



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

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Work Programme 2026

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The annual work programme for 2026 was adopted at the 80th session of the EMUNI University Management Board, which took place on December 3, 2025.

Piran, December, 2025

Information on EMUNI

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|------------------------------|--|
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| Abbreviated name: | EMUNI |
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Contents

| | | |
|----------|--|-----------|
| 1 | EMUNI Development Strategy 2024-2029 | 6 |
| 1.1 | Vision | 6 |
| 1.2 | Mission | 6 |
| 1.3 | Institutional Goals | 6 |
| 1.4 | Objectives (2024-2029) | 7 |
| 2 | Introduction | 8 |
| 2.1 | University Bodies | 9 |
| 2.1.1 | General Assembly | 9 |
| 2.1.2 | Academic Assembly | 10 |
| 2.1.3 | The Management Board | 10 |
| 2.1.4 | President | 11 |
| 2.1.5 | The Senate | 11 |
| 2.1.6 | Student Council | 12 |
| 2.1.7 | Sessions of EMUNI bodies in 2026 | 12 |
| 2.2 | Senate's Commissions | 12 |
| 2.2.1 | Commission for Student and Study Affairs (CSSA) | 12 |
| 2.2.2 | Habilitation Commission | 13 |
| 2.2.3 | Quality Assurance Commission | 13 |
| 3 | Legal Basis | 15 |
| 3.1 | Legislation | 15 |
| 1.1 | Legislation | 15 |
| 1.2 | Basic Legal Basis of The Operation | 15 |
| 1.2.1 | National: | 15 |
| 1.2.2 | International Acts: | 15 |
| 1.2.3 | Since April 2024, the following legal acts (rules) were enacted: | 17 |
| 4 | Organisation and Personnel Plan | 18 |
| 4.1 | New Organisation Chart | 18 |
| 4.2 | Full-Time Equivalent (FTE) Staff Overview: | 19 |
| 4.3 | Personnel Plan | 21 |
| 4.4 | Personnel Cost | 22 |
| 5 | Investments and Investment Maintenance | 24 |
| 6 | Marketing and PR | 25 |
| 6.1 | Marketing Budget Overview | 25 |
| 6.2 | Key Marketing Components | 25 |
| 6.2.1 | Social Media and Website Management: | 25 |
| 6.2.2 | Marketing Specialist Collaboration: | 25 |
| 6.2.3 | Promotional Materials, Fairs and Events: | 25 |
| 6.3 | Summary of Key Action Points: | 26 |
| 7 | Unit for Academic Affairs | 28 |
| 7.1 | Current study programmes | 28 |
| 7.2 | Planned higher education programmes and education activities | 28 |
| 7.2.1 | Programmes in accreditation process | 28 |

| | | |
|-----------|--|-----------|
| 7.2.2 | New planned programmes | 29 |
| 7.2.3 | Non-degree and short programmes | 29 |
| 7.3 | Academic Departments | 30 |
| 7.4 | International collaboration activities | 30 |
| 7.5 | Revisions of the QA system | 31 |
| 7.6 | Educational upgrades | 31 |
| 8 | R&D Projects and Innovation Department | 32 |
| 8.1 | Current Research Projects | 33 |
| 8.2 | Future research activities | 33 |
| 8.3 | Other Activities of R&D Department | 34 |
| 8.3.1 | European Maritime Day 2026 | 34 |
| 8.3.2 | Participation in/Hosting International Conferences | 35 |
| 8.3.3 | Publications and Special Issues | 35 |
| 8.3.4 | Summer School in Sustainable Blue Economy | 35 |
| 8.4 | International Journal | 35 |
| 9 | EMUNI Publishing House | 36 |
| 9.1 | Strategic Alignment | 36 |
| 9.2 | Key Objectives for 2026 | 36 |
| 9.2.1 | Strengthen and Expand Journal Publishing | 36 |
| 9.2.2 | Develop Book and Monograph Outputs | 36 |
| 9.2.3 | Policy and Dissemination Outputs | 36 |
| 9.2.4 | Digital Infrastructure and Platform Integration | 36 |
| 9.2.5 | Networking and Outreach | 36 |
| 10 | International Cooperation and Strategic Partnerships | 39 |
| 10.1 | EMUNI Network Partners | 39 |
| 10.2 | Network expansion | 40 |
| 10.3 | EMUNI Representations in the Southern Mediterranean, Knowledge and Innovation Centres (EKIC) | 41 |
| 10.4 | EMUNI Academic Community | 42 |
| 10.5 | EMUNI Ambassadors | 42 |
| 10.6 | EMUNI Newsletter | 43 |
| 10.7 | Internationalization and fundraising | 43 |
| 10.7.1 | Workshops from Study Programmes | 44 |
| 10.7.2 | Annual Conference Organization | 44 |
| 10.7.3 | Annual General Assembly Meeting and Management Board Meetings (2-3 Sessions) | 44 |
| 11 | Scholarship fund and payment of study costs for students who are exempt from tuition fees | 45 |
| 12 | Financial Plan | 46 |
| 12.1 | Financial Plan Preparation | 46 |
| 12.2 | General Part | 48 |
| 12.3 | Specific Part | 51 |
| 13 | Attachment: Financial plan for the year 2026 in table | 52 |

Figures

| | | |
|----------|-----------------------|----|
| Figure 1 | EMUNI Organigram..... | 18 |
|----------|-----------------------|----|

Tables

| | | |
|-----------|---|----|
| Table 1 | Chairing of the General Assembly..... | 9 |
| Table 2 | List of Employees by Departments | 21 |
| Table 3 | List of Contractors According to Funding | 22 |
| Table 4 | Current Research Projects | 33 |
| Table 5 | Intended Project Proposals..... | 34 |
| Table 6 | Operational Outputs (Indicative for 2026) | 37 |
| Table 7 | Indicative Annual Financial Framework (2026) | 37 |
| Table 8 | Expenditure:..... | 37 |
| Table 9 | Key Performance Indicators (KPIs) for EMUNI Publishing House – 2026..... | 38 |
| Table 10: | Summary of statement of revenue and expenditure – financial plan (in EUR)... | 48 |
| Table 11: | Financial plan for 2026 by source of revenue and expenditure (in EUR) | 50 |
| Table 12: | Summary of financial plan for 2026 (in EUR)..... | 51 |
| Table 13: | Revenue and expenditure plan by cash flow principle for the year 2026 (By cost category and source of financing, in EUR)..... | 52 |

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 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) and contribute actively to the implementation of new Pact for Mediterranean.

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 by Mediterranean universities in 2008 as an international association of 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 an international association of universities and a university itself, which is constituted of the following bodies:

- General Assembly (GA),
- Management Board (MB),
- President of the University,
- Academic Assembly,
- 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 |
| 2025 | 150 | 35 | Prof. Dr. Khalid Sartawi | Prof. Dr. Gemma Aubarell |

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.
- In 2025 the General Assembly was organised on 11 June 2025.

2.1.2 Academic Assembly

The Academic Assembly of EMUNI was formally constituted in 2025, with its first constitutional session held on 29 October 2025. At this inaugural meeting, members adopted the agenda, established the Academic Assembly as a governing academic body, approved its Rules of Procedure, and elected its first President. The session also launched the process for proposing nominations for Senate membership, marking the Assembly's role in shaping EMUNI's academic governance and strategic development.

2.1.3 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. Mostapha Bousmina, Morocco (President of Euro-Med University of Fes)

10. Petra Kežman (representative of the Union for the Mediterranean)
11. Dr. Jernej Širok, Slovenia (representative of Slovenian Government)
12. Ms. Lina Kaldana, Slovenia (representative of EMUNI employees)
13. Mr. Tasneem Dar Yousef, Palestine (representative of EMUNI students)

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

2.1.4 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.

