2. Prof. Dr. Rouchdy Zahran, Alexandria University, Egypt
3. Prof. Dr. Lotfi Ben Romdhane, University of Sousse, Tunisia
4. Prof. Dr. Claudio Cressati, Italy
5. Prof. Dr. Rosario Sinatra, Italy
6. Prof. Dr. Dušan Lesjak, Slovenia
7. Prof. Dr. Luigia Melillo, Italy
8. Prof. Dr. Alaa Abdelbary, Egypt
9. Prof. Dr. Aleksandra Porjazoska Kujundziski, Macedonia
10. Prof. Dr. Jaka Vadnjak, Slovenia
11. Assoc. Prof. Dr. Karim Moustaghfir, Morocco
12. Prof. Dr. Rony Darazi, Lebanon
13. Saleh Saleh (student), Palestine
14. Elizaveta Byasova, EMUNI University (student), Russia
15. Yara El-Turk, EMUNI University (student), Lebanon
16. Emna Jbara, EMUNI University (student), Tunisia

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

2.1.5 Student Council

On 19 November 2023, in compliance with the EMUNI Statute, all students enrolled in study programmes at EMUNI University elected five representatives to serve on the EMUNI Student Council for a term of one year or until the expiry of the student status.

The members of the Council are:

1. Yara El-Turk Marwen (Chair of the Student Council), Lebanon
2. Elizaveta Byasova (Vice-Chair of the Student Council), Russia
3. Moses Chikuse, Italy
4. Saleh Saleh, Palestine
5. Saeed Hussien, Egypt

The Students' Council will vote for new representatives in December 2024. However, since the plan was prepared in November 2024, the names of the student representatives are not yet known.

Currently, the Students' Council has nominated its representatives for the Management Board and the Senate, and its Commissions as follows:

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

2.1.6 Sessions of EMUNI bodies in 2025

In 2024, we organised five (5) sessions of the Management Board (in February, April, June, August and October) and four (4) sessions of the Senate (in February, June, September and October). In 2025, we plan to organise the same number of the Management Board and Senate sessions.

The General Assembly session was organised in October 2024 and the next session is planned for mid-March 2025.

2.2 Senate's Commissions

2.2.1 Commission for Student and Study Affairs (CSSA)

In line with Article 22 of the Statute of EMUNI University, the EMUNI University Commission for Student and Study Affairs is appointed by the Senate of EMUNI University.

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

- Discussing the 2nd and 3rd cycle study programmes and professional upgrading study programmes and their changes,
- Providing the Senate of EMUNI University with proposals on the changes of the existing rules and proposals for new rules in the field of education,
- Discussing the proposals by the Students Council of EMUNI University,

- Dealing with issues relating to the enrolment in EMUNI University, adopting decisions on the recognition of foreign education and recognition of previously acquired knowledge and skills,
- Dealing with other tasks in accordance with the Statute, Rules of Procedure of the Senate, and other documents of EMUNI University.

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

1. Prof. Dr. Karim Moustaghfir, Morocco
2. Prof. Dr. Jaka Vadnjal, Slovenia
3. Prof. Dr. Rony Darazi, Lebanon
4. Prof. Dr. Rosario Sinatra, Italy
5. Student Saleh Saleh, Palestine

The students' representative was nominated by the Students Council on 19 November 2023.

2.2.2 Habilitation Commission

In line with Article 22 of the Statute of EMUNI University, the EMUNI University Habilitation Commission is appointed by the Senate of EMUNI University. The Habilitation Commission proposes to the Senate of EMUNI University the candidates for the first appointment into a title, for the re-appointment into a title or for the appointment into a higher title of research associates and higher education teachers and associates. The Habilitation Commission bases its decision on the Criteria for the Appointment to the Titles of Researchers and Higher Education Teachers and Associates at the EMUNI University in all the disciplines that form part of the study, research, or artistic activity at EMUNI University and its partner institutions.

Members of the Habilitation Commission, nominated on 15 September 2022, are:

1. Prof. Dr. Dušan Lesjak, Slovenia
2. Prof. Dr. Claudio Cressati, Italy
3. Prof. Dr. Lotfi Ben Romdhane, University of Sousse, Tunisia

2.2.3 Quality Assurance Commission

In line with Article 22 of the Statute of EMUNI University, the EMUNI University Quality Assurance Commission must be appointed by the Senate of EMUNI University. As defined in the Quality Manual at Euro-Mediterranean University the tasks and competences of the Quality Assurance Commission are the following:

- Examination and evaluation of the EMUNI University Report on the monitoring, assessing, and assuring the quality of EMUNI University as a whole and of its study programmes and research, art and professional activities,
- Examination and evaluation of the proposals of the indicators, criteria, and procedures for the monitoring of the efficiency in the EMUNI University activity areas,
- Tasks in accordance with the provisions of the Statute and general acts of EMUNI University.

The Quality Assurance Commission bases its decisions on the Quality Manual at Euro-Mediterranean University. Members of the Quality Assurance Commission, nominated on 15 September 2022, are:

1. Prof. Dr. Hassan Nadir Kheirallah, Egypt
2. Prof. Dr. Joseph Shevel, Israel
3. Prof. Dr. Nada Trunk Širca, Slovenia
4. Karen Gladović, Representative of EMUNI employees, Slovenia
5. Student Saleh Saleh, Palestine

The students' representative was nominated by the Students Council on 19 November 2023.

3 Legal Basis

3.1 Legislation

EMUNI is an international university and association of universities, established by means of EMUNI Memorandum of Association in conformity with the Foundation Charter of EMUNI University and pursuant to the Act Amending the Higher Education Act (Official Gazette of RS, no. 64/08).

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

3.2 Basic Legal Basis of The Operation

3.2.1 National:

- Higher Education Act (Official Gazette of the Republic of Slovenia, No. 32/12 - official consolidated text, 40/12 - ZUJF, 57/12 - ZPCP-2D, 109/12, 85/14, 75/16, 61/17 - ZUPŠ, 65/17, 175/20 - ZIUOPDVE, 57/21 - Constitutional Court Decision, 54/22 - ZUPŠ-1, 100/22 - ZSZUN, and 102/23).
- Act on Scientific Research and Innovation Activities (Official Gazette of the Republic of Slovenia, No. 186/21 and 40/23).
- Resolution on the National Higher Education Programme up to 2030 (Official Gazette of the Republic of Slovenia, No. 49/22).
- Act on Professional, Scientific, and Artistic Titles (Official Gazette of the Republic of Slovenia, No. 100/22 and 16/23).
- Regulation on Public Financing of Higher Education Institutions and Other Institutions (Official Gazette of the Republic of Slovenia, No. 35/17, 24/19, 65/22, and 61/23).
- Rules on Tuition Fees and Other Contributions in Higher Education (Official Gazette of the Republic of Slovenia, No. 157/22).
- Rules on the Diploma Supplement (Official Gazette of the Republic of Slovenia, No. 56/07, 39/12, 38/16, 68/20, 2/23, and 74/23).
- Rules on the Admission Call and Implementation of Admissions in Higher Education (Official Gazette of the Republic of Slovenia, No. 6/22 and 4/23).
- Rules on Tuition Fees and Accommodation in Public Student Dormitories for Slovenians Without Slovenian Citizenship and Foreigners in the Republic of Slovenia (Official Gazette of the Republic of Slovenia, No. 77/16, 25/19, and 56/22).

3.2.2 International Acts:

- "Towards a Euro-Mediterranean Higher Education and Research Area: First Euro-Mediterranean Ministerial Conference on Higher Education and Scientific Research (Cairo Declaration)", 18 June 2007,
- Joint Declaration of the Paris Summit for the Mediterranean, Paris, 13 July 2008,

- European Convention on the Recognition of the Legal Personality of International Non-Governmental Organisations, Strasbourg, 24.IV.1986; Official Gazette of RS, No. 44/1993 (Slovenia, 1 January 1994),
- Vienna Convention on the Law of Treaties between States and International Organisations or between International Organisations (1986), 1155 UNTS 331,
- Agreement concerning the Central European Exchange Programme for University Studies (CEEPUS III) (Official Gazette of RS, No. 104/10),
- Declaration adopted by the Speakers of Parliaments of the Union for the Mediterranean, Marseille, 7 April 2013.

3.2.3 General Acts of the EMUNI University:

- The EMUNI University Memorandum of Association, adopted on 26 November 2008
- Foundation Charter of the EMUNI University, adopted on 30 November 2008
- Rules of Graduation Annex 3: Basic Instructions on Use of Scientific Apparatus at EMUNI, adopted on 1 March 2016
- Graduation Rules for Master's Degree Study Programmes at the Euro-Mediterranean University, adopted on 20 June 2018
- Graduation Rules Annex 1: Structure of the Proposal of the Master's Thesis at EMUNI University, adopted on 20 June 2018
- Rules on the Content and Format of Diplomas and Certificates of Education at the Euro-Mediterranean University, adopted on 20 June 2018
- Guidelines for the Appointment of the Habilitation Commission, Its Role and Function at the Euro-Mediterranean University, adopted on 20 June 2018
- Guidelines for the Appointment of the Quality Assurance Commission, Its Role and Function at the Euro-Mediterranean University, adopted on 20 June 2018
- Guidelines for the Appointment of the Commission for Student and Study Affairs, Its Role and Function at the Euro-Mediterranean University, adopted on 21 April 2020
- Quality Manual at Euro-Mediterranean University, adopted on 25 March 2021
- Criteria for the Appointment to the Titles of Researchers and Higher Education Teachers and Associates at the Euro-Mediterranean University, adopted on 25 March 2021
- Rules on the Assessment of Knowledge at the EMUNI University, updated on 14 September 2021
- Rules on the Monitoring of the Actual Student Workload at EMUNI, updated on 14 September 2021
- Rules of Graduation Annex 2: Basic Instructions for Written Assignments at EMUNI, adopted on 15 October 2021
- Rules on Students with Special Needs and Talents at the EMUNI University, adopted on 2 March 2022
- Non-discriminatory Policy at the EMUNI University, adopted on 2 March 2022
- EMUNI University Gender Equality Action Plan, adopted on 15 September 2022

