



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

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Work Report 2025

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Piran, February, 2026

Information on EMUNI

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Contents

1 EMUNI Development Strategy 2024-2029	7
1.1 Mission	7
1.2 Institutional Goals	7
1.3 Objectives (2024-2029)	8
2 Introduction	9
2.1 University Bodies	10
2.1.1 General Assembly	10
2.1.2 Academic Assembly	12
2.1.3 The Management Board	13
2.1.4 President	14
2.1.5 The Senate	14
2.1.6 Student Council	15
2.1.7 Sessions of EMUNI bodies in 2025	15
2.2 Senate's Commissions	15
2.2.1 Commission for Student and Study Affairs (CSSA)	15
2.2.2 Habilitation Commission	16
2.2.3 Quality Assurance Commission	16
2.2.4 Commission for Scientific Research Work of Students (CSRWS)	17
2.2.5 EMUNI University Ethics Committee	17
2.2.6 Commission for the Recognition of Foreign Education, Knowledge and Skills	18
3 Legal Basis	19
3.1 Legislation	19
3.2 Basic Legal Basis of The Operation	19
3.2.1 National:	19
3.2.2 International Acts:	19
3.2.3 General Acts of the EMUNI University:	20
3.2.4 Since April 2024, the following legal acts (rules) were enacted:	21
4 Organisation and Personnel Plan	23
4.1 New Organisation Chart	23
4.2 Full-Time Equivalent (FTE) Staff Overview on December 31, 2025:	24
4.3 Personnel report	26
4.4 Personnel Cost	27
5 Investments and Investment Maintenance	29
6 Marketing and PR	31
7 Unit for Academic Affairs	35
7.1 Ongoing study programmes	36
7.1.1 Master's study programme in Kinesiology of Human Performance (KHP)	38
7.1.2 Master's study programme Intercultural Business Communication (IBC)	38
7.1.3 Master's study programme Digitalisation and Human Rights (DHR)	39
7.1.4 Doctoral study programme Kinesiology for Quality of Life (KQL)	39

7.2	Quality Assurance of Programme Implementation	39
7.2.1	Graduations	40
7.3	Study programmes under development	40
7.3.1	New Programme in accreditation process	40
7.4	Other education activities	42
7.4.1	Summer School and Training of Trainers on Sustainable Blue Economy	42
7.4.2	HALS and ISOM Summer Schools	42
7.4.3	Erasmus+ Mobility for Staff and Students KA131 and KA171	43
8	R&D Projects and Innovation Department	45
8.1	Research projects successfully completed in 2025	47
8.1.1	HORIZON-EIE-2022-CONNECT-01, Title: “Change Hubs for Ecosystemic Social Solutions” (CHESS)	47
8.1.2	CoE-SUBE - Jean Monnet Centre of Excellence on Sustainable Blue Economy	48
8.1.3	OER-CODEX (Open Educational Resources for Collaborative Online & Distance Education and eXchange)	48
8.1.4	Central European Initiative (CEI), Know-How Exchange Program (KEP) (Ref. no. 304.4.2023.064): TrueBlue - CEI support to Training and Research to Unlock and Enhance the potential of sustainable BLUE Economy for regional cooperation and EU integration	48
8.2	Current Research Projects	49
8.2.1	Erasmus+: Governance, Strategic Planning and Management of Higher Education Institutions (MORHEL)	49
8.2.2	ERASMUS-EDU-2024-EUR-UNIV: EUNICoast - European University Alliance EUNICoast: The European University of Islands, Ports and Coastal Territories.	50
8.2.3	ERASMUS+ KA220-ADU: Skillbridge - Skills Validation for Borderless Labor Integration into European Markets	50
8.2.4	EIT HEI Initiative Call for Proposals 2024 European Institute of Innovation & Technology (EIT HE Initiative): CreaTech project - Innovation and entrepreneurship capacity building at HEIs	51
8.2.5	COST: HUMAN-IT: Exponential Human Capital in the Digital and Socio-Technical Transition	51
8.2.6	ERASMUS-EDU-2025-CBHE: MED.HELIA - Mediterranean Higher Education Leadership Academy	52
8.2.7	ERASMUS-EDU-2025-CBHE: INNAQUE - Integrating Innovative Nature based solutions for resilient Aquatic Ecosystems	52
8.2.8	Citizens, Equality, Rights and Values (CERV): DIGIVOTE – Enhancing Trust, Transparency, and Engagement in Digital Voting	52
8.2.9	ARIS (CRP 2025): Corporate law measures to promote greater competitiveness of the Slovenian economy in relation to compliance with international treaties in the fields of human rights and environmental protection, and the fight against climate change	53
8.2.10	DIPLOWideMed – Jean Monnet Centre of Excellence on Mediterranean Diplomacy and Regional Dynamics (EMUNI is an associated partner)	53
8.3	Project proposals submitted in 2025	54
8.4	Planned R&D&I Activities	55
8.5	Publication - Scientific journal IJEMS	55

9 EMUNI Publishing House	57
9.1 Strategic Objective	58
9.2 Governance and Organisational Capacity	58
9.3 Monograph Publishing Performance	59
9.4 Financial Sustainability Indicators	59
9.5 International Visibility and Academic Impact	59
9.6 Performance Evaluation	60
10 International Cooperation and Strategic Partnerships	61
10.1 EMUNI Network Partners	61
10.2 Network expansion	64
10.3 EMUNI Ambassadors, Academic Community, Academic Assembly	65
10.4 EMUNI Newsletter	66
10.5 Internationalization and fundraising	66
10.5.1 International Scientific Conference EM-HERI 2025	66
11 Scholarship fund and payment of study costs for students who are exempt from tuition fees	69
12 EMUNI as an International Organization	70
13 Financial Report	71
13.1 Accounting policies	71
13.2 Balance sheet – general rules	71
13.2.1 Balance sheet	72
13.2.2 Notes to the balance sheet	74
13.3 Statement of income and expenses	76
13.3.1 Notes to the statement of income and expenses Operating income from non-economic public services	77
14 Attachment: Financial report for the year 2025 in table	80
14.1 Revenue and expenditure report by cash flow principle for the year 2025	82

Figures

Figure 1	EMUNI Organigram	23
Figure 2	EMUNI Followers	32
Figure 3	EMUNI Page Views	32
Figure 4	Metrics of Page Visits	32
Figure 5	EMUNI Instagram Analytics	33
Figure 6	Number of Applicants, Admitted and Enrolled in 2025/2026	37
Figure 7	Number of Applicants, Admitted and Enrolled in 2025/2026	39
Figure 8	Projects by Programme	55

Tables

Table 1	Chairing of the General Assembly.....	11
Table 2	Academic Assembly	12
Table 3	List of Employees by Departments	26
Table 4	List of Contractors According to Funding	27
Table 5	Number of Study Programmes	36
Table 6	Number of Applicants, Admitted and Enrolled in 2025/2026.....	37
Table 7	Number of Enrolled Students in the KHP Programme	38
Table 8	Number of Enrolled Students in the IBC Programme Over the Period Five Years	38
Table 9	Graduations per Cohort	40
Table 10	KPI Indicators for research 2025.....	46
Table 11	Successfully Completed Project in 2025	47
Table 12	Current Research Projects	49
Table 13	Governance and Organisational Capacity - KPIs.....	58
Table 14	Monograph Publishing Performance - KPIs	59
Table 15	Financial Sustainability Indicators - KPIs.....	59
Table 16	International Visibility and Academic Impact - KPIs and Performance Indicators	60
Table 17	Performance Evaluation (year 2025)	60
Table 18	Balance sheet.....	72
Table 19	Statement of income and expenses	76
Table 20:	Revenue and expenditure report by cash flow principle for the year 2025 (By cost category and source of financing, in EUR)	80

1 EMUNI Development Strategy 2024-2029

Through its strong commitment to Higher Education, Research and Innovation, the Euro-Mediterranean University (EMUNI), headquartered in Slovenia, strives to advance sustainable development, peace and prosperity across the Euro-Mediterranean region.

1.1 Mission

Established as an international association of universities, EMUNI serves as a dynamic platform connecting and strengthening cooperation between the two shores of the Mediterranean. As such, EMUNI aspires to become:

- A reference university delivering high-quality study programmes and state-of-the-art research in strategically important fields, addressing the key interests and challenges of the Euro-Mediterranean region.
- A vibrant and committed network of diverse Euro Mediterranean higher education and research institutions, fostering excellence, collaboration and Knowledge exchange.
- An inclusive platform promoting inter-cultural dialogue and science diplomacy across the Euro-Mediterranean region.

1.2 Institutional Goals

The EMUNI Strategy for 2024–2029 focuses on six key priorities: advancing high-quality educational programmes grounded in both basic and applied research; strengthening and expanding the EMUNI network; enhancing fundraising and long-term financial sustainability; intensifying communication, visibility and outreach; reinforcing institutional capacity for successful project development and acquisition; and promoting EMUNI’s role as a platform for intercultural dialogue and science diplomacy across the Euro-Mediterranean region.

1. Development of High-Quality Educational Programmes and Activities: EMUNI aims to expand its academic offer with new Master’s and Doctoral programmes, as well as professional training programmes, including an interactive online learning platform and partnerships for double and joint degrees. This objective has been successfully achieved through the introduction of two new Master’s and Doctoral programmes and five professional training programmes (detailed in the chapter on education). In addition, four new study programmes are currently undergoing accreditation.
2. Strengthening the EMUNI Network through Full Membership: The network is intended to support joint research and educational projects, foster scientific and innovation communities, and build institutional cooperation, particularly with countries of the Southern Mediterranean. EMUNI has significantly strengthened and expanded its network of full members, adding 15 new universities as full members, as well as an additional 7 in the first two months of 2026, bringing the total number to 51 (compared to 29 in 2024).
3. Ensuring Diversified Financial Resources: The objective is to increase EMUNI’s annual budget, establish a scholarship fund for students from the Southern Mediterranean, and attract a higher number of tuition-paying students and contributing members. The goal of increasing the annual budget has been achieved, as the 2025 budget is 30% higher than in

2024. A scholarship fund for students from the Southern Mediterranean has also been established to support the attraction of a larger number of students and paying members.

4. **Communication and Promotion:** EMUNI has developed and implemented a communication and marketing strategy to enhance visibility in both social and traditional media, with the aim of increasing student demand and strengthening engagement with key stakeholders.
5. **Strengthening Capacity for Research Project Acquisition:** This includes improving staff competencies in drafting project proposals and ensuring regular participation in networking and partnership-building events. Capacity for research project acquisition has been significantly strengthened, as evidenced by the submission of 81 new research project proposals in 2025.
6. **Promoting Intercultural Dialogue and Scientific Diplomacy:** EMUNI organised annual conferences (in Piran and Brussels) and other events aimed at fostering dialogue and cooperation in science and technological innovation between the EU and countries of the Southern Mediterranean.

In particular, EMUNI has actively contributed to the development of a unified Mediterranean Higher Education Area (MHEA) and to the implementation of the new Pact for the Mediterranean. This is reflected in EMUNI's recognition as one of the institutions expected to make a significant contribution to the implementation of the Pact for the Mediterranean, as confirmed in the Recommendations for the Action Plan adopted at the Brussels Conference.

1.3 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
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Registration number:	3487288
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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 and as university, under the auspices of the Government of the Republic of Slovenia, the European Union (EU), and the Union for the Mediterranean (UfM). 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 alone and 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 and the Senat Commissions.

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.

Currently, the EMUNI General Assembly has 216 Members (44 full members, 59 associate members, 113 other members) from 34 countries in the Euro-Mediterranean Region (EU, non-EU, Middle East, and North Africa). The list of full members, which are the core of EMUNI General Assembly is listed below:

1. Al Akhawayn University (Morocco)
2. Alexandria University (Egypt)
3. Alma Mater Europaea – Evropski Center, Maribor (Slovenia)
4. Al-Quds Open University (Palestine)
5. AMWAJ (Spain/Belgium)
6. Antonine University (Lebanon)
7. Arab Academy for Science, Technology & Maritime Transport (Egypt)
8. Beirut Arab University (Lebanon)
9. Birzeit University (Palestine)
10. CHIEAM Bari (Italy)
11. CIHEAM Zaragoza (Spain)
12. Compostela Group of Universities (Spain)
13. Derna University (Libya)
14. DOBA Business School (Slovenia)
15. EURAS Network (France)
16. Euromed Fez-Morocco (Morocco)
17. Faculty of Design (Slovenia)
18. Galala University (Egypt)
19. Heliopolis University (Egypt)
20. IEMed (Spain)
21. Inter-University Centre Dubrovnik (Croatia)

22. Jagiellonian University (Poland)
23. Landscape Governance College Grm Novo Mesto (Slovenia)
24. Lebanese International University (Lebanon)
25. OGS
26. Pegaso International (Italy)
27. Pegaso Telematica (Italy)
28. Philadelphia University (Jordan)
29. Science and Research Centre Koper – ZRS (Slovenia)
30. SISSA (Italy)
31. Tirana Business University College (Albania)
32. University Abdelmalek Essaadi (Morocco)
33. University Abu Bekr Belkaid – Tlemcen (Algeria)
34. University Aldo Moro Bari (Italy)
35. University of Barcelona (Spain)
36. University of Bejaia (Algeria)
37. University of Catania (Italy)
38. University of Maribor (Slovenia)
39. University of Napoli L’Orientale (Italy)
40. University of Sousse (Tunisia)
41. University of Trieste (Italy)
42. University of Udine (Italy)
43. University of Urbino (Italy)
44. Université Hassan 1er (Morocco)

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. Khaled Sartawi	Prof. Dr. Gemma Aubarell
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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 that every member is approved by the Management Board. The list of EMUNI full and associate members and other partners of EMUNI 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, Assist. Prof. Dr. Mounir Ghribi. 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.

Table 2 Academic Assembly

Name	Programme	Title	Institution	Country
Ana Mali	KHP	assistant	ZRS Koper	Slovenia
Andrej Raspor	DHR	Full Prof Dr	FUDŠ	Slovenia
Andreja Primec	DHR	Full Prof Dr	UM, Faculty of Economics and Business	Slovenia
Blaž Lenarčič	KHP	Assist Prof Dr	ZRS Koper	Slovenia
Boštjan Šimunič	KHP&KQL	Full Prof Dr	ZRS Koper	Slovenia
Cecil Meulenberg	KHP	Assoc Prof Dr	ZRS Koper	Netherlands
Damir Zubac	KHP	Assist Prof Dr	ZRS Koper	Croatia
Darja Premrl	IBC	lector		Slovenia
David Bizjak	IBC	Assist Prof Dr	Faculty of Humanities	Slovenia
Dorsaf Ben Malek	IBC	lector	Virtual University of Tunis	Tunisia
Edvard Kolar	KHP	Full Prof Dr	ZRS Koper	Slovenia

Gal Pastirk	DHR	Assistant	ZRS Koper	Slovenia
Gašper Pirc	DHR	Assist Prof Dr	Alma Mater Europea University	Slovenia
Goran Klepac	DHR	Assoc Prof Dr	FIŠ	Slovenia
Jaka Vadnjaj	IBC	Full Prof Dr	EMUNI	Slovenia
Kaja Teraž	KHP	Assist Prof Dr	ZRS Koper	Slovenia
Katarina Puš	KHP	assistant	ZRS Koper	Slovenia
Luca De Cerreto	IBC	lector	University Carlo Bo Urbino	Italy
Luka Šlosar	KHP	Assist Prof Dr	ZRS Koper	Slovenia
Luka Trebežnik	KHP	Assist Prof Dr	ZRS Koper	Slovenia
Maja Pucelj	DHR	Assist Prof Dr	EMUNI	Slovenia
Martina Paradiž	IBC	Assist Prof Dr	Faculty of Humanities	Slovenia
Matej Kleva	KHP		ZRS Koper	Slovenia
Matej Tušak	KHP	Full Prof Dr	ZRS Koper	Slovenia
Melita Zajc	DHR	Assoc Prof Dr	Alma Mater Europea University	Slovenia
Michael Byram	IBC	Full Prof Dr		United Kingdom
Miloš Kalc	KHP&KQL	Assist Prof Dr	ZRS Koper	Slovenia
Mitja Gerževič	KHP	Assist Prof Dr	ZRS Koper	Slovenia
Mladen Gasparini	KHP	Assist Prof Dr	ZRS Koper	Slovenia
Nada Rotovnik Kozjek	KHP	Assoc Prof Dr	ZRS Koper	Slovenia
Nada Trunk Širca	IBC	Full Prof Dr	International School for Social and Business Studies	Slovenia
Neva Čebtron	IBC	Assoc Prof Dr		Slovenia
Peter Merc	DHR	Assist Prof Dr	European Faculty of Law	Slovenia
Plamen Mirazchizki	IBC	Assoc Prof Dr	INERI	Slovenia
Polona Oblak	IBC	Lecturer	EMUNI	Slovenia
Rado Bohinc	DHR	Full Prof Dr	EMUNI	Slovenia
Rado Pišot	KHP&KQL	Full Prof Dr	ZRS Koper	Slovenia
Roberto Biloslavo	DHR	Full Prof Dr	EMUNI	Slovenia
Robi Kelc	KHP	Assist Prof Dr	ZRS Koper	Slovenia
Saša Pišot	KHP	Assoc Prof Dr	ZRS Koper	Slovenia
Tanja Sedej	IBC	Assoc Prof Dr		Slovenia
Uroš Marušič	KHP&KQL	Full Prof Dr	ZRS Koper	Slovenia
Rade Triunčević	R&D		EMUNI	Slovenia
Matjaž Nahtigal	R&D			Slovenia
Erazem Bohinc	R&D			Slovenia
Luka Juri	R&D	Assist Prof Dr	EMUNI	Slovenia
Karen Gladovič	R&D	Lecturer	EMUNI	Slovenia
Jihene Nouairi	R&D		EMUNI	Slovenia
Mounir Ghribi	R&D	Assist Prof Dr	EMUNI	Slovenia
Lina Kaldana	R&D	Senior Lecturer	EMUNI	Slovenia
Petra Robnik Verdnik	R&D	Assist Prof Dr	EMUNI	Slovenia

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. Mouïn 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 academic 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 predominantly consists 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 Vadnjak, 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 2025

In 2025, we organised seven (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).