2.1.5 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 are the following:

1. Prof. Dr. Rado Bohinc, Slovenia – President of EMUNI University and Chair of EMUNI Senate
2. Prof. Dr. Saša Pišot, Slovenia
3. Prof. Dr. Edvard Kolar, Slovenia
4. Prof. Dr. Luca Deceretto, 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. Mounir Ghribi, Tunisia
10. Prof. Dr. Jaka Vадnjal, Slovenia
11. Assoc. Prof. Dr. Karim Moustaghfir, Morocco
12. Prof. Dr. Rony Darazi, Lebanon
13. Prof. Dr. Dorsaf Ben Malek, Tunisia
14. Moataz Samir Elissawy, Egypt
15. Yazan Odeh, Palestine
16. Moayad Hudhud, Syria

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

2.1.6 Student Council

On 28 November 2025, 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. Moataz Samir Elissawy, Egypt, IBC, Graduation year, Chair
2. Ibrahim Sorani, Syria, KHP, 2nd year, Vice-chair
3. Yazan Odeh, Palestine, DHR, 1st Year
4. Moayad Hudhud, Syria, KHP, 2nd year
5. Tasneem Dar Yousef, Palestine, IBC, 1st year

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

- Management Board – Tasneem Dar Yousef
- Senate – Moataz Samir Elissawy, Yazan Odeh, Moayad Hudhud
- Commission for student and study affairs – Ibrahim Sorani
- Commission for recognition of education, knowledge and skills – Yazan Odeh
- Commission for Scientific Research Work of students – Diana Kranjc
- Quality assurance commission – Moayad Hudhud

2.1.7 Sessions of EMUNI bodies in 2026

In 2025, we organised five (7) sessions of the Management Board (in February, April, June, August, October, November and December) and four (4) sessions of the Senate (in February, June, September and October). In 2026, we plan to organise the same number of the Management Board and Senate sessions.

The General Assembly session was organised in June 2025, and the next session is planned for mid-March 2026.

2.2 Senate's Commissions

2.2.1 Commission for Student and Study Affairs (CSSA)

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

- The tasks and competences of the Commission for Student and Study Affairs are the following:
- Discussing the 2nd and 3rd cycle study programmes and professional upgrading study programmes and their changes,
- Providing the Senate of EMUNI University with proposals on the changes of the existing rules and proposals 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. Ibrahim Sorani, Representative of EMUNI Students

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:

- Prof. Dr. Hassan Nadir Kheirallah, Egypt
- Prof. Dr. Joseph Shevel, Israel
- Prof. Dr. Nada Trunk Širca, Slovenia
- Karen Gladović, Representative of EMUNI employees, Slovenia
- Moayad Hudhudy, Representative of EMUNI Students

3 Legal Basis

3.1 Legislation

3.1.1 Legislation

EMUNI is an international association of universities and university, 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 and 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. 56/25).
- 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

3.2.4 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
- Principles on the Use of Generative AI Tools in Education, adopted 16 January 2025
- Guidelines on the Use of Generative Artificial Intelligence in Teaching and Research, adopted 16 January 2025
- Guidelines for the Implementation of Blended Learning, adopted 16 January 2025
- Rules for the Implementation of Study Programmes at EMUNI, adopted 16 January 2025
- Instructions on the Implementation of Internships, adopted 16 January 2025
- Guidelines for Mentors in Organisations Hosting EMUNI Internships, adopted 16 January 2025
- Guidelines for Conducting Remote Examinations and Assessments, adopted 16 January 2025
- Activities in the Field of Librarianship and Bibliographic Services at EMUNI, adopted 17 January 2025
- Tuition Fees Refund Policy, adopted 13 February 2025
- Rules for the Activities of the Academic Community Group, adopted 2025
- Graduation Rules for Master's Degree Programmes, adopted 21 March 2025
- Rules on the Recognition of Knowledge and Skills, adopted 21 March 2025
- Rules on the Assessment of Knowledge, adopted 21 March 2025
- Rules for the Accreditation of Life-Long Learning Programmes, adopted 21 March 2025
- Rules on education and training of EMUNI staff, adopted 29 September 2025
- Rules on preparation and defense of doctoral dissertations, adopted 10 November 2025
- Rules Of Procedure Of The Emuni University Ethics Committee, adopted 10 November 2025

4 Organisation and Personnel Plan

4.1 New Organisation Chart

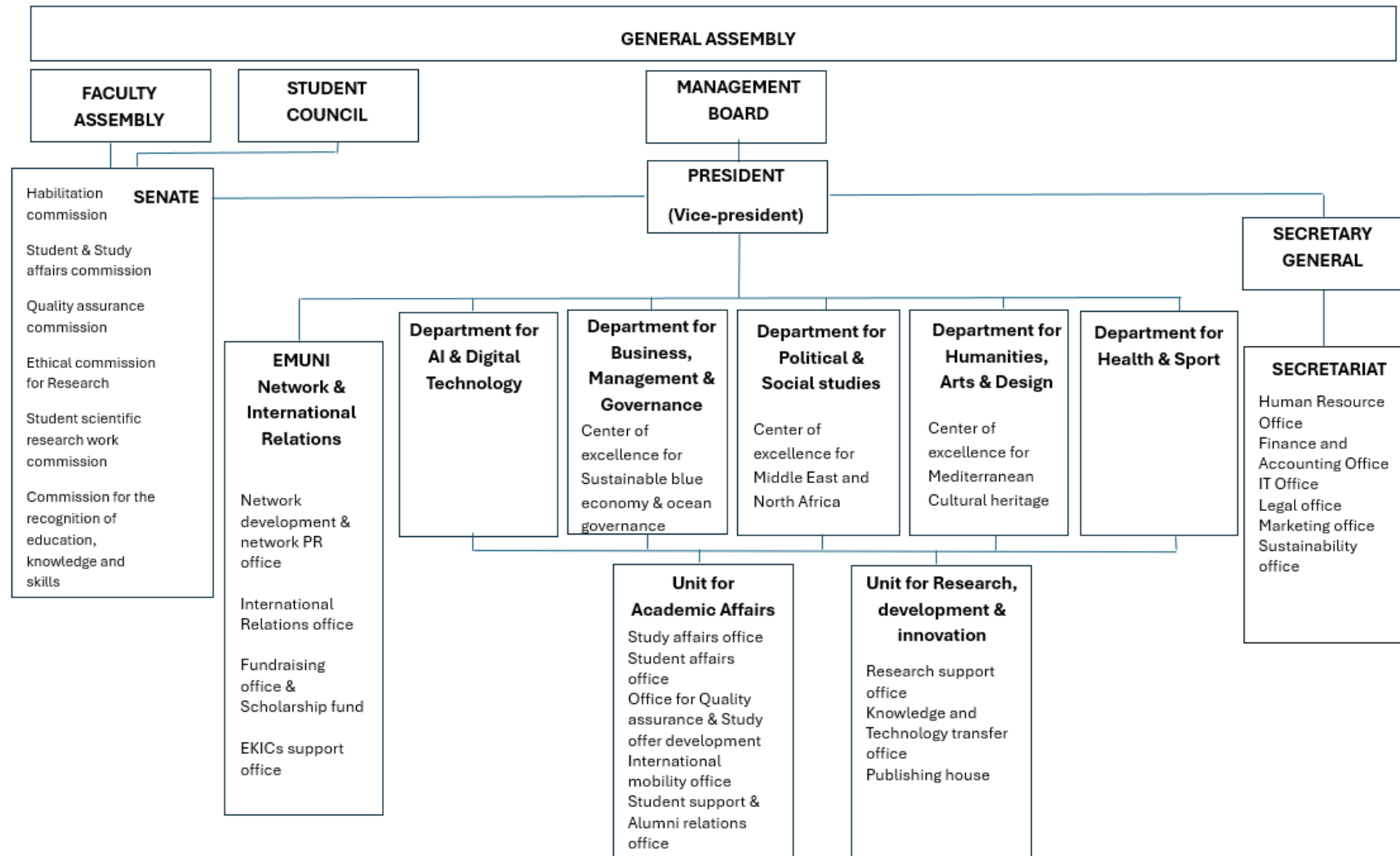


Figure 1 EMUNI Organigram

Following the leadership change at EMUNI in April 2024, the University underwent several comprehensive institutional reorganisations. According to the new organisational structure, EMUNI's operations are now organised under several core bodies and departments.

At the central level, EMUNI includes the **Secretariat**, which encompasses key administrative offices such as Human Resources, Finance and Accounting, IT, Legal, Marketing, and Sustainability. Academic and development activities are carried out through five main

Departments:

- Department for AI & Digital Technology
- Department for Business, Management & Governance, including Center of excellence for Sustainable blue economy & ocean governance
- Department for Political & Social Studies, including Center of excellence for Middle East and North Africa
- Department for Humanities, Arts & Design, including Center of excellence for Mediterranean Cultural heritage
- Department for Health & Sport

In addition to academic departments, EMUNI operates two major cross-institutional units:

- **Unit for Academic Affairs**, responsible for student services, international mobility, quality assurance, and alumni relations
- **Unit for Research, Development & Innovation**, covering research support, knowledge and technology transfer, and the publishing house

Furthermore, the University maintains a dedicated structure for its external partnerships through the **EMUNI Network & International Relations Department**, which includes network development, PR, international relations, fundraising, and support for EKICs.