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

- Act on systematization, adopted on 17 April 2024
- Rules on working hours, adopted on 17 April 2024
- Rules on signing and labelling documents at the Euro-mediterranean university – EMUNI, adopted on 22 May 2024
- Rules of procedure for the appointment of the staff representative to the management board of EMUNI university, adopted on 28 May 2024
- Rules on the establishment and operation of the Euro-mediterranean university knowledge and innovation centres, adopted on 6 June 2024
- Rules of procedure for the selection and appointment of EMUNI Ambassadors, adopted on 28 August 2024 (to be confirmed by MB)
- Rules of the scholarship fund of the Euro-mediterranean university EMUNI, adopted on 28 August 2024
- Rules for rewarding exceptional work at EMUNI university, adopted on 22 October 2024
- Rules on the right to disconnect, adopted on 22 October 2024
- Amendments to the Statute of the Euro-Mediterranean University, adopted on 10. October 2024
- Rules on research and development activities at the Euro-Mediterranean University, adopted 22 November 2024

4 Organisation and Personnel Plan

4.1 New Organisation Chart

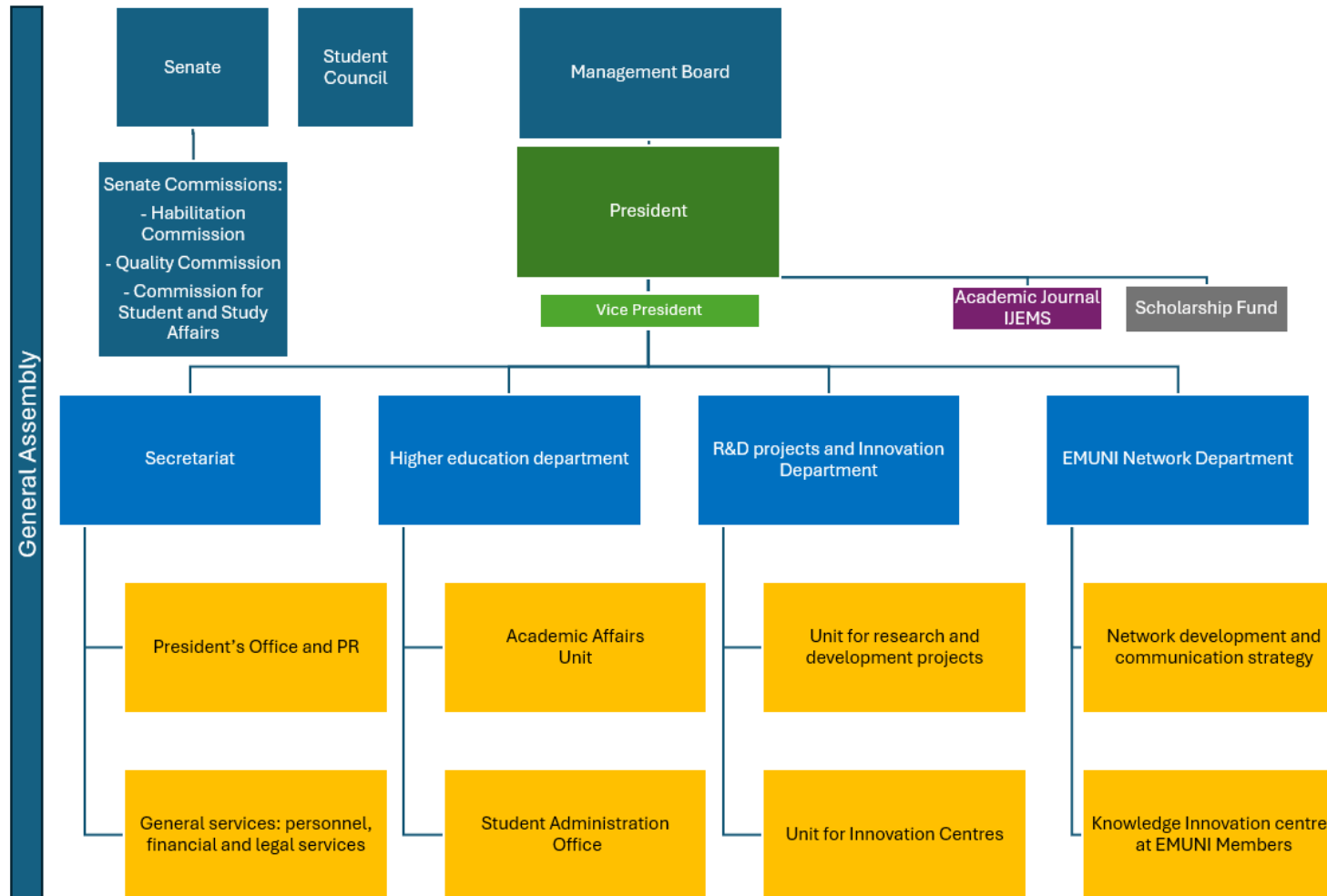


Figure 1 EMUNI Organigram

Upon the leadership change at EMUNI in April 2024, the institution underwent a reorganisation. EMUNI's operations are now divided into four key pillars—departments:

- Secretariat,
- Department of Higher Education,
- Department for Research, Development Projects, and Innovation,
- Department for the EMUNI Network.

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

4.2 Full-Time Equivalent (FTE) Staff Overview

University Leadership:

1. President: Prof. Dr. Rado Bohinc – 100%, employed since April 2, 2024,
2. Vice President: Prof. Dr. Roberto Biloslavo – 100%, employed since May 1, 2024,

Department Heads:

7. Mag. Lina Kaldana (Secretary General/Secretariat) – 100%, full year 2024,
8. Dr. Mounir Ghribi (Department for Research, Development Projects, and Innovation) – 20%, full year 2024,
9. Karen Gladović, doctoral candidate (Department of Higher Education) – 60%, full year 2024,
10. Polona Oblak, doctoral candidate (Department for the EMUNI Network) – 70%, full year 2024,
11. Prof. Dr. Jaka Vadnjal (Scientific Journal IJEMS editor) – 20%, full year 2024,

Administration:

12. Nika Bartole (HR – on maternity leave) – 100%, full year 2024
13. Mag. Tatjana Trebec (Education) – 100%, full year 2024
14. Daša Zvonar, Spec. (Education) – 100%, from October 1, 2024
15. Alenka Breznik (Education) – 100%, full year 2024
16. Emna Jbara (Marketing) – 100%, from October 1, 2024

Employed (and Planned) Researchers/Higher Education Teachers, December 2024:

17. Diana-Lorena Rico Velez – 60%, full year 2024
18. Dr. Petra Verdnik – 100%, from October 14, 2024
19. Dr. Maja Pucelj – 100%, from November 1, 2024
20. Mag. Rade Trivunčević – 20%, from November 11, 2024

Planned Researchers/Higher Education Teachers in 2025:

21. Dr. Tjaša Fajdiga – 100%, from January 1, 2025
22. Prof. Dr. Matjaž Nahtigal – 10%, from January 1, 2025

Contracted Researchers/ Higher Education Teachers:

- Prof. Dr. Boštjan Šimunič

- Prof. Dr. Cagri Bulut
- Prof. Dr. Dušan Lesjak
- Prof. Dr. Nada Trunk Širca
- Prof. Dr. Rado Pišot
- Assoc. Prof. Dr. Plamen V. Mirazchiyski
- Assist. Prof. Dr. Celic Meulenberg
- Assist. Prof. Dr. Damir Zubac
- Assist. Prof. Dr. David Bizjak
- Assist. Prof. Dr. Luka Šlosar
- Assist. Prof. Dr. Martina Paradiž
- Prof. Dr. Michael Byram
- Assoc. Prof. Dr. Neva Čebbron
- Assist. Prof. Dr. Miloš Kalc
- Assist. Prof. Dr. Mitja Geržević
- Assist. Prof. Dr. Tanja Sedej
- Assist. Prof. Dr. Uroš Marušič
- Dr. Jihene Nouari
- Lecturer Luca de Ceretto
- Lecturer Darja Premrl
- Lecturer Dorsaf Ben Malek Ep Louati
- Gideon Capie (title not provided)
- Špela Marušič

Other Contracted Staff:

- IT Support: Denis Čurčić, s. p.
- Library Services: Veronika Potočnik, s. p.
- Accounting: Konto Obala, d.o.o.
- Cleaning Services: Željana Djurić, s. p.

4.3 Personnel Plan

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

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

In 2025, the total number of FTEs is expected to reach 15, driven by the recruitment of study programme coordinators for five new study programmes currently undergoing accreditation

at NAKVIS and by the employment of higher education teachers (on partial contracts) to support these programmes.

Table 2 List of Employees by Departments

| Departments | 31 DEC 2024 (FTE) | WP 2025 (FTE) | Financed by |
|---|----------------------|------------------|-------------------------------|
| University Leadership | 2.0 | 2.0 | MHESI (MVZI) |
| Secretariat | 3.0 | 3.0 | MHESI (MVZI) |
| Department for Research, Development Projects, and Innovation | 3.2 | 4.2 | R&D Funds |
| Department of Higher Education | 3.6 | 5.1 | MHESI (MVZI)/ Tuition fees |
| Department for the EMUNI Network | 0.7 | 0.7 | MHESI (MVZI)/ Network fees |

- FTE (Full-Time Equivalent) reflects the total working hours of employees in each department.
- New positions added in 2025 have been accounted for as expected FTE growth.
- Changes in employee status (part-time to full-time or contracted) are reflected in the FTE adjustments.

Table 3 List of Other Contractors

| Category | Name | Service/Role | Financed by |
|---------------------------|--|--------------|-------------|
| Higher Education Teachers | Assist. Prof. Dr. David Bizjak | IBC | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Neva Čebroň | IBC | MHESI |
| Higher Education Teachers | Prof. Dr. Michael Byram | IBC | MHESI |
| Higher Education Teachers | Lecturer Dorsaf Ben Malek Ep Louati | IBC | MHESI |
| Higher Education Teachers | Lecturer Darja Premrl | IBC | MHESI |
| Higher Education Teachers | Lecturer Luca de Ceretto | IBC | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Martina Paradiž | IBC | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Tanja Sedej | IBC | MHESI |
| Higher Education Teachers | Prof. Dr. Dušan Lesjak | IBC | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Plamen V. Mirazchiyski | IBC | MHESI |
| Higher Education Teachers | Prof. Dr. Rado Pišot | KHP | MHESI |
| Higher Education Teachers | Prof. Dr. Boštjan Šimunič | KHP | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Luka Šlosar | KHP | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Uroš Marušič | KHP | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Miloš Kalc | KHP | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Damir Zubac | KHP | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Celic Meulenbergh | KHP | MHESI |
| Higher Education Teachers | Assist. Prof. Dr. Mitja Gerževič | KHP | MHESI |
| Researchers | Prof. Dr. Cagri Bulut | Projects | R&D Funds |
| Researchers | Prof. Dr. Nada Trunk Širca | MORHEL | R&D Funds |
| Researchers | Dr. Jihene Nouari | CoeSube | R&D Funds |
| Researchers | Gideon Capie | MORHEL | R&D Funds |
| Experts | Špela Marušič | Network | MHESI |
| Technical Staff | Denis Čurčić, s. p. | IT Support | MHESI |

| | | | |
|-----------------|--------------------------|-------------------|-------------------|
| Technical Staff | Veronika Potočnik, s. p. | Library Services | R&D Funds / MHESI |
| Technical Staff | Konto Obala, d.o.o. | Accounting | MHESI |
| Technical Staff | Željana Djurić, s. p. | Cleaning Services | MHESI |

4.4 Personnel Cost

In 2025, the total projected labour costs amount to €780,140.10 for 15 Full-Time Equivalents (FTEs). The financing of these costs is structured as follows:

- MHESI (Ministry of Higher Education, Science, and Innovation) contributes €390,101.54, which represents approximately 50% of the total labour costs.
- R&D funds provide €351,064,05, accounting for about 45% of the total.
- Tuition fees contribute €19,503.50, making up around 2.5% of the total costs.
- An additional €19,503.50 falls under "Other" sources, representing approximately 2.5% (mostly network membership fee).