The General Assembly session was organised in June 2025.

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 Vadnjaj, 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
4. Prof. Dr. Jaka Vadnjaj, Emuni University, Slovenia

2.2.3 Quality Assurance Commission

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

Examination and evaluation of the EMUNI University Report on the monitoring, assessing, and assuring the quality of EMUNI University as a whole and of its study programmes and research, art and professional activities.

Examination and evaluation of the proposals of the indicators, criteria, and procedures for the monitoring of the efficiency in the EMUNI University activity areas,

Tasks in accordance with the provisions of the Statute and general acts of EMUNI University.

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

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

2.2.4 Commission for Scientific Research Work of Students (CSRWS)

The Commission for Scientific Research Work of Students (CSRWS) consists of five university teachers with the title of assistant professor, associate professor or full professor or senior research associate or research advisor and a representative of doctoral students proposed by the Student Council.

When appointing the commission, the EMUNI Senate considers interdisciplinary and international representation.

Tasks of the Commission for Scientific Research Work of EMUNI Students (CSRWS):

The Commission is responsible for supporting and maintaining high standards of scientific research among EMUNI's doctoral students. In particular:

- evaluates the research work of candidates applying for enrolment in doctoral study programmes, especially in cases of limited enrolment.
- reviews and proposes decisions on matters related to doctoral degrees, in accordance with the Rules on the Preparation and Defence of Doctoral Dissertations.
- assesses students' scientific and research outputs, including scientific articles that form part of their study programme.
- monitors and promotes research quality assurance among doctoral students; and
- provides recommendations to the Senate on matters concerning doctoral research standards and practices at EMUNI.

CSRWS members are:

1. Maja Pucelj, EMUNI University – Anthropology
2. Boštjan Šimunič, Science and Research Centre Koper (ZRS) – Kinesiology
3. Prof. Lotfi Ben Romdhane, University of Sousse, Tunisia – Computer Science (AI)
4. Prof. Giuseppe Cataldi, University of Napoli L'Orientale, Italy – International Law
5. Diana Kranjc, Student representative

2.2.5 EMUNI University Ethics Committee

The EMUNI University Ethics Committee is established as an independent advisory body responsible for reviewing the ethical adequacy of research conducted within the framework of EMUNI University.

The Committee provides ethical opinions and, where necessary, recommends modifications to ensure full compliance with ethical standards. It does not evaluate scientific methodology but focuses strictly on ethical considerations.

In accordance with the Rules of Procedure the Ethics Committee consists of academic experts with relevant experience in research involving human participants and data protection matters.

The current members of the EMUNI University Ethics Committee are:

1. Prof. Dr. Khaled Sartawi
2. Prof. Dr. Jaka Vadnjal
3. Prof. Dr. Lola Banon
4. Asst. Gal Pastirk

The Committee members are appointed for a defined mandate and confirmed by the EMUNI University Senate.

2.2.6 Commission for the Recognition of Foreign Education, Knowledge and Skills

The Commission for the Recognition of Foreign Education, Knowledge and Skills is established as a professional body responsible for assessing applications related to the recognition of prior foreign education, qualifications, and other formally or informally acquired knowledge and competences.

The Commission ensures that recognition procedures are conducted in accordance with applicable national legislation and EMUNI internal regulations.

Its task is to evaluate submitted documentation, assess equivalence and relevance of prior education or competences, and provide a reasoned proposal or decision regarding recognition for the purpose of further study or academic progression at EMUNI University.

The Commission is appointed by the Senate of EMUNI University.

The current members of the Commission for the Recognition of Foreign Education, Knowledge and Skills are:

1. Prof. Dr. Jaka Vadnjal
2. Prof. Dr. Saša Pišot
3. Student representative Yazan Odeh

3 Legal Basis

3.1 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 1 (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:

- Barcelona Declaration adopted at the Euro-Mediterranean Conference" (1995)
- "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,
- Joint Communication to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the Committee of the Regions – Renewed partnership with the Southern Neighbourhood – A New Agenda for the Mediterranean” (JOIN(2021) 2 final),
- Joint Communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – Pact for the Mediterranean (JOIN(2025) 26 final).

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

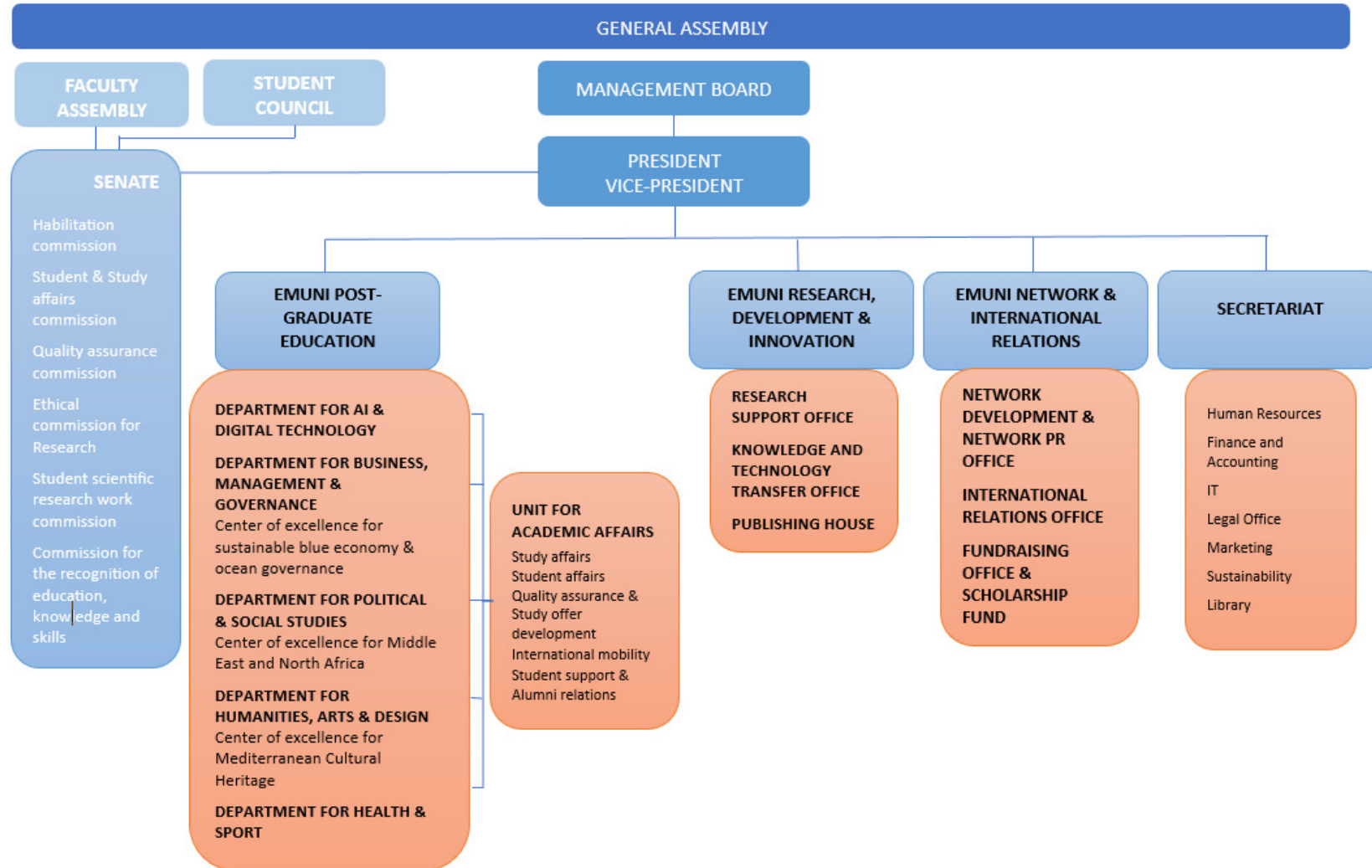


Figure 1 EMUNI Organigram

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

The work within the academic departments is supported by Unit **for Academic Affairs**, responsible for student services, international mobility, quality assurance, and alumni relations. Research and development activities at EMUNI are carried through the **EMUNI Research, Development & Innovation**, that covers 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 December 31, 2025:

1. President: Prof. Dr. Rado Bohinc - Managerial contract
2. Vice President: Prof. Dr. Roberto Biloslavo – 100%
3. Mag. Lina Kaldana (Secretary General/Secretariat) – 100%
4. Prof. Dr. Mounir Ghribi (EMUNI Network & International Relations) – 20%
5. Assist. Prof. Ddr. Maja Pucelj (Research, Development & Innovation & Teacher) – 100%,
6. Nika Bartole (HR) – 100%
7. Emna Jbara (Marketing office) – 100%
8. Karen Gladović (Legal & Research, Development & Innovation) – 60%
9. Marcel Herič (IT & Research, Development & Innovation) – 100%
10. Barbara Wolf (Finance & Research, Development & Innovation) – 100%
11. Mag. Polona Oblak (Network development & network PR office & Teacher) – 70%
12. Mag. Tatjana Trebec (Academic affairs) – 100%
13. Daša Zvonar, Spec. (Academic affairs) – 100%
14. Alenka Breznik (Student affairs office – on maternity leave) – 100%
15. Prof. Dr. Jaka Vadnjal (Scientific Journal IJEMS editor & Research & Teacher) – 50%

16. Assist. Prof. Dr. Petra Verdnik (Publishing house & Research & Teacher) – 100%
17. Gal Pastirk (Research & Teacher) – 60%
18. Rade Trivunčević (Research & Teacher) – 60%
19. 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 report

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 December 31, 2025, EMUNI employs 19 staff members (18 by regular contract, 1 managerial contract), accounting for a total of 14.40 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.

The table below presents the number of employees by position, regardless of the fact that staff members may perform multiple roles. For example, employees from the Secretariat also participate in projects, and their salaries are therefore partially funded through project resources.

Table 3 List of Employees by Departments

Departments	31 DEC 2025 (FTE)	Financed by
University Leadership	1.0	MHESI (MVZI)
Secretariat	5.6	MHESI (MVZI)/ R&D Funds
Emuni research, development & innovation	3.9	R&D Funds
Emuni post-graduate education	3.0	MHESI (MVZI)/ Tuition fees
Emuni network & international relations	0.9	MHESI (MVZI)/ Network fees

In the 2025 Work Plan, it was projected that the total number of full-time equivalent (FTE) positions would reach 15, and this figure was not exceeded. In line with the plan, four study programme coordinators were employed at 10% (0.1 FTE) each to support five new study programmes. The remaining higher education teachers were engaged through contractual arrangements for the implementation and support of these programmes.

Additional recruitments were linked to project implementation (accounting and IT support). Organisationally, these employees are placed within the Secretariat, while their salaries are financed from project funds.

The 2025 Work Plan projected total labour costs of EUR 780,140.10 for 15 FTEs. In practice, 14.4 FTEs were employed, and total labour costs amounted to EUR 674,473.92. Labour costs represented 48.20% of total revenues, which is lower than in the previous year.

Table 4 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

Labor costs in 2025 amounted to EUR 674,473.92 and represent 48.20% of total expenses. These consist of:

- salaries and wage compensation in the amount of EUR 514,613.85.
- pension insurance costs in the amount of EUR 44,728.97.
- other social security costs in the amount of EUR 40,592.45; and
- other labour costs in the amount of EUR 74,538.65.

Salary costs in 2025 increased significantly compared to the previous year, as the number of employees changed significantly. In 2024, there were an average of 8.21 employees, while in 2025 there were in average 13.52 employees.

5 Investments and Investment Maintenance

In 2025, EMUNI continued its strategic expansion by introducing new study programmes and strengthening its academic and research capacities. The year was marked by targeted investments aimed at supporting programme development, improving institutional infrastructure, and ensuring adequate technological support for the growing scope of academic and administrative activities.

A key strategic milestone in 2025 was the relocation of EMUNI from Piran to Koper, which took place in December 2025. The relocation was successfully completed in a timely manner, allowing the University to commence operations in its new premises in Koper without disruption in January 2026. With the conclusion of the lease agreement, EMUNI acquired fully functional and highly suitable premises, including three equipped classrooms (with a fourth available if needed), a library, dedicated study spaces, and fully equipped facilities for staff. The new premises were secured at an exceptionally favourable cost, particularly considering that at the previous location the University had to rent additional external spaces separately for lectures and events.

Following the relocation, EMUNI undertook a comprehensive upgrade of its institutional infrastructure in line with its infrastructure modernisation plan. Classrooms were equipped with smart boards and modern teaching technology, representing an investment of EUR 3,342.80. This strategic investment significantly enhanced the quality of the teaching environment and aligned the University's infrastructure with contemporary higher education standards. The relocation itself, including moving services and related technical and logistical works necessary for the operational setup of the new premises, amounted to EUR 5,155.07.

In parallel, EMUNI strengthened its academic infrastructure through the establishment of a university library within the new premises. The total investment in the library amounted to EUR 7,919.39, which includes the acquisition of study literature and the purchase of library equipment. During this period, the University implemented the COBISS library system, thereby integrating its library operations into the national bibliographic framework. EMUNI also established cooperation with a professionally qualified librarian responsible for cataloguing, data entry, classification, and the management of book loans, ensuring that all library processes are conducted in accordance with professional standards.

In addition to the physical infrastructure improvements, EMUNI continued to invest in digital infrastructure and IT systems to ensure stable academic and administrative operations. Expenditure related to the student information system amounted to EUR 3,978.79, while server infrastructure and hosting services totalled EUR 3,363.78. Furthermore, annual software licenses and digital platforms — including tools for communication, document management, marketing, online teaching, and AI-based support — represented approximately EUR 3,800. Internet and connectivity services amounted to approximately EUR 950.

Overall, the investments made in 2025 were essential for maintaining high-quality education, supporting the launch of new study programmes, modernising the University's teaching and research environment, and establishing well-equipped premises in Koper that provide an improved and sustainable environment for teaching, research, and administrative activities. These measures reflect EMUNI's continued commitment to strengthening institutional capacity, advancing digital transformation, and enhancing support services for students and staff.

In the 2025 Work Plan, EMUNI identified the following priority areas: study literature, with EUR 12,000 allocated for the acquisition of core literature necessary for the implementation and expansion of study programmes; blended learning resources, with EUR 36,000 earmarked for tools and support solutions essential for the development and delivery of diverse learning environments; and premises rental, for which EUR 64,000 was allocated to ensure adequate capacity in response to the growing number of students.

All of the above priorities were fully implemented. Their execution was closely linked to the relocation to new premises, which provided appropriate conditions for the further development of academic activities.

6 Marketing and PR

Public relations are an important factor for international recognition. The PR vision of EMUNI provides the University with a clear strategic focus for the future. It articulates how EMUNI aims to fulfil its vision of being a civic university focused on research and addressing major societal challenges.

During 2024 and 2025, EMUNI actively informed the public and its stakeholders about institutional developments, academic activities and major events through its website, social media channels and targeted communication tools. In addition, EMUNI maintained a structured Newsletter distributed every three months to members of its international network, including partner institutions, academics, professionals and other stakeholders. The Newsletter represents a key communication channel for consolidating relationships with the EMUNI network and ensuring regular, curated dissemination of information on programmes, projects, events and cooperation opportunities.

Communication was further strengthened through public engagement in the activities of the University, including roundtable discussions, press conferences, science events and other outreach initiatives. Public engagement was particularly pronounced at the time of EMUNI events (EMUNI conferences, meetings and guest visits, agreements on common projects), sessions of EMUNI University bodies, other major institutional events and at the beginning of the academic year.

Throughout 2025, EMUNI continued to systematically inform the public about its activities and events while further updating and maintaining its media and stakeholder contact databases. The publication of important news items and events was increasingly planned, allowing for more coordinated and strategic communication campaigns. This approach resulted in a clear and consistent PR strategy that contributed to increased awareness and advocacy of EMUNI University among its key target audiences, including its international network; a positive national and international media profile; and increased access to EMUNI's website and social media platforms.

The strategic use of social media platforms proved to be a highly effective and cost-efficient means of promoting EMUNI's activities. Given the widespread use of social media across the Euro-Mediterranean region, these platforms enabled EMUNI to reach diverse audiences while maintaining a low financial burden. Facebook, LinkedIn, X (formerly Twitter) and Instagram were used throughout 2025 to disseminate institutional and project-related news.

The EMUNI Facebook page continued to complement the University's website, with key website content also shared as Facebook posts. This ensured that EMUNI news reached users directly via social media, primarily through links to relevant website sections or project pages. During 2025, the EMUNI Facebook page reached 5,550 followers (www.facebook.com/emuni.university).



EMUNI University

5.5 K followers · 145 followed

EMUNI University is an international institution, which gathers expert knowledge and experience.

Higher education

Professional dashboard

Figure 2 EMUNI Followers

The EMUNI LinkedIn page in 2025 was primarily used to communicate content of relevance to EMUNI’s professional and academic network. It served as a platform to disseminate information related to mobility opportunities, conferences, partnerships and EMUNI’s added value as an academic institution. As of 2025, the LinkedIn page had 2,895 followers, with metrics from the last quarter of 2025 indicating a 55.2% increase in impressions, page visits, engagement and clicks on EMUNI website links. These results support the communication strategy adopted during the period, which focused on publishing less frequent but more targeted and high-quality content.