4.2 Full-Time Equivalent (FTE) Staff Overview on November 20, 2025:

1. President: Prof. Dr. Rado Bohinc - Managerial contract
2. Vice President: Prof. Dr. Roberto Biloslavo – 100%
3. Mag. Lina Kaldana (Secretary General/Sekretariat) – 100%
4. Prof. Dr. Mounir Ghribi (EMUNI Network & International Relations) – 20%
5. Assist. Prof. Ddr. Maja Pucelj (Unit for Research, Development & Innovation & Teacher) – 100%,
6. Nika Bartole (HR) – 100%
7. Emna Jbara (Marketing office) – 100%
8. Karen Gladović (Legal) – 60%
9. Marcel Herič (IT) – 100%
10. Barbara Wolf (Finance) – 100%
11. Mag. Polona Oblak (Network development & network PR office & Teacher) – 70%
12. Gunnar Didié (Office for Quality assurance & Study offer development) – 100%
13. Mag. Tatjana Trebec (Academic affairs) – 100%
14. Daša Zvonar, Spec. (Academic affairs) – 100%

15. Alenka Breznik (Student affairs office – on maternity leave) – 100%
16. Prof. Dr. Jaka Vadjal (Scientific Journal IJEMS editor & Research & Teacher) – 50%
17. Assist. Prof. Dr. Petra Verdnik (Publishing house & Research & Teacher) – 100%
18. Gal Pastirk (Research & Teacher) – 60%
19. Rade Trivunčević (Research & Teacher) – 60%
20. Assist. Prof. Dr. Luka Juri (Research & Teacher) – 20%

Contracted Researchers/ Higher Education Teachers:

1. Prof. Dr. Michael Byram
2. Prof. Dr. Edvard Kolar
3. Prof. Dr. Uroš Marušič
4. Prof. Dr. Rado Pišot
5. Prof. Dr. Andrej Raspor
6. Prof. Dr. Boštjan Šimunič
7. Prof. Dr. Nada Trunk Širca
8. Prof. Dr. Matej Tušak
9. Assoc. Prof. Dr. Neva Čebren
10. Assoc. Prof. Dr. Goran Klepac
11. Assoc. Prof. Dr. Cecil Meulenberg
12. Assoc. Prof. Dr. Plamen V. Mirazchiyski
13. Assoc. Prof. Dr. Saša Pišot
14. Assoc. Prof. Dr. Andreja Primec
15. Assoc. Prof. Dr. Nada Rotovnik Kozjek
16. Assist. Prof. Dr. David Bizjak
17. Assist. Prof. Dr. Mladen Gasparini
18. Assist. Prof. Dr. Mitja Geržević
19. Assist. Prof. Dr. Vladimir Ivancev
20. Assist. Prof. Dr. Miloš Kalc
21. Assist. Prof. Dr. Robi Kelc
22. Assist. Prof. Dr. Blaž Lenarčič
23. Assist. Prof. Dr. Peter Merc
24. Assist. Prof. Dr. Martina Paradiž
25. Assist. Prof. Dr. Gašper Pirc
26. Assist. Prof. Dr. Kaja Teraž
27. Assist. Prof. Dr. Luka Trebežnik
28. Assist. Prof. Dr. Luka Šlosar
29. Assist. Prof. Dr. Tanja Sedej
30. Assist. Prof. Dr. Damir Zubac
31. Lecturer Dorsaf Ben Malek
32. Lecturer Luca De Cerreto
33. Lecturer Darja Premrl
34. Assistant Ana Mali
35. Assistant Katarina Puš

- 36. Dr. Melita Zajc
- 37. Dr. Jihene Nouairi
- 38. Matej Kleva

Other Contracted Staff:

- 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 both employees and contractual collaborators to support the implementation and expansion of EMUNI's educational and research activities.

Throughout 2024, EMUNI underwent significant organisational restructuring and staffing growth to align with its renewed strategic direction. By the end of 2024, the University expanded to 16 employees, corresponding to 12.5 FTEs. Additionally, two further employees (1.1 FTEs in total) joined on January 1, 2025, as planned.

As of 2025, EMUNI employs 20 staff members, accounting for a total of 15.40 FTEs. This reflects both the institutional restructuring completed in 2024 and the consolidation of administrative, research, academic, and support functions within the new organisational framework.

Looking ahead, EMUNI plans to further strengthen its academic and research capacity. In 2026, the University aims to recruit at least two additional researchers and higher education teachers, reaching 17 FTE, supporting the development of new study programmes, expanding the research portfolio, and enhancing the overall academic offer.

Table 2 List of Employees by Departments

| Departments | 31 DEC 2025 (FTE) | WP 2026 (FTE) | Financed by |
|---|------------------------------|--------------------------|-------------------------------|
| University Leadership | 1.0 | 1.0 | MHESI (MVZI) |
| Secretariat | 5.6 | 5.6 | MHESI (MVZI) |
| Department for Research, Development Projects, and Innovation | 3.9 | 4.9 | R&D Funds |
| Department of Higher Education | 4.0 | 4.6 | MHESI (MVZI)/ Tuition fees |
| Department for the EMUNI Network | 0.9 | 0.9 | MHESI (MVZI)/ Network fees |

- FTE (Full-Time Equivalent) reflects the total working hours of employees in each department.
- New positions added in 2026 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 Contractors According to Funding

| Category | Name | Service/Role | Financed by |
|--------------------------|------------------------------------|-------------------|--------------------|
| Higher Education Teacher | Prof. Dr. Michael Byram | IBC | MHESI/Tuition fees |
| Higher Education Teacher | Assoc. Prof. Dr. Neva Čebtron | IBC | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. David Bizjak | IBC | MHESI/Tuition fees |
| Higher Education Teacher | Lecturer Dorsaf Ben Malek | IBC | MHESI/Tuition fees |
| Higher Education Teacher | Lecturer Luca De Cerreto | IBC | MHESI/Tuition fees |
| Higher Education Teacher | Lecturer Darja Premrl | IBC | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Mladen Gasparini | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Mitja Gerževič | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Vladimir Ivancev | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Miloš Kalc | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Robi Kelc | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Blaž Lenarčič | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Prof. Dr. Uroš Marušič | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assoc. Prof. Dr. Cecil Meulenberg | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assoc. Prof. Dr. Saša Pišot | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Prof. Dr. Rado Pišot | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Gašper Pirc | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assoc. Prof. Dr. Andreja Primec | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Prof. Dr. Matej Tušak | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Tanja Sedej | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Luka Šlosar | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Kaja Teraž | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Luka Trebežnik | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Damir Zubac | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assoc. Prof. Dr. Andrej Raspor | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Martina Paradiž | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assoc. Prof. Dr. Goran Klepac | DHR | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Peter Merc | DHR | MHESI/Tuition fees |
| Higher Education Teacher | Dr. Melita Zajc | DHR | MHESI/Tuition fees |
| Higher Education Teacher | Assist. Prof. Dr. Luka Šlosar | DHR | MHESI/Tuition fees |
| Higher Education Teacher | Assistant Ana Mali | KHP | MHESI/Tuition fees |
| Higher Education Teacher | Assistant Katarina Puš | KHP | MHESI/Tuition fees |
| Researcher | Prof. Dr. Nada Trunk Širca | Projects | R&D Funds |
| Contracted Staff | Veronika Potočnik, s.p. | Library Services | R&D Funds / MHESI |
| Contracted Staff | Konto Obala d.o.o. | Accounting | MHESI |
| Contracted Staff | Željana Djurić, s.p. | Cleaning Services | MHESI |

4.4 Personnel Cost

In 2026, the total projected labour costs amount to **EUR 1,037,755.56** for 17 Full-Time Equivalents (FTEs). The financing of these costs is structured as follows:

- MHESI (Ministry of Higher Education, Science, and Innovation) contributes EUR 347,235.27, representing approximately 33.5% of the total labour costs.
- EU Funds provide EUR 314,193.30, accounting for around 30.3% of the total.
- Tuition fees contribute EUR 326,561.68, making up approximately 31.5% of the total labour costs.
- An additional EUR 49,765.31 is financed through Other sources, representing about 4.8% of total labour costs.

This financial structure highlights the continuing reliance on MHESI and project funding—particularly EU-financed research projects—to support personnel expenses. Tuition fees and other income sources contribute smaller but important portions. The expanded staffing level of **17 FTEs** in 2026 reflects the growing scope of project activities, academic delivery, and institutional development.

5 Investments and Investment Maintenance

In 2026, EMUNI will continue its strategic expansion, consolidating the academic growth achieved in 2025 and further strengthening its teaching and research capacities. Following the introduction of new study programmes in 2025, the focus in 2026 will be on ensuring long-term sustainability, enhancing infrastructure, and investing in additional academic staff and modern learning resources.

Tuition fees will cover an increasing share of the operational costs, closely linked to the development of the EMUNI Mediterranean Scholarship Fund (EMSEF).