This financial breakdown underscores the reliance on governmental and European Union funding to support labour costs, while tuition fees and other sources contribute a smaller portion. The diverse funding sources are crucial for ensuring that labour expenses are adequately covered in our budget for the upcoming year, supporting the staffing of 15 FTEs.

5 Investments and Investment Maintenance

In 2025, we are poised for significant growth in our academic offerings, expanding from 2 to 7 study programmes. This transition necessitates substantial investments in modern IT support and technology, as well as increased resources for study materials and facilities.

Tuition fees will gradually begin to cover a portion of the costs, but this is closely tied to the establishment of the International Scholarship Fund (EMSEF).

Key investments include:

1. Study Literature: €12,000 will be allocated for essential literature required for the expanded study programmes.
2. Blended Learning Resources: €36,000 is earmarked for blended learning tools, which are crucial for supporting diverse learning environments.
3. Rental Spaces: A total of €64,000 will be dedicated to renting necessary facilities to accommodate our growing student body. This will be financed through:
 - €38,000 from the Ministry of Higher Education, Science, and Innovation (MHESI),
 - €9,000 from tuition fees,
 - €15,000 from R&D funds,
 - €2,000 from other funds.
4. IT Support and Equipment: We will invest €41,965.60 in IT infrastructure to ensure robust support for our programmes, broken down as follows:
 - IT support services: €12,000
 - Servers: €3,225.60
 - Student information system: €4,200
 - Existing software licenses (e.g., Zoom, Adobe): €2,400
 - New software licenses (e.g., Turnitin, 1ka, Springer Link): €10,000
 - Rental of computers: €10,140

These investments are vital for providing high-quality education and ensuring that our expanded programmes are supported by the necessary technology and resources.

6 Marketing and PR

To build a comprehensive marketing and PR plan for EMUNI in 2025, we can focus on a multi-faceted strategy with the goal of expanding the university's presence both online and in the local area.

6.1 Marketing Budget Overview

Total direct marketing expenditures for 2025: €58,000

- MHESI (Ministry of Higher Education, Science, and Innovation): €31,500
- R&D funds: €1,000
- Tuition fees: €24,500
- Other: €1,000

6.2 Key Marketing Components

6.2.1 Social Media and Website Management:

Full-time employee: A graduate from EMUNI will oversee daily operations on social media platforms (Facebook, Instagram, LinkedIn, etc.), ensuring the university engages with prospective students and stakeholders.

Website: Regular updates and SEO enhancements to improve online visibility, reflecting the expanded academic programmes.

6.2.2 Marketing Specialist Collaboration:

Branding and Strategy: A marketing specialist will be hired to help refine EMUNI's brand image and positioning. This specialist will provide expert insights on advertising campaigns, public relations, and audience engagement, ensuring the brand resonates more effectively with both current and potential students.

6.2.3 Promotional Materials, Fairs and Events:

Advertising and Promotional Expenditures - the total €58,000 will be used for:

- **Active participation in student fairs**, both in-person and virtual, to present new and existing EMUNI study programmes.
- **Organising promotional academic and business events at universities in Southern Mediterranean countries:** In collaboration with EMUNI's five representations (Knowledge Innovation Centres - EKIC) in Algeria, Tunisia, Morocco, Jordan, and Egypt, EMUNI will organise promotional academic and industrial conferences, including workshops, lectures, and other promotional presentations to attract students. The aim of these events is to establish EMUNI as a leading institution in Euro-Mediterranean higher education and to encourage students to enrol in its new study programmes. At least two promotional events will be held in each EKIC centre.
- **Online promotional lectures:** EMUNI researchers will deliver promotional online lectures for students at universities in Southern Mediterranean countries via the EKICs. These

lectures will position EMUNI as an ideal choice for postgraduate or doctoral studies, with at least one lecture held in each Southern Mediterranean country.

- **Targeted advertising campaigns:** Promoting EMUNI's new study programmes using a combination of digital and traditional advertising channels to maximise reach and engagement.
- **Development and distribution of promotional materials:** High-quality promotional materials, including leaflets, brochures, and banners, will be prepared and distributed to the five EKICs to help organise effective promotional events.
- **Enhanced branding efforts,** including the creation of a logo and consistent messaging across all platforms.
- **Branded totem for increased visibility** of our institution at events and in public spaces.
- **Original unified visual identity themed around EMUNI,** to be used on gifts, bags, and promotional materials, further strengthening our brand identity.
- **Presence on local radio and other media:** To increase EMUNI's local visibility, part of the budget will be allocated to a contract with local radio. The focus will be on advertising the university's growth, new study programmes, and academic events.

6.3 Summary of Key Action Points:

- **Digital marketing:** A primary focus on social media platforms, the official website, and targeted paid advertisements to effectively attract potential students, with particular emphasis on the Southern Mediterranean region.
- **Local engagement:** Strengthening EMUNI's relationship with the local community through online lectures, EKICs, TV and radio advertising, and participation in events.
- **Brand development:** Collaborating with a marketing expert to enhance EMUNI's brand image in line with the university's growth.
- **Event-based promotion on-site (Southern Mediterranean):** Participation in relevant fairs and events, engaging directly with potential students and partners.

By implementing this plan, EMUNI will effectively raise its visibility, attract more students, and solidify its reputation both locally and across the Euro-Mediterranean region.

7 Higher Education Department

To achieve the goal of becoming a multidisciplinary research university recognized for excellence in knowledge transfer and fostering intercultural connections, EMUNI has outlined primary steps that will shape its development. These include:

- **Expanding and enhancing academic offerings through new study programmes** and new double and joint-degree collaborations with universities from the network.
- **Improving quality and excellence in higher education**, based quality assessment and on research in related fields
- **Adopting and developing a blended learning model** tailored to student needs.
- **Establishing chairs** based on key research areas and study programmes, fostering interdisciplinary teaching and research.

These initiatives are explained in detail in the following sections, highlighting EMUNI's commitment to academic innovation, international collaboration, and its role as a leading Euro-Mediterranean institution.

7.1 Current study programmes

In the academic year 2024/2025 the master's in Intercultural Business Communication (IBC) programme has 4 students enrolled in the 1st year and 3 students in the second year of studies, one student is enrolled in the graduation year. The master's in Kinesiology of Human Performance (KHP) programme has 3 students enrolled in the 1st year.

In the academic year 2024/2025 the IBC programme is delivered in full online divided equally between synchronous and asynchronous sessions for 1st and 2nd year students where some of the courses are offered for students of both cohorts (Internet Marketing, Intercultural Negotiations and one elective course).

The KHP programme is delivered in Blended Learning mode for 1-year courses where due to the low number of students the number of lectures and seminars is reduced by half, while the number of tutorials' hours remain at the level of the accredited hours.

In the academic year 2024/2025 there are no F2F periods planned for the Intercultural Business Communication (IBC) programme, two F2F periods are planned for the Kinesiology of Human Performance (KHP) programme, one in November - December 2024 and one in May - June 2025.

7.2 Planned higher education programmes and education activities

The total budget for the preparation of seven (two already accredited and five new) study programs at EMUNI is estimated at EUR 111,200. These efforts are financed with the support of the Ministry of Higher Education, Science and Innovation (MHESI) and tuition fees. For the first academic year, the five programs are expected to generate a total of EUR 119,000 in tuition revenue, averaging EUR 17,000 per program out of the seven study programs. A

detailed breakdown of the budget by program is provided in the next section. This number is expected to increase in the following years.

A total of EUR 58,212.76 will be funded by the MHESI, while EUR 53,487.24 will be covered by tuition fees in the first academic year. This balanced approach ensures the financial sustainability of EMUNI's development of new academic offerings.

7.2.1 Programmes in accreditation process

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

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

The budget for the preparation of these programmes is set at EUR 2,400 per master's programme and EUR 3,000 per PhD programme, totalling EUR 13,200. The funding is distributed as follows:

- Covered by MHESI: EUR 6,600
- Covered by tuition fees: EUR 6,600

7.2.2 New planned programmes

EMUNI has put a lot of effort in activities for development of **new programmes with different partners in Slovenia and abroad** (Italy, Tunisia, Egypt, Marocco) to expand the educational offer and attract more students from the region. We are also committed to integrate the principles of sustainable development and the **digital transition into the development of our study programmes** and into the competences that students acquire during their education. After careful consideration of demand and needs of the EMUNI network, EMUNI is planning new accreditation submissions in the year 2025 for accreditation of 6 new master's, 3 PhD programmes and 1 joint master's degree to be accredited by 2026 and offered to students in the academic year 2026/2027.

Accreditation applications planned to be submitted by July 2025:

- Master-s in Sustainable interior and open space design,
- Master's in Marine policy and governance,
- Master's in Leadership in higher education,
- Master's in Management in education,
- Master's in Science diplomacy

- Masters in Sustainable port management
- Joint master's programme in Social and Solidary Economy
- PhD Management in education
- PhD Globalization, Cultural Pluralism and Modern Societies
- PhD in Creative industries

In addition, the EMUNI staff, together with universities from the network, is preparing proposals for study programs in collaboration with the University of Sousse, Tunisia, Al Akhawayn University in Ifrane, and the University of FES, Morocco. It is also working with Heliópolis University in Egypt and Roma Tre University in Italy.