Visitor highlights

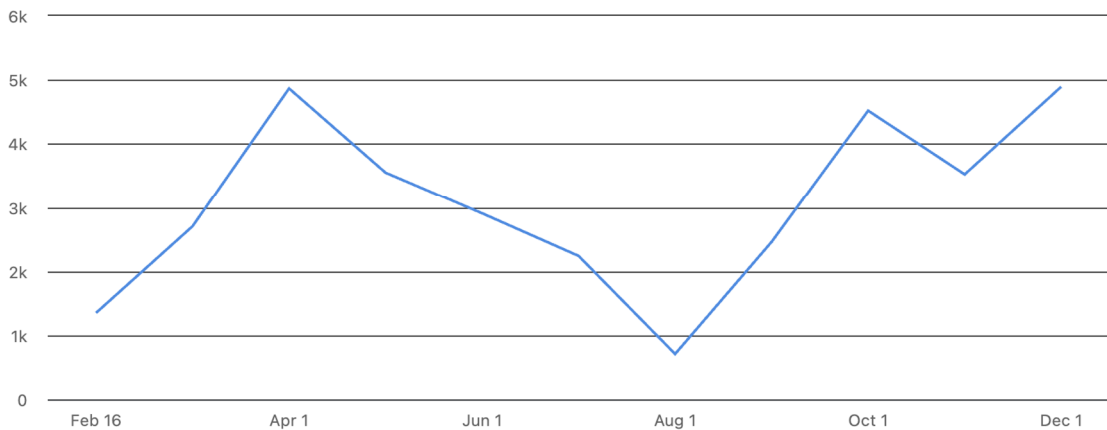
2,547
Page views

1,366
Unique visitors

Figure 3 EMUNI Page Views

Metrics

Members reached



Organic

33,701

Figure 4 Metrics of Page Visits

The EMUNI Instagram account continued to represent the main tool for increasing the University’s visibility among younger audiences, particularly prospective students. In line with changing communication preferences, Instagram was prioritised over Facebook, X and LinkedIn for the promotion of study programmes and student-oriented activities. During

2024/2025, this strategy delivered measurable results, with the number of followers increasing to 1,093, compared to 522 in 2022.

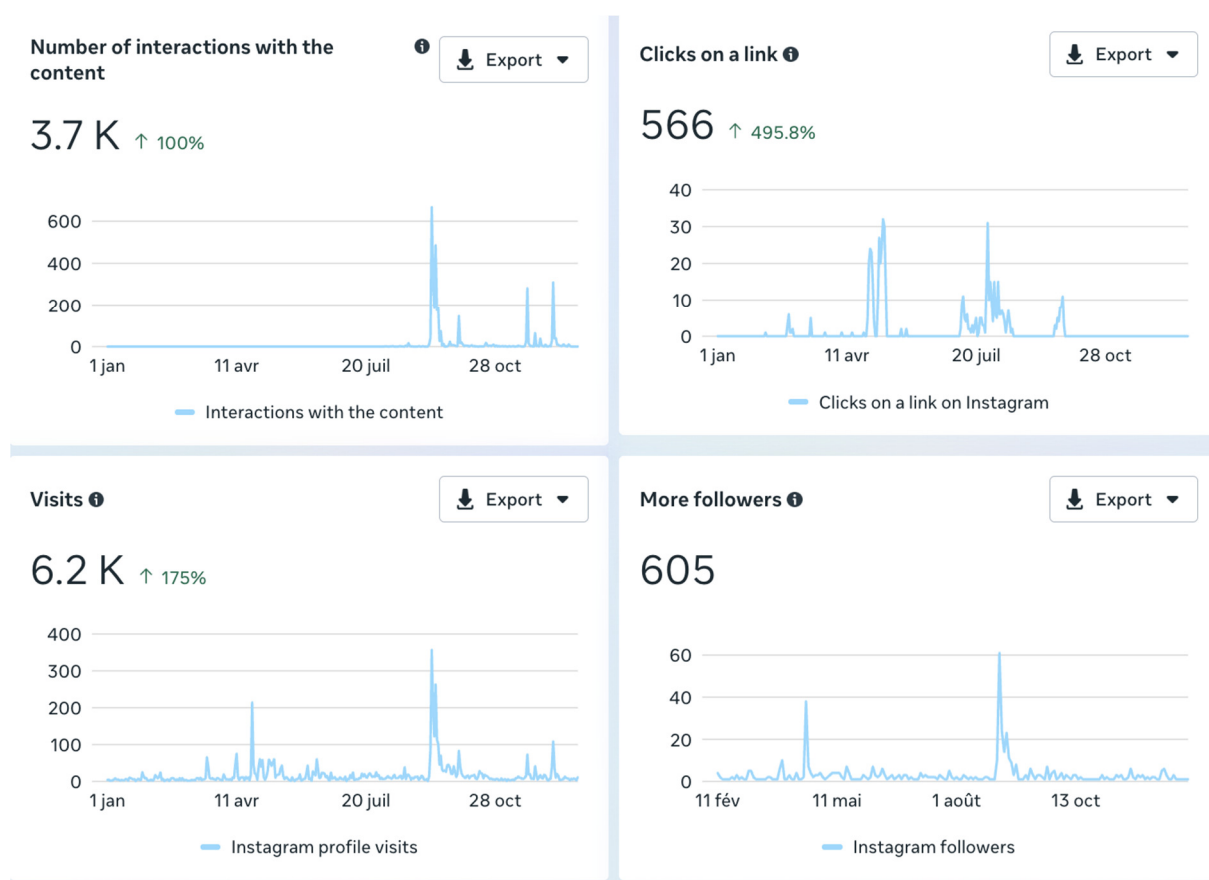


Figure 5 EMUNI Instagram Analytics

In 2025, EMUNI published the following promotional materials in both electronic and print formats:

- Intercultural Business Communication promotional material
- Kinesiology of Human Performance promotional material
- Digitalization and Human Rights promotional material
- Summer School promotional material
- Certified Professional Programmes promotional material
- Student events promotional material
- Erasmus Days promotional material

All promotional publications were issued exclusively in electronic format to ensure wide dissemination, accessibility and cost efficiency. These materials targeted both specific audiences and the wider public, supporting recruitment, outreach and visibility objectives. During 2024/2025, EMUNI further strengthened its public relations activities by regularly updating its media contact network and implementing targeted media communication campaigns following major institutional events, thereby reinforcing the University's visibility, coherence and credibility at national and international levels. As stipulated in the 2025 Work Plan, an EMUNI graduate was employed on a full-time basis to manage the University's daily

activities on social media platforms, contributing significantly to the achieved results in visibility and outreach.

As stipulated in the 2025 Work Plan, EMUNI employed an EMUNI graduate on a full-time basis to systematically manage and further develop the University's presence on social media platforms, significantly contributing to increased visibility and the achievement of promotional objectives.

In line with the Work Plan, EMUNI also engaged a marketing expert from Germany for a limited period, who contributed to strengthening EMUNI's brand image and enhancing its strategic positioning in the international arena.

EMUNI actively participated in student fairs, both in-person and virtual, where it presented its new and existing study programmes. With the support of EKIC, promotional academic and business events were organised at universities in countries of the Southern Mediterranean. In addition, online promotional lectures were conducted, presenting EMUNI as an attractive option for pursuing Master's and Doctoral studies, alongside targeted advertising campaigns aimed at increasing outreach and interest among prospective students.

7 Unit for Academic Affairs

As stipulated in the 2025 Work Plan, EMUNI expanded and upgraded its academic offer with new study programmes. New double and joint study programmes with partner universities from the EMUNI network (Egypt and Sousse) are currently under development.

A systematic process to enhance quality and excellence in higher education was initiated, based on the regular evaluation of teaching performance and the strengthening of research activities in related academic fields.

The development of a blended learning model, tailored to students' needs, progressed in parallel with the development of relevant study programmes.

EMUNI established academic departments and centres of excellence based on key research areas it intends to strategically develop, with the aim of promoting interdisciplinary teaching and research.

With the objective of becoming a multidisciplinary research university recognised for excellence in knowledge transfer and the promotion of intercultural dialogue, EMUNI defined key strategic orientations that will shape its further institutional development. These initiatives are presented in more detail in the following chapters and reflect EMUNI's commitment to academic innovation, international cooperation, and strengthening its role as a leading Euro-Mediterranean higher education institution.

The orientations are aligned with the Action Plan for Higher Education at EMUNI University, adopted by the EMUNI Senate at its 57th session on 10 November 2025. The objective of the Action Plan for the period 2026–2029 is to adapt EMUNI's operations to contemporary trends in higher education, enhance the University's competitiveness and international recognition, and address socio-economic, environmental, and technological challenges in the Euro-Mediterranean region. The planned reforms include the establishment of five academic departments, the implementation of modular Master's programmes (120 ECTS and 60 ECTS), further development of blended and online learning formats, the introduction of micro-credentials, and the strengthening of other forms of institutional and international cooperation. Investments in internal media production and digital learning infrastructure are also planned to support high-quality programme delivery and EMUNI's continued digital transformation.

The 2025 Work Plan envisaged that five new study programmes would be accredited by the end of March 2025, enabling their inclusion in the spring 2025 call for enrolment and their launch in the 2025/2026 academic year. This objective was not fully achieved.

The following programmes were rejected during the accreditation procedure:

- Master's programme in **Sports Management**,
- Master's programme in Comparative Business Law,

- Doctoral programme in Comparative Corporate Governance.

Both Master’s programmes were revised and resubmitted for accreditation in 2025, while the Doctoral programme will be resubmitted in 2026.

Two of the five planned programmes were successfully accredited and launched in the 2025/2026 academic year:

- Master’s programme in Digitalisation and Human Rights,
- Doctoral programme in Kinesiology for Quality of Life.

Of the ten accreditation applications foreseen (seven Master’s and three Doctoral programmes) to be submitted by July 2025, one Master’s and one Doctoral programme were prepared and submitted on time. The remaining programmes will be submitted in 2026, while three programmes were discontinued due to a lack of adequate academic staff. In addition to the above, the Master’s programme in Mediterranean Geopolitics and Geoeconomics was submitted by July 2025.

The average tuition fee paid upon enrolment in the first year of study amounted to EUR 15,904.92, slightly below the planned EUR 17,000.

The 2025 Work Programme envisaged that EMUNI would develop and offer three short non-degree programmes. EMUNI developed seven such programmes, two of them in cooperation with foreign higher education institutions, and internally accredited them. These programmes provide the foundation for the development of micro-credentials, which will be formally accredited in 2026. The legal basis for their development was established by the new Higher Education Act adopted in August 2025, as well as subsequent guidelines issued by NAKVIS.

In 2025, three summer schools were organised. The fourth summer school, foreseen in the 2025 Work Programme, was not implemented due to insufficient financial coverage relative to the projected number of participants.

In order to enhance the quality of study programmes and ensure the continued development of new programmes, academic units – departments with centres of excellence – were established. These units will bring together EMUNI-employed professors and researchers, as well as external collaborators.

7.1 Ongoing study programmes

The number of programmes accredited and offered has increased in the last two years from 1 to 4 as seen in the table below.

Table 5 Number of Study Programmes

Study programmes	2022/2023	2023/2024	2024/2025	2025/2026
Notified	1	1	1	1
Accredited	1	1	1	3
Implemented/ delivered	1	1	2	4

In accreditation process	/	/	5	5
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In the academic year 2024/2025 two study programmes were delivered: the master programme in Intercultural Business Communication and the master programme in Kinesiology of Human Performance, while in the academic year 2025/2026 four study programmes were offered, among them the first EMUNI PhD programme Kinesiology for Quality of Life (KQL).

The number of applicants, admitted and enrolled in the academic year 2024/25 and 2025/26 have increased significantly as the number of programmes offered has also increased as presented in the tables below.

Table 6 Number of Applicants, Admitted and Enrolled in 2025/2026

Study programme	number of slots	Total applicants	Total admitted	Total enrolled
IBC	30	48	31	15
KHP	30	15	12	6
DHR	30	28	17	8
KQL (PhD)	10	4	2	2
TOTAL	100	95	62	31

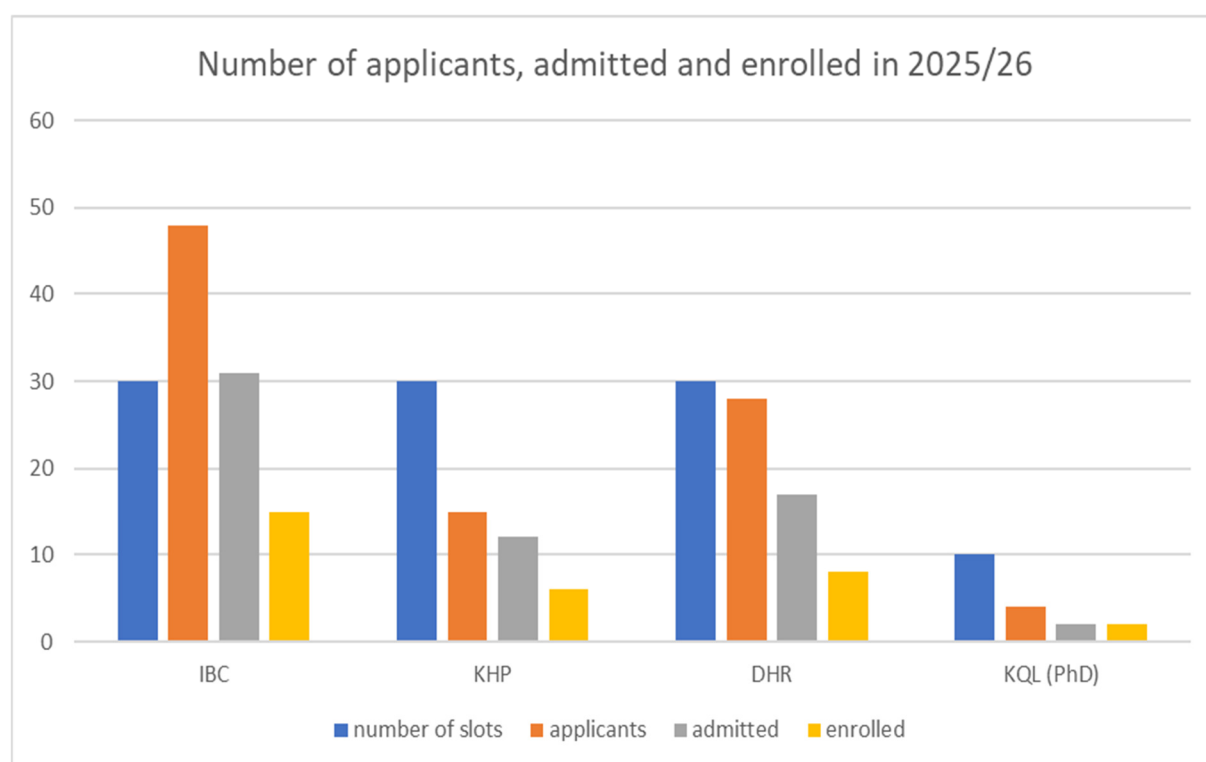


Figure 6 Number of Applicants, Admitted and Enrolled in 2025/2026

The Quality Assurance Report on Education with student evaluation on delivery was examined by and discussed between the Quality Assurance Commission, President of EMUNI University and the Coordinator of Study Affairs. Based on this, concrete improvements in the quality assurance actions have been proposed and considered in this document.

7.1.1 Master's study programme in Kinesiology of Human Performance (KHP)

Implementation and enrolment

In the academic year 2025/2026, six students are enrolled in the first year of study, and all students from the initial cohort successfully progressed from the first to the second year.

The programme is delivered in blended learning mode with part of the teaching hours delivered online and all the tutorials on site. Due to the small cohort size, the number of lectures and seminars were reduced by half, while tutorial hours remain in line with the accredited workload.

In addition to the two students enrolled in 2024/2025, one student in 2025/2026 was awarded a scholarship through the Education Pathway to Slovenia initiative, implemented in partnership with UNHCR.

Table 7 Number of Enrolled Students in the KHP Programme

Year	2024/2025	2025/2026
1. year	3	6
2. year	/	3
Graduate year	/	/
Total	3	9

7.1.2 Master's study programme Intercultural Business Communication (IBC)

Implementation and enrolment

In the academic year 2025/2026, 15 students enrolled in the first year of study, representing the largest first-year cohort to date. This increase is an encouraging outcome of the marketing strategies implemented for the 2025/2026 admissions, as well as the establishment of EMUNI Knowledge and Innovation Centres (EKICs) in South Mediterranean countries. One of four students enrolled in 2024/25 advanced to the second year of studies in 2025/26.

The programme was delivered in an online blended learning format in both semesters in 2024/2025. No face-to-face (F2F) period was organised during this academic year.