Key investments include:

1. Study Literature: EUR 11,787.17 will be allocated for essential literature to support the growing number of study programmes and the development of new course modules.
2. Rental Spaces: A total of EUR 134,344 will be dedicated to renting facilities and ensuring an improved learning environment for students. This includes the relocation and establishment of the new university library (one-time cost EUR 10,000). This will be financed through:
 - EUR 90,000 from the Ministry of Higher Education, Science, and Innovation (MHESI),
 - EUR 20,000 from tuition fees,
 - EUR 20,000 from R&D funds,
 - EUR 4,344 from other funds.
3. We will invest EUR 35,425.60 in IT infrastructure to ensure robust support for all programmes, broken down as follows:
 - Servers: EUR 5,400,00
 - Student information system: EUR 4,200
 - Existing software licenses (e.g., Zoom, Adobe, Turnitin, Springer Link): EUR 13,000
 - Hardware (laptops, monitors...) for employees: EUR 15,000

These investments are essential for maintaining high-quality education and supporting the continued expansion of study programmes with modern technology, digital tools, and upgraded infrastructure.

6 Marketing and PR

To build a comprehensive marketing and PR plan for EMUNI in 2026, we can focus on a multi-faceted strategy with the goal of expanding the university's presence both online, in the Mediterranean region and worldwide.

6.1 Marketing Budget Overview

Total direct marketing expenditures for 2026 amount to **EUR 32,500**, distributed across the following funding sources:

- MHESI (Ministry of Higher Education, Science, and Innovation): EUR 24,500
- R&D funds: EUR 1,000
- Tuition fees: EUR 7,000

This distribution reflects EMUNI's continued reliance on MHESI as the primary contributor to marketing activities, with additional support from project funds and tuition-fee income. The planned amount ensures sufficient visibility, promotional outreach, and communication support for the University's programmes and strategic initiatives in 2026.

6.2 Key Marketing Components

6.2.1 Social Media and Website Management:

Full-time employee: Emna Jabra, a graduate from EMUNI will oversee daily operations and posts advertising EMUNI as a provider for degree programmes and certificates on different social media platforms (TikTok, Facebook, Instagram, LinkedIn etc.), ensuring the university's brands can expand and get known to prospect students who engage then with EMUNI.

Website: Regular updates and SEO enhancements to improve online visibility, reflecting the expanded academic programmes. *Google Ads* and *StudyPortals* are used to redirect traffic to our website. Remarketing will be used to get back lost leads by advertising. Also, the website will be optimized in terms of image, language, education & research activities, student life, partner universities, etc.

6.2.2 Marketing Specialist Collaboration:

Branding and Strategy: An external marketing specialist will be hired on a consultancy basis 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 EUR 32,500 will be used for:

- Active participation in student fairs and B2B fairs, both in-person and virtual, to present new and existing EMUNI study programmes and certificates.

- EMUNI will apply for THEPIEoneer Award in September 2026. This will strengthen EMUNI's position worldwide and make EMUNI a known player in the field of HE in and beyond UK and worldwide.
- According to the mid-term results of the first participation at ICEF Berlin, EMUNI may also participate at ICEF Berlin 2026 in order to tie new bounds with agents and other providers.
- 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. Brochures will all be online in virtual EMUNI bookshelf (www.booklets.emuni.si)
- Enhanced branding efforts, including the creation of a logo and consistent messaging across all platforms.
- Original unified visual identity themed around EMUNI, to be used on gifts, bags, and promotional materials, further strengthening our brand identity, fitted to new location in Koper.
- Student-Led Local Events at EMUNI: EMUNI students will organise on-campus events with strong promotional value, including Mediterranean cultural evenings, debates, roundtables, thematic workshops, international food days, and student networking or career-focused discussions.

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, and participation in events. EMUNI will also hold an **opening event** when moving to Koper is successfully concluded and invite known personalities and public to new facilities.

- **Brand development:** Collaborating with a marketing expert to enhance EMUNI's brand image in line with the university's growth. Result expected: **a structured and detailed marketing strategy helping EMUNI to get better conversion rate from leads to students.**
- **Collaboration with agents:** Collaborating with agents to promote EMUNI programmes and engage with potential students.
- **Strengthened Alumni Engagement:** Launch the EMUNI Alumni Ambassador Initiative, enabling alumni, especially from target countries, to participate in online information sessions, and testimonial campaigns to provide authentic and culturally contextual promotion.

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 Unit for Academic Affairs

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 departments** 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 following the Action plan for the higher education sector at EMUNI adopted by the EMUNI Senate at its 57th session on 10 November 2025.

7.1 Current study programmes

In the academic year 2025/2026 EMUNI is delivering three master study programmes and one doctoral study programme. In addition to the existing master's Intercultural Business Communication (IBC) and Kinesiology of Human Performance (KHP) the master's in Digitalisation and Human Rights (DHR) and the doctorate in Kinesiology for Quality of Life (KQL) was approved by the National agency for higher education (Nakvis) in March 2025.

7.2 Planned higher education programmes and education activities

For the academic year 2026/2027, five new programmes and four already accredited programmes are expected to generate a total of EUR 330,000. This number is expected to increase in the following years, and an additional EUR 75,000 is anticipated from the semester delivery of two study programmes for Moroccan students (international business and medicine).

7.2.1 Programmes in accreditation process

EMUNI submitted accreditation applications for four new master's and one PhD study programme in 2025. The accreditation process is planned to be concluded in spring of 2026. If the programmes will be accredited by the end of March 2026 the programmes will be included in the call for application in spring 2026 and offered to students starting in the academic year 2026/2027. The following programmes are in the process of accreditation:

- Master's in Sustainable Interiors and Open Space design – joint master's with Faculty of design,
- Master's in Mediterranean Geopolitics and Geoeconomics,
- Master's in Sports management,
- Master's in Business and Digital Law,

- PhD in Intercultural studies and Social Resilience

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 for accreditation of 8 new master's, one PhD programme and one joint PhD programme to be accredited by the end of 2026 and offered to students in the academic year 2027/2028.

Accreditation applications planned to be submitted in 2026:

- Masters in International Banking and Financial Cooperation
- Master's in Legal Aspects of Cybersecurity
- Master's in AI in Business,
- Master's in Management and Organisation
- Master's in International negotiations
- Master's in Sustainable Blue Economy
- Master's in Sustainable Port Management
- Master's in Cultural Heritage
- PhD International Law
- Joint PhD Creative Industries with Faculty of design

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, Heliópolis University in Egypt and partners from EUNICoast University Alliance. Two joint master programmes are in preparation for accreditation:

- Joint master's programme in Social and Solidary Economy with University of Sousse
- Joint master programme in Sustainable development with Heliopolis University

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 have also decided to offer one-year 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 professional programmes in 2026:

- 7 professional certified programmes
- 10 short programmes,
- 3 micro-credential programmes,
- 4 summer schools/ blended intensive programmes.

The costs of preparing the study programmes are covered either through salaries or through authorial and service contracts.

7.3 Academic Departments

With the aim to increase the quality of study programs and ensure further development of new study programs five academic departments will be established to consolidate its academic portfolio, enhance clarity, and strengthen institutional capacity:

- AI and Digital Technologies
- Political and Social Studies
- Humanities, Arts and Design
- Business, Management & Governance
- Health and Sport

Together, these departments will shape EMUNI's profile as a 21st-century university and as a hub of excellence, cooperation and innovation across the Mediterranean, while providing meaningful organization and clarity for partners, students, researchers and stakeholders.

7.4 International collaboration activities

The Erasmus+ programme promotes international cooperation, knowledge exchange, and the professional development of staff and students through training and teaching abroad. The primary aim of mobility is to strengthen staff competences, encourage knowledge transfer, and reinforce institutional partnerships, while also enhancing cultural awareness and supporting EMUNI's strategic goals.

EMUNI has funding available for mobility under the Erasmus+ KA131 and KA171 projects. These opportunities support teaching and training activities in EU countries as well as in six Mediterranean partner countries.

In September 2025, we published several calls for Erasmus+ mobility. Under the KA131 project, calls were published for outgoing student mobility and outgoing staff mobility. For 2026, we plan to support at least two outgoing student traineeships and at least two outgoing staff mobilities—either for training or teaching purposes.

In addition to these calls, a call was also opened for incoming students from EU countries wishing to complete part of their studies at EMUNI.

Within the KA171 project, two calls were published:

- for outgoing staff mobility to South Mediterranean countries,
- for incoming study mobility for students from South Mediterranean countries.

For outgoing staff mobility, we expect four members of staff to participate, while approximately ten students from Mediterranean partner countries are expected to take part in study mobility at EMUNI.