The budget for the preparation of these programmes is set at EUR 4,000 per master's programme and EUR 5,000 per PhD programme, totalling EUR 43,000. The funding is distributed as follows:

- Covered by MHESI: EUR 24,112.76
- Covered by tuition fees: EUR 18,887.24

7.2.3 Non-degree and short programmes

Upon the consideration of labour market demand, needs of postgraduate students and employees in the career transition EMUNI has also decided to offer non-degree and short programmes which are intended for lifelong learning and acquiring new competences and career upgrades. EMUNI is planning to prepare and deliver following non-degree education in 2025:

- 3 non-degree short programmes,
- 3 micro-credential programmes,
- 4 summer schools.

The funding for these programmes is distributed as follows:

- Covered by MHESI: EUR 34,100
- Covered by tuition fees: EUR 34,100

7.3 Academic Units - Chairs

With the aim to increase the quality of study programme and ensure further development of new study programmes academic units - chairs will be established to include participation of EMUNI-employed professors and researchers, as well as external colleagues actively engaged in the study and research processes within specific scientific fields. The chairs will play a pivotal role in advancing the development of study programmes, research initiatives, and projects while fostering collaboration among professors and researchers within the EMUNI network. Additionally, members of chairs will elect representatives to serve in the EMUNI Senate, ensuring their voices contribute to institutional decision-making.

Chairs will form the academic and organizational backbone for fostering interdisciplinary collaboration and excellence in teaching and research, as follows:

1. **Marine and Blue Economy Studies**

Topics: Marine governance, blue economy, port management, sustainable sea management, marine biology

2. **Intercultural, Political and Social Studies**

Topics: Globalization, multicultural pluralism, modern society, religions, peace studies, human rights, gender equity,

3. **Leadership, Governance and Entrepreneurship**

Topics: Management and leadership, design management, cultural management, sports management, change management and digital transformation, entrepreneurship

4. **Comparative, International and Business Law**

Topics: Comparative business law, corporate law, corporate social responsibility, international law, comparative corporate governance, Eu law, Media law

5. **Sport and Health**

Topics: Sports governance, kinesiology, health promotion, physical activity, sports education, well-being strategies

7.4 International collaboration activities

EMUNI issued a call in November for traineeship mobility and outgoing staff and teaching mobilities for the 2024/2025 academic year. These opportunities include placements in EU countries and six Mediterranean partner countries.

For 2025, EMUNI plans to facilitate **two Erasmus+ outgoing student traineeships** and **13 outgoing staff and teaching mobilities**. The Erasmus+ programme promotes international collaboration, knowledge exchange, and professional development through training and teaching abroad.

The mobility aims to enhance staff skills, encourage knowledge sharing, and strengthen connections between institutions while fostering cultural awareness and supporting EMUNI's strategic goals. Eligible applicants must have a contractual relationship with EMUNI and submit the required documentation by the deadline.

The mobility period must be completed by 31 July 2027, with a minimum duration of five days (excluding travel). Grants are available for daily support (up to EUR 190/day) and travel costs, calculated using the European Commission's distance calculator. Additional funding is available for participants with special needs.

Applications must include a motivation statement, details of the preferred institution, proposed activities, and the mobility period. The deadline is 15 January 2025, with extensions if slots remain unfilled. Priority is given to first-time participants and mobilities that enhance partnerships. Decisions will be communicated within 15 days of the application deadline.

7.5 Revisions of the QA system

With the introduction of new study programs and the implementation of new non-degree and lifelong learning programs, the need for a revision and update of existing regulations has increased. In 2025, **EMUNI plans to review and update all existing regulations and rules in the field of education, as well as the current system and processes for ensuring quality**, in order to ensure the highest quality of educational offerings in the coming years.

7.6 Educational upgrades

To be prepared for the new educational activities and deliver a quality education EMUNI will evaluate and review the existing practices and identify the need for introduction of new technologies in the existing blended learning modalities. The purchase of **new equipment and software is planned as well as teachers training for new educational approaches**. EMUNI is also planning to migrate from the existing Google environment to the Microsoft based applications as well as join the Arnes educational information system network.

A substantial investment is planned for purchasing new study literature for new accredited programmes courses and to join the consortium for online database access for students, educators and researchers.

8 R&D Projects and Innovation Department

To achieve the goals of excellence in higher education and successful knowledge transfer and collaboration with other Euro-Mediterranean universities, EMUNI will establish the concept of a research university by promoting transdisciplinary and interdisciplinary activities. These efforts will focus on highly interconnected research areas and departments that serve as the academic and organisational foundation for fostering interdisciplinary research and higher education activities. The aim is to support sustainable development and digitisation, as well as to teach the impact of technological development on humans and social relations in the global society, particularly in the Mediterranean.

The research areas (and corresponding chairs) are outlined as follows:

- **Marine and Blue Economy Studies,**
- **Intercultural, Political, and Social Studies,**
- **Leadership, Governance, and Entrepreneurship,**
- **Comparative, International, and Business Law,**
- **Sport and Health.**

These research areas will act as key drivers for EMUNI's mission, integrating academic expertise across disciplines to address the challenges of the Euro-Mediterranean region. By fostering synergies among these areas, the university aims to position itself as a leading hub for research, innovation, and education.

In alignment with its strategic goals and commitment to excellence in research and development, EMUNI **adopted the *Rules on Research and Development Activities*** in November 2024. These rules establish clear procedures and responsibilities for the proposal, approval, management, and completion of research projects.

Key provisions include:

- A structured framework for project preparation and approval, ensuring alignment with EMUNI's strategic priorities.
- Guidelines for effective project management, emphasizing planning, monitoring, and risk assessment.
- Transparent financial reporting and allocation of resources to support research objectives.
- Provisions for ethical research practices, data protection, intellectual property management, and conflict of interest resolution.
- Support for professional development and collaboration through research centres at EMUNI.

These rules represent a critical step in strengthening EMUNI's capacity for impactful research, enhancing its role as a leading Euro-Mediterranean institution, and fostering interdisciplinary collaboration across its network. It will guide the university's efforts in 2025 and beyond to advance its mission of knowledge transfer, academic excellence, and regional integration. The Rules on Research and Development Activities also mandates adherence to the EMUNI Code

of Ethics and the European Code of Conduct for Research Integrity. Ethical approval is required for research involving sensitive topics, and research misconduct, such as falsification, fabrication, or plagiarism, is prohibited.

8.1 Current Research Projects

Table 4 Current Research Projects

| Nr. | Project title | Project duration |
|-----|---|--|
| 1 | CHESS - Change Hubs for Ecosystemic Social Solutions | 16 January 2023 – 15 January 2025 (24 months) |
| 2 | MORHEL - The Moroccan Higher Education Leadership | January 2023 – December 2025 (36 months) |
| 3 | OER-CODEX (Open Educational Resources for Collaborative Online & Distance Education and Exchange) | 2022-2025 |
| 4 | EUNICoast | 1 November 2024 - 31 October 2028 |
| 5 | CoE-SUBE - Jean Monnet Centre of Excellence on Sustainable Blue Economy | 2022-2025 |
| 6 | TrueBlue - CEI support to Training and Research to Unlock and Enhance the potential of sustainable BLUE Economy for regional cooperation and EU integration | 2024-2025 |

8.1.1 ERASMUS-EDU-2024-EUR-UNIV, Title: “EUNICoast”

EUNICoast is a pioneering European University Alliance focused on the unique challenges and opportunities of European ports, islands and coastal regions, blending sustainability, education, research and innovation, and community engagement. EUNICoast aims to nurture the human dimension of ports and islands, two distinct yet intertwined elements, by creating an educational environment that merges the dynamism of ports with the interconnectedness of islands. We envision a world where ports not only facilitate trade but also cultivate cultural exchange, where islands are not isolated outposts but crossroads for the transmission of innovations. With 12 member universities and 88 associated partners, the project offers a broad perspective to effectively tackle the complexities of Europe’s Blue Economy. Project partner countries ports and islands connect Europe to the world: South to Africa through Sardinia and the Balearic Islands, West to the Americas through the Azores and French Antilles, North to the Baltic, East towards Asia through Burgas and Patras. By working together to advance our educational, research, innovation and engagement missions, project partners aim to (1) Help build strong foundations for the next generation of European and global students and citizens who are engaged, aware and willing to contribute to meeting sustainability; (2) Foster a multicultural, multilingual and inclusive European education, research, and innovation environment which is open to the world; and (3) Enhance the joint capacity of the partner universities to better respond to the societal and environmental challenges faced by island and coastal communities. By enhancing project partner’s collaboration across all these dimensions, and by engaging with external stakeholders,

EUNICoast can make an unmatched contribution towards the sustainability of ports, islands and coastal communities across Europe and the world – and help put universities at its centre.

8.1.2 HORIZON-EIE-2022-CONNECT-01, Title: “Change Hubs for Ecosystemic Social Solutions” (CHESS)

It is now widely accepted in Europe that we need new approaches if we are to tackle the systemic and urgent societal challenges we face – traditional technological or business innovation alone are not sufficient. ‘Social’ must be part of the bigger innovation picture. With significant support from the European Commission, social innovation is currently well embedded in several policy agendas and funding streams. There are hundreds of social innovation centres, university research teams, accelerators and educational courses, labs, accelerators and incubators of all kinds, as well as a great number of toolkits presenting the various innovation approaches and methodologies that can be applied by students and established practitioners alike. Despite this success, the full potential of social innovation remains untapped. Different project reports and academic papers published in the past five years have pointed to several interconnected barriers hindering social innovation initiatives. The Project ‘Change Hubs for Ecosystemic Social Solutions’ (CHESS) has highlighted the following challenges that merit critical attention: Social innovation lacks access to finance, scaling models, and qualified personnel and is not applied enough. Social innovators act in silos and are not integrated into the wider innovation ecosystems. Social innovation toolkits are plentiful, but there is a lack of record about the tools’ effectiveness and pertinence. The CHESS project tackles the above challenges with the following objectives: Integrate social innovation conceptual and practice models to address concrete and locally palpable societal challenges. Ensure the interlinking and connection of SI actors with broader innovation ecosystems at local and European levels. Test and further develop existing innovation approaches and toolkits, focusing on lessons learned from their applications in tackling societal challenges and achieving financial sustainability.