Table 8 Number of Enrolled Students in the IBC Programme Over the Period Five Years

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
1. year	3	4	5	4	15
2. year	9	3	3	3	1
Graduate year	/	9	2	1	2
Total	12	16	10	8	18

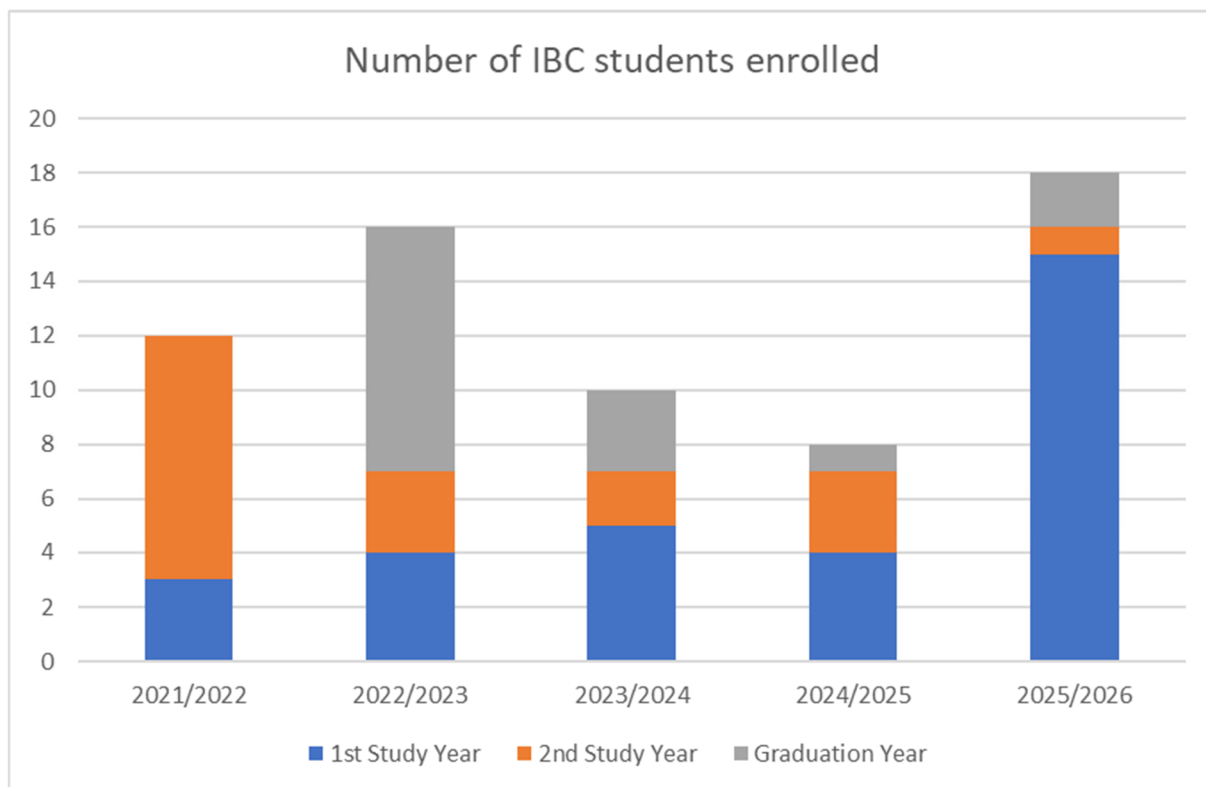


Figure 7 Number of Applicants, Admitted and Enrolled in 2025/2026

7.1.3 Master’s study programme Digitalisation and Human Rights (DHR)

In 2025, the Master’s Programme in Digitalisation and Human Rights received accreditation, and the first cohort was launched in the 2025/2026 academic year with eight enrolled students. The programme attracted 29 applications, of which 17 applicants were admitted.

Although the initial target of enrolling at least ten students was not met, the decision was made to proceed with the implementation of the first year of studies to raise awareness of the program and consequently increase interest in it.

7.1.4 Doctoral study programme Kinesiology for Quality of Life (KQL)

In 2025, the doctoral programme in Kinesiology for Quality of Life received accreditation, and the first cohort was enrolled in the 2025/2026 academic year with two enrolled students. Out of four applications two students were enrolled in the first year of studies.

Although the initial target of enrolling five students was not met, the decision was made to proceed with the implementation of the first year of studies.

7.2 Quality Assurance of Programme Implementation

Due to the low enrolment in the IBC programme in the academic year 2024/2025, the EMUNI management team decided to continue implementation exclusively in an online format, without organising face-to-face (F2F) periods. In the first semester, courses were delivered with 50% of contact hours in synchronous mode and 50% in asynchronous mode. This approach was adjusted in the second semester when only one student remained enrolled in the first year, and teaching was delivered entirely through synchronous sessions.

The KHP programme was delivered primarily online in the first semester, complemented by on-site laboratory work at the end of the semester. Delivery included a combination of online lectures and on-site tutorials and laboratory activities. Despite the low number of students, tutorials and laboratory-based practical components cannot be delivered online, as they represent an essential and integral part of the programme.

In the academic year 2024/2025, EMUNI organised one internship for IBC students, which was carried out in Italy and financially supported through the Erasmus+ Mobility project.

7.2.1 Graduations

In the academic year 2024/25 two students of the Intercultural Business Communication Master’s programme defended their master thesis and graduated. The graduate students are from Algeria and Lebanon.

Table 9 Graduations per Cohort

Cohort	No. of students in 1. year	No. of graduates	Average time to graduation (in years)
2014/2015	6	3	3,72
2015/2016	7	0	
2016/2017	0	0	
2017/2018	4	0	
2018/2019	9	3	3,62
2019/2020	0	0	
2020/2021	10	8	2,92
2021/2022	3	2	2,95
2022/2023	4	*	
2023/2024	5	**	
2024/2025	4	**	

* One student in process of graduation

** No submitted thesis proposals yet

7.3 Study programmes under development

7.3.1 New Programme in accreditation process

In 2024, EMUNI submitted accreditation applications for three new master’s and two doctoral (PhD) study programmes. The accreditation process was concluded in March 2025, resulting in the accreditation of the Master’s programme Digitalisation and Human Rights and the PhD programme Kinesiology for Quality of Life which were subsequently included in the call for applications for the 2025/2026 intake. The first cohorts of students were successfully enrolled in the first year of both programmes in the academic year 2025/2026.

During the accreditation process, EMUNI decided to withdraw the applications for two master’s programmes (**Sports Management** and Comparative Business Law) due to an unfavourable accreditation assessment. Both programmes were fully revised and reorganised, with the Comparative Business Law programme being renamed **Business and Digital Law**, and both proposals were resubmitted for accreditation in July 2025. The accreditation process is

currently ongoing, with the final decision expected in March 2026. Beside the two Masters' programme mentioned above three additional programme proposals were prepared and submitted for accreditation in 2025:

- **Master's in Mediterranean Geopolitics and Geoeconomics**
- **Joint Master's in Sustainable Interiors and Open Space Design** (in cooperation with the Faculty of Design)
- **PhD Intercultural Studies and Social Resilience** (prior titled: PhD Globalization, Cultural Pluralism and Modern Societies)

Some of the initially planned programmes were postponed and will be submitted in 2026:

- **Master's in marine policy and governance,**
- **Masters in Sustainable port management,**
- **Joint master's programme in Social and Solidary Economy,**
- **PhD in Creative industries.**

Master's in Leadership in higher education and Master's in Management in education were omitted because they were designed as one-year master's degree programs, but under the new Slovenian Higher Education Act, even one-year master's degree programs must propose an implementation plan for a two-year master's degree program, for which there is currently no demand. In addition, the **PhD proposal in International Law** is planned for resubmission for accreditation in 2026 as well the **Master in International Banking & Financial Cooperation between North Africa & EU.**

Beside Master and PhD programme EMUNI in 2025 internally accredited seven professional programmes on the SQF level 8 (EQF level 7):

- Luxury and Fashion Management (with Rome Business School)
- Mediterranean Politics and Multilateral Relations (with University of Roma Tre)
- MBA (General)
- AI for Business
- Cyber Security
- Sport Management
- Business Law and Corporate Governance

The accreditation of professional programmes at EMUNI represents a strategic step toward strengthening the University's engagement with its broader socio-economic environment and enhancing its relevance in a rapidly evolving global context. By developing professionally oriented study programmes in close cooperation with industry, public institutions, and other stakeholders, EMUNI fosters meaningful partnerships with the business sector and the wider community. Such programmes are designed to respond to current labour market needs, promote applied knowledge and practical competencies, and ensure that graduates are equipped with skills aligned with contemporary professional standards. In this way, accreditation of professional programmes supports EMUNI's mission to remain forward-looking, socially responsive, and closely connected to real-world challenges and opportunities.

7.4 Other education activities

7.4.1 Summer School and Training of Trainers on Sustainable Blue Economy

In the framework of the Jean Monnet Center of Excellence on Sustainable Blue Economy (CoE-SUBE), an intensive training on blue economy for mid-career scholars titled “Innovative and transformative capacity building for sustainable blue economy in the Mediterranean” was held from 24 - 26 May (online sessions), and 5 - 9 June (in person sessions in Piran and Trieste).

The topics of the intensive training were addressed both through theoretical findings and practical applications. Their crucial role in marine policy implementation was outlined. The Training of Trainers (ToT) was addressed to PhD students/holders that are teachers themselves and can teach aspects related to the blue economy to others, working in fields related to sustainable blue economy and interested in the improvement of the skills needed in the blue economy market. Particularly, the ToT targeted residents of the Euro-Mediterranean region and Balkan countries. Additionally, gender equality and geographic diversity was considered in the selection of candidates.

The ToT took place in parallel with the Summer School organised by the Centre of Excellence on Sustainable Blue Economy (CoE-SUBE) – EMUNI university, and the National Institute of Oceanography and Applied Geophysics (OGS). Participants of the ToT joined the summer school and had extra sessions to evaluate it. By joining the Summer School, ToT participants evaluated and improved the methodology used for teaching sustainable blue economy. In this training of trainers, participants learned by doing.

The training of trainers and the summer school were officially endorsed by the United Nations Decade of Ocean Science for Sustainable Development.

7.4.2 HALS and ISOM Summer Schools

The Healthy and Active Lifestyle (HALS) Summer School 2025 brought together Bachelor’s and Master’s students, recent graduates, and young professionals in sports science, kinesiology, physiotherapy, and health sciences for an intensive week of academic and practical learning by the Adriatic Sea. Hosted by EMUNI in collaboration with key partner institutions, the programme offered expert-led lectures, hands-on workshops (including advanced tools such as EEG and EMG), outdoor activities, and cultural experiences designed to deepen participants’ understanding of healthy lifestyles, physical activity, and wellness in a Mediterranean context. The summer school also provided 3 ECTS credits upon successful completion, fostering interdisciplinary exchange and strengthening international academic networks.

The Irrigation and Sustainable Oliviculture in the Mediterranean (ISOM) Summer School 2025 offered an applied educational experience focused on sustainable agriculture, water management, and climate-adapted olive cultivation in the Mediterranean region. Participants engaged in expert-led lectures, hands-on workshops, field visits to demonstration olive farms, and practical sessions exploring irrigation techniques, soil health, and olive oil production,

equipping them with knowledge and tools relevant to environmental resilience and agribusiness innovation. Through academic content, field learning, and international networking, the programme promoted sustainable agricultural practices and collaboration among students and professionals across diverse Mediterranean contexts.

7.4.3 Erasmus+ Mobility for Staff and Students KA131 and KA171

Through the Erasmus+ programme, EMUNI actively fosters international cooperation, knowledge exchange, and the professional development of both staff and students through training, teaching and research opportunities abroad. The primary objectives of these mobility initiatives are to enhance staff competences, encourage knowledge transfer, and reinforce institutional partnerships, while enhancing cultural awareness and supporting EMUNI's strategic goals.

In 2025, EMUNI has 80 Inter-Institutional Agreements in place with partner institutions in 29 countries. These partnerships are geographically diverse and cover countries in the European Union, the Southern Mediterranean, the Western Balkans, and other regions.

Within the European Union, EMUNI has agreements with partner institutions in 16 countries, amounting to a total of 48 IIAs. The highest number of agreements are with institutions in Turkey (11) and Italy (10), followed by Poland (5), Croatia (3), and Germany (3). EMUNI has two agreements each with partners in France, Greece, North Macedonia, Romania, and Spain, and one agreement each with institutions in Austria, Bulgaria, Cyprus, Portugal, Serbia, and Slovakia.

In the Southern Mediterranean, EMUNI has agreements with partner institutions in 7 countries, totalling 23 IIAs, with the largest number of partnerships in Lebanon (5), Egypt (4), Morocco (4), and Tunisia (4), followed by Jordan (3), Palestine (2), and Algeria (1).

In the Western Balkans, EMUNI has agreements in 4 countries, totalling 7 IIAs, with the highest number in Montenegro (3) and Albania (2), and one agreement each with institutions in Bosnia and Herzegovina and Kosovo.

In the category of other countries, EMUNI has 2 IIAs with partner institutions in Malaysia and Georgia.

Between 9 and 13 June 2025, the **Erasmus+ Staff Week entitled “Strengthening Bonds: Creating Shared Opportunities”** was successfully held, bringing together academic and administrative staff from partner institutions with the aim of strengthening international cooperation and intercultural dialogue.

The event brought together 21 participants from 12 countries: Lebanon, Tunisia, Egypt, Palestine, Algeria, Italy, Ghana, Albania, Jordan, Kosovo, Serbia, and Turkey.

The programme included lectures, workshops, networking activities, and study visits, focusing on intercultural cooperation, digitalisation, human rights, and the development of the EMUNI

network. The event contributed to strengthening institutional partnerships and laid the groundwork for further Erasmus+ mobility and cooperation projects.

In 2025, EMUNI implemented various mobility activities within the Erasmus+ programme, involving both student and staff mobilities, in incoming and outgoing roles, under the KA131 and KA171 projects.

Within the KA131 project, one short-term incoming staff mobility for teaching was carried out from Turkey, in addition to eight short-term staff mobilities for training, within Staff Week activities.

In terms of student mobility, one long-term incoming mobility for traineeship from Turkey was implemented in 2025.

Furthermore, within outgoing student mobility, two long-term traineeship mobilities were carried out to Portugal and Italy.

Within the KA171 project, eight staff members from Algeria, Egypt, Lebanon, Palestine, and Tunisia participated in training activities as part of an organised Staff Week.

In terms of outgoing staff mobility, three short-term training mobilities were carried out in Egypt.

Regarding student mobility, 29 short-term incoming mobilities for study purposes were implemented involving participants from Egypt, Lebanon, Palestine, Algeria, Jordan, and Morocco. These students took part in the mobilities within the framework of Summer School activities.

In 2025, we successfully completed the implementation of the mobility project KA131 (2023). The implementation of the mobilities was excellent, as during the project duration (1 June 2023 – 31 July 2025) we carried out all 11 approved mobilities.

Within student mobility, a total of 5 mobilities were implemented, all in the form of Erasmus traineeships. Within staff mobility, 6 mobilities were carried out, all in the form of staff training.

In 2025, we were once again successful in applying for a project under the KA131 action. The project duration is from 1 June 2025 to 31 July 2027.

8 R&D Projects and Innovation Department

EMUNI established research centres of excellence within its departments, thereby implementing the orientation set out in the 2025 Work Plan, which defines these research areas as a key driving force of EMUNI's mission. Their purpose is to integrate academic expertise and experience from various disciplines in order to address the challenges of the Euro-Mediterranean region in a comprehensive manner.

The Rules on Research and Development Activities at the Euro-Mediterranean University, adopted in November 2024, which define clear procedures and responsibilities for the submission, approval, management, and completion of research projects, were further supplemented with chapters on cooperation with researchers from other institutions and on research ethics.

Recommendations on the use of artificial intelligence in the fields of study and research were also adopted, thereby systematically regulating this area in line with the principles of academic integrity and quality.

To achieve the goal of becoming a recognized research institution within the Euro-Mediterranean region, known for excellence in interdisciplinary research and knowledge transfer, EMUNI has outlined strategic priorities that will guide its research development until 2029. Central to this vision is increasing research funding diversification and improving project success rates, with a target of securing €500K+ in annual research income through strategic proposal development and enhanced institutional support.

The year 2025 showed as a significant milestone in EMUNI's research history, representing the first full year of systematic project acquisition efforts, as the university successfully submitted 81 project applications across multiple funding programmes. Mentioned number represented a significant increase from just 6 applications in 2024—demonstrating institutional commitment to research growth and capacity building. R&D&I Department in November 2025 prepared also an Action Plan for Implementing EMUNI's Research Strategy, which provides a comprehensive framework for transforming EMUNI's research capabilities over the coming years.

Key provisions include:

- **Strategic Alignment:** A structured framework for project preparation and approval that ensures all research activities align with EMUNI's strategic research priorities and thematic focus areas.
- **Professional Project Management:** Comprehensive support system for effective project monitoring and management throughout the research lifecycle, emphasizing systematic planning, continuous monitoring, risk assessment, and quality assurance.
- **Financial Transparency and Sustainability:** Clear protocols for financial reporting, resource allocation, and budget management to support research objectives and ensure responsible stewardship of funding.

- **Research Ethics and Integrity:** Established provisions for ethical research conduct, including the formation of the EMUNI University Ethics Committee (adopted in November 2025) with formal review procedures for all research involving human participants or sensitive topics. The framework encompasses data protection, FAIR data principles, intellectual property management, transparent conflict of interest resolution mechanisms, and adherence to the European Code of Conduct for Research Integrity. Clear procedures for reporting and addressing research misconduct—including falsification, fabrication, and plagiarism—have been implemented to uphold the highest standards of scholarly conduct.

These rules represent a foundational step in strengthening EMUNI's institutional capacity for high-quality, impactful research. They formalize EMUNI's commitment to research excellence, enhance its credibility as a Euro-Mediterranean research institution, and enable systematic interdisciplinary collaboration across its extensive partner network.

The Rules on Research and Development Activities, which will be updated in 2026, mandate adherence to the Rules of Procedure of the EMUNI University Ethics Committee and the European Code of Conduct for Research Integrity. Ethics review and approval are required for all research involving human participants, sensitive topics, or potential ethical concerns. Research misconduct—including falsification, fabrication, plagiarism, and other violations of research integrity—is strictly prohibited, with clear procedures for investigation and remediation established to uphold the highest standards of scholarly conduct.

From the table below, the KPI indicators for research in 2025 are presented.

Table 10 KPI Indicators for research 2025

Indicator	Target 2025	Achieved 2025	Evaluation
Rules of Procedure of the EMUNI University Ethics Committee implemented	Implemented	Implemented	Achieved
Prepared Action Plan for Implementing EMUNI's Research Strategy	Implemented	Implemented	Achieved
Established clear protocols for financial reporting, resource allocation, and budget management	Established	Established	Achieved
Comprehensive support system for effective project monitoring and management	Established	Established	Achieved
Successful submission of project applications	20	82	Achieved and surpassed
Increase of active projects	3	8	Achieved

Successfully finished projects	4	4	Achieved
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8.1 Research projects successfully completed in 2025

In year 2025, EMUNI successfully completed 4 projects, 3 as a coordinator/partner and 1 as an associated partner. Two out of these projects were recognised by the European Commission as an example of good practice. For more information, please refer to: <https://emuni.si/oer-codex-recognised-as-a-best-practice-example/>

Table 11 Successfully Completed Project in 2025

No.	Project title	Project duration
1	CHESS - Change Hubs for Ecosystemic Social Solutions	2023 – 2025
2	OER-CODEX (Open Educational Resources for Collaborative Online & Distance Education and Exchange)	2022-2025
3	CoE-SUBE - Jean Monnet Centre of Excellence on Sustainable Blue Economy	2022-2025
4	TrueBlue - CEI support to Training and Research to Unlock and Enhance the potential of sustainable BLUE Economy for regional cooperation and EU integration	2024-2025

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

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

approaches and toolkits, focusing on lessons learned from their applications in tackling societal challenges and achieving financial sustainability.

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

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

For more information, please visit the official webpage of the project: <https://coe-sub.eu/>

8.1.3 OER-CODEX (Open Educational Resources for Collaborative Online & Distance Education and eXchange)

OER-CODEX was an Erasmus+ project with the mission to develop OER course modules, conveying digital teaching and learning methods of online collaborative learning in a blended learning context for educators in higher education (HE). OER-CODEX aimed to increase the capacity and readiness of HE institutions to manage an effective shift towards digital education using the OER paradigm. Therefore, a methodology for educators to create their own OER course modules involving online collaborative learning for their own learning content will be developed. Based on this methodology, several modules of OER course modules regarding digital resources and collaborative learning in HE will be designed and piloted. Duration: 2022-2025.

For more information, please visit the official webpage of the project: <https://www.oer-codex.eu/>

8.1.4 Central European Initiative (CEI), Know-How Exchange Program (KEP) (Ref. no. 304.4.2023.064): TrueBlue - CEI support to Training and Research to Unlock and Enhance the potential of sustainable BLUE Economy for regional cooperation and EU integration

EMUNI was an associated partner in a project TRUE BLUE (2023-2025), which is a Central European Initiative (CEI) co-funded project led by OGS to boost sustainable blue economy in Albania, Bosnia and Herzegovina, and Montenegro. It transfers expertise from Italy, Slovenia, and Croatia to strengthen public administration, promoting regional cooperation and EU integration through training, research, and science diplomacy.

For more information, please visit the official webpage of the project: <https://blueskills.ogs.it/projects/true-blue>

8.2 Current Research Projects

In 2025, EMUNI University is implementing a diverse portfolio of 11 (10 as coordinator/partner and 1 as associated partner) ongoing research and capacity-building projects funded by Erasmus+, EIT, COST, ARIS/CRP, and CERV programmes, as presented in table below.

Table 12 Current Research Projects

No.	Source of financing	Project title	Project duration
1	Erasmus+	MORHEL - The Moroccan Higher Education Leadership	2023 –2025
2	Erasmus+	EUNICoast - The European University of Islands, Ports and Coastal Territories	2024 - 2028
3	Erasmus+	Skillbridge - Skills Validation for Borderless Labor Integration into European Markets	2024 - 2027
4	EIT	CreaTech- 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+	LEADHEGA - Leadership in Higher Education Development in Georgia and Azerbaijan	2025 - 2027
7	Erasmus+	MED.HELA - Mediterranean Higher Education Leadership Academy	2026 - 2028
8	Erasmus+	INNAQUE - Integrating Innovative Nature based solutions for resilient Aquatic Ecosystems	2025 - 2028
9	ARIS/CRP	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	CERV	DIGIVOTE - Enhancing Trust, Transparency, and Engagement in Digital Voting	2026-2028
11	JM CoE	DIPLOWideMed (EMUNI is associated partner)	2025-2028

8.2.1 Erasmus+: Governance, Strategic Planning and Management of Higher Education Institutions (MORHEL)

The project has 3 EU partners, 1 Government Partner (Ministry of HESRI) and 11 Moroccan HEI partners, an Advisory Group and External Evaluator. The project will be managed through 3 overlapping groups (each with specific responsibilities) in addition to the External Evaluator and the Advisory Board. EMUNI contributes as an EU partner and in September 2024 organized and hosted the first study visit.

The project started in January 2023 and will finish in 2026. Further information can be found on the project website: <https://morhelproject.eu/>.

8.2.2 ERASMUS-EDU-2024-EUR-UNIV: EUNICoast - European University Alliance EUNICoast: The European University of Islands, Ports and Coastal Territories.

The project aims to establish a pioneering European University Alliance focused on the unique challenges and opportunities of islands, ports and coastal territories across Europe. EUNICoast strengthens cooperation in education, research, innovation and community engagement by building an integrated transnational campus that connects strategically positioned maritime and island regions from the Baltic to the Mediterranean and from the Atlantic to the Black Sea.

By combining expertise in sustainability, blue circular economy, biodiversity, digital and data-driven solutions, and cultural heritage, the alliance enhances the joint capacity of its member universities to respond to pressing societal, environmental and economic challenges faced by coastal and island communities. EUNICoast fosters a multicultural, multilingual and inclusive European higher education environment that is open to the world, while promoting student mobility, innovative joint programmes and strong stakeholder engagement.

Through deep institutional integration and long-term collaboration, the alliance contributes to strengthening the European Education Area and the European Research Area, positioning universities as key drivers of sustainable transformation in maritime and coastal regions.

Consortium: Coordinator: Université Le Havre Normandie (FR), Core university partners include: Université des Antilles (FR), Universidade dos Açores (PT), Ålands Landskapsregering/Allmänna Förvaltningen (FI), Universitat de les Illes Balears (ES), Burgaski Svoboden Universitet (BG), Sveučilište u Dubrovniku (HR), EMUNI University (SI), Paneistimio Patron (EL), Università degli Studi di Sassari (IT), Hochschule Stralsund (DE), and Zachodniopomorski Uniwersytet Technologiczny w Szczecinie (PL), alongside a broad network of associated partners from public authorities, ports, regional governments, research centres and industry stakeholders.

The project started on 1 November 2024 and will run until 31 October 2028 (48 months). Further information can be found on the project website: <https://eunicoast.eu/>.

8.2.3 ERASMUS+ KA220-ADU: Skillbridge - Skills Validation for Borderless Labor Integration into European Markets

Project aims to bridge the gap between skills acquired outside Europe and those recognized within its borders, addressing the challenges migrants face in securing employment due to unverified qualifications. By innovating validation tools and services, the project empowers individuals to identify, certify, and present their competencies to potential employers before migration, promoting greater inclusion and diversity in the labor market. A key focus is assessing the feasibility of Certification Hubs aligned with European standards, positioning the European Skills Certification as a tool for labor market integration and social cohesion.

The project started in January 2024 and will last until May 2027. Further information can be found on the project website: <https://emuni.si/skillbridge/>.

8.2.4 EIT HEI Initiative Call for Proposals 2024 European Institute of Innovation & Technology (EIT HE Initiative): CreaTech project - Innovation and entrepreneurship capacity building at HEIs

The project will equip students, graduates, and aspiring entrepreneurs with innovation and entrepreneurial competencies essential for thriving in tomorrow's job market while driving innovation in CCI. Furthermore, by uniting HEIs, start-ups, investors, and stakeholders in collaborative activities, CreaTech fosters co-creation and knowledge transfer, maximising impact at both institutional and community levels and contributing to a dynamic and inclusive innovation ecosystem.

The project started in April 2025 and will finish in 2027. Further information can be found on the project website: <https://eit-hei.eu/projects/createch/>.

8.2.5 COST: HUMAN-IT: Exponential Human Capital in the Digital and Socio-Technical Transition

The project will advance interdisciplinary research and collaboration on the transformation of human capital and human resource management (HRM) in the context of digitalisation, artificial intelligence, and exponential technologies. Responding to the profound socio-technical shifts driven by AI, advanced analytics, and automation, the initiative aims to develop an integrative and ethical framework for exponential HRM that aligns technological innovation with sustainable development, resilience, and inclusive growth.

The project is implemented as a four-year COST Action (2025-2029), structured around three Working Groups and coordinated by a Management Committee ensuring scientific excellence, geographical balance, stakeholder engagement, and inclusiveness (including Young Researchers and Inclusiveness Target Countries). Deliverables include scientific publications, position papers, policy briefs, practitioner toolkits, webinars, education materials, and a sustained European research network dedicated to responsible and sustainable HR transformation. ERASMUS-EDU-2025-CBHE: LEADHEGA - Leadership in Higher Education Development in Georgia and Azerbaijan

The project will empower higher education leaders in the South Caucasus to drive institutional transformation, bridge the gap between European best practice and regional implementation needs, and foster sustainable cross-border collaboration. By uniting universities from Georgia, Azerbaijan and the EU in developing leadership capacity, LEADHEGA supports ongoing higher education reforms, contributing to improved governance structures, enhanced institutional effectiveness, and greater impact on economies and societies in both countries.

Consortium: Batumi State Maritime Academy (GE, Coordinator), Kutaisi International University (GE), BAU International University Batumi (GE), ADA University (AZ), Azerbaijan Technical University (AZ), Academy of the State Customs Committee of Azerbaijan (AZ), Education Leadership International (IE), EMUNI University (SI), Pegaso International (IT).

The project started in November 2025 and will finish in 2027.

8.2.6 ERASMUS-EDU-2025-CBHE: MED.HELA - Mediterranean Higher Education Leadership Academy

The project will empower higher education leaders in Algeria and Tunisia to drive institutional transformation, strengthen governance, and enhance strategic management within their higher education systems. By bridging European best practice with the specific reform needs of Algerian and Tunisian institutions, the initiative fosters sustainable cross-border collaboration and supports national priorities related to governance, strategic planning and institutional effectiveness. Through the development of the Mediterranean Higher Education Leadership Academy (MHELA) and a structured Leadership Development Programme, the project contributes to improved governance structures, stronger institutional resilience, and greater impact of higher education on national economies and societies in both countries.

Consortium: European Leadership Initiative (ELI), Evro-sredozemska univerza (EMUNI), Ministère de l'Enseignement Supérieur et de la Recherche Scientifique (MINA), Ministry of Higher Education and Scientific Research (MINT), Universidad de Granada (UGR), Université de Constantine 3 (UOC), Université de Jendouba (UOJ), Université de Sousse (UOS), Université de Tlemcen (UABT), Université Mohamed Khider Biskra (UMKB), Université Virtuelle de Tunis (UVT).

The project started in November 2025 and will finish in October 2027.

8.2.7 ERASMUS-EDU-2025-CBHE: INNAQUE - Integrating Innovative Nature based solutions for resilient Aquatic Ecosystems

The project is implemented by an international consortium coordinated by Alexandria University, comprising European and non-European higher education institutions from Italy, Greece, Slovenia, Egypt, and South Africa. EMUNI University participates as a European partner, contributing its expertise in international cooperation, curriculum development, and capacity building within higher education. Through joint activities, staff collaboration, and knowledge exchange, EMUNI supports the transfer of European good practices to partner institutions.

Overall, INNAQUE is expected to have a long-term impact on the quality and relevance of higher education programmes, strengthening institutional capacity and producing highly skilled graduates capable of contributing to resilient aquatic ecosystem management and sustainable development in partner regions.

The project started in November 2025 and will finish in 2028.

8.2.8 Citizens, Equality, Rights and Values (CERV): DIGIVOTE – Enhancing Trust, Transparency, and Engagement in Digital Voting

DIGIVOTE is a transnational European project aimed at strengthening democratic participation and public trust in digital electoral processes across the European Union. In response to increasing interest in e-voting and i-voting solutions—alongside growing concerns related to

security, transparency, inclusiveness, and disinformation—the project promotes an evidence-based, participatory, and rights-oriented approach to digital voting.

By combining comparative legal and policy analysis with structured citizen consultations, digital literacy initiatives, and policy-oriented outputs, DIGIVOTE bridges the gap between technological innovation and democratic legitimacy. The project engages citizens, electoral authorities, policymakers, and civil society actors in deliberative processes to co-create recommendations for secure, transparent, accessible, and inclusive digital voting systems at both national and EU levels.

Through a transnational policy roadmap and targeted dissemination activities, the initiative contributes to strengthening democratic resilience, enhancing institutional trust, and reinforcing European values in the digital age.

Consortium: EMUNI University (Slovenia – Coordinator), FECE (Bulgaria), Estonian Human Rights Centre (Estonia), Odyssea (Greece), PRO RIGHTS (Italy), Culture Goes Europe (Germany), Nicolaus Copernicus University (Poland).

The project started in January 2026 and will finish in December 2027 (24 months).

8.2.9 ARIS (CRP 2025): Corporate law measures to promote greater competitiveness of the Slovenian economy in relation to compliance with international treaties in the fields of human rights and environmental protection, and the fight against climate change

EMUNI University participates as a project partner within a national consortium coordinated by the Science and Research Centre Koper (ZRS Koper), together with the University of Maribor, Faculty of Economics and Business. EMUNI contributes to the synthesis of research results, the preparation of legislative proposals, and the drafting of final project reports. The University also leads dissemination and communication activities, ensuring that the project's findings reach relevant academic, professional, and policy stakeholders at national and international levels.

The project started in September 2025 and will last 12 months. Further information can be found on the project website: <https://emuni.si/crp-2025-project-number-v5-2514/>.

8.2.10 DIPLOWideMed – Jean Monnet Centre of Excellence on Mediterranean Diplomacy and Regional Dynamics (EMUNI is an associated partner)

DIPLOWideMed is a Jean Monnet Centre of Excellence based at the University of Catania, dedicated to the study of Mediterranean diplomacy and regional dynamics within the broader Euro-Mediterranean context. The project is funded by the European Union for the period 2025–2028.

The Centre focuses on the theme “Dialogue and Diplomacy in the Western Mediterranean,” addressing key issues such as EU–Mediterranean relations, migration governance, regional security, and evolving geopolitical dynamics in the region. DIPLOWideMed is incorporated in

a wider network of Euro-Mediterranean studies and promotes international academic cooperation. It collaborates with institutions such as the Institut Barcelona d’Estudis Internacionals (IBEI) and contributes to research initiatives on Euro-Mediterranean migration, including EuroMedMig.

8.3 Project proposals submitted in 2025

In 2025, we submitted an extensive portfolio of project proposals to national and international calls, thereby strengthening the University’s strategic orientation in the fields of research, innovation, sustainable development, digital transformation, blue economy, democracy, inclusion, and higher education development.

Project proposals were submitted under the following funding programmes:

- ARIS (including the 2025 Public Call for (Co-)Funding of Research Projects and CRP),
- Horizon Europe (including WIDERA, MSCA, Cluster 2, EIE and other calls),
- Erasmus+ (CBHE, KA2 Partnerships, Teacher Academies, Alliances for Innovation, Youth, Sport, Virtual Exchange, Centres of Vocational Excellence, EMJM Design and others),
- CERV – Citizens, Equality, Rights and Values,
- Creative Europe,
- Interreg,
- European Maritime, Fisheries and Aquaculture Fund (EMFAF),
- Science–Policy–Society Interface (SPSI),
- EIT (KIC),
- PRIMA,
- COST Actions,
- AMIF – Asylum, Migration and Integration Fund, as shown in the figure below:

Projects By Programme

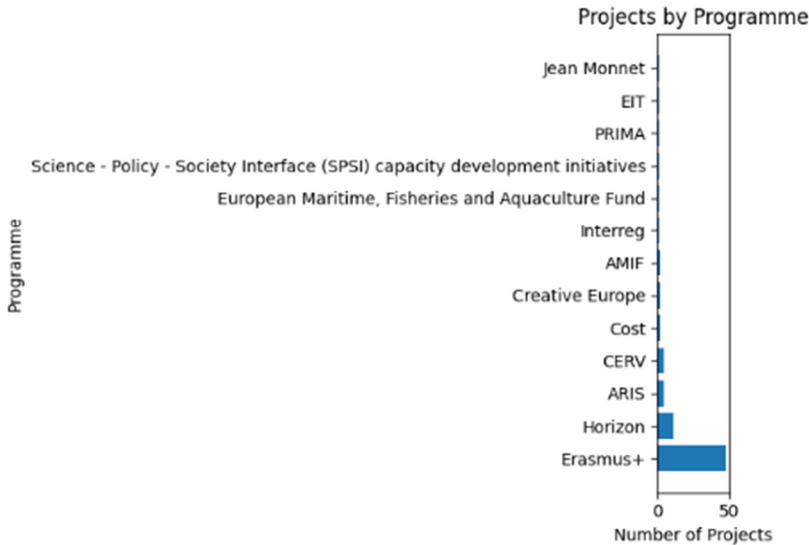


Figure 8 Projects by Programme

The submitted project proposals address a broad range of thematic areas, including:

- Digital transformation and artificial intelligence in education,
- Sustainable and blue economy,
- Environmental and climate resilience,
- Migration and inclusion,
- Democracy, civic participation and combating hate speech,
- Innovation ecosystems and regional smart specialisation,
- Entrepreneurship, leadership and micro-credentials development,
- Vocational education and training (VET),
- Gender equality, inclusion and youth empowerment,
- Cultural cooperation and heritage,
- Agri-food innovation, water resources and sustainable agriculture,
- Strengthening research excellence and international cooperation.

Through the number and diversity of project proposals submitted in 2025, the University significantly strengthened its presence in the European research and education area and further consolidated its role as an active partner in international consortia.

8.4 Planned R&D&I Activities

Building on the foundation established in 2025, EMUNI's research development in 2026 plans to focus on:

- Establishing functional research infrastructure through strategic partnerships and shared facilities with network institutions.
- Fully operationalizing thematic Centres of Excellence with dedicated research staff and flagship projects.
- Implementing FAIR data principles and open science practices across all research activities, ensuring transparency and accessibility.
- Strengthening researcher development and career pathways, expanding doctoral and post-doctoral education programs.
- Advancing towards HR Excellence in Research (HRS4R) recognition, demonstrating commitment to European research excellence standards.
- Securing sustainable research income through strategic proposal development and diversified funding sources.

8.5 Publication - Scientific journal IJEMS

International Journal of Euro-Mediterranean Studies (IJEMS) is an international journal aimed at promoting intercultural dialogue and scholarly engagement with the Euro-Mediterranean region. EMUNI has been issuing the IJEMS since 2008. IJEMS is listed in the Scopus database and publishes articles free of charge for authors. In 2022 the journal consolidated an online submission system and a 5-member Editorial Board continued working solely with online

submissions. Two per year issues are being published (one in June, one in December) and there is a steady influx of articles. The key challenge remains the review procedure (due to a low response rate of reviewers) and inconsistent quality of submitted manuscripts, which require significant editorial attention.

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

In 2025 (volume 18), IJEMS expanded this publication model by issuing three volumes per year, two of them as regular issues compiled six peer-reviewed articles, and additional thematic issue including most prominent article from 2025 EMUNI Ripam Conference. In total, 20 peer-reviewed papers were published in 2025 IJEMS. Thereby, EMUNI is consolidating the journal's commitment to regular publication, increased scientific output, and enhanced academic dissemination.

9 EMUNI Publishing House

In alignment with the Euro-Mediterranean University's (EMUNI) Strategy and Action Plan 2024–2029, the University officially launched the EMUNI Publishing House in 2025 as a strategic institutional platform dedicated to strengthening knowledge circulation, intercultural dialogue, and science diplomacy across the Euro-Mediterranean region. This milestone initiative positions the Publishing House as a multilingual, policy-linked academic publisher, producing high-quality scholarly outputs such as: International Journal of Euro-Mediterranean Studies (IJEMS); Mediterranean-focused book series; Peer-reviewed monographs; Edited volumes, handbooks, and policy briefs; Project-based dissemination publications, aligned with Horizon Europe, Erasmus+, ARIS, and other regional and global initiatives. Guided by the principles of Open Science, multilingual inclusivity, and financial sustainability, EMUNI Publishing House ensures that academic and policy-relevant research is widely accessible, socially relevant, and internationally visible.

With this initiative, EMUNI strengthens its international profile as a knowledge hub for the Euro-Mediterranean region, providing scholarly and policy-oriented publications that contribute to evidence-based decision-making and intercultural cooperation.

The establishment of the EMUNI Publishing House was formally endorsed by EMUNI President, Prof. Dr. Rado Bohinc, and the University's Management Board. Dr. Petra Robnik Verdnik, Assistant Professor, has been appointed as Director and entrusted with leading the implementation of the 2025–2029 Strategic and Financial Plan. Her mandate encompasses the expansion of the publishing portfolio, the enhancement of international indexing and visibility, the development of strategic publishing partnerships, the acquisition of external funding through alignment with EU programmes, and the overall strengthening of EMUNI's institutional capacity in both academic and policy publishing.

A significant milestone for the EMUNI Publishing House in 2025 was the publication of its first official scientific monograph, *Contemporary Sport Management: Theory and Application*, edited by Prof. Ddr. Edvard Kolar and Dr. Petra Robnik Verdnik. This landmark volume brings together contributions from 14 authors representing diverse disciplinary and national backgrounds, offering a comprehensive and interdisciplinary examination of contemporary sport management. The monograph was supported through sponsorship from BTC d. d. and Športna loterija d. d., demonstrating effective public–private collaboration and highlighting the Publishing House's capacity to mobilize strategic partnerships in support of academic publishing.

The monograph is also designed to serve as a core academic resource for EMUNI's forthcoming Master's Programme in Sport Management, currently in the final phase of accreditation. This strategic link illustrates the Publishing House's commitment to supporting educational innovation and building capacity in the Euro-Mediterranean knowledge ecosystem.

Looking ahead, the EMUNI Publishing House is committed to developing a sustainable and high-impact publishing platform that advances international standards of scholarly excellence. Its future priorities include fostering international co-authorship and rigorous peer review practices; promoting interdisciplinary and multilingual knowledge production; and aligning closely with the thematic priorities of Horizon Europe and broader Euro-Mediterranean cooperation frameworks. Strategic efforts will also focus on strengthening the Publishing House’s digital presence, enhancing indexing in major academic databases, and supporting capacity-building among EMUNI faculty, institutional partners, and affiliated researchers. Through these initiatives, the Publishing House will continue to serve as a cornerstone of EMUNI’s mission—championing quality, innovation, and impact in academic and policy dialogue across the region. The Publishing House remains committed to quality, innovation, and impact, operating as a cornerstone of EMUNI’s vision to lead academic and policy dialogue in the region.

9.1 Strategic Objective

Strategic Goal (2025–2029): To establish a sustainable, internationally visible, policy-relevant academic publishing platform aligned with Open Science principles and Euro-Mediterranean cooperation priorities.

Operational Objective (2025): Transition from strategic planning phase to operational implementation with measurable publishing outputs and strengthened editorial infrastructure.

9.2 Governance and Organisational Capacity

Objective: Establish functional leadership, editorial oversight, and institutional integration within EMUNI structures.

Implemented Measures (2025):

- Formal operationalisation of EMUNI Publishing House within the Unit for Research, Development & Innovation
- Full-time Director appointment (Asst. Prof. Dr. Petra Robnik Verdnik)
- Editorial leadership of IJEMS maintained by Prof. Dr. Jaka Vadnjal

Table 13 Governance and Organisational Capacity - KPIs

Indicator	Target 2025	Achieved 2025	Evaluation
Appointment of Director	Yes	Yes (Full-time appointment)	Achieved
Integration into institutional structure	Operational unit established	Integrated within RDI Unit	Achieved
Defined editorial responsibility for IJEMS	Formalised editorial oversight	Editor assigned and active	Achieved

Assessment: Governance structure fully operational in first year. Clear accountability lines established. Organisational sustainability: Strong foundation established.

9.3 Monograph Publishing Performance

Objective: Launch peer-reviewed book publishing under EMUNI imprint.

Implemented Outputs in 2025:

- First scientific monograph published: Contemporary Sport Management: Theory and Application
- 14 contributing authors
- External academic peer review (University of Ljubljana; University of Maribor)
- Private-sector sponsorship secured (BTC d.d.; Športna loterija d.d.)

Table 14 Monograph Publishing Performance - KPIs

Indicator	Target 2025	Achieved	Evaluation
Number of peer-reviewed monographs published	≥1	1	Achieved
International authorship	Multinational contributors	Yes (14 authors, multiple countries)	Achieved
External peer review implemented	Yes	Yes	Achieved
External sponsorship secured	At least 1 sponsor	2 sponsors	Exceeded

Assessment: Successful launch of book publishing programme. Demonstrated academic quality assurance and financial diversification capacity. Performance level: **Fully achieved inaugural milestone.**

9.4 Financial Sustainability Indicators

Objective: Reduce sole reliance on institutional funding through diversified support mechanisms.

Evidence in 2025:

- Private-sector sponsorship for monograph
- IJEMS published without APCs (cost absorbed institutionally)

Table 15 Financial Sustainability Indicators - KPIs

Indicator	Target	2025 Result	Evaluation
External sponsorship secured	≥1	Yes (2 sponsors)	Achieved
Diversified funding sources	Initiated	Yes (private + institutional)	Achieved

Assessment: Initial diversification achieved. Long-term sustainability model requires further development (distribution revenue, co-publishing agreements, grant-based dissemination).

9.5 International Visibility and Academic Impact

Objective: Enhance international presence and academic dissemination.

Evidence in 2025:

- IJEMS Scopus indexing maintained
- Thematic issue linked to EMUNI RIPAM Conference
- Monograph endorsed by international sport leaders

Table 16 International Visibility and Academic Impact - KPIs and Performance Indicators

Indicator	2025 Result	Evaluation
International indexing maintained	Yes	Strong
Conference-to-publication integration	Yes	Good practice
International contributors	Yes	Achieved

Assessment: Visibility enhanced through expanded journal output and cross-linking with academic events. International positioning: **Strengthened**.

9.6 Performance Evaluation

Table 17 Performance Evaluation (year 2025)

Area	Performance Rating
Governance & Structure	Fully Established
Journal Output	Above Target
Book Publishing Launch	Successfully Initiated
Financial Diversification	Initiated (Developing)
International Visibility	Strengthened
Open Science Compliance	Maintained

The EMUNI Publishing House successfully transitioned from strategic conception to operational implementation in 2025. It delivered measurable, peer-reviewed outputs in both journal and monograph publishing, maintained international indexing standards, secured external sponsorship, and established clear governance structures. While financial sustainability and portfolio diversification remain areas for continued development, the first year demonstrates strong institutional capacity and quality assurance compliance.

10 International Cooperation and Strategic Partnerships

EMUNI is dedicated to advancing Science Diplomacy across the Euro-Mediterranean region by fostering meaningful collaboration between universities and research institutions, and other stakeholders. The aim is to strengthen international cooperation, expand strategic partnerships, and create synergies that drive academic excellence, innovation, and regional development. Through these efforts, EMUNI seeks to consolidate its position as a central hub for Euro-Mediterranean academic and research collaboration, facilitating knowledge exchange, joint initiatives, circulation of talents and skills development.

10.1 EMUNI Network Partners

With the 2025 Work Plan, EMUNI committed to consolidating the EMUNI network on the basis of the amended EMUNI Statute and to encouraging as many as possible of the then 179 (in 2025 already 216) cooperating organisations to become full or at least associate members.

Special emphasis was placed on deepening cooperation in higher education and research among institutions within the EMUNI network, in a manner that ensures mutual benefits and contributes to measurable results in terms of network growth and strengthening.

The objective of the EMUNI Network Plan was to secure at least 35 paying full members by 2025, each contributing an annual membership fee of EUR 1,500, amounting to EUR 52,500 in annual revenue. This target was significantly exceeded.

In 2025, the EMUNI network comprises 216 members, including:

- **44 full members** (compared to the planned 35), with an additional 7 full members to be confirmed based on the decision of the Governing Board scheduled for 26 February, bringing the total number of full members to 51 and thus substantially exceeding the established target.
- 59 Associate members
- 113 Other members (Members of EMUNI, Memorandum of Understanding, Letters of Intent for Cooperation, and Special Agreements)

The list of full members, which are the core of EMUNI General Assembly is listed below:

1. Al Akhawayn University (Morocco)
2. Alexandria University (Egypt)
3. Alma Mater Europaea – Evropski Center, Maribor (Slovenia)
4. Al-Quds Open University (Palestine)
5. AMWAJ (Spain/Belgium)
6. Antonine University (Lebanon)
7. Arab Academy for Science, Technology & Maritime Transport (Egypt)
8. Beirut Arab University (Lebanon)
9. Birzeit University (Palestine)
10. CHIEAM Bari (Italy)
11. CIHEAM Zaragoza (Spain)

12. Compostela Group of Universities (Spain)
13. Derna University (Libya)
14. DOBA Business School (Slovenia)
15. EURAS Network (France)
16. Euromed Fez-Morocco (Morocco)
17. Faculty of Design (Slovenia)
18. Galala University (Egypt)
19. Heliopolis University (Egypt)
20. IEMed (Spain)
21. Inter-University Centre Dubrovnik (Croatia)
22. Jagiellonian University (Poland)
23. Landscape Governance College Grm Novo Mesto (Slovenia)
24. Lebanese International University (Lebanon)
25. OGS
26. Pegaso International (Italy)
27. Pegaso Telematica (Italy)
28. Philadelphia University (Jordan)
29. Science and Research Centre Koper – ZRS (Slovenia)
30. SISSA (Italy)
31. Tirana Business University College (Albania)
32. University Abdelmalek Essaadi (Morocco)
33. University Abu Bekr Belkaid – Tlemcen (Algeria)
34. University Aldo Moro Bari (Italy)
35. University of Barcelona (Spain)
36. University of Bejaia (Algeria)
37. University of Catania (Italy)
38. University of Maribor (Slovenia)
39. University of Napoli L’Orientale (Italy)
40. University of Sousse (Tunisia)
41. University of Trieste (Italy)
42. University of Udine (Italy)
43. University of Urbino (Italy)
44. Université Hassan 1er (Morocco).

Regional Distribution of Full Members:

- South Mediterranean (18 institutions): Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Palestine, Tunisia
- North Mediterranean (24 institutions): Albania, Croatia, France, Italy, Slovenia, Spain
- Other EU Members (1 institution): Poland

Regional Distribution of Partners:

- South Mediterranean (54 institutions): Algeria, Egypt, Israel, Libya, Morocco, Jordan, Palestine, Syria, Tunisia, Lebanon

- North Mediterranean (108 institutions): Albania, Bosnia and Herzegovina, Croatia, Cyprus, France, Greece, Italy, Malta, Montenegro, Portugal, Slovenia, Spain, Turkey
- Other EU Members (37 institutions): Belgium, Bulgaria, Denmark, Finland, Germany, Hungary, Ireland, Lithuania, Luxembourg, Poland, Romania, Serbia, Slovakia
- Other Countries (17 institutions): Armenia, Iraq, Kosovo, North Macedonia, Switzerland, Russia, United Kingdom, Thailand, USA.

Compared to 31 December 2024, the following 15 institutions joined the EMUNI Network as full members in 2025:

1. Al-Quds Open University (Palestine)
2. AMWAJ (Spain/Belgium)
3. Beirut Arab University (Lebanon)
4. Birzeit University (Palestine)
5. CIHEAM Zaragoza (Spain)
6. Derna University (Libya)
7. DOBA Business School (Slovenia)
8. IEMed (Spain)
9. Jagiellonian University (Poland)
10. Landscape Governance College Grm Novo Mesto (Slovenia)
11. Tirana Business University College (Albania)
12. University Abdelmalek Essaadi (Morocco)
13. University Aldo Moro Bari (Italy)
14. University of Barcelona (Spain)
15. University of Bejaia (Algeria).

With 2025 amendments to the EMUNI Statutes, the status of full membership, associated membership, and other forms of partnership have been introduced, which shows the 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

In 2025, EMUNI signed 3 memoranda of understanding with Slovenian universities and institutions (ZRS, DOBA Business School, Landscape Governance College Grm Novo Mesto) 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.

Within the framework of the *New Pact for the Mediterranean*, EMUNI prepared and submitted its official inputs to the European Commission. EMUNI proposed strengthening and leveraging the existing Euro-Mediterranean University (EMUNI) as the UfM-mandated regional hub, rather than establishing a new Mediterranean university structure. The proposal outlines EMUNI's role in coordinating academic mobility, university alliances, diploma recognition, and capacity-building across the region, including the operationalisation of a Mediterranean Mobility Hub through its EKIC network. Furthermore, EMUNI proposed being granted the status of an Entrusted Entity for the implementation of the Pact, supported by a seven-year cooperation agreement with the European Commission, positioning EMUNI as a central policy mechanism for structured and long-term Euro-Mediterranean cooperation.

Following the strategic conference "*Bridging Continents: Higher Education as a Tool for EU–Southern Mediterranean Cooperation*" held in Brussels, EMUNI prepared a set of

Recommendations to the European Commission. These recommendations reflect a shared vision for strengthening Euro–Mediterranean higher education, research, and innovation cooperation, grounded in mutual trust and balanced South–North partnerships. The document outlines proposals to reinforce structured university alliances, enhance societal and economic impact through long-term R&I collaboration, promote inclusive and forward-looking agendas (including digitalisation, sustainability, and gender equality), improve equitable access to EU funding, particularly for Southern Mediterranean institutions, and introduce practical measures such as a Euro–Mediterranean quality assurance framework and stronger programme coherence across EU initiatives.

In 2025, four EKIC (Euro-Mediterranean Knowledge and Innovation Centre) initiatives were successfully established at the following universities: University Abu Bekr Belkaid – Tlemcen (Algeria), Heliopolis University (Egypt), University Hassan 1er (Morocco), and the University of Sousse (Tunisia). The launch events brought together representatives of EMUNI, the host universities, and students, confirming strong institutional and academic commitment to the initiative. The pilot phase successfully operationalised the EKICs and implemented the core set of planned activities at all locations. The first year of implementation provided clear initial evidence of the relevance and positive impact of the initiative, particularly in strengthening innovation capacities and international cooperation. Within this framework, three applications were submitted under the Erasmus+ CBHE call: one with Heliopolis University; one jointly with University Abu Bekr Belkaid – Tlemcen and the University of Sousse; and one independently with University Abu Bekr Belkaid – Tlemcen. One of these projects was successfully approved for funding.

In accordance with the 2025 Work Plan, and with the support of the EKICs, EMUNI organised workshops in four Southern Mediterranean countries (Algeria, Tunisia, Egypt, and Morocco) during the spring of 2025. The purpose of these events was to promote new study programmes, while also serving as a strategic and marketing tool to expand the EMUNI network and effectively present its programmes to prospective students.

10.3 EMUNI Ambassadors, Academic Community, Academic Assembly

At its 77th session, held on 11 June 2025, the Governing Board, in line with the 2025 Work Plan, confirmed the appointment of two EMUNI Ambassadors with the aim of strengthening the University’s strategic outreach and regional visibility. Dr Angelo Riccaboni was appointed EMUNI Ambassador for the Northern Mediterranean, and Mr Helmy Abouleish was appointed EMUNI Ambassador for the Southern Mediterranean.

Their role is to actively promote EMUNI’s mission, values, and initiatives within their respective regions, enhance institutional visibility, foster high-level partnerships, and support the expansion of the EMUNI network through strategic academic and institutional cooperation.

In 2025, in accordance with the 2025 Work Plan, EMUNI further developed its Academic Community of academic partners, bringing together higher education teachers and

researchers who are already involved in EMUNI programmes and projects or are willing to participate in the future. From this community, the Academic Assembly was established in 2025 as a formal body of EMUNI, and this development was duly reflected in the amendments to the EMUNI Statute.

To further encourage academic cooperation in the implementation of study activities, the 2025 Work Plan allocated EUR 15,000 for services related to cooperation with academic partners; however, these funds were not utilised in 2025.

10.4 EMUNI Newsletter

In order to enhance communication and increase the engagement of members and stakeholders, EMUNI introduced a quarterly newsletter – the *EMUNI Newsletter* – in 2025, in line with the 2025 Work Plan. The newsletter is published regularly and highlights key development achievements, strategic initiatives, funding opportunities, and important events within the EMUNI network.

10.5 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 centres, 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.

10.5.1 International Scientific Conference EM-HERI 2025

The Euro-Mediterranean Conference on Higher Education, Research and Innovation (EM-HERI 2025) stands as the flagship scientific event of the Euro-Mediterranean University (EMUNI). Organised in collaboration with leading international partners, EM-HERI 2025 provided a high-level interdisciplinary platform for scholars, policymakers, and institutional leaders from across the Euro-Mediterranean region to exchange insights and develop actionable strategies for enhancing cooperation in higher education, research, and innovation (R&I). The 2025 edition, held on 12–13 June 2025 at the Grand Hotel Bernardin, Portorož, addressed the central theme: *“Higher Education Systems in the Mediterranean: Comparative Analysis & Development Opportunities.”*

The conference was co-organised with prominent international partners, including the Union for the Mediterranean (UfM), CEI – Central European Initiative, IEMED – European Institute of the Mediterranean, and the National Institute of Oceanography and Applied Geophysics (OGS), with the support of the Ministry of Higher Education, Science and Innovation of the Republic of Slovenia. EM-HERI 2025 was conceived as a space for critical reflection and evidence-based discussion on how higher education and research systems can strengthen regional stability, innovation, and sustainable development. The conference addressed the evolving challenges and opportunities in Euro-Mediterranean cooperation, with particular attention to systemic, legal, and policy barriers limiting cross-border collaboration. It also explored the comparative evolution of higher education systems across Mediterranean countries and the European Union, assessing their responsiveness to societal change, digital transformation, and global competitiveness. The conference embodied EMUNI's mission to promote intercultural dialogue, regional stability, and sustainable development through education and science diplomacy. It reflected EMUNI's strategic vision of positioning higher education and research as catalysts for integration, peace, and shared prosperity across the Mediterranean.

The conference attracted participants including university rectors, professors, researchers, senior government officials, representatives of international organisations, and members of the private and civil society sectors. Through a series of high-level policy panels, academic sessions, and keynote lectures, EM-HERI 2025 fostered interdisciplinary exchanges on topics such as research mobility, brain circulation, digitalisation, leadership in higher education, and the role of universities as drivers of regional resilience. Notably, the conference also hosted ministerial-level participation, reflecting its growing relevance as a platform linking education, diplomacy, and sustainable development in the Euro-Mediterranean space.

Thematically, EM-HERI 2025 focused on seven key areas: comparative analyses of higher education systems, legal and systemic barriers to cooperation, cross-border collaboration in higher education and research, policy and governance reform, the digital and sustainable transformation of universities, cross-sectoral cooperation between academia, industry, and government, and leadership in higher education and research innovation. This multidimensional framework reflected EMUNI's holistic understanding of higher education as both a social institution and a policy instrument for fostering cohesion, peace, and prosperity in the region. The academic proceedings of EM-HERI 2025 were compiled in a Book of Abstracts.

From a strategic perspective, EM-HERI 2025 strengthened EMUNI's role as a Euro-Mediterranean centre of excellence and policy convener in higher education and research. By successfully linking academic debate with actionable policy recommendations, the conference contributed to EMUNI's broader mission of fostering intercultural dialogue and science diplomacy in the region. Its inclusive, interdisciplinary format ensured that voices from both shores of the Mediterranean were represented, reinforcing EMUNI's commitment to equity and cooperation.

In the context of EMUNI's long-term strategic objectives, the conference demonstrated the University's growing influence as a thought leader in Euro-Mediterranean academic integration. Moving forward, EMUNI will continue to institutionalise EM-HERI as an annual, high-level forum that bridges research, education, and policy, ensuring that its outcomes are systematically integrated into the University's educational programmes, publications, and project development activities.

10.5.2 High-Level Euro-Mediterranean Conference at the European Parliament

EMUNI University co-organised the high-level conference "*Bridging Continents: Higher Education as a Tool for EU–Southern Mediterranean Cooperation*", held on 11. December 2025 and hosted at the European Parliament in Brussels. The event brought together senior representatives of European institutions, national governments, universities, and regional networks to advance the implementation of the New Pact for the Mediterranean in the field of higher education.

The conference was jointly organised by EMUNI University and the Université Euro-Méditerranéenne de Fès (UEMF), in cooperation with the Slovenian Business and Research Association (SBRA) and with the support of the Union for the Mediterranean (UfM). It served as a strategic platform to position higher education as a key driver of stability, cooperation, and shared development across the Mediterranean region.

Across the three thematic panels, discussions focused on key structural challenges and strategic opportunities in Euro-Mediterranean higher education cooperation, including the development of sustainable South–North university alliances, the promotion of balanced and circular academic mobility, and the alignment of research and innovation efforts with EU strategic priorities. EMUNI University actively contributed to these discussions, sharing institutional perspectives on alliances, mobility frameworks, and research collaboration, while reaffirming its mission to bridge the two shores of the Mediterranean.

Participants agreed on the core elements of a draft Action Plan for implementing the New Pact for the Mediterranean in higher education, prioritising strengthened university alliances, simplified and inclusive mobility schemes, institutional capacity-building in Southern Mediterranean universities, enhanced academic resilience, and the development of joint study and research programmes in strategic fields. These outcomes will feed into a consolidated Action Plan expected in early 2026 and inform preparations for the upcoming UfM Policy Event on Higher Education. EMUNI remains committed to advancing concrete, long-term solutions that reinforce higher education as a strategic pillar of Euro-Mediterranean cooperation.

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. In 2025, 20 scholarships in the form of tuition discounts were approved.

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 EMUNI as an International Organization

In 2025, EMUNI – the Euro-Mediterranean University – undertook some steps to strengthen its institutional positioning along two complementary strategic tracks: (1) the long-term transformation into an international organization under public international law; and (2) the consolidation of its role as an internationally relevant implementing institution entrusted with tasks of strategic importance for Euro-Mediterranean cooperation.

While EMUNI continues to operate as an international association of universities and as a university established under Slovenian private law, 2025 marked the beginning of professional assessments aimed at understanding the conditions for its potential future evolution into an international organization. EMUNI initiated consultations with relevant professionals regarding required processes. In parallel, internal governance documents, including statutory provisions, were reviewed to ensure alignment with its current legal status while allowing flexibility for a future transition to international organization as an entity under public international law.

At the same time, EMUNI significantly reinforced its operational profile as a strategic implementing institution in the region. Most notably, in 2025 EMUNI has initiated a process to be entrusted by the European Commission with a mandate to implement activities under the New Pact for the Mediterranean. This designation would position EMUNI as a recognised operational arm of EU policy in the higher education and academic cooperation dimension of Euro-Mediterranean relations. Acting under contractual mandate, EMUNI would assume responsibilities for facilitating institutional matchmaking, supporting the development of joint academic initiatives, and contributing to structured cooperation mechanisms aligned with EU strategic priorities.

Through this initiative, EMUNI further strengthened its credibility vis-à-vis European institutions, the Union for the Mediterranean (UfM), and national higher education authorities. Its dual identity – as a university and as an institution labelled by the UfM – enabled it to bridge academic, policy, and diplomatic spheres, providing a trusted platform for implementing regionally endorsed initiatives.

In financial and governance terms, 2025 also marked a consolidation of EMUNI's project-based and mandate-driven funding model. In line with Article 141 of the Higher Education Act (ZHE-1), EMUNI intensified negotiations and strategic alignment efforts with the Government of the Republic of Slovenia to clearly define nationally important tasks performed in the public interest. This approach reinforced EMUNI's positioning as an institution delivering measurable strategic value to both Slovenia and the broader Euro-Mediterranean region through contractual arrangements rather than institutional block funding.

13 Financial Report

13.1 Accounting policies

The EMUNI University financial statements for 2025 have been prepared in accordance with the Accounting Act and Slovenian Accounting Standard No. 36 – Accounting Solutions in Non-Profit Organizations – Legal Entities under Private Law and the Regulation on Public Financing of Higher Education Institutions and Other Institutions.

EMUNI University considers the general rules of valuation when preparing its financial statements:

- time immortality of operations,
- consistent stability, and
- the occurrence of a business event.

The financial statements with notes present a true and fair view of the operations.

13.2 Balance sheet – general rules

The balance sheet is prepared for the financial year, which is the same as the calendar year. The balance sheet as of 31 December 2025 also includes a column with data from the balance sheet as of 31 December 2024.

When explaining the items in the balance sheet, EMUNI University considers the provisions of the Rules on the content, structure, and form of financial statements.

Assets and liabilities to their sources are broken down by type and maturity.

Intangible long-term and tangible fixed assets

The types of intangible long-term assets are determined in accordance with SRS 2, while the types of tangible fixed assets are determined in accordance with SRS 1. They are valued in accordance with SRS at initial recognition at acquisition cost. The acquisition cost comprises the purchase price, import and non-refundable purchase taxes, and costs of bringing the asset to its intended use. The purchase price is reduced by any trade and other discounts.

The net book value of intangible long-term and tangible fixed assets in accordance with SRS 1.17 and SRS 2.20 is recognized in the balance sheet as the difference between the acquisition cost and accumulated depreciation. For tangible fixed assets and intangible long-term assets, the purchase value and accumulated value adjustments are reported separately in the accounting records.

Depreciation of tangible fixed assets and intangible long-term assets is performed regularly and individually, using the proportional method, which is consistently applied from one accounting period to the next. The Institute independently determines the annual depreciation rates. The residual value of a tangible fixed asset is the difference between its acquisition cost and its depreciated value.

Tangible fixed assets whose individual purchase value according to the supplier's invoice does not exceed EUR 500 are reported as small inventory items.

Small inventory items whose individual purchase value does not exceed EUR 500 are classified as materials.

Inventories of materials are recorded at purchase value.

13.2.1 Balance sheet

Table 18 Balance sheet

Account	Item	Code for AOP	Amount in EUR with cents	
			Current year	Previous year
1	2	3	4	5
00, 01, 02, 03, 04, 05, 06, 07, 08, 09, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 30, 31, 32, 60, 61, 63, 65, 66, 67	FUNDS (002+032+053)	001	659,070.70	310,056.84
00, 01, 02, 03, 04, 05, 06, part of 07, part of 08, 09, part of 13	A. LONG-TERM ASSETS (003+010+018+019+027+031)	00	16,979.27	4,495.74
part 00, part 08, part 13	I. Intangible assets and long-term deferred expenses (004+009)	0	0	0
part 00, part 08, part 13	1. Intangible assets	0	0	0
part 00	2. Long-term deferred income	009	0	0
Part 00, 02, 03, 04, 05, part 08, part 13	II. Tangible fixed assets (011 to 017)	0	16,979.27	4,495.74
part 00, part 02, part 03	1. Land	0	0	0
part 00, part 02, part 03	2. Buildings	0	0	0.00
part 04, Part 05	3. Production equipment and machinery	0	0	0
part 04, part 05	4. Other equipment and fixtures, small inventory, and other tangible fixed assets	0	16,979.27	4,495.74
part 04, part 05	5. Biological assets	0	0	0
part 02, part 04	6. Tangible fixed assets under construction and manufacture	0	0	0
part 08, part 13	7. Advances for the acquisition of tangible fixed assets	0	0	0
0	III. Investment property	0	0	0
06, part 07	IV. Long-term financial investments (020+024)	0	0	0
0	1. Long-term financial investments, except loans	0	0	0
part 07	2. Long-term loans	0	0	0

Part 08	V. Long-term trade receivables	0	0	0
0	VI. Deferred tax assets	0	0	0
part 07, part 08, 10, 11, 12, part 13, 14, 15, 16, 17, 18, 30, 31, 32, 60, 61, 63, 65, 66, 67	B. CURRENT ASSETS (033+034+040+048+052)	03	642,111.43	305,519.45
67	I. Assets (disposal groups) for sale	0	0	0
parts 13, 30, 31, 32, 60, 61, 63, 65, 66	II. Inventories (035 to 039)	0	50	50,000
30, 31, 32	1. Material	035	50,000	50,000
60	2. Work in progress	0	0	0
61, 63	3. Finished goods	0	0	0
65, 66	4. Commercial goods	0	0	0
part 13	5. Advances for inventories	0	0	0
Part 07, 17, 18	III. Short-term financial investments (041+045)	0	0	0
17	1. Short-term financial investments, except loans	041	0	0
part 07, 18	2. Short-term loans	0	0	0
Part 08, 12, Part 13, 14, 15, 16	IV. Short-term trade receivables	0	65,286.43	115,011.52
10, 11	V. Cash	0	526,825.00	140,507.93
19	C. SHORT-TERM PREPAID EXPENSES	0	0	41.65
part 99	Off-balance sheet assets	054	0	0
21, 22, 23, 24, 25, 26, 27, 28, 29, 90, 92, 93, 95, 96, 97, 98	LIABILITIES TO SOURCES OF FUNDS (056+072+075+085+095)	0	659,090.70	310,056.84
'90, 92, 93, 95	A. OWN RESOURCES (056a+301+068-069+070-071)	05	258,095.14	118,606.44
part 90	I. Initial contribution	056	0	0
95	II. Reserves arising from fair value measurement	301	0	0
92, part of 93	III. Unappropriated net surplus income	068	118,606.44	0
part 93	IV. Unallocated net surplus of expenses	069	0	25,346.38
part 93	V. Net surplus of income for the financial year	070	139,488.70	143,952.82
Part 93	VI. Net surplus of expenses for the financial year	0	0	0
96	B. PROVISIONS AND LONG-TERM ACCRUALS (073+074)	0	314,759.72	127,007.85
part 96	1. Provisions	0	0	0
Part 96	2. Long-term deferred income	074	314,759.72	127,007.85
Part 97, Part 98	C. LONG-TERM LIABILITIES (076+080+084)	075	0	0
part 97	I. Long-term financial liabilities	076	0	0
Part 98	II. Long-term business liabilities	0	0.00	0.00
Part 98	III. Deferred tax liabilities	0	0	0
21, 22, 23, 24, 25, 26, 27, 28, part of 97, part of 98	No. SHORT-TERM LIABILITIES (086+087+091)	0	86,235.84	64,442.55
2	I. Liabilities included in disposal groups	0	0	0
27, part 97	II. Short-term financial liabilities	0	0	0
22, 23, 24, 25, 26, 28, part of 98	III. Short-term business liabilities	0	86,235.84	64,442.55

29	D. SHORT-TERM ACCRUED EXPENSES	0	0	0
part 99	Off-balance sheet liabilities	096	0	0

13.2.2 Notes to the balance sheet

Intangible long-term assets

EMUNI University had no intangible long-term assets in 2025.

Tangible fixed assets

The purchase value of equipment as of 31 December 2025 is EUR 41,967.00, and its depreciated value is EUR 24,987.73. The current value of equipment as of 31 December 2025 is EUR 16,979.27.

Long-term financial investments

EMUNI University had no long-term financial investments in 2025.

Long-term business receivables

EMUNI University had no long-term trade receivables in 2025.

Inventories

As of December 31, 2025, EMUNI University had inventories of professional literature in the amount of EUR 50,000.00, which were supplied in full by the German supplier SPRINGER Customer Service Center GmbH.

Short-term business receivables

As of December 31, 2025, the institution had short-term trade receivables in the amount of EUR 65,286.43, namely from:

- short-term receivables from domestic customers in the amount of EUR 23,902.40.
- short-term receivables from foreign customers in the amount of EUR 28,086.45.
- short-term advances paid in the amount of EUR 11,197.58, which is an advance payment to Epsilon engineering s.a.r.l., MK založba d. d. and Gospodarsko razstavišče d. o. o. and
- short-term receivables from deposits in the amount of EUR 2,100.00, which is a deposit for rent to Generali d. d.

Short-term loans

As of December 31, 2025, EMUNI University has no recorded short-term loans.

Cash in the cash register

In 2025, EMUNI University still did not operate with cash or pay material costs through the cash register.

Cash

The total amount of funds in transaction accounts at OTP banka d. d. and UniCredit Banka Slovenije.

d. d. as of 31 December 2025 amounted to EUR 526,825.00.

Accrued income

As of 31 December 2025, EMUNI University had no recorded accruals.

Short-term liabilities to employees

In 2025, the average number of employees based on working hours was 13.52. As of 31 December 2025, the institution reported liabilities to employees for calculated salaries, reimbursement of employment-related expenses and liabilities from calculated travel expenses in the amount of EUR 59,681.11.

Short-term liabilities to suppliers

Short-term liabilities to suppliers of EMUNI University as of 31 December 2025 in the amount of EUR 15,061.10 represent liabilities:

- to domestic suppliers in the amount of EUR 14,522.99 and
- to foreign suppliers in the amount of EUR 538.11.

Short-term liabilities to authors' fees

As of 31 December 2025, the institution reports liabilities for copyright fees in the amount of EUR 1,388.06, which were paid in January 2026.

Short-term liabilities under the management contract

As of 31 December 2025, the institute reported liabilities under the management contract in the amount of EUR 7,769.51, which was paid in January 2026.

Other short-term business liabilities

Among other short-term business liabilities, as of 31 December 2025, the institute has recorded liabilities under the VAT return for the period October–December 2025 in the amount of EUR 2,287.00, which is due for payment on 30 January 2026.

Long-term business liabilities

The institute had no long-term business liabilities in the entire year 2025.

Short-term financial liabilities

EMUNI University had no short-term financial liabilities as of 31 December 2025.

Long-term financial liabilities

EMUNI University also had no long-term financial liabilities in 2025.

Short-term deferred income

As of 31 December 2025, EMUNI University has no recorded short-term accruals.

Long-term deferred income

In 2025, the institution recorded deferred income in the amount of EUR 314,759.72 for projects that began in 2025 and will continue in future years. The accruals relate to the following projects:

- the Digivote project in the amount of EUR 71,890.50.
- the Medhella project in the amount of EUR 25,237.37.
- the Ledhega project in the amount of EUR 1,638.52.
- the EUNlcost project in the amount of EUR 144,957.000; and
- Erasmus 2023 KA-171 in the amount of EUR 71,036.33.

Operating result – surplus of income over expenses

In 2025, the EMUNI University generated a surplus of income over expenditure of EUR 139,537.76, income tax from activities amounted to EUR 49.06, and the net surplus of income over expenditure amounted to EUR 139,488.70. From previous periods, the institute has a surplus of income over expenses in the amount of EUR 118,606.44, so on December 31, 2025, the institute has a surplus of income over expenses in the amount of EUR 258,095.14.

13.3 Statement of income and expenses

In determining the income and expenses for the accounting period, EMUNI University applied the accrual basis of accounting in accordance with Slovenian accounting standards.

Table 19 Statement of income and expenses

Account	Item	Code	Amount in EUR with cents	
			for AOP	Current year
1	2	3	4.00	5.00
part 76	A. NET SALES REVENUE	110	1,538,801.92	1,173,828.39
60, part 61, 63	B. INCREASE IN THE VALUE OF INVENTORIES OF PRODUCTS AND WORK IN PROGRESS	121	0	0
60, part 61, 63	C. REDUCTION IN THE VALUE OF PRODUCT INVENTORIES AND WORK IN PROGRESS	122	0	0
79	C. CAPITALIZED OWN PRODUCTS AND OWN SERVICES	123	0	0
part 76	D. SUBSIDIES, GRANTS, REIMBURSEMENTS, COMPENSATION AND OTHER INCOME RELATED TO BUSINESS ACTIVITIES	124	0	0
Part 76	E. OTHER OPERATING INCOME	125	0	10,438.66
60, 61, 63, 76, 79	F. GROSS OPERATING INCOME (110+121-122+123+124+125)	12	1,538,801.92	1,184,267.05
40, 41, 43, 44, 47, 48, part of 70, 72	G. OPERATING EXPENSES (128+139+144+148)	1	1,399,265.75	1,040,476.82
40, 41, part of 70	I. Costs of goods, materials, and services (129+130+134)	12	709,970.03	467,217.76
part 70	1. Purchase value of goods and materials sold	129	0	0
40	2. Costs of materials used	130	37,543.21	20,067.82
41	3. Costs of services	134	672,426.82	447,149.94
47	II. Labor costs (140 to 143)	139	674,473.92	553,539.45
part 47	1. Salary costs	140	514,613.85	423,496.14
Part 47	2. Pension insurance costs	141	44,728.97	35,637.46
Part 47	3. Other social security costs	142	40,592.45	32,627.43
part 47	4. Other labour costs	143	74,538.65	61,778.42
43	III. Depreciation (145 to 147)	144	3,786.27	9,222.66

43	1. Depreciation	145	3,786.27	9,222.66
part 72	2. Revaluation of operating expenses for intangible assets and tangible fixed assets	146	0	4,075.44
part 72	3. Revaluation business expenses for current assets	147	0	0
44	IV. Other operating expenses (149+150)	148	11,035.53	100,496.95
44	1. Provisions	149	0	0
48	2. Other expenses	150	11,035.53	10,496.95
60, 61, 63, 76, 79, 40, 41, 43, 44, 47, 48, part of 70, 72	H. SURPLUS OF OPERATING INCOME (126-127)	15	139,536.17	143,790.23
60, 61, 63, 76, 79, 40, 41, 43, 44, 47, 48, part of 70, 72	I. SURPLUS OF OPERATING EXPENSES (127-126)	152	0	0
7	J. FINANCIAL INCOME (155+160+163)	153	3.41	1.22
part 77	I. Financial income from investments	155	0	0
Part 77	II. Financial income from loans granted	160	0	0
part 77	III. Financial income from trade receivables	163	3.41	1.22
74	K. FINANCIAL EXPENSES (168+169+174)	166	5.0	9.71
part 74	I. Financial expenses from impairment and write-offs of financial investments	168	0	0
part 74	II. Financial expenses from financial liabilities	169	0	0
part 74	III. Financial expenses from business liabilities	174	5	9.71
78	L. OTHER INCOME	178	5.59	201.83
75	M. OTHER EXPENSES	181	2.41	30.75
80	N. SURPLUS INCOME (151-152+153-166+178-181)	182	139,537.76	143,952.82
80	O. EXCESS EXPENSES (152-151-153+166-178+181)	183	0	0
part 81	P. INCOME TAX	184	49.06	0
Part 81	R. DEFERRED TAXES	185	0	0
Part 81	S. NET SURPLUS OF INCOME FOR THE ACCOUNTING PERIOD (182-184-185)	186	139,488.70	143,952.8
89	Š. NET SURPLUS OF EXPENSES FOR THE ACCOUNTING PERIOD (183+184+185 or 184-182+185)	187	0	0
	*AVERAGE NUMBER OF EMPLOYEES BASED ON WORKING HOURS IN THE ACCOUNTING PERIOD (to two decimal places)	188	13.52	8.21
	NUMBER OF MONTHS OF OPERATION	189	12	12

13.3.1 Notes to the statement of income and expenses Operating income from non-economic public services

In 2025, EMUNI University generated revenue from non-economic public services in the total amount of EUR 1,538,801.92 from the following sources:

- funds from the budget of the Republic of Slovenia (MHESI) in the amount of EUR 891,666.67, or 57.95% of total income.

- revenue from various projects in the amount of EUR 498,916.83, or 32.43% of total revenue.
- membership fees received in the amount of EUR 46,500.00, or 3.02% of total revenue.
- income from tuition fees, registration fees, etc. in the amount of EUR 91,473.09, or 5.94% of total income; and
- income from subsidies, donations, sponsorships, salary refunds, and other income in the amount of EUR 10,245.33, or 0.66%.

Financial income

EMUNI University had financial income of EUR 3.41 in 2025.

Other revenue

In 2025, EMUNI University had EUR 5.59 in other revenues, which represent positive euro adjustments and positive exchange rate differences.

Cost of materials

In 2025, EMUNI University had material costs of EUR 37,543.21, or 2.68% of total expenses, which mainly represent operating costs. The rest represents office supplies, costs of newspapers and professional literature, and other materials.

Costs of services

In 2025, the institute incurred EUR 672,426.82 in service costs, or 48.06% of total expenses, namely:

- toll, parking, and transportation service costs in the amount of EUR 76,168.68.
- maintenance service costs in the amount of EUR 3,091.48.
- rental costs in the amount of EUR 54,217.60.
- business travel services (hotel services, transport services, parking fees, daily allowances) in the amount of EUR 31,560.49.
- payment transaction and insurance premium costs in the amount of EUR 3,439.31.
- intellectual services (auditing, accounting, consulting, IT, printing, proofreading) in the amount of EUR 93,439.98.
- advertising, representation, publicity, and hotel service costs in the amount of EUR 58,785.07.
- fees in the amount of EUR 170,462.03; and
- other costs in the amount of EUR 181,262.18, which represent the costs of other services such as: utility services, other services, taxes and membership fees, postal and telephone services, medical examinations and similar costs.

Labor costs

Labor costs in 2025 amounted to EUR 674,473.92 and represent 48.20% of total expenses. These consist of:

- salaries and wage compensation in the amount of EUR 514,613.85.
- pension insurance costs in the amount of EUR 44,728.97.

- other social security costs in the amount of EUR 40,592.45; and
- other labour costs in the amount of EUR 74,538.65.

Salary costs in 2025 increased significantly compared to the previous year, as the number of employees changed significantly. In 2024, there were an average of 8.21 employees, while in 2025 there were 13.52 employees.

Depreciation and amortization – depreciation and revaluation business expenses

In 2025, EMUNI University had depreciation costs of EUR 3,786.27, which represents 0.27% of total costs.

Other operating expenses

In 2025, EMUNI University had other expenses totalling EUR 11,035.53, namely fees and membership fees and expenses for student awards, representing 0.79% of total expenses.

Financial expenses

In 2025, the institution recorded financial expenses in the amount of EUR 5.00, which represents the costs of reminders and late payment interest.

Other expenses

In 2025, EMUNI University had EUR 2.41 in other expenses, namely from cent adjustments and negative exchange rate differences.

Excess of expenses over income

As can be seen from the income statement, in 2025 EMUNI University generated a surplus of income over expenses in the amount of EUR 139,537.76, income tax on activities amounted to EUR 49.06, and the net surplus of income over expenditure amounted to EUR 139,488.70. Together with the surplus of income over expenses from previous years in the amount of EUR 118,606.44, the institute had a total surplus of income over expenses of EUR 258,095.14 as of 31 December 2025.

In Piran, February 17, 2026

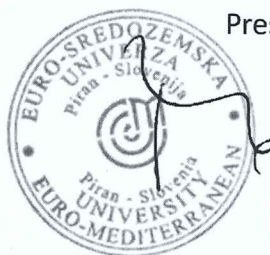
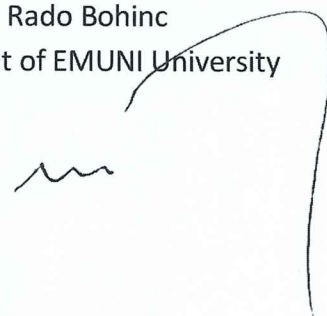
For the financial report:

Matjaž Jurčan
Konto obala d.o.o.



KANTO OBALA
d.o.o.

Prof. Dr. Rado Bohinc
President of EMUNI University

14 Attachment: Financial report for the year 2025 in table

Table 20: Revenue and expenditure report by cash flow principle for the year 2025 (By cost category and source of financing, in EUR)

No.	Category	Total	MHESI	R&D Funds	Tuition Fees	Other
	TOTAL INCOMES	1,756,723.08	950,000.00	687,281.22	64,129.79	55,312.07
	TOTAL COSTS	1,377,233.17	906,085.92	417,668.93	5,267.91	48,210.42
1.2	COST OF MATERIAL	35,873.11	33,713.31	1,519.08	38.78	601.94
1.2.1.	Utilities (electricity, elevator, heating, trash)	6,249.55	6,249.55			
1.2.4.	Cost of professional and other literature	5,754.59	5,152.65			601.94
1.2.5.	Office supplies	418.66	418.66			
1.2.6.	Other supplies / consumables + equipment	23,450.31	21,892.45	1,519.08	38.78	
1.3.	COST OF SERVICES	738,769.00	484,290.19	170,987.11	6,140.61	77,351.09
1.3.1.	Activity costs					
1.3.1.1.	Postal services, postage	1,356.15	1,356.15			
1.3.1.2.	Phone costs	3,534.08	3,534.08			
1.3.1.3.	Other activity costs					
1.3.2.	Investments and rents					
1.3.2.1.	Regular maintenance					
1.3.2.2.	Rental costs	57,941.79	40,700.23	3,167.33		14,074.23
1.3.3.	Bank account costs and insurance					
1.3.3.1.	Costs of Insurance premiums	280.71	280.71			
1.3.3.2.	Bank account costs	2,201.57	1,801.87	146.60		253.10
1.3.4.	Communality and transportation					
1.3.4.1.	Communality costs (trash)					
1.3.4.2.	Transportation services costs	39,458.78	16,524.89	2,631.07	1,105.97	19,196.85
1.3.5.	Intellectual services					
1.3.5.1.	Registration fees for events	17,543.88	17,543.88			
1.3.5.2.	Staff trainings					
1.3.5.3.	Health services	355.80	355.80			
1.3.5.4.	IT services (computer services)	23,172.09	18,589.17	4,582.92		
1.3.5.5.	Proofreading and translations	1,676.20		1,676.20		
1.3.5.6.	Accounting company costs	14,151.40	14,151.40			
1.3.6.	Business travel					
1.3.6.1.	Daily allowances	10,885.16	4,602.85	5,686.09		596.22

1.3.6.2.	Mileage	3,874.17	2,495.58	1,254.75		123.84
1.3.6.3.	Accommodation (Overnight expenses)	15,547.96	7,507.61	8,040.35		
1.3.6.4.	Costs of parking, tolls and business trips	866.95	628.75	216.20		22.00
1.3.6.5.	Other business trip costs	35,981.58	21,333.67	12,939.66		1,708.25
1.3.7.	Authorial work and single task contracts					
1.3.7.1.	Authorial work contracts (IBC and other contracts)	30,185.14	13,118.99	17,105.31	39.16	
1.3.7.2.	Single task contracts and partner payments	243,304.12	152,640.52	86,717.60	3,946.00	
1.3.8.	Other services					
1.3.8.1.	Conferences and big / major events	24,743.18	24,743.18			
1.3.8.2.	Food and conferences and big events	11,251.25	2,644.41	3,570.19	98.80	4,937.85
1.3.8.3.	Printing costs and postage	15,424.90	9,389.56	103.70		5,931.64
1.3.8.4.	Promotional expenditures / advertising	19,574.25	19,574.25			
1.3.8.5.	Administrative and other adds					
1.3.8.6.	Student work	16,953.26	16,953.26			
1.3.8.7.	Cleaning	9,049.00	9,049.00			
1.3.8.8.	Other services	11,724.35	9,229.54	2,494.81		
1.3.8.9.	Representative costs	6,438.17	5,636.59	9.08	28.00	764.50
1.3.8.10.	Work security costs					
2	AMORTISATION		3,786.27			
3	RESERVATIONS					
4	LABOUR COSTS	664,455.59	442,644.48	221,811.12		
4.1.	Salaries	316,273.00	216,365.76	99,907.24		
4.2.	Salary substitution					
4.3.	Food and transportation to work	47,149.47	22,733.32	24,416.15		
4.4.	Holiday allowance	26,549.95	17,868.27	8,681.68		
4.5.	Employer contribution (2nd gross)	274,483.17	185,677.13	88,806.05		
5	OTHER COSTS	58,854.47	14,768.37	44,996.87		
5.1.	Profit tax					
5.2.	Taxes (like Notary, VAT etc.)	4,105.93	4,016.41		89.52	
5.3.	Construction land taxes					
5.4.	Memberships	11,021.72	10,752.48	269.24		
5.5.	Scholarships	41,437.23		41,437.23		
5.6.	Bonuses to students on work practice	2,290.40		2,290.40		
5.7.	Costs of Study programmes					
	Total (net result)	375,703.64	40,127.81	269,612.29	58,861.88	7,101.65

14.1 Revenue and expenditure report by cash flow principle for the year 2025

The reported surplus in MHESI funds for the financial period from 1 January 2025 to 31 December 2025 is primarily the result of timing differences between cash inflows and related expenditures.

The financial statement reflects cash flows recorded strictly within the 2025 calendar year. However, a significant portion of expenses related to the relocation of the University to new premises — including moving services and associated operational costs — were paid in January 2026, although the obligations arose in December 2025.

In addition, December 2025 salaries for employees were also disbursed in January 2026 in accordance with standard payroll procedures. Consequently, these costs are not reflected in the 2025 cash outflows but relate to activities performed in 2025.

A similar timing effect applies to project funds. The majority of inflows from newly approved projects were received in November and December 2025, at the official start of the project implementation period. However, expenditures under these projects commenced in January 2026. In particular, the largest project (EuniCoast) received its initial payment in January 2025, while the project implementation period spans two years. Therefore, the 2025 inflow reflects advance funding for multi-year activities rather than unspent surplus.

Furthermore, remuneration for professors' reports and academic work performed during the autumn semester of 2025 was disbursed in January 2026. These payments relate to services rendered in 2025 but are not reflected in the 2025 cash-based reporting period.

Overall, the surplus observed in MHESI and project funds at year-end 2025 is attributable to the cash-based accounting cut-off and does not represent unutilised or excess funding. The funds were contractually committed and subsequently disbursed in early 2026 in accordance with project timelines, payroll cycles, and relocation-related obligations.