In 2026, we also plan to host at least two incoming staff members for teaching and another two for training purposes. We likewise expect to welcome at least two students who will complete an Erasmus+ traineeship at EMUNI.

In 2026, we intend to organise another Staff Week, inviting staff from partner institutions within the EU as well as from South Mediterranean countries. Based on our previous experience, a diverse group of participants from different countries is highly beneficial, as it encourages the exchange of varied teaching and training approaches, insights into different professional practices, and rich cultural dialogue.

Such an environment fosters international cooperation, strengthens institutional networking, and contributes to the development of new joint initiatives. For these reasons, we aim to design Staff Week 2026 in a way that will offer participants opportunities for professional growth, knowledge sharing, and the creation of long-term partnerships.

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 2026, 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 continue the subscription for 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.

EMUNI's research activities will be structured around a minimum of three thematic Centres of Excellence, each aligned with the University's strategic research priorities. These centres will be fully operational research units embedded within the corresponding academic departments. Thematic areas of EMUNI's university are organized within Departments and withing them next Centres of Excellence will be established:

- Centre of Excellence for Sustainable Blue Economy and Ocean Governance, established within the Department of Business, Management and Governance.
- Centre of Excellence for Middle East and North Africa Studies, established within the Department of Political and Social Studies.
- Centre of Excellence for Mediterranean Cultural Heritage, established within the Department of Humanities, Arts and Design. 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 2026 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 newly adopted Rules of Procedure of the EMUNI University Ethics Committee 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. | Source of financing | Project title | Project duration |
|-----|----------------------------|--|------------------|
| 1 | Erasmus+ | MORHEL - The Moroccan Higher Education Leadership | 2023 –2025 |
| 2 | Erasmus+ | EUNICoast | 2024 - 2028 |
| 3 | Erasmus+ | Skillbridge - Skills Validation for Borderless Labor Integration into European Markets | 2024 - 2027 |
| 4 | EIT | CreaTech project - Innovation and entrepreneurship capacity building at HEIs | 2025 –2027 |
| 5 | COST | Disruptive Innovation and Exponential HRM: Crafting Next-Gen Employee Experience, Workplace, Job Market | 2025 - 2029 |
| 6 | Erasmus+ | Leadership in Higher Education Development in Georgia and Azerbaijan (LEADHEGA) | 2025 - 2027 |
| 7 | Erasmus+ | MED.HELIA - Mediterranean Higher Education Leadership Academy | 2026 - 2028 |
| 8 | Erasmus+ | INNAQUE (Integrating Innovative Nature based solutions for resilient Aquatic Ecosystems) | 2025 - 2028 |
| 9 | ARIS/CRP | Ukrepi prava družb za spodbujanje večje konkurenčnosti slovenskega gospodarstva v zvezi s spoštovanjem mednarodnih pogodb s področja človekovih pravic in okolja ter boja proti podnebnim spremembam/Corporate law measures to enhance the competitiveness of the Slovenian economy in relation to the respect of international treaties on human rights and the environment, and the fight against climate change | 2025 - 2026 |
| 10 | Erasmus+ (Jean Monnet CoE) | DIPLOWideMed | 2025 - 2028 |
| 11 | CERV | Enhancing Trust, Transparency, and Engagement in Digital Voting (DIGIVOTE) | 2026-2028 |

8.2 Future research activities

In 2026, EMUNI will intensify its efforts to build excellence in research and innovation across the Euro-Mediterranean region. The university will focus on strengthening international collaborations, promoting equity and inclusion in all projects, and accelerating innovation with clear societal impact. Priority actions include developing interdisciplinary research centres,

securing major EU-funded projects, supporting young researchers, and deepening cooperation with Mediterranean partners to address regional challenges through science, policy, and education.

In the coming years, EMUNI will gradually reinforce the physical, digital and organisational elements required for high-quality research. This includes establishing a systematic approach to cooperation with institutions that maintain advanced laboratories, analytical facilities, specialised data environments and technological infrastructures. To support this, EMUNI will strive to create an institutional framework that enables structured, transparent and reliable access to external research infrastructure. Through this framework, EMUNI will conclude cooperation agreements with universities, research centres, public institutes and industry partners, creating formal pathways for researchers, staff and doctoral candidates to carry out specific research activities within partner facilities.

Furthermore, EMUNI will strengthen the integration of research with its study programmes by embedding research-based learning, student participation in EU projects, and interdisciplinary knowledge creation across all levels of education. The university will promote open science practices, including open access publishing, FAIR data principles and responsible research assessment. Gender equality, diversity and inclusion will remain central principles of EMUNI's research ecosystem, reflected in institutional policies, capacity-building activities and project design.

Table 5 Intended Project Proposals

| Nr. | Source of financing | Topics |
|-----|---------------------------------|---|
| 1 | Interreg/Horizon | Blue economy |
| 2 | ARIS | Law, geopolitics |
| 3 | Erasmus+ (Jean Monnet Module) | EU Strategic Autonomy in the Enlarged Mediterranean |
| 4 | Erasmus+/Horizon | Euro-Mediterranean Dual Career Hub |
| 5 | EIT Higher Education Initiative | Network of E-labs across EUNICoast |
| 6 | Erasmus+/Horizon | University Alliance Initiative: Geopolitics and the History of Knowledge in the Mediterranean |
| 7 | Erasmus+/Horizon | Knowledge and Innovation Center for Big Data in Research & Education (KIDARE) |

8.3 Other Activities of R&D Department

8.3.1 European Maritime Day 2026

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 2026 it will be conducted in Limassol, Cyprus on the 21-22 May, where EMUNI will present a workshop with stakeholders.

8.3.2 Participation in/Hosting International Conferences

Engaging in global conferences boosts EMUNI's visibility, fosters partnerships, and showcases research. In June 2026 EMUNI plans to host high level conference Mediterranean Dialogues: Education, Research and Sustainability in Tunis.

8.3.3 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.

8.3.4 Summer School in Sustainable Blue Economy

Organised jointly with OGS and EMUNI from 15th to 19th June 2026, 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.

8.4 International Journal

The International Journal of Euro-Mediterranean Studies (IJEMS) is an open-access, peer-reviewed journal dedicated to fostering scholar publishing in 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 academics. 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.

In 2025, EMUNI was successful in retrieving additional funding from ARIS to expand its publishing capacity. The two years' grant allows to release three issues of IJEMS in 2025 and 2026 to better meet growing scholarly demand and contribute further to academic excellence in the region.

9 EMUNI Publishing House

The EMUNI Publishing House, established as a strategic branch of the Euro-Mediterranean University, functions as a multilingual and policy-linked academic publisher connecting research, education, and science diplomacy. For 2026, the Publishing House will consolidate its structure, expand academic outputs, and enhance EMUNI's visibility through open-access dissemination, international collaboration, and digital infrastructure development.

9.1 Strategic Alignment

The activities of the EMUNI Publishing House directly support the EMUNI **Strategy and Action Plan 2024–2029**, with emphasis on the following priorities:

- Enhancing research excellence and dissemination
- Promoting intercultural dialogue and science diplomacy
- Strengthening international visibility and partnerships
- Ensuring financial sustainability through diversified funding
- Supporting Open Science, and FAIR Data

9.2 Key Objectives for 2026

9.2.1 Strengthen and Expand Journal Publishing

Publish two open-access issues of *The International Journal of Euro-Mediterranean Studies (IJEMS)*, featuring 25–30 peer-reviewed articles. Maintain Scopus/DOAJ indexing and prepare for ERIH+ and SCI inclusion.

9.2.2 Develop Book and Monograph Outputs

Publish four scientific monographs and two thematic edited volumes under the *Mediterranean Book Series* in cooperation with ARIS and EU project partners.

9.2.3 Policy and Dissemination Outputs

Produce 5–6 policy briefs or white papers linked to Horizon Europe, Erasmus+, and ARIS projects. Integrate the *EMUNI Newsletter* (3–4 issues annually) as a key tool for outreach and science diplomacy.

9.2.4 Digital Infrastructure and Platform Integration

Implement the Open Journal Systems (OJS) platform for enhanced editorial workflows, metadata integration, and open-access compliance. Strengthen EMUNI's digital repository and DOI system.

9.2.5 Networking and Outreach

Formalize two new co-publishing agreements with Euro-Mediterranean partner institutions and host the inaugural EMUNI Publishing Conference to promote regional collaboration and open science.

Table 6 Operational Outputs (Indicative for 2026)

| Category | Annual Output (2026) | Description |
|----------------------------|----------------------|---|
| Journals | 2 IJEMS issues | 25–30 peer-reviewed articles |
| Scientific Monographs | | ARIS/EU-supported scholarly works |
| Edited Volumes | 2 volumes | Thematic or collaborative publications |
| Policy Briefs / Reports | 5–6 briefs | Linked to CRP, Horizon, Erasmus+ projects |
| Newsletter & Dissemination | 3–4 issues | EMUNI Newsletter and project deliverables |

Table 7 Indicative Annual Financial Framework (2026)

| Revenue Source | Basis of Calculation | Expected Annual Outputs | Annual Revenue (EUR) |
|--|--|---|----------------------|
| ARIS Programmes and Projects | Dissemination costs embedded in 2–3 funded projects annually | 3–4 scientific monographs (peer-reviewed, thematic) | 28.000 |
| EU and International Projects (Horizon Europe, Erasmus+, PRIMA, Interreg) | Dissemination contracts (3–4 projects/year, EUR 7.000–12.000 each) | 5–6 policy briefs/reports + 2 edited volumes | 32.000 |
| Institutional and Partner Support | Co-funding from EMUNI & Mediterranean partners | 1–2 thematic publications (multilingual editions) | 10.000 |
| Article Processing Charges (APCs) | OA journal fees (EUR 200,00 – 400,00 per article) | 25–30 articles (IJEMS + new thematic journals) | 5.000 |
| Book Sales and Co-Publishing Revenue | Print-on-demand (Amazon KDP, IngramSpark) + regional co-publishing | 2–3 edited volumes, 100–120 book copies | 5.000 |
| Total Annual Revenue | | | ≈ 80.000 |
| Diversified mix of public, institutional, and market sources ~12–15 scholarly & policy publications/year | | | |

Table 8 Expenditure:

| Expenditure Category | Basis of Calculation | Expected Outputs | Estimated Cost (EUR) |
|--------------------------------|---|---|----------------------|
| Staffing | Editorial manager (0.5 FTE), journal editor (stipend), dissemination officer (0.25 FTE) | Coordination of IJEMS , 4 monographs, 2 edited volumes, and policy briefs | 42.000 |
| Platform and Technology | OJS hosting & upgrades, DOI registrations (CrossRef), plagiarism detection, and indexing fees | Fully compliant Open Access workflow; all outputs with DOI and metadata in repositories | 9.000 |
| Production Costs | Typesetting, layout, proofreading (EUR 3.000–4.000 per book/volume); printing of IJEMS (200 copies/issue) | 4 monographs , 2 edited volumes, 2 journal issues annually | 20.000 |
| Marketing and Outreach | Conference presence, academic promotion, Mediterranean policy events, digital campaigns | 2–3 dissemination events annually; digital campaigns for books/journals | 6.000 |

| | | | |
|--|---|--|-----------------|
| Overheads | Administration, legal compliance, office costs, indirect project recovery | Institutional integration and smooth governance of publishing operations | 1.000 |
| Total Annual Expenditure | | | ≈ 78.000 |
| Balanced allocation across core operations, production, and visibility ~12–15 academic and policy outputs annually | | | |

Net Balance (Indicative): ≈ +EUR 2.000 annually, to be reinvested into indexing fees and open-access dissemination tools.

Table 9 Key Performance Indicators (KPIs) for EMUNI Publishing House – 2026

| Dimension | Indicator | Target for 2026 |
|---------------------------------------|--------------------------------|-----------------------------------|
| Academic Outputs | Number of published monographs | 4 |
| | Number of IJEMS issues | 2 |
| | Number of policy briefs | 5–6 |
| Impact and Visibility | Scopus/ERIH+ coverage | Maintain, prepare SCI application |
| | Multilingual publications | ≥3 languages |
| Financial Sustainability | Revenue diversification | No single stream >40% of total |
| | Annual surplus reinvestment | EUR 2,000–3,000 |
| Partnerships and Collaboration | Co-publishing agreements | 2 signed |
| Outreach | Newsletter issues | 3–4 annually |
| Events | EMUNI Publishing Conference | 1 regional event |

The EMUNI Publishing Housework Plan 2026 represents a key operational phase in establishing a sustainable and internationally visible publishing infrastructure. Through integrated ARIS and EU project alignment, multilingual open-access dissemination, and digital innovation, the Publishing House will continue to reinforce EMUNI’s role as a leading Euro-Mediterranean knowledge hub for education, policy, and science diplomacy.

10 International Cooperation and Strategic Partnerships

Our mission is to promote Science Diplomacy in the Euro-Mediterranean region by fostering collaboration between universities and research institutions, strengthening international cooperation, expanding strategic partnerships, and consolidating EMUNI's role as a central hub for Euro-Mediterranean academic and research collaboration.

The Work Plan for 2026 focuses on enhancing communication efforts, renewed engagement with network members, and the activation of thematic working groups to drive cooperation in key priority areas. EMUNI will intensify bilateral outreach, launch mobility opportunities, and coordinate major research networking initiatives aimed at generating high-quality joint proposals for EU-funded programmes in collaboration with the R&D Projects and Innovation Department. Institutional missions, new Memorandum of Understanding, the release of digital collaboration tools, and the organisation of the EMUNI Annual Conference and General Assembly reinforce EMUNI's commitment to building an integrated and responsive regional network to strengthen higher education cooperation in the Mediterranean. Thus, enhancing regional dialogue and partnerships for sustainability, peace and stability.

10.1 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 2025, the EMUNI network consists of 214 partners:

- 42 Full members
- 59 Associate members
- 113 Other members (Members of EMUNI, Memorandum of Understanding, Letters of Intent for Cooperation, and Special Agreements)

Regional Distribution of Partners:

- South Mediterranean (50): Algeria, Egypt, Israel, Morocco, Jordan, Palestine, Syria, Tunisia, Lebanon
- North Mediterranean (111): Albania, Bosnia and Herzegovina, Croatia, Cyprus, France, Greece, Italy, Slovenia, Spain, Turkey
- Other EU Members (36): Belgium, Bulgaria, Denmark, Finland, Germany, Hungary, Ireland, Lithuania, Luxembourg, Poland, Romania, Slovakia
- Other Countries (17): Armenia, Iraq, Kosovo, North Macedonia, Switzerland, Russia, UK, Thailand.

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.

10.2 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 2026. 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 191 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 strategic plan of EMUNI in 2026 is to focus on expanding the network to the northern shore of the Euro Mediterranean 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 and 2025, EMUNI signed several memorandums of understanding and convention for cooperation with **Slovenian universities** and institutions, which it will continue in 2026. We are convinced that strengthening our position in loco and collaborating with national 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.

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

For 2026, 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 2026:

- **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. As well EKICs will form an information contact point for Slovene and local enterprises wishing to collaborate or consider entering the local market.
- **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).

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.

10.4 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.

10.5 EMUNI Ambassadors

In 2026, 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 two EMUNI Ambassadors (one from South and one from North of Mediterranean) 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.

10.6 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, in January, April, July, and October 2026. 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 2026. By highlighting news, opportunities, and events, we aim to strengthen connections among members and enhance the overall impact of our collective efforts.

10.7 Internationalization and fundraising

Internationalization and fundraising at EMUNI focus on expanding the university's global reach, strengthening partnerships across Euro-Mediterranean countries, and increasing participation in international mobility programmes. By fostering collaborations with higher education institutions, research centers, and industry stakeholders, EMUNI enhances the exchange of knowledge, staff, and students through initiatives such as its own EMUNI

scholarship fund, Erasmus+ and other regional mobility schemes. These efforts not only enrich academic quality and intercultural dialogue but also support the university's financial sustainability by attracting external funding, competitive grants, and strategic project-based resources tailored to EMUNI's mission of advancing cooperation in the Euro-Mediterranean region.

EMUNI aims to expand its international cooperation through regional dialogue for capacity building dedicated to new regional scope such as MENA region, Gulf countries and Central Europe focusing on Science Diplomacy and Sustainable Development.

10.7.1 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.

10.7.2 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).

10.7.3 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 2026 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.

11 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 EUR 100,000. This goal will be achieved through collective efforts by securing EUR 100,000 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. A new strategy will be implementing the four pillars approach including (i) institutional investor, (ii) private donors, (iii) alumni and (iv) partnership in the publicly recognize campaigns and events.

12 Financial Plan

12.1 Financial Plan Preparation

The financial plan for 2026 has been prepared based on the estimated actual results for 2025 and according to the strategic plan.

The financial plan for 2026 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 2026: EUR 700,000.00
- MORHEL – project income: EUR 15,882.99
- SKILLBRIDGE – project income: EUR 9,651.60
- CREATECH – project income: EUR 127,448.20
- CRP – project income: EUR 11,000.00
- Inaque – project income: EUR 38,682.00
- DigiVote – project income: EUR 31,369.06
- Lead Hega – project income: EUR 9,831.00
- Med.Hela – project income: EUR 58,975.76
- Study programmes: EUR 405,000.00
- Publishing house – income: EUR 80,000.00
- Scholarship fund – income: EUR 100,000.00
- Membership fees – income: EUR 63,000.00

For expenditure:

a) Labour Costs

Labour costs for 2026 are planned based on the projected actual expenses of 2025 and reflect a continued increase in staffing needs and institutional development. These costs will be financed through contributions from the Ministry of Higher Education, Science and Innovation (MHESI) (33.47%), project funds (30.27%), tuition fees (31.47%), and other income sources (4.80%).

In 2024, EMUNI employed 10 staff members, and the personnel plan for 2025 projected growth toward 15 employees. This trajectory continues in 2026, supporting the enhanced implementation capacity required for project activities, study programmes, and administrative responsibilities.

The total labour costs for 2026 amount to EUR 1,037,755.56, distributed as follows:

- MHESI: EUR 347,235.27
- R&D / EU Funds: EUR 314,193.30
- Tuition Fees: EUR 326,561.68
- Other Sources: EUR 49,765.31

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

The costs of materials, goods, and services for 2026 are projected on the basis of realised and planned activities for 2024 and 2025. The total expenditure under these categories amounts to EUR 515,588.54, consisting of EUR 32,273.78 for material costs and EUR 483,314.76 for service-related expenses. These costs are distributed across the following components:

- Cost of Material: EUR 32,273.78, financed by MHESI (EUR 20,844.73), R&D Funds (EUR 7,500.00), and Tuition Fees (EUR 3,929.06).
- Cost of Services: EUR 483,314.76, funded by:
 - MHESI: EUR 326,920.00
 - R&D Funds: EUR 41,147.31
 - Tuition Fees: EUR 74,009.26
 - Other Sources: EUR 41,238.19
- Activity Costs: EUR 4,920.00, fully covered by MHESI.
- Investments and Rents: EUR 134,344.34, sourced from MHESI (EUR 90,000.00), R&D Funds (EUR 20,000.00), Tuition Fees (EUR 20,000.00), and Other Sources (EUR 4,344.34).
- Bank Account Costs and Insurance: EUR 2,707.86, financed by MHESI (EUR 2,600.00) and R&D Funds (EUR 107.86).
- Community and Transportation: EUR 15,000.00, funded entirely through Other Sources.
- Intellectual Services: EUR 47,500.00, financed by MHESI (EUR 38,500.00) and R&D Funds (EUR 9,000.00).
- Business Travel: EUR 58,558.07, supported by MHESI (EUR 39,000.00), R&D Funds (EUR 5,058.07), and Other Sources (EUR 14,500.00).
- Authorial Work and Single-Task Contracts: EUR 128,481.38, funded through MHESI (EUR 83,000.00), R&D Funds (EUR 3,981.38), and Tuition Fees (EUR 41,500.00).
- Other Services: EUR 91,803.11, financed by MHESI (EUR 68,900.00), R&D Funds (EUR 3,000.00), Tuition Fees (EUR 12,509.26), and Other Sources (EUR 7,393.85).
- Other Costs: EUR 92,496.50, of which Tuition Fees contribute EUR 500.00 and Other Sources EUR 91,996.50.

These expenditures support the university's operational requirements and ensure the financial resources necessary for programme delivery, project implementation, and the institution's strategic activities in 2026.

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

- Higher Education Act (Official Gazette of the Republic of Slovenia, No. 56/25).
- 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).
- 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 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
- Tuition Fees Refund Policy, adopted 13 February 2025

12.2 General Part

The general part of the financial plan includes:

- Statement of revenue and expenditure that contains actual (cash flow) data for years 2024, estimated planned results for 2025 and financial plan for 2026,
- The revenue and expenditure structure by source and purpose of financing.

Table 10: Summary of statement of revenue and expenditure – financial plan (in EUR)

| Item | 2026 FP | 2025 Estimated Actual | Index 2026/2025 | 2024 Actual | Index 2026/2024 |
|---|--------------|-----------------------|-----------------|------------------|-----------------|
| TOTAL REVENUES | 1,650,840.61 | 1,649,710.36 | 0.9993 | 1,014,347.26 | 1.6275 |
| Operating revenues (public) | 1,062,840.61 | 1,328,210.36 | 0.8002 | 700,000.00 | 1.5183 |
| Other operating revenues | 405,000.00 | 119,000.00 | 3.4034 | 9,120.00 | 44.4079 |
| Financial revenues | 0 | 0 | — | 0 | — |
| Other revenues | 183,000.00 | 202,500.00 | 0.9037 | 62,335.97 | 2.9357 |
| TOTAL EXPENDITURES | 1,650,840.61 | 1,649,710.36 | 1.0007 | 1,029,353.51 | 1.6028 |
| Costs of goods, materials, and services | 515,588.54 | 560,842.17 | 0.9193 | 450,176.21 | 1.1453 |
| Labour costs | 1,037,755.56 | 780,171.69 | 1.3310 | 544,591.94 | 1.9048 |
| Depreciation | 5,000.00 | 5,000.00 | 1.0000 | 0 | ∞ |
| Other costs | 92,496.50 | 303,696.50 | 0.3046 | 34,585.36 | 2.6744 |
| Revenue/expenditure surplus | 0.00 | 0.00 | — | −15,006.25 | 0.0000 |
| Average number of employees | 17 (planned) | 15 (planned) | 1.1333 | 10 (actual 2024) | 1.7000 |

Revenue:

A total income of EUR 1,650,840.61 is planned in the 2026 Financial Plan, which is EUR 1,130.25 more than the EUR 1,649,710.36 planned in 2025 (a 0.07% increase). Despite the fact that MHESI will reduce EMUNI's funding by EUR 250,000 and that some project inflows received in 2025 are intended for use in 2026—when fewer inflows are expected—EMUNI will compensate for this loss through the expansion and development of its educational activities.

The revenue is distributed as follows:

- 42.40% of all planned revenues come from MHESI funds (EUR 700,000.00),
- 21.98% from R&D Funds (EUR 362,840.61),
- 24.53% from tuition fees (EUR 405,000.00), and
- The remaining 11.09% from other sources (EUR 183,000.00).

Expenditure:

A total expenditure of EUR 1,650,840.61 is planned in the 2026 Financial Plan, which is EUR 1,130.25 more than the EUR 1,649,710.36 planned in 2025, representing a 0.07% increase.

Total expenses consist of:

- Costs of materials: EUR 32,273.78 (1.96%)
- Costs of services: EUR 483,314.76 (29.28%)
- Labour costs: EUR 1,037,755.56 (62.89%)
- Other costs: EUR 92,496.50 (5.60%)

Breakdown of Costs:

- Costs of goods, materials, and services, as defined in the 2026 Financial Plan, amount to a total of EUR 515,588.54, consisting of:
 - EUR 32,273.78 for material costs, and
 - EUR 483,314.76 for service costs.
- Material costs include professional literature, office supplies, and other consumables, distributed across:
 - MHESI: EUR 20,844.73
 - R&D funds: EUR 7,500.00
 - Tuition fees: EUR 3,929.06
- Service costs, totalling EUR 483,314.76, comprise:
 - Activity costs: EUR 4,920.00
 - Investments and rents: EUR 134,344.34
 - Bank account costs and insurance: EUR 2,707.86
 - Transportation services: EUR 15,000.00
 - Intellectual services: EUR 47,500.00
 - Business travel: EUR 58,558.07
 - Authorial work and single-task contracts: EUR 128,481.38
 - Other service costs: EUR 91,803.11
- These service costs are financed through:
 - MHESI funds: EUR 326,920.00
 - R&D funds: EUR 41,147.31
 - Tuition fees: EUR 74,009.26
 - Other sources: EUR 41,238.19
- Labour costs consist of the following categories:
 - Salaries to employees: EUR 539,467.71 (52.00% of total labour costs)
 - Employer's contribution (2nd gross): EUR 350,814.58 (33.80%)
 - Food and transportation to work: EUR 112,090.88 (10.80%)
 - Holiday allowance: EUR 29,166.14 (2.81%)
 - Salary substitution: EUR 6,216.25 (0.60%)

- Labour Costs, amounting to EUR 1,037,755.56, are financed by:
 - MHESI: EUR 347,235.27
 - EU (R&D) project funds: EUR 314,193.30
 - Tuition fees: EUR 326,561.68
 - Other sources: EUR 49,765.31

Labour costs reflect the staffing needs associated with EMUNI's operational and project activities, including salaries, statutory employer obligations, allowances, and reimbursements.