8.1.3 ERASMUS-EDU-2022-CBHE-STRAND-3, Title: MORHEL

The Moroccan Higher Education (HE) sector is facing significant change as it moves to enhance accessibility and quality for students, and impact for its economy and society. The reform and restructuring of the HE system in Morocco needed to deliver on these objectives is being slowed by a lack of leadership capacity. Universities in Morocco need to build the capacity of their leaders for governance, strategic planning and management to deliver these reforms. The project addresses the need for development for university leaders in Morocco through the creation and implementation of a National Centre for Leadership Development (NLDC) and an associated certificated national leadership development programme (NLDP). When creating the NLDC and its NLDP, it will create the constitution and operating procedures for the centre; structures and materials to support the programme; and identify and equip dedicated facilities where the development activities will take place. Learning will take place through networking meetings, lectures from visiting speakers, action learning sets, and promote immediate improvements through national change projects. The project will develop and execute staff training workshops for Moroccan university staff responsible for establishing

the new centre and implementing the programme. During the life of the project, 132 Moroccan HE leaders and managers will engage with the NLDC and benefit from the NLDP with a demonstrable impact on their capacity to operate the governance, strategic plans and management of HEIs. In the year following the project, it is expected that additional leaders will benefit from taking the NLDP and that at least 10 additional Moroccan HEIs will have adopted it for leadership development. All HEIs in Morocco will engage with the NLDC for leadership development through activities including a leadership conference. Together these actions will enhance the capacity for reform nationally.

8.1.4 CoE-SUBE - Jean Monnet Centre of Excellence on Sustainable Blue Economy

Jean Monnet Centre of Excellence on Sustainable Blue Economy fosters interactions in the knowledge triangle (academia-policy-society) related to the theme of blue economy, both in how this plays out in the EU, and in its relationship with the Mediterranean region. The Centre pools knowledge and competence about the EU’s blue economy. The Centre was planned at a time when the need for a transformation of marine and maritime sectors towards sustainable development has never been more urgent, and the EU’s commitment to doing so has never been stronger. In 2021 the EU has, through a Communication, acknowledged the seas and oceans as central to the accomplishment of objectives of the EU’s strategic agenda – European Green Deal. At the same time, a green transition was made one of key pillars of the EU’s strategy vis-a-vis its Mediterranean neighbours. The seal of Jean Monnet Centre of Excellence was awarded to the Euro-Mediterranean University (EMUNI) by the European Commission for a period of 2022-2025 with the support of the Erasmus+ programme, grant number 101048038. For more information, please visit the official webpage of the project: <https://coe-sub.eu/>

8.2 Future projects

Table 5 Proposals

| Nr. | Project title | Submitted/Will be submitted | Status |
|------------|--|------------------------------------|----------------------------------|
| 1 | SKILLBRIDGE project | 2023 | Accepted, kick off December 2024 |
| 2 | BluePortLab - Multi-use Spatial Concepts for the Blue Economy: Leveraging on Sustainable Port Ecosystems through Living Labs. | November 2024 | Submitted |
| 3 | EURO-MED, Testing novel environmental quality measures in and around euro-med ports | December 13, 2024 | |
| 4 | SKILL-UP4INO – Empowering researchers and strengthening R&I capacities for sustainable innovation through bridging sectors | September 2024 | Submitted |
| 5 | Disruptive Innovation and Exponential HRM: Crafting Next-Gen Employee Experience, Workplace, Job Market (Proposal OC-2024-1-28170) | October 23, 2024 | Submitted |
| 6 | CreaTech project - Innovation and entrepreneurship capacity building at HEIs | December 12, 2024 | In submission |
| 7 | EURO-MED, Testing novel environmental quality measures in and around euro-med ports | December 13, 2024 | |

| | | | |
|---|--|-------------------|--|
| 8 | European Higher Education Area (ERASMUS-EDU-2024-EHEA) | December 18, 2024 | |
|---|--|-------------------|--|

8.2.1 BLUE BRIDGE - “Converging minds and bridging sectors: Enhancing community development through cross-sectors collaborations”

This proposal, led by the Euro-Mediterranean University (EMUNI) in Piran Slovenia, aims to create Community-Centric Innovation Networks (CCINs) to empower partnerships between businesses, NGOs, and educational programmes, including higher education and vocational educational training (VET). These networks will focus on addressing local and regional socio-economic challenges through collaborative innovation, community engagement, and skill development initiatives. By fostering strong collaborations and integrating educational programmes with practical training opportunities, CCINs will develop innovative solutions, enhance community participation, and promote sustainable development in the region. Objectives: 1) Establish CCINs: Create networks that connect businesses, NGOs, and educational programmes to foster collaborative innovation, 2) Address local and regional challenges: Develop solutions targeting local socio-economic issues through community-driven projects in a local and regional level. 3) Promote skills development and capacity building: Implement educational programmes integrating higher education and VET to equip individuals with necessary skills. 4) Enhance public-private collaboration: Strengthen partnerships between public and private sectors for sustainable community development.

8.2.2 BluePortLab - Multi-use Spatial Concepts for the Blue Economy: Leveraging on Sustainable Port Ecosystems through Living Labs.

The urgency of the climate crisis and the European Union's ambitious goals to transition to a sustainable, clean energy future call for innovative approaches in all sectors of the economy. The blue economy is critical to this transition, and within the blue economy ports play a critical role at the intersection of water and land. Ports are central to the blue economy’s transition as most maritime activities rely on ports for operational, regulatory, administrative, organisational, and economic functions. Ports are also central to biodiversity preservation and valorisation. The United Nations Global Compact in its practical guidance on the Sustainable Ocean Principles on ports recognises that ports are fundamental to many ocean-based activities and are, therefore, critical to sustainable ocean aspirations. We propose the BluePortLab project, supported by six European knowledge hubs (Copenhagen Business School, Chalmers University of Technology, Technical University of Denmark, Kühne Logistics University, Euro-Mediterranean University (EMUNI) of Slovenia and the University of Genoa) and important blue economy infrastructure partners, i.e., Port of Aalborg, Port of Trelleborg, Port System Authority of the Central-Northern Adriatic Sea (Port of Ravenna), covering the Baltic, North Sea and Mediterranean Sea basins. Addressing the Priority Area 2.2.2 Blue economy sectors, development of marine multi-use infrastructures, the project rethinks the role of maritime ports as hubs in the blue economy, leveraging their unique position to foster energy transition, biodiversity, and sustainable development through the development of novel maritime multi-use spatial concepts.

8.2.3 SKILL-UP4INO – Empowering researchers and strengthening R&I capacities for sustainable innovation through bridging sectors

The project SKILL-UP4INNO aims to drive effective collaboration across sectors in developing and implementing Smart City Solutions, with a strong emphasis on digital technologies and sustainability. Focused on Widening countries, the project seeks to enhance the skills and employability of researchers, innovators, and R&I support staff, creating a dynamic environment that fosters excellence and innovation in the field of Smart city solutions. Through targeted training programmes and secondment opportunities, the project will build R&I capacity in both academic and non-academic sectors, addressing key areas of Smart City Solutions, such as entrepreneurship, digital tools, and knowledge valorisation in the context of Smart City Solutions. This effort will strengthen human capital, promote public-private collaboration, and ensure that researchers and innovators are well-prepared for the challenges of an interdisciplinary career landscape. In line with the ERA Talents scheme and the ERA Policy Agenda (2022-2024), the project will focus on reinforcing R&I support in Widening countries, leading to more structured and impactful collaboration and the sustainable development of resilient smart cities.

8.3 Intended Projects Submissions

Table 6 Intended Projects

| Nr. | Project title | Submission date |
|------------|--|---------------------------|
| 1 | Interreg, SLO-Italia with the Municipality of Piran | December 2024/Januar 2025 |
| 2 | Interreg, SLO-Croatia, call for applications (freshwater consumption) | December 2024/Januar 2025 |
| 3 | Empowering and strengthening the knowledge of civil society organizations and think tanks to incorporate engagement journalism and solution journalism | January 28,2025 |
| 4 | Establishment of the Dual Career Hub | Expected January 2025 |
| 5 | Institutional innovation and the digital transition: an agenda for recovery and resilience | January 31, 2025 |
| 6 | Political staffing and digitalization | January 31, 2025 |
| 7 | Toward inclusive digital workplaces: redefining work through digital competencies, intersectionality, and gender equality across industries | January 31, 2025 |
| 8 | Knowledge and Innovation Center for Big Data in Research & Education (kidare) | Expected February 2025 |
| 9 | Girls' Empowerment in Nurturing their Education and STEM Innovation for Success (GENESIS) | Expected February 2025 |
| 10 | Blue bridge | April 10, 2025 |
| 11 | Sustainable future and human rights | June 24, 2025 |

| | | |
|----|---|------------------------|
| 12 | Discover the Ocean’s Future: Exploring the Blue Economy and Ocean Health | October 22, 2025 |
| 13 | Bridging the Digital Divide: Human Rights, Accessibility, and Social Equity in Digital Spaces | Expected November 2025 |

8.4 Other Activities of R&D Department

8.4.1 European Maritime Day 2025

The European Maritime Day (EMD), established in 2008, is an annual EU event promoting maritime affairs and sustainable blue growth. It fosters partnerships, networking, and visibility for projects while advancing EU maritime policy. In 2025, it will be held in Cork, 21-25 May, where EMUNI will present a workshop with stakeholders.

8.4.2 UN Ocean Conference

The 2025 UN Ocean Conference in Nice, 9-13 June, co-hosted by France and Costa Rica, focuses on accelerating action to conserve oceans and meet SDG 14 goals. It gathers global stakeholders to explore partnerships and solutions. EMUNI will participate with a satellite event, an oral presentation, and a poster.

8.4.3 BlueComp Framework

The BlueComp Framework aligns blue economy skills with labour market needs, covering marine and maritime industries. Developed through the Centre of Excellence on Sustainable Blue Economy, EMUNI plans to expand this framework to a country-specific level.

8.4.4 Participation in International Conferences

Engaging in global conferences boosts EMUNI’s visibility, fosters partnerships, and showcases research. For example, EMUNI plans to present work on marine waste management at Wastes 2025 in Portugal, 1-3 September, contributing to discussions on circular economy and sustainability.

8.4.5 Publications and Special Issues

EMUNI will publish research in fields such as the blue economy, climate resilience, women’s empowerment, circular economy in maritime industries, blue carbon, ecosystem services, and education for the blue economy.

8.4.6 Collaborative Research Meetings and Networking

At the MED Sustainable Tourism Convention in Barcelona, 21-23 May 2025, EMUNI will present research on sustainable coastal tourism, engage with policymakers, and explore joint projects promoting sustainable practices in the Mediterranean.

8.4.7 Mobility Weeks in Egypt and Tunisia

Mobility weeks with the University of Tunis and Heliopolis University aim to enhance collaboration on blue economy topics, including marine resource management and climate resilience. Activities include workshops, lectures, and discussions on joint projects and student exchanges.

8.4.8 Summer School in Sustainable Blue Economy

Held from 9-13 June in Piran and Trieste, the summer school offers multidisciplinary training in marine and maritime sectors. It promotes science diplomacy and networking under the Western Mediterranean Forum, engaging young researchers from EU and Maghreb countries.

8.5 International Journal

The International Journal of Euro-Mediterranean Studies (IJEMS) is an open-access, peer-reviewed journal dedicated to fostering scholarship on the Euro-Mediterranean region. Its mission is to encourage critical engagement with the region's realities and ideas, thereby enhancing academic discourse and promoting intercultural understanding among scholars. IJEMS publishes articles addressing contemporary issues or historical perspectives, utilizing diverse methodologies and approaches, and reflecting the full geographical scope of the Euro-Mediterranean area.

For 2025, EMUNI has applied to ARIS to expand its publishing capacity, seeking approval to release three issues of IJEMS, up from the current two annual editions to better meet growing scholarly demand and contribute further to academic excellence in the region.

9 EMUNI Network Department

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

9.1 EMUNI Network Partners

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

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

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

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

Note: Several institutions have signed multiple types of agreements.

Regional Distribution of Partners:

- South Mediterranean (40): Algeria, Egypt, Israel, Morocco, Jordan, Palestine, Syria, Tunisia, Lebanon
- North Mediterranean (87): Albania, Bosnia and Herzegovina, Croatia, Cyprus, France, Greece, Italy, Slovenia, Spain, Turkey
- Other EU Members (35): Belgium, Bulgaria, Denmark, Finland, Germany, Hungary, Ireland, Lithuania, Luxembourg, Poland, Romania, Slovakia
- Other Countries (17): Armenia, Iraq, Kosovo, North Macedonia, Switzerland, Russia, UK, USA

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

After the amended EMUNI Statute, EMUNI Full Membership:

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

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

EMUNI Associate Membership:

- Invitation to participate in the General Assembly without voting rights at own cost.
- Access to information on EMUNI intended projects and joint actions in higher education and research.
- Information about Erasmus exchange opportunities and EMUNI foundation support.

Other EMUNI Partners:

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

9.2 Network expansion

To strategically strengthen and broaden the reach of the EMUNI Network, foster increased collaborative opportunities, and promote ongoing knowledge exchange across Euro-Mediterranean institutions, we plan the various activities and associated budget for 2025. These initiatives are designed to align with EMUNI's mission and strategy, enhancing our visibility and impact in the region.

Based on the amendments to the EMUNI statute, **we will consolidate the EMUNI network by encouraging as many of the 179 participating organizations as possible to become full or at least associate members.** We will particularly encourage deeper higher education and research cooperation among institutions in the EMUNI network, in a way that will achieve mutual benefit.

The EMUNI network department's plan will focus on expanding the network to the northern region by establishing and, most importantly, implementing agreements with partners in this area. A key element of this strategy is the redefinition of network membership, which introduces two different categories: full members and associate (non-full) members. The aim

of this new framework is to increase clarity, streamline collaboration, and strengthen the overall network structure.

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

We will continue to strengthen cooperation with the Union for the Mediterranean and the EU, particularly with the new EU Commissioner for the Mediterranean, as well as with multilateral university associations from the Mediterranean region. As part of scientific diplomacy, we will continue to develop the concept of a unified Mediterranean higher education area **and contribute to the establishment of the Euro-Mediterranean Intergovernmental Fund for Empowering Students (MED-9)**. We will strive to ensure that Mediterranean countries establish the Euro-Mediterranean Student Empowerment Fund (EMSEF) as soon as possible, which is a prerequisite for faster knowledge flow between the shores of the Mediterranean.

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

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

Goals for 2025:

- **Expand International Engagement:** With the Southern Mediterranean: The establishment and commencement of operations of five EKICs, which will strengthen EMUNI's presence and partnerships, particularly in the Southern Mediterranean, through joint academic programmes, research collaboration, and promotional activities.
- **Student Recruitment and Program Development:** EKICs will actively promote and support the recruitment of students into EMUNI's Master's and PhD programs while developing joint/double degree programs with partnering institutions.
- **Focus on Sustainability and Innovation:** EKICs will contribute to building local innovation ecosystems, aligning with the UN Sustainable Development Goals (SDGs).

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

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

The core activity of the EKIC will be focused on implementing the study activities of EMUNI; in addition to organising promotional activities for student recruitment, also involve assisting students in obtaining visas, as well as providing advice and information on application procedures, study conditions, and legal entry requirements for studying in Slovenia, following the principle: from migration to student mobility.

Operational Framework

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

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

In each EKIC, EMUNI will organize its own promotional space, for which it will allocate 5,000 EUR for material costs, ensuring complete equipment for effective operation and meeting local needs. In addition, EMUNI will organize a special event in each center, collaborating with local communities, promoting its academic programs, and building partnerships. The cost of each event amounts to 4,000 EUR. **EKICs receive funding for equipping the EMUNI space once we sign the contract and confirm their work program, which includes a commitment to ensure at least 10 students enroll in our study programs.**

Summary of Costs:

- Supplies for 5 centres: EUR 25,000 (EUR 5,000 per centre)
- Events at 5 centres: EUR 20,000 (EUR 4,000 per centre)
- Total Cost: EUR 45,000

These costs will be fully covered by EMUNI using funds from the Ministry of Higher Education, Science, Research, and Innovation (MHESI). Through this initiative, EMUNI aims to strengthen its presence in the Southern Mediterranean region, foster innovation, and build lasting connections that contribute to the region's academic and social development.

9.4 EMUNI Academic Community

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

The Academic Friends community will serve as a platform for members to collaborate on joint publications, apply for international scholarships, and engage in discussions focused on

addressing contemporary academic and social challenges. The initiative's goal is to establish a solid network where experts can connect, collaborate, and explore synergies in research, teaching, and project development.

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

To further promote academic collaboration in implementing study activities, EMUNI has allocated 15,000 EUR for services related to collaboration with academic partners. This funding emphasizes EMUNI's commitment to creating opportunities for meaningful academic interactions and lasting cooperation.

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

9.5 EMUNI Ambassadors

In 2025, the Euro-Mediterranean University (EMUNI) will continue to advance the role of EMUNI Ambassadors, who are instrumental in fostering cooperation and dialogue within the Euro-Mediterranean region. The EMUNI Ambassadors are appointed to represent the university and promote its mission of enhancing academic collaboration, intercultural dialogue, peace, and prosperity.

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

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

9.6 EMUNI Newsletter

To enhance communication and engagement among EMUNI members and stakeholders through a quarterly newsletter that highlights key developments, opportunities, and events within the network.

Content Overview:

- **Featured News from EMUNI**
Announce new initiatives aimed at fostering collaboration among member institutions, focusing on innovative teaching methods and research practices.
- **Featured News from Paying Members**
Highlight significant projects or research initiatives undertaken by paying members, showcasing contributions to sustainable development and other relevant fields.

- **Focus Brussels: Updates and Developments**
Provide insights into educational funding and policy reforms occurring in Brussels, including potential impacts on member institutions and upcoming funding opportunities.
- **Open Calls for Proposals**
Compile and disseminate a list of relevant open calls for proposals that align with EMUNI's mission, encouraging active participation from members in securing research funding
- **Upcoming Events**
Outline a schedule of EMUNI and paying network events, including workshops, webinars, and conferences, aimed at fostering collaboration and knowledge sharing among members.

The newsletter will be executed using Mailchimp to streamline the distribution process and ensure effective outreach to our audience.

The EMUNI newsletter will be published quarterly, with the first issue set for January 2025 and subsequent editions in April, July, and October 2025. Contributions from members will be actively encouraged to promote a sense of community and collaboration.

This newsletter strategy is integral to EMUNI's commitment to keeping our network informed and engaged throughout 2025. By highlighting news, opportunities, and events, we aim to strengthen connections among members and enhance the overall impact of our collective efforts.

9.7 Other Network Development Activities

9.7.1 Workshops from Study Programmes

EMUNI plans, with the support of EKICs, to organize workshops in South Mediterranean countries based on the content of its new study programmes, leveraging these events as a strategic and marketing tool to expand its network and promote the programmes effectively among potential students.

9.7.2 Annual Conference Organization

We will organize a high-impact annual conference that brings together Euro-Mediterranean institutions. This event will foster collaboration, facilitate discussions, and provide insights on priority topics relevant to the region. Estimated cost for the conference is EUR 20,000, supported by funding from the Ministry of Higher Education, Science, Research, and Innovation (MHESI).

9.7.3 Co-organization of the Mediterranean Day

We will co-organize the Mediterranean Day to showcase EMUNI's commitment to the Euro-Mediterranean region, enhancing our visibility and engagement with stakeholders. Estimated cost for this event is EUR 5,000.

9.7.4 EMUNI Talks (6 Events)

We will host six EMUNI Talks throughout the year, featuring interesting guests from North and South Mediterranean countries. These events will provide a platform for knowledge exchange and discussion on pertinent issues. Estimated cost for the talks is EUR 3,000 (EUR 500 per event).

9.7.5 Annual General Assembly Meeting and Management Board Meetings (2-3 Sessions)

We will hold an in-person General Assembly meeting to review progress, discuss strategic initiatives, and approve future goals.

We will conduct in-person sessions of the Management Board to discuss key decisions, facilitate strategic planning, and align efforts moving forward. Estimated cost for these meetings is estimated at EUR 15.000.

In conclusion, the outlined network development initiatives for 2025 represent a comprehensive strategy aimed at enhancing the EMUNI Network's collaboration, visibility, and engagement across the Euro-Mediterranean region. By implementing targeted activities such as an annual conference, and community-focused events like EMUNI Talks and the Mediterranean Day, we are poised to strengthen our relationships with current and potential partners. Additionally, the establishment of a quarterly newsletter will facilitate ongoing communication and information sharing among our members. Each initiative is thoughtfully budgeted to ensure effective resource allocation while maximizing impact. Collectively, these efforts will not only reinforce EMUNI's commitment to knowledge exchange and cooperation but also elevate our presence in the region, ultimately contributing to the advancement of Euro-Mediterranean partnerships and initiatives.

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

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

To ensure the success and sustainability of the scholarship initiative, EMUNI has set an ambitious goal of raising 100,000 EUR. This goal will be achieved through collective efforts by securing 100,000 EUR from donors.