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

Table 11: Financial plan for 2026 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 | 1,062,840.61 | 1,062,840.61 | 0.00 | 100.00 | 64.38 | 64.38 |
| MHESI | | 700,000.00 | 700,000.00 | 0.00 | 100.00 | 42.40 | 42.40 |
| R&D Projects | | 362,840.61 | 362,840.61 | 0.00 | 100.00 | 21.98 | 21.98 |
| Operating revenues of main activity (tuition fees) | '087 | 405,000.00 | 405,000.00 | 0.00 | 100.00 | 24.53 | 24.53 |
| Other | '084- '085 '088- '091 | 183,000.00 | 183,000.00 | 0.00 | 100.00 | 11.09 | 11.09 |
| Total | | 1,650,840.61 | 1,650,840.61 | 0.00 | 100.00 | 100.00 | 100.00 |

In 2026, EMUNI University plans revenues of EUR 1,650,840.61 and expenditures of EUR 1,650,840.61, resulting in a balanced financial plan with no deficit. The financial structure reflects stable funding across MHESI, R&D project funds, tuition fees, and other sources, ensuring full coverage of planned activities for the year.

Structure of Revenues and Expenditures:

- Public finance revenues account for 64.38% of total revenues.
 - The largest component within public finance is MHESI funding, contributing 42.40% of total revenues.
 - R&D project funds (mostly EU-funded) represent 21.98% of total revenues.
- Tuition fees (operating revenues of the main activity) account for 24.53% of total revenues.
- Other sources contribute 11.09% of total revenues.

Expenditures equal revenues and include:

- Operational costs (labour, materials, and services).

- Costs of 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 and other publications.

This financial plan reflects the operational needs and strategic priorities of the University for 2026, while ensuring that all project-related obligations are fully covered through the planned funding structure.

12.3 Specific Part

The financial plan for 2026 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 12: Summary of financial plan for 2026 (in EUR)

| Expense Category | Total | MHESI | R&D Funds | Tuition Fees | Other |
|-------------------------------------|--------------|------------|------------|--------------|------------|
| TOTAL REVENUES | 1,650,840.61 | 700,000.00 | 362,840.61 | 405,000.00 | 183,000.00 |
| TOTAL EXPENDITURES | 1,650,840.61 | 700,000.00 | 362,840.61 | 405,000.00 | 183,000.00 |
| VAR. REVENUES - EXPENDITURES | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Costs of Material | 32,273.78 | 20,844.73 | 7,500.00 | 3,929.06 | 0.00 |
| Costs of Services | 483,314.76 | 326,920.00 | 41,147.31 | 74,009.26 | 41,238.19 |
| Labour Costs | 1,037,755.56 | 347,235.27 | 314,193.30 | 326,561.68 | 49,765.31 |
| Other Costs | 92,496.50 | 0.00 | 0.00 | 500.00 | 91,996.50 |

Notes to the MHESI source of financing:

Funds coming from the MHESI source in the total amount of EUR 700,000.00 are planned to be allocated as follows:

- LABOUR COSTS, amounting to EUR 347,235.27, or 49.60% of the total MHESI source.
- SERVICE COSTS, amounting to EUR 326,920.00, or 46.70% of the total MHESI source, distributed across:
 - Rental costs (EUR 90,000.00)
 - Authorial work and single-task contracts (EUR 83,000.00)
 - Costs of intellectual services (EUR 38,500.00)
 - Business travel (EUR 39,000.00)
 - Other services (EUR 68,900.00)
 - Activity costs (EUR 4,920.00)
 - Bank account costs and insurance (EUR 2,600.00)
- COSTS OF MATERIAL, amounting to EUR 20,844.73, or 2.98% of the total MHESI source.

Prof. Dr. Rado Bohinc
President of EMUNI University

13 Attachment: Financial plan for the year 2026 in table

Table 13: Revenue and expenditure plan by cash flow principle for the year 2026 (By cost category and source of financing, in EUR)

| | Category | Total | MHESI | R&D Funds | TuitionFees | Other |
|-------------|---|---------------------|-------------------|-------------------|-------------------|-------------------|
| No. | TOTAL INCOMES | 1,650,840.61 | 700,000.00 | 362,840.61 | 405,000.00 | 183,000.00 |
| | TOTAL COSTS | 1,650,840.61 | 700,000.00 | 362,840.61 | 405,000.00 | 183,000.00 |
| 1.2 | COST OF MATERIAL | 32,273.78 | 20,844.73 | 7,500.00 | 3,929.06 | 0,00 |
| 1.2.1. | Utilities (electricity, elevator, heating, trash) | | | | | |
| 1.2.4. | Cost of professional and other literature | 11,787.17 | 7,858.12 | | 3,929.06 | |
| 1.2.5. | Office supplies | 1,500.00 | 1,500.00 | | | |
| 1.2.6. | Other supplies / consumables | 18,986.61 | 11,486.61 | 7,500.00 | | |
| 1.3. | COST OF SERVICES | 483,314.76 | 326,920.00 | 41,147.31 | 74,009.26 | 41,238.19 |
| 1.3.1. | Activity costs | 4,920.00 | 4,920.00 | | | |
| 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 | | | | | |
| 1.3.2. | Investments and rents | 134,344.34 | 90,000.00 | 20,000.00 | 20,000.00 | 4,344.34 |
| 1.3.2.1. | Regular maintenance | | | | | |
| 1.3.2.2. | Rental costs | 134,344.34 | 90,000.00 | 20,000.00 | 20,000.00 | 4,344.34 |
| 1.3.3. | Bank account costs and insurance | 2,707.86 | 2,600.00 | 107.86 | 0,00 | 0,00 |
| 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 | 0,00 | 0,00 | 0,00 | 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 | 47,500.00 | 38,500.00 | 9,000.00 | 0,00 | 0,00 |
| 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) | 31,600.00 | 22,600.00 | 9,000.00 | | |
| 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 | 58,558.07 | 39,000.00 | 5,058.07 | 0,00 | 14,500.00 |
| 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 | 22,299.27 | 15,000.00 | 2,299.27 | | 5,000.00 |
| 1.3.7. | Authorial work and single task contracts | 128,481.38 | 83,000.00 | 3,981.38 | 41,500.00 | 0,00 |
| 1.3.7.1. | Authorial work contracts (IBC and other contracts) | 78,981.38 | 50,000.00 | 3,981.38 | 25,000.00 | |
| 1.3.7.2. | Single task contracts and partner payments | 49,500.00 | 33,000.00 | | 16,500.00 | |
| 1.3.8. | Other services | 91,803.11 | 68,900.00 | 3,000.00 | 12,509.26 | 7,393.85 |
| 1.3.8.1. | Conferences and big / major events | | 20,000.00 | | | |
| 1.3.8.2. | Food and conferences and big events | 7,811.00 | | 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 | 32,500.00 | 24,500.00 | 1,000.00 | | 7,000.00 |
| 1.3.8.5. | Administrative and other adds | | | | | |
| 1.3.8.6. | Student work | 3,927.29 | | | 3,927.29 | |
| 1.3.8.7. | Cleaning | 3,600.00 | 3,600.00 | | | |
| 1.3.8.8. | Other services | 10,913.76 | 10,000.00 | | 519.91 | 393.85 |
| 1.3.8.9. | Representative costs | 12,212.02 | 10,000.00 | | 2,212.02 | |

| | | | | | | |
|---------------|--------------------------------------|---------------------|-------------------|-------------------|-------------------|------------------|
| 1.3.8.1 0. | Work security costs | | | | | |
| 2 | AMORTISATION | 0,00 | 5,000.00 | 0,00 | 0,00 | 0,00 |
| 3 | RESERVATIONS | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 |
| 4 | LABOUR COSTS | 1,037,755.56 | 347,235.27 | 314,193.30 | 326,561.68 | 49,765.31 |
| 4.1. | Salaries | 539,467.71 | 182,800.28 | 164,706.94 | 167,109.57 | 24,850.92 |
| 4.2. | Salary substitution | 6,216.25 | 2,051.36 | 1,864.87 | 1,989.20 | 310.81 |
| 4.3. | Food and transportation to work | 112,090.88 | 36,989.99 | 33,627.26 | 35,869.08 | 5,604.54 |
| 4.4. | Holiday allowance | 29,166.14 | 9,624.83 | 8,749.84 | 9,333.17 | 1,458.31 |
| 4.5. | Employer contribution (2nd gross) | 350,814.58 | 115,768.81 | 105,244.37 | 112,260.66 | 17,540.73 |
| 5 | OTHER COSTS | 92,496.50 | 0,00 | 0,00 | 500.00 | 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 | | | | | |
| Total | | 0,00 | 0,00 | 0,00 | 0,00 | 0,00 |