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

The 100,000 EUR will be provided by EMUNI from MHESI funds to cover the costs of implementing study programs for students who are fully or partially exempt from tuition fees.

11 Financial Plan

11.1 Financial Plan Preparation

The financial plan for 2025 has been prepared based on the estimated actual results for 2024 and according to the strategic plan.

The financial plan for 2025 has been prepared considering the activity plan, the personnel plan, and the following basis:

For revenue:

- Budget item determining income from the state budget for 2025: EUR 1,000,000.00
- MORHEL – project income: EUR 28,086.00
- OER-CODEX – project income: EUR 11,958.00
- EUNICoast – project income: EUR 289,914.00
- CoE-SUBE - Jean Monnet Centre of Excellence for Sustainable Blue Economy – project income: EUR 30,000.00
- CHESS and other projects – project income: EUR 18,252.36
- Tuition fees: EUR 119,000.00
- Membership fees: EUR 52,500.00
- Other planned income: EUR 100,000.00

For expenditure:

a) Labour Costs

Labour costs for 2025 are planned based on the estimated actual expenses of 2023, reflecting a significant increase of 53.35%. These costs will be financed through contributions from the Ministry of Higher Education, Science, and Innovation (MHESI) (70%) and project funds (30%).

In 2023, the number of employees was 7.24. The personnel plan for 2024 projected this to rise to 10 employees, forming the foundation for further staffing considerations in 2025 (15). The total labour costs for 2025 are forecasted to be EUR 780,171.69, distributed as follows:

- MHESI: EUR 390,101.64
- R&D Funds: EUR 351,063.05
- Tuition Fees: EUR 19,503.50
- Other Sources: EUR 19,503.50

b) Costs of Material, Goods, Services, and Other

The costs of materials, goods, and services for 2025 are projected using data from 2023 and 2024. The total expenses under these categories are anticipated to be EUR 864,838.93, distributed across the following components:

- Cost of Material: EUR 89,800.00 (fully covered by MHESI).
- Cost of Services: EUR 471,042.17, funded by MHESI (EUR 356,885.60), R&D Funds (EUR 27,147.31), Tuition Fees (EUR 46,009.26), and Other (EUR 41,000.00).
- Activity Costs: EUR 19,920.00 (covered entirely by MHESI).

- Investments and Rents: EUR 64,000.00, sourced from MHESI (EUR 38,000.00), R&D Funds (EUR 15,000.00), Tuition Fees (EUR 9,000.00), and Other (EUR 2,000.00).
- Bank Account Costs and Insurance: EUR 2,707.86, funded by MHESI (EUR 2,600.00) and R&D Funds (EUR 107.86).
- Communal and Transportation: EUR 15,000.00, financed by Other funds (EUR 15,000.00).
- Intellectual Services: EUR 57,865.60 (covered fully by MHESI).
- Business Travel: EUR 59,058.07, sourced from MHESI (EUR 39,000.00), R&D Funds (EUR 5,058.07), and Other (EUR 15,000.00).
- Authorial Work and Single-Task Contracts: EUR 56,981.38, funded by MHESI (EUR 53,000.00) and R&D Funds (EUR 3,981.38).
- Other Services: EUR 195,509.26, funded by MHESI (EUR 146,500.00), R&D Funds (EUR 3,000.00), Tuition Fees (EUR 37,009.26), and Other (EUR 9,000.00).
- Other Costs: EUR 303,696.50, covered by MHESI (EUR 158,212.76), Tuition Fees (EUR 53,487.24), and Other (EUR 91,996.50).

These expenditures are designed to support the university's operational needs while aligning with financial planning and funding structures.

In the preparation of the financial plan the following rules have been reasonably considered:

- Higher Education Act (Official Gazette of the Republic of Slovenia, Nos. 32/12 - official consolidated text, 40/12 - ZUJF, 57/12 - ZPCP-2D, 109/12, 85/14, 75/16, 61/17 - ZUPŠ, 65/17, 175/20 - ZIUOPDVE, 57/21 - Constitutional Court decision, 54/22 - ZUPŠ-1, 100/22 - ZSZUN, and 102/23);
- Scientific Research and Innovation Activities Act (Official Gazette of the Republic of Slovenia, Nos. 186/21 and 40/23);
- Resolution on the National Programme for Higher Education until 2030 (Official Gazette of the Republic of Slovenia, No. 49/22);
- Act on Professional, Scientific, and Artistic Titles (Official Gazette of the Republic of Slovenia, Nos. 100/22 and 16/23);
- Regulation on Public Financing of Higher Education Institutions and Other Institutions (Official Gazette of the Republic of Slovenia, Nos. 35/17, 24/19, 65/22, and 61/23);
- Rules on Official Travel at EMUNI University;
- Rules on Reimbursement of Expenses for Members of EMUNI University Bodies.

11.2 General Part

The general part of the financial plan includes:

- Statement of revenue and expenditure that contains actual (cash flow) data for years 2023, estimated planned results for 2024 and financial plan for 2025,
- The revenue and expenditure structure by source and purpose of financing.

Table 7: Summary of statement of revenue and expenditure – rebalanced financial plan (in EUR)

| Item | 2025 FP | 2024 Estimated Actual | Index (2025/2024) | 2023 Actual | Index (2025/2023) |
|--|--------------------|-----------------------------|----------------------|-------------|----------------------|
| TOTAL REVENUES | 1,649,710.36 | 1,210,747.00 | 136.27 % | 761,671.04 | 216.59 % |
| Operating revenues (public) | 1,378,210.36 | 1,109,747.00 | 124.17 % | 692,352.18 | 199.12 % |
| Other operating revenues | 119,000.00 | 56,000.00 | 212.50 % | 1,871.20 | 6,360.39 % |
| Financial revenues | - | - | - % | - | - % |
| Other revenues | 152.500,00 | 45.000,00 | 338,89 % | 67.447,66 | 226,17 % |
| TOTAL EXPENDITURES | 1.649.710,36 | 1.204.112,20 | 137,00 % | 909.581,77 | 181,36 % |
| Costs of goods, materials, and services | 560.842,17 | 649.332,50 | 86,38 % | 549.133,20 | 102,13 % |
| Labour costs | 780.171,69 | 537.634,70 | 145,13 % | 344.708,98 | 226,25 % |
| Depreciation | 5.000,00 | - | - % | 4.397,20 | 113,71 % |
| Other costs | 303.696,50 | 17.145,00 | 1.771,24 % | 11.342,59 | 2.678,62 % |
| Revenue/expenditure surplus | - | 6.634,80 | - % | - | - % |
| Average number of employees | 15 (predvidoma) | 10 | 150 % | - | - |

Revenue:

A total income of 1,649,710.36 EUR is planned in the 2025 Financial Plan, which is 438,963.36 EUR (or 36.27%) more than the estimated revenue for 2024.

The revenue is distributed as follows:

- 60.62% of all planned revenues are coming from MHESI funds (EUR 1,000,000.00),
- 22.93% from R&D Funds (EUR 378,210.36),
- 7.21% from tuition fees (EUR 119,000.00), and
- The remaining 9.24% from other sources (EUR 152,500.00).

Incomes come primarily from:

- MHESI funds valued at EUR 1,000,000.00,
- EU co-financed projects valued at EUR 378,210.36,

- Tuition fees valued at EUR 119,000.00, and
- Other sources, including contributions from non-public entities, at EUR 152,500.00.

Expenditure:

Total expenditure of EUR 1,649,710.36 is planned in the 2025 Financial Plan, which is EUR 445,598.16 (or 37%) more than the estimated expenditures for 2024.

Total expenses consist of:

- Costs of goods, material, and services: EUR 560,842.17 (34%),
- Labour costs: EUR 780,171.69 (47.29%), and
- Other costs: EUR 303,696.50 (18.41%).

Breakdown of Costs:

- Costs of goods, materials, and services, primarily consisting of the following categories:
 - Authorial work and costs of partnership, contracting agreements, and payments to partners (source MHESI - 93%, R&R projects - 7%): 56,981.38 EUR,
 - Material costs (costs of electricity, heating, water, waste, and other material expenses): 89,800.00 EUR (source MHESI - 100%),
 - Business travel expenses: 59,058.07 EUR, related to general business trips and the international institutional framework of EMUNI (source MHESI - 66%, R&R funds - 9%, other sources - 25%),
 - Other service costs (conferences, promotion, printing, cleaning, representation, and other services): 195,509.26 EUR (source MHESI - 75%, R&R funds - 2%, other sources - 23%).
 - Rental of business premises: 64,000.00 EUR (source MHESI - 59%, R&R funds - 23%, other sources - 18%).
- Labour Costs, which are financed by MHESI (50%) and EU project funds (45%), with tuition fees and other sources covering the remaining 5%. Labour costs consist of the following categories:
 - Salaries to employees: EUR 339,912.00 (43.57% of total labour costs),
 - Employer's contribution: EUR 303,864.00 (38.95% of total labour costs),
 - Food and transportation to work: EUR 100,591.59 (12.89% of total labour costs),
 - Holiday allowance: EUR 18,808.50 (2.41% of total labour costs), and
 - Other refunds of work-related expenses: EUR 16,995.60 (2.18% of total labour costs).

Labour costs reflect the new strategy, which includes the employment of additional project managers, administrative workers, and teaching staff. Holiday allowances are projected in accordance with the *Act on Balancing Public Finances* and other applicable regulations.

The revenue and expenditure structure by source and purpose of financing:

Table 8: Financial plan for 2025 by source of revenue and expenditure (in EUR)

| Source | ADP code | Revenues | Expenditures | Variance Rev.-Exp. | Share of Exp. in Rev. (index) | Rev. Structure (index) | Exp. Structure (index) |
|--|------------------------------|---------------------|---------------------|--------------------|-------------------------------|------------------------|------------------------|
| Public finance | '082 | 1,000,000.00 | 1,000,000.00 | 0.00 | 100.00 | 60.63 | 60.63 |
| MHESI | | 1,000,000.00 | 1,000,000.00 | 0.00 | 100.00 | 60.63 | 60.63 |
| R&D Projects | | 378,210.36 | 378,210.36 | 0.00 | 100.00 | 22.93 | 22.93 |
| Operating revenues of main activity (tuition fees) | '087 | 119,000.00 | 119,000.00 | 0.00 | 100.00 | 7.21 | 7.21 |
| Other | '084- 085 '088- 091 | 152,500.00 | 152,500.00 | 0.00 | 100.00 | 9.24 | 9.24 |
| Total | | 1,649,710.36 | 1,649,710.36 | 0.00 | 100.00 | 100.00 | 100.00 |

In 2025, EMUNI University plans revenues of **1,649,710.36 EUR** and expenditures of the same amount, ensuring a balanced financial plan.

Structure of Revenues and Expenditures:

4. Public finance revenues account for 83.56% of the total:
 - The largest source is MHESI, contributing 60.63% of total revenues.
 - Funds from R&D projects (mostly EU budget) represent 22.93% of total revenues.
5. Tuition fees (operating revenues of main activity) amount to 7.21% of revenues.
6. Other sources contribute 9.24%.

Expenditures match the revenues and include:

- Operational costs (labour, materials, and services).
- Costs of (mostly) EU-co-financed projects, including payments to project partners.
- Costs associated with the implementation of study programmes, EMUNI conferences, the international institutional framework of the University, sessions of University bodies, and the publication of the IJEMS journal.

This financial plan ensures EMUNI University's financial stability while aligning with its strategic goals for 2025.

11.3 Specific Part

The financial plan for 2025 outlines the projected revenues and expenditures for the university, reflecting its operational and developmental priorities. The table below summarizes the financial estimates for the calendar year.

Table 9: Summary of financial plan for 2025 (in EUR)

| Expense Category | Total | MHESI | R&D Funds | Tuition Fees | Other |
|-------------------------------------|--------------|--------------|------------|--------------|------------|
| TOTAL REVENUES | 1,649,710.36 | 1,000,000.00 | 378,210.36 | 119,000.00 | 152,500.00 |
| TOTAL EXPENDITURES | 1,649,710.36 | 1,000,000.00 | 378,210.36 | 119,000.00 | 152,500.00 |
| VAR. REVENUES - EXPENDITURES | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Costs of Material | 89,800.00 | 89,800.00 | - | - | - |
| Costs of Services | 471,042.17 | 356,885.60 | 27,147.31 | 46,009.26 | 41,000.00 |
| Labour Costs | 780,171.69 | 390,101.64 | 351,063.05 | 19,503.50 | 19,503.50 |
| Other Costs | 303,696.50 | 158,212.76 | - | 53,487.24 | 91,996.50 |

Notes to the MHESI source of financing:

Funds coming from the MHESI source in the total amount of 1,000,000.00 EUR are planned to be allocated as follows:

- LABOUR COSTS, amounting to EUR 390,101.64 or 39.01% of the total MHESI source.
- SERVICE COSTS, amounting to EUR 356,885.60 or 35.69% of the total MHESI source, distributed across:
 - Rental costs (EUR 38,000.00),
 - Authorial work and single-task contracts (EUR 53,000.00),
 - Costs of intellectual services (EUR 57,865.60),
 - Business travel (EUR 39,000.00),
 - Other services (EUR 146,500.00),
 - Activity costs (EUR 19,920.00),
 - Commuality and transportation costs (EUR 15,000.00),
 - Bank account costs and insurance (EUR 2,600.00).
- COSTS OF MATERIAL, amounting to EUR 89,800.00 or 8.98% of the total MHESI source.
- OTHER COSTS for the implementation of study programs amounting to 158,212.76 EUR, or 15.82% of all MHESI funds.



Prof. Dr. Rado Bohinc
President of EMUNI University

12 Attachment: Financial plan for the year 2025 in table

Table 10: Revenue and expenditure plan by cash flow principle for the year 2025 (By cost category and source of financing, in EUR)

| No. | Category | Total | MHESI | R&D Funds | Tuition Fees | Other |
|---------------|---|---------------------|---------------------|-------------------|-------------------|-------------------|
| | TOTAL INCOMES | 1,649,710.36 | 1,000,000.00 | 378,210.36 | 119,000.00 | 152,500.00 |
| | TOTAL COSTS | 1,649,710.36 | 1,000,000.00 | 378,210.36 | 119,000.00 | 152,500.00 |
| 1.2 | COST OF MATERIAL | 89,800.00 | 89,800.00 | | | |
| 1.2.1. | Utilities (electricity, elevator, heating, trash) | 12,000.00 | 12,000.00 | | | |
| 1.2.4. | Cost of professional and other literature | 12,300.00 | 12,300.00 | | | |
| 1.2.5. | Office supplies | 1,500.00 | 1,500.00 | | | |
| 1.2.6. | Other supplies / consumables | 64,000.00 | 64,000.00 | | | |
| 1.3. | COST OF SERVICES | 471,042.17 | 356,885.60 | 27,147.31 | 46,009.26 | 41,000.00 |
| 1.3.1. | Activity costs | 19,920.00 | 19,920.00 | | | |
| 1.3.1.1. | Postal services, postage | 480.00 | 480.00 | | | |
| 1.3.1.2. | Phone costs | 4,440.00 | 4,440.00 | | | |
| 1.3.1.3. | Other activity costs | 15,000.00 | 15,000.00 | | | |
| 1.3.2. | Investments and rents | 64,000.00 | 38,000.00 | 15,000.00 | 9,000.00 | 2,000.00 |
| 1.3.2.1. | Regular maintenance | | | | | |
| 1.3.2.2. | Rental costs | 64,000.00 | 38,000.00 | 15,000.00 | 9,000.00 | 2,000.00 |
| 1.3.3. | Bank account costs and insurance | 2,707.86 | 2,600.00 | 107.86 | | |
| 1.3.3.1. | Costs of Insurance premiums | 1,100.00 | 1,100.00 | | | |
| 1.3.3.2. | Bank account costs | 1,607.86 | 1,500.00 | 107.86 | | |
| 1.3.4. | Communality and transportation | 15,000.00 | | | | 15,000.00 |
| 1.3.4.1. | Communality costs (trash) | | | | | |
| 1.3.4.2. | Transportation services costs | 15,000.00 | | | | 15,000.00 |
| 1.3.5. | Intellectual services | 57,865.60 | 57,865.60 | | | |
| 1.3.5.1. | Registration fees for events | 3,600.00 | 3,600.00 | | | |
| 1.3.5.2. | Staff trainings | | | | | |

| | | | | | | |
|-----------|--|-------------------|-------------------|-------------------|------------------|------------------|
| 1.3.5.3. | Health services | 300.00 | 300.00 | | | |
| 1.3.5.4. | IT services (computer services) | 41,965.60 | 41,965.60 | | | |
| 1.3.5.5. | Proofreading and translations | | | | | |
| 1.3.5.6. | Accounting company costs | 12,000.00 | 12,000.00 | | | |
| 1.3.6. | Business travel | 59,058.07 | 39,000.00 | 5,058.07 | | 15,000.00 |
| 1.3.6.1. | Daily allowances | 15,251.60 | 10,000.00 | 1,251.60 | | 4,000.00 |
| 1.3.6.2. | Mileage | 4,016.34 | 3,000.00 | 16.34 | | 1,000.00 |
| 1.3.6.3. | Accommodation (Overnight expenses) | 15,314.36 | 10,000.00 | 1,314.36 | | 4,000.00 |
| 1.3.6.4. | Costs of parking, tolls and business trips | 1,676.50 | 1,000.00 | 176.50 | | 500.00 |
| 1.3.6.5. | Other business trip costs | 22,799.27 | 15,000.00 | 2,299.27 | | 5,500.00 |
| 1.3.7. | Authorial work and single task contracts | 56,981.38 | 53,000.00 | 3,981.38 | | |
| 1.3.7.1. | Authorial work contracts (IBC and other contracts) | 23,981.38 | 20,000.00 | 3,981.38 | | |
| 1.3.7.2. | Single task contracts and partner payments | 33,000.00 | 33,000.00 | | | |
| 1.3.8. | Other services | 195,509.26 | 146,500.00 | 3,000.00 | 37,009.26 | 9,000.00 |
| 1.3.8.1. | Conferences and big / major events | 48,000.00 | 40,000.00 | | | 8,000.00 |
| 1.3.8.2. | Food and conferences and big events | 27,811.00 | 20,000.00 | 2,000.00 | 5,811.00 | |
| 1.3.8.3. | Printing costs and postage | 8,039.04 | 8,000.00 | | 39.04 | |
| 1.3.8.4. | Promotional expenditures / advertising | 58,000.00 | 31,500.00 | 1,000.00 | 24,500.00 | 1,000.00 |
| 1.3.8.5. | Administrative and other adds | | | | | |
| 1.3.8.6. | Student work | 19,560.00 | 15,000.00 | | 3,927.29 | |
| 1.3.8.7. | Cleaning | 12,000.00 | 12,000.00 | | | |
| 1.3.8.8. | Other services | 10,519.91 | 10,000.00 | | 519.91 | |
| 1.3.8.9. | Representative costs | 12,212.02 | 10,000.00 | | 2,212.02 | |
| 1.3.8.10. | Work security costs | | | | | |
| 2 | AMORTISATION | | 5,000.00 | | | |
| 3 | RESERVATIONS | | | | | |
| 4 | LABOUR COSTS | 780,171.69 | 390,101.64 | 351,063.05 | 19,503.50 | 19,503.50 |

| | | | | | | |
|--------------|--------------------------------------|-------------------|-------------------|-------------|------------------|------------------|
| 4.1. | Salaries | 339,912.00 | 169,956.00 | 152,960.40 | 8,497.80 | 8,497.80 |
| 4.2. | Salary substitution | 16,995.60 | 8,497.80 | 7,648.02 | 424.89 | 424.89 |
| 4.3. | Food and transportation to work | 100,591.59 | 50,311.59 | 45,252.00 | 2,514.00 | 2,514.00 |
| 4.4. | Holiday allowance | 18,808.50 | 9,404.25 | 8,463.83 | 470.21 | 470.21 |
| 4.5. | Employer contribution (2nd gross) | 303,864.00 | 151,932.00 | 136,738.80 | 7,596.60 | 7,596.60 |
| 5 | OTHER COSTS | 303,696.50 | 158,212.76 | | 53,487.24 | 91,996.50 |
| 5.1. | Profit tax | | | | | |
| 5.2. | Taxes (like Notary, etc.) | 600.00 | | | 500.00 | 100.00 |
| 5.3. | Construction land taxes | | | | | |
| 5.4. | Memberships | | | | | |
| 5.5. | Scholarships | 91,896.50 | | | | 91,896.50 |
| 5.6. | Bonuses to students on work practice | | | | | |
| 5.7. | Costs of Study programmes | 211,200.00 | 158,212.76 | | 52,987.24 | |
| Total | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |