



Evro-sredozemska univerza | Università Euro-Mediterranea Euro-Mediterranean

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الأورومتوسطية الجامعة

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Self-Evaluation Report 2025

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Discussed by:

EMUNI Quality Assurance Commission and EMUNI Senate

Adopted by:

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1 ORGANISATIONAL CONTENT

1.1 Introduction

Since its establishment in 2008, as one of the priority projects of the Union for the Mediterranean, EMUNI has become an international institution, which gathers expert knowledge and experience of the Euro-Mediterranean countries and thus contributes significantly to the creation of a unified and integrated Euro-Mediterranean higher education and research area.

EMUNI can implement study activities within all study areas classified in accordance with the international classification ISCED (UNESCO, 1997). With regards to educational activities, EMUNI organises programmes which are accredited at the partner universities in Slovenia and other partner countries of EMUNI, as well as its own degree programmes and courses (PhD, Master's degrees, summer schools, postgraduate training, or professional upgrading diplomas). The research at the University can be conducted in any area as classified in the international classification Frascati (UNESCO, 2002). Finally, EMUNI organises interactive policy, scientific and networking events (annual conference, General Assembly meetings, project-based events...etc.) which contribute to the intercultural dialogue in the Mediterranean, science diplomacy, in addition to tackling the priority areas of the Union for the Mediterranean through its educational and research activities.

1.2 EMUNI development strategy 2019-2024

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.

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.

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.

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.

1.3 Organisational structure of EMUNI

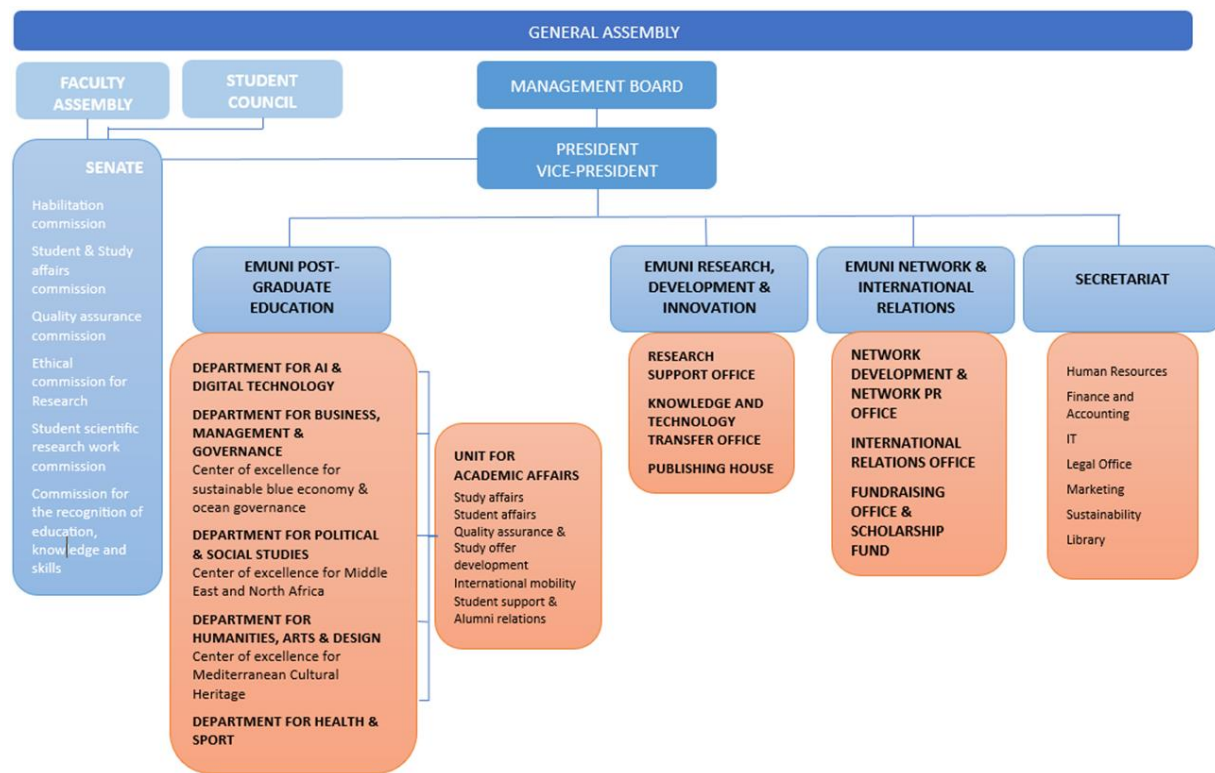


Figure 1: EMUNI Organigram

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

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

Departments:

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

- Department for Health & Sport

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

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

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

1.4 University bodies and its sessions in 2025

EMUNI has the following bodies:

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

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

General Assembly:

One of the main features of the Euro-Mediterranean University (EMUNI) is its diverse network of Higher Education and Research institutions across the two shores of the Mediterranean. The network meets in the framework of the General Assembly and the EMUNI full members.

EMUNI General Assembly is composed of all higher education, research, and other institutions and/or organisations that have applied for partnership with EMUNI and have been approved by the EMUNI Management Board.

Currently, the EMUNI General Assembly has 214 Members (42 full members, 59 associate members, 113 other members) from 34 countries in the Euro-Mediterranean Region (EU, non-EU, Middle East, and North Africa). A full list of EMUNI General Assembly members is accessible by clicking the button below:

1. Abou Bekr Belkaid University (Algeria)
2. Accademia Eraclitea (Italy)
3. Adam Mickiewicz University (Poland),
4. Agir ensemble (Morocco),
5. Al Akhawayn University in Ifrane (Morocco),
6. Al Alamein International University (Egypt),
7. Al-Bayt University (Jordan),
8. Al-Azhar University (Palestine),
9. Albanian Diplomatic Academy (Albania),
10. Alexandria University (Egypt),
11. Alma Mater Europaea – Evropski Center, Maribor (Slovenia),
12. An-Najah National University (Palestine),
13. Al-Quds University (Palestine),
14. Angela Boškin Faculty of Health Care (Slovenia),
15. Antonine University (Lebanon),
16. Arab Academy for Science, Technology & Maritime Transport (Egypt),
17. Arab American University AAUP (Palestine),
18. Aristotle University of Thessaloniki (Greece),
19. Aydin Istanbul University (Turkey),
20. Beirut Arab University (Lebanon),
21. Birzeit University (Palestine),
22. Bucharest University of Economic Studies (Romania)
23. Business Academy University (Serbia),
24. Casa Mediterraneo (Spain),
25. CIHEAM Bari – Mediterranean Agronomic Institute of Bari (Italy),
26. College of Enterprise and Administration (Poland),
27. Community of Mediterranean Universities (Italy),
28. Compostela Group of Universities (Spain),
29. Cyprus University of Technology (Cyprus),
30. Dimitrie Cantemir Christian University (Romania),
31. Diplomatic School of Armenia (Armenia),
32. Eötvös Loránd University (Hungary),
33. Eurasian Universities Union (Turkey),

34. Euro-Arabic Educational Network Zenith (France),
35. EUROMED Cities Network (France),
36. European Association of Institutions in Higher Education (Belgium),
37. European Forum at the Hebrew University of Jerusalem (Israel),
38. European Institute of the Mediterranean (Spain),
39. European University Cyprus (Cyprus),
40. Faculty of Business Administration, Kasetsart University (Thailand),
41. Faculty of design (Slovenia)
42. First Private University FON (Northern Macedonia),
43. Galala University (Egypt),
44. Galilee International Management Institute (Israel),
45. Gedik University (Turkey),
46. Geneva School of Diplomacy and International Relations (Switzerland),
47. Graduate School of Government and European Studies (Slovenia),
48. Hacettepe University (Turkey),
49. Hashemite University (Jordan),
50. Hebron University (Palestine),
51. Heliopolis University (Egypt),
52. Inkubator Sežana (Slovenia),
53. Institute of International Law and International Relations at the Faculty of Law
"Iustinianus Primus" (Northern Macedonia),
54. Institute for Education and Social Innovation (IBUGI) (Germany)
55. Interdepartmental Centre on Human Rights and the Rights of Peoples of the University of
Padua (Italy),
56. International Balkan University (North Macedonia),
57. International School for Advanced Studies (Italy),
58. International School for Social and Business Studies (Slovenia),
59. International Telematic University (Italy),
60. International University of Languages and Media (Italy),
61. Inter-University Centre Dubrovnik (Croatia),
62. Islamic University of Gaza (Palestine),
63. Istituto di Studi sulle Società del Mediterraneo (Italy),

64. Italian Network for the Euro-Mediterranean Dialogue (Italy),
65. Izmir University of Economics (Turkey),
66. Jagiellonian University (Poland),
67. Jagiellonian University in Krakow – Institute of the Middle East and Far East Studies (Poland),
68. Kadir Has University (Turkey),
69. Kavala Institute of Technology (Greece),
70. Klaipėda University (Lithuania),
71. Lebanese International University (Lebanon),
72. Lisbon University Institute (Portugal),
73. Marie Curie Skłodowska University (Poland, EU),
74. Mediterranean University of Albania (Albania),
75. Middle East Technical University (Turkey),
76. Modern University for Business & Science (Lebanon),
77. Mohammed V University (Morocco),
78. Mykolas Romeris University (Lithuania),
79. National Institute of Oceanography and Applied Geophysics (Italy),
80. National Water Research Centre (Egypt),
81. Network of the Mediterranean Universities for Sustainable Development focusing on Education for Sustainable Development (Greece),
82. Open University of Catalonia (Spain),
83. Pan-European University (Slovakia),
84. Pegaso International (Malta),
85. Pharos University in Alexandria (Egypt),
86. Philadelphia University (Jordan),
87. Princess Sumaya University for Technology (Jordan),
88. Réseau Méditerranéen des Ecoles d'Ingénieurs (France),
89. Roma Tre University (Italy),
90. Saint Joseph University (Lebanon),
91. School of Advanced Social Studies in Nova Gorica (Slovenia),
92. Science and Research Centre Koper (Slovenia),
93. Sciences Po Lille (France),

94. Scientific Research Centre (Slovenia),
95. SEDEIC Consortium (Malta),
96. Sofia University St. Kliment Ohridski (Bulgaria),
97. South East European University (Northern Macedonia),
98. Tel-Aviv Academic college of Engineering (Israel),
99. Mediterranean Network of Student Representatives (Malta),
100. Transition Studies World Research Network (Italy),
101. UBI Business School. Brussels (Belgium),
102. Universidad de Granada (Spain),
103. Università degli Studi di Bari Aldo Moro (Italy),
104. Universitat Autònoma de Barcelona (Spain),
105. Universitat Internacional de Catalunya (Spain),
106. University Fernando Pessoa (Portugal),
107. University for Business and Technology – UBT (Kosovo),
108. University for foreigners of Perugia (Italy),
109. University Hassan 1er (Morocco),
110. University Jean Monnet (France),
111. University Mediterranean Podgorica (Montenegro),
112. University Montpellier (France),
113. University of Agricultural Sciences and Veterinary Medicine (Romania),
114. University of Avignon (France),
115. University of Catania (Italy),
116. University of Cyprus (Cyprus),
117. University of Foggia (Italy),
118. University of Girona (Spain),
119. University of Haifa (Israel),
120. University of Jordan (Jordan),
121. University of Lisbon (Portugal),
122. University of Macerata (Italy),
123. University of Maribor (Slovenia),
124. University of Murcia (Spain),
125. University of Napoli L'Orientale (Italy),

126. University of Nice Sophia Antipolis (France),
127. University of Palermo (Italy),
128. University of Palestine (Palestine),
129. University of Pavia (Italy),
130. University of Pécs (Hungary),
131. University of Prešov (Slovakia),
132. University of Primorska (Slovenia),
133. University of Rijeka, Faculty of Economics and Business (Croatia)
134. University of Sarajevo (Bosnia and Herzegovina),
135. University of Siena (Italy),
136. University of Sousse (Tunisia),
137. University of Szeged (Hungary),
138. University of the Aegean (Greece),
139. University of the Algarve (Portugal),
140. University of Trieste (Italy),
141. University of Tunis (Tunisia),
142. University of Udine (Italy),
143. University of Urbino “Carlo Bo” (Italy),
144. University of Zadar (Croatia),
145. Pegaso Online University (Italy),
146. Universum University College (Kosovo),
147. Varna Free University (Bulgaria),
148. Virtual University of Tunis (Tunisia),
149. Western Galilee College (Israel),
150. Zefat Academic College (Israel),
151. University of New York Tirana (Albania).

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

Table 1: Chairing of the GA

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	×	×
2013 ¹	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	×
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 ²	135	34	×	×
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. 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

¹ 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 held on 11 February 2015.

In 2016 the General Assembly was held on 11 May 2016.

In 2017 the General Assembly was held on 5 April 2017.

In 2018 the General Assembly was held on 20 June 2018.

In 2019 the General Assembly was held on 11 April 2019.

In 2020 the General Assembly was postponed due to COVID-19.

In 2021 the General Assembly was held on 14 September 2021.

In 2022 the General Assembly was held on 15 September 2022.

In 2023 the General Assembly was held 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.

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

The Management Board is the university's highest authority, and its mandate is to safeguard EMUNI interests as a research, network and educational institution. Among other things, the Management Board determines the frameworks for the university's organisation, and, together with EMUNI President and Senate, sets long-term goals for its activities and development. It is constituted of 13 members – appointed for 4 years – representing different countries.

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. Mr. Jernej Širok, Slovenia (representative of Slovenian Government)
12. Ms. Lina Kaldana, Slovenia (representative of EMUNI employees)
13. Ms Tasneem Dar Yousef, Palestine (representative of EMUNI students)

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

By ensuring the representatives of the partner institutions, in particular the Union for the Mediterranean, EMUNI University is pursuing its mission of a close alignment with the regional priorities.

The EMUNI Senate is regarded as the highest expert academic body of the university, responsible for overseeing all academic matters including the approval of new courses and the

supervision and discipline of students. The EMUNI Senate consists of 19 members elected every 4 years and represented by: the President of the university, representatives of the EMUNI Management Board and appointed senators, in addition to the representatives of EMUNI students. The composition of the Senate takes into consideration study areas and academic disciplines, as well as guarantees the representation of all members of the Union for the Mediterranean, thus realising the mission of the university.

EMUNI Senate members are:

1. Prof. Dr. Rado Bohinc, EMUNI University (President), Slovenia (chairperson)
2. Prof. Dr. Dušan Lesjak, International School for Social and Business Studies, Slovenia
3. Prof. Dr. Luigia Melillo, Pegaso International, Malta
4. Prof. Dr. Rosario Sinatra, University of Catania, Italy
5. Prof. Dr. Alaa Abdelwahed Abdelbary, Arab Academy for Science, Technology and Maritime Transport, Egypt
6. Prof. Dr. Rony Darazi, Antonine University, Lebanon
7. Prof. Dr. Jaka Vadnjal, EMUNI University, Slovenia
8. Assoc. Prof. Dr. Karim Moustaghfir, Al Akhawayn University in Ifrane, Morocco
9. Prof. Dr. Mouin Hamze, Lebanon
10. Prof. Dr. Maria Cristina Pedicchio, OGS, Italy
11. Prof. Dr. Lola Bañón Castellón, University of Valencia, Spain
12. Asst. Prof. Dr. Saša Pišot, ZRS Koper, Slovenia
13. Prof. DDr. Edvar Kolar, ZRS Koper, Slovenia
14. Prof. Dr. Mounir Ghribi, EMUNI University, Slovenia
15. Luca De Cerreto, lector, University Carlo Bo Urbino, Italy
16. Dr. Dorsaf BenMalek, Virtual University of Tunis, Tunisia
17. Moataz Samir Abdelhamid Elissawy, EMUNI Student, Egypt
18. Yazan Odeh, EMUNI Student, Palestine
19. Moayad Hudhud, EMUNI Student, Syria

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

President: EMUNI's President was appointed for term during the 64th Management Board session in January 2024. This term runs from April 2, 2024, until April 1, 2029. The President is the representative of the management and expert bodies and legal representative of the EMUNI University.

Academic Assembly

The Academic Assembly of EMUNI is composed of all staff members who are engaged in teaching or research at the University, whether through an employment contract or another formal contractual arrangement. Membership is automatic for all eligible staff, and the administration maintains the official list of members.

The Academic Assembly elects five representatives to the EMUNI Senate, including its own President, who serves as an ex officio Senate member. Its responsibilities, working methods and term of office are further defined in its Rules of Procedure.

Academic Assembly members

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 Vadnjal	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 Mirazchiyzi	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

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 for changes of the existing rules and proposals for new rules in the field of education,
- Discussing the proposals by the Students Council of EMUNI University,
- Dealing with issues relating to the enrolment in EMUNI University, adopting decisions on the recognition of foreign education and recognition of previously acquired knowledge and skills,
- Dealing with other tasks in accordance with the Statute, Rules of Procedure of the Senate, and other documents of EMUNI University.

Members of the CSSA are:

1. Prof. Dr. Karim Moustaghfir, Morocco
2. Prof. Dr. Jaka Vadnjal, Slovenia
3. Prof. Dr. Rony Darazi, Lebanon
4. Prof. Dr. Rosario Sinatra, Italy
5. Ibrahim Sorani, Syria, EMUNI University (student), Syria

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 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 Vadnjal, Emuni University, Slovenia

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 quality monitoring, assessing, and assuring of the University as a whole and of its study programmes, research, artistic and professional activities.
- Examination and evaluation of the proposals of 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 are:

1. Prof. Dr. Hassan Nadir Kheirallah, Egypt (Chairperson)
2. Prof. Dr. Joseph Shevel, Israel
3. Prof. Dr. Nada Trunk Širca, Slovenia
4. Karen Gladović, Representative of EMUNI employees, Slovenia
5. Moayad Hudhud,, EMUNI University (student), Syria

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:

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

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:

- Prof. Dr. Khaled Sartawi
- Prof. Dr. Jaka Vadjal
- Prof. Dr. Lola Banon
- Asst. Gal Pastirk

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

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 are:

- Prof. Dr. Jaka Vadnjal
- Prof. Dr. Saša Pišot
- Student representative Yazan Odeh

Students' Council

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 Student council also appointed their representatives in the EMUNI governing bodies:

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

EMUNI legal representatives 2008-

1. Joseph Mifsud (President): 26 November 2008 - 31 August 2012.
2. Laris Gaiser (Acting President): 1 September 2012 - 31 March 2013.
3. Prof. Dr. Dušan Lesjak (Acting President): 1 April 2013 - 31 January 2014.
4. Prof. Dr. Abdelhamid El-Zoheiry (President): 1 February 2014 - 1 February 2019.
5. Prof. Dr. Abdelhamid El-Zoheiry (President): 2 February 2019 - 1 February 2024.
6. Prof. Dr. Abdelhamid El-Zoheiry (President): 1 February 2024 - 1 April 2024.
7. Prof. Dr. Rado Bohinc (President): 2 April 2024 - 1 April 2029.

Sessions of the EMUNI Bodies in 2025:

In 2025, we organised five (5) sessions of the Management Board (in February, April, June, August and October) and four (4) sessions of the Senate (in February, June, September and October). The General Assembly session was organised in June 2025.

1.5 Provision of operating conditions

Personnel

As of December 31, 2025, EMUNI employed 18 staff members, equivalent to 14.4 full-time equivalents (FTEs). The 2025 staffing plan projected an increase in the number of employees and contractual collaborators to support the implementation and expansion of EMUNI's educational activities. The purpose of this increase was to enable the institute to achieve its strategic objectives. Looking ahead, EMUNI plans to further strengthen its academic and research capacity. In 2026, the University aims to recruit at least two additional researchers and higher education teachers, reaching 17 FTE, supporting the development of new study programmes, expanding the research portfolio, and enhancing the overall academic offer.

Table 2: List of employees by job position and organisation unit

Departments	31 DEC 2025 (FTE)	Financed by
University Leadership	1	MHESI (MVZI)
Secretariat	4.6	MHESI (MVZI)
Department for Research, Development Projects, and Innovation	3.9	R&D Funds
Department of Higher Education	4	MHESI (MVZI)/Tuition fees
Department for the EMUNI Network	0.9	MHESI (MVZI)/Network fees

Table 3: List of other contractors

Job Position / Field of work	Area	Type of Contract	Source of Financing 2023
Project Experts	FIsHaqu, Med2IaH, OERCodex	Authorial work contract, Business Cooperation Contracts	Project Funding

Other experts	Marketing manager	Business Cooperation Contracts	Projects Funding
Lecturers	Study programmes	Authorial work contract	Tuition fees, MESS
External experts	IT	Authorial work contract	Projects Funding

Financing

In determining the revenues and the expenditures of the accounting period, EMUNI University applied the accrual principle of accounting in line with the Slovenian Accounting Principles. All Statement of revenues and expenditures with the accrual principle are available on our webpage: <https://emuni.si/about-emuni/documents/>

Financing - Structure of revenues for the past three (3) years by source of financing, by Cash Flow Method (in EUR)

In determining the revenues of the calendar period, EMUNI University keeps records based on accrual principle of accounting and on the Method "Cash Flow", as follows:

Table 4: Structure of revenues for the past three (3) years by source of financing, by Cash Flow Method (in EUR)

c	Year 2025	Year 2024	Year 2023	Index Act. 2025 / Act. 2024	Index Act. 2025 / Act. 2023
Public Finances	1,637,281.22	942,891.29	692,352.18	173.63	236.50
MHESI	950,000.00	700,000.00	340,000.00	135.71	279.41
Other funds-projects from the EU budget	687,281.22	242,891.29	352,352.18	282.98	195.05
Other sources	55,312.07	62,335.97	67,447.66	88.74	81.99
Sales of goods and services on the market (Tuition fees)	64,129.79	9,120.00	1,871.20	703.18	3,426.59
TOTAL AMOUNT	1,756,723.08	1,014,347.26	761,671.04	173.19	230.65

In 2025, EMUNI University generated €1,756,723.08 in revenues from public finances (MHESI and EU/R&D projects), tuition fees, and other sources of financing. This represents a significant increase of €742,375.82 compared to 2024, demonstrating substantial institutional growth and an expanded scope of academic and research activities.

The table illustrates the inflows over the past three years by source of funds. The largest share of 2025 revenues came from MHESI funding (€950,000.00) and EU/R&D project funds (€687,281.22), while tuition fees (€64,129.79) and other sources (€55,312.07) represented a smaller but increasingly important component of the overall income structure. Notably, EU/R&D project revenues nearly tripled compared to 2024, reflecting EMUNI's strengthened project portfolio and improved success rate in acquiring competitive international funding.

When analyzing MHESI funds from 2023 to 2025, we observe a gradual and continuous increase — from €340,000.00 in 2023 to €700,000.00 in 2024 and further to €950,000.00 in 2025. This trend indicates enhanced institutional support and recognition of EMUNI's expanded operational and strategic role.

The calculated indices demonstrate a marked improvement in income diversification in 2025 compared to both 2023 and 2024. Although MHESI remains the single largest funding source, the substantial growth in EU/R&D revenues contributes to a more balanced and resilient financing structure. It is important to underline that EU project payments are frequently received in advance or in instalments and are allocated across multi-year implementation periods. Consequently, cash flow reporting for a single calendar year does not necessarily correspond to the full execution of project activities within that same year.

One of EMUNI's key strategic objectives continues to be the gradual reduction of structural dependence on a single public financing source while strengthening the portfolio of EU and R&D projects and expanding partnerships across the Euro-Mediterranean region. The 2025 results confirm significant progress in this direction and reinforce EMUNI's position as an active research and higher education institution within the region.

At the same time, EMUNI recognises continued development potential in tuition fee revenues. Although tuition income increased substantially in 2025 compared to previous years (€64,129.79 compared to €9,120.00 in 2024), it still represents a relatively modest share of total revenues. Further strengthening of student recruitment, expansion of accredited study programmes, and enhanced international visibility remain strategic priorities to ensure long-term financial sustainability and greater revenue diversification.

Table 5: Structure of the Total expenditures/outgoings for the year 2023 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2023	TOTAL	MHESI funds	EU funds	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
TOTAL INCOMES	761,671.04	340,000.00	352,352.18	69,318.86
TOTAL COSTS	909,581.77	340,000.00	522,737.87	46,843.90
- COST OF MATERIAL	9,772.58	9,100.00	672.58	-
- COST OF SERVICES	549,133.20	120,540.00	383,319.11	45,274.09
a. Activity costs	7,712.64	5,189.04	2,523.60	-
b. Investments and rents	37,890.68	25,200.00	7,928.63	-
c. Bank account and Insurance	10,283.09	1,200.00	3,508.49	5,574.60
d. Communality and transportation	44,777.44	4,240.00	25,000.00	-
e. Intellectual service	71,205.16	15,210.96	55,994.20	-
f. Business travel	17,729.24	11,200.00	3,879.24	-
g. Authorial work, Single task contract and Project partner's payments • Authorial work contracts • Partner payments	319,021.71 14,807.87 304,213.84	48,000.00 14,807 33,192	271,021.71 0 271,021.71	-
h. Other services	40,513.24	10,300.00	13,463.24	16,750.00
- LABOUR COSTS	344,708.98	210,360.00	134,348.98	
- OTHER COSTS	1,569.81			

- In the year 2023, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 761,671.04.

- MHESI sources 300.000,00 EUR + 40.000,00 EUR (Innovation Camp competition) (44,6%)
- EU sources 641.382,50 EUR (46,2%)
- Other sources 43.719,33 EUR (9,2%)

55,4% of the funds we received from the EU, Tuition fees and other sources, the remaining 44,6% of the funds came from MHESI sources.

The funds were mainly used to cover the Labour costs (61,87%), Costs of Services (35,45%) and the remaining was distributed between Costs of material and Other Costs (2,68%).

Table 6: Structure of the Total expenditures/outgoings for the year 2024 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2024	TOTAL	MHESI funds	EU funds	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
TOTAL INCOMES	1.014.347,26	700.000,00	242.891,29	71.455,97
TOTAL COSTS	1.029.353,51	700.000,01	258.409,12	70.944,39
- COST OF MATERIAL	11.849,76	11.786,35	63,41	0,00
- COST OF SERVICES	438.506,13	158.222,43	215.671,88	64.611,82
a. Activity costs	3.753,44	3.753,44		0,00
b. Investments and rents	47.207,87	33.062,07	4.763,85	9.381,95
c. Bank account and Insurance	4.582,64	3.709,12	777,50	96,02
d. Communality and transportation	15.279,74	3.027,07	3.286,53	8.966,14
e. Intellectual service	40.197,97	38.679,02	1.346,95	172,00
f. Business travel	55.717,51	7.714,21	19.492,29	28.511,01
g. Authorial work, Single task contract and Project partner's payments	202.593,00	27.879,35	173.184,65	1.529,00
• Authorial work contracts	8.325,74	2.950,09	5.375,65	0,00
• Partner payments	194.267,26	24.929,26	167.809,00	1.529,00
h. Other services	69.173,96	40.398,15	12.820,11	15.955,70
- LABOUR COSTS	544.412,26	521.633,26	20.279,01	2.500,00
- OTHER COSTS	34.585,36	8.357,97	22.394,82	3.832,57

- In the year 2024, based on the Cash Flow Method, the Total Incomes amounted to EUR 1,014,347.26.

- MHESI sources: EUR 700,000.00 (69.0%)
- EU sources: EUR 242,891.29 (24.0%)
- Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.): EUR 71,455.97 (7.0%)

69.0% of the funds were received from MHESI, while the remaining 31.0% came from EU sources, Tuition fees, and other sources.

The funds were primarily allocated to cover Labour costs: EUR 544,412.26 (52.9%), Costs of services: EUR 438,506.13 (42.6%), Other costs: EUR 34,585.36 (3.4%) and Costs of material: EUR 11,849.76 (1.1%).

Table 7: Structure of the Total expenditures/outgoings for the year 2025 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2024	TOTAL	MHESI funds	EU funds	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
TOTAL INCOMES	1,756,723.08	950,000.00	687,281.22	119,441.86
TOTAL COSTS	1,377,233.17	906,085.92	417,668.93	53,478.32
- COST OF MATERIAL	35,873.11	33,713.31	1,519.08	640.72
- COST OF SERVICES	738,769.00	484,290.19	170,987.11	83,491.70
a. Activity costs	4,890.23	4,890.23	0.00	0.00
b. Investments and rents	57,941.79	40,700.23	3,167.33	14,074.23
c. Bank account and Insurance	2,482.28	2,082.58	146.60	253.10
d. Communality and transportation	39,458.78	16,524.89	2,631.07	20,302.82
e. Intellectual service	56,899.37	50,640.25	6,259.12	0.00
f. Business travel	67,155.82	36,568.46	28,136.05	2,451.31
g. Authorial work, Single task contract and Project partner's payments	273,489.26	165,759.51	103,822.91	3,906.84
• Authorial work contracts	30,185.14	13,118.99	17,105.31	39.16
• Partner payments	243,304.12	152,640.52	86,717.60	3,867.68
h. Other services	236,451.47	166,124.04	26,824.03	43,503.40
- LABOUR COSTS	664,455.59	442,644.48	221,811.12	0.00
- OTHER COSTS	58,854.47	14,768.37	44,086.10	0.00

- In the year 2025, based on the Cash Flow Method, the Total Incomes amounted to EUR 1,756,723.08.

- MHESI sources: EUR 950,000.00 (54.1%)
- EU sources: EUR 687,281.22 (39.1%)
- Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.): EUR 119,441.86 (6.8%)

54.1% of the funds were received from MHESI, while the remaining 45.9% came from EU sources, Tuition fees, and other sources.

The funds were primarily allocated to cover Labour costs: EUR 664,455.59 (48.2%), Costs of services: EUR 738,769.00 (53.6%), Other costs: EUR 58,854.47 (4.3%) and Costs of material: EUR 35,873.11 (2.6%).

n the year 2025, based on the Cash Flow Method, the Total Incomes amounted to EUR 1,756,723.08.

- MHESI sources: EUR 950,000.00 (54.1%)
- EU / R&D sources: EUR 687,281.22 (39.1%)
- Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.): EUR 119,441.86 (6.8%)

54.1% of the funds were received from MHESI, while the remaining 45.9% came from EU/R&D sources, Tuition fees, and other sources. Compared to previous years, this reflects a significantly more balanced financing structure, particularly due to the strong growth in R&D project funding.

The funds were primarily allocated to cover:

- Labour costs: EUR 664,455.59 (48.2%)
- Costs of services: EUR 738,769.00 (53.6%)
- Costs of material: EUR 35,873.11 (2.6%)
- Other costs: EUR 58,854.47 (4.3%)

The higher share of service-related expenditures reflects increased project implementation activities, partner payments, academic services, conferences, travel, and institutional expansion (including infrastructure upgrades and relocation-related services).

The structure of labour costs indicates continued strengthening of institutional capacity, while the growth in project-related service costs corresponds directly to the expansion of EU/R&D-funded activities during the year.

As seen from the above table, in 2025 the EMUNI University generated a positive net cash-flow result. However, this result should be interpreted in light of timing differences between inflows and outflows, particularly advance project payments received at the end of the year and certain obligations (including December-related expenditures) settled in early 2026.

Overall, the 2025 expenditure structure reflects institutional growth, strengthened project activity, improved infrastructure, and expanded academic operations, while maintaining a diversified and increasingly balanced funding framework.

Legend:

COST OF MATERIAL includes utilities (electricity), cost of professional and other literature, office supplies, other supplies.

COST OF SERVICE includes

- A. ACTIVITY COSTS: postal service, landline and mobile phones, other activity costs
- B. INVESTMENTS AND RENTS: regular maintenance and rental costs
- C. BANK ACCOUNT COSTS AND INSURANCE: cost of insurance premiums, bank accounts costs
- D. COMMUNALITY AND TRANSPORTATION: communality costs and transportation services costs
- E. INTELLECTUAL SERVICES: registration fees for events, staff training, health service, IT services, accounting company costs
- F. BUSINESS TRAVEL: daily allowances, mileage, accommodations, costs of parking, tolls, other business costs
- G. AUTHORIAL WORK AND SINGLE CONTRACTS: Authorial work and Single task contracts, partner payments
- H. OTHER SERVICES: conference and other big events, food and beverage, printing costs, promotional material and advertising, administrative and other work, students work, cleaning, representative costs, and other services

LABOUR COSTS includes: Gross Salaries, Salary substitution, food and transportation to work costs, holiday allowance, Employer contribution (2nd Gross)

OTHER COSTS includes: Taxes, costs of Study programmes, etc.

Library and ICT activities

IN 2025 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.

Premises and equipment

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 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.

1.6 Public engagement and societal cooperation

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 2024/2025, 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 in advance, 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 2024/2025 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 2024/2025, the EMUNI Facebook page reached 5,550 followers (www.facebook.com/emuni.university).

The EMUNI LinkedIn page in 2024/2025 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.

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.

In 2024/2025, EMUNI produced the following electronic promotional publications:

- 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.

1.7 Quality assessment and assurance

In 2020, a new Quality Manual was prepared and discussed at the Quality Assurance Commission session on 9 February 2021. The Quality Assurance Manual of the EMUNI University determines the quality system and quality assurance procedures and instruments at the Euro-Mediterranean University. It also inspires policies and procedures that ensure and enhance the quality of the university's activities and the effectiveness of its operations. The Quality Manual is relevant to academic and non-academic staff as well as for students. With its statement of essential principles, the Manual represents a policy implementation handbook, and it is both a regulatory and an advisory document. The purpose of the Quality Assurance Manual is to establish appropriate procedures and instruments for quality monitoring and assurance, and to ensure the participation and cooperation of all stakeholders involved in EMUNI's operations as well as quality assurance process. The Quality Assurance Manual determines data collection methods and record keeping in the areas crucial for EMUNI. Continuous and systematic monitoring of these areas is functional to identify strengths and

weaknesses in its operations, which subsequently serve as a stepping stone for further improvement.

Quality of the educational activities are monitored and analysed prior, during and after implementation. The latter assessment is carried out by integrating feedback on the activities from students and teachers. (In the process of planning), during (in the process of implementation) and after (with the feedback from students and teachers) the activities.

Following deliberation with members of the Quality Assurance Commission concrete actions to improve quality assurance were proposed and have been implemented.

The EMUNI Quality Assurance Commission is one of the EMUNI Senate commissions in charge of monitoring and assuring the quality of the EMUNI's activities. Its competencies feature education, research, and student affairs. In line with Article 22 of the Statute of EMUNI University, the Quality Assurance Commission must be appointed by the Senate of EMUNI University for a 4-year term.

Students' and Higher Education Teachers' workload and satisfaction are monitored through the processing of the evaluation questionnaires, which are submitted on a yearly basis, and through focus group meetings, when necessary.

The Quality assurance report on education, includes, along with the analysis of questionnaires for the academic year 2024/25, a report on students' and teachers' evaluations of each individual course. In addition, it also reflects the organisational support given by EMUNI staff before, during and after the implemented activities; the compliance between course objectives and the performed teaching and learning outcomes; students' satisfaction with course delivery and teacher's work, as well as with the online platform. Finally, the report features the students' subjective evaluation on the workload needed to pass the exams as well as suggestions for improvements addressed to the teachers.

The data received from the evaluation questionnaire acts as the basis and guideline for planning, implementation, and improvement of further education activities at EMUNI University. As the evaluations are done at the end of each course or study period, the results are taken into consideration for the planning of the following academic period.

In 2025, in addition to individual assessment/conversation between the EMUNI President and the EMUNI employees, also an anonymous evaluation questionnaire on satisfaction was performed. The results are shown in the Quality assurance report on education with the analysis of questionnaires.

2 EDUCATION

2.1 Study programmes in implementation

One of the main activities of the EMUNI University is education at the postgraduate level. This entails an organisation-wide commitment to the optimization of the study activities to attract new students and fill enrolment places; the management of the enrolment process; the implementation of study programmes and support for students and higher education teachers; the continuous improvement of existing study programmes; the development of new programmes. In the continuation of the report, we present the study programmes, their organisation and implementation, enrolment analysis, student performance and their mobility. Data for the academic year 2024/2025 are being discussed and in the provided figures even longitudinal data from previous academic years are presented and enrolment numbers for the upcoming academic year.

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

Figure 4: 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

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.

Figure 5: Number of applicants, admitted and enrolled in 2024/2025

Study programme	number of slots	Total applicants	Total admitted	Total enrolled
IBC	30	19	16	4
KHP	30	8	6	3
TOTAL	60	27	22	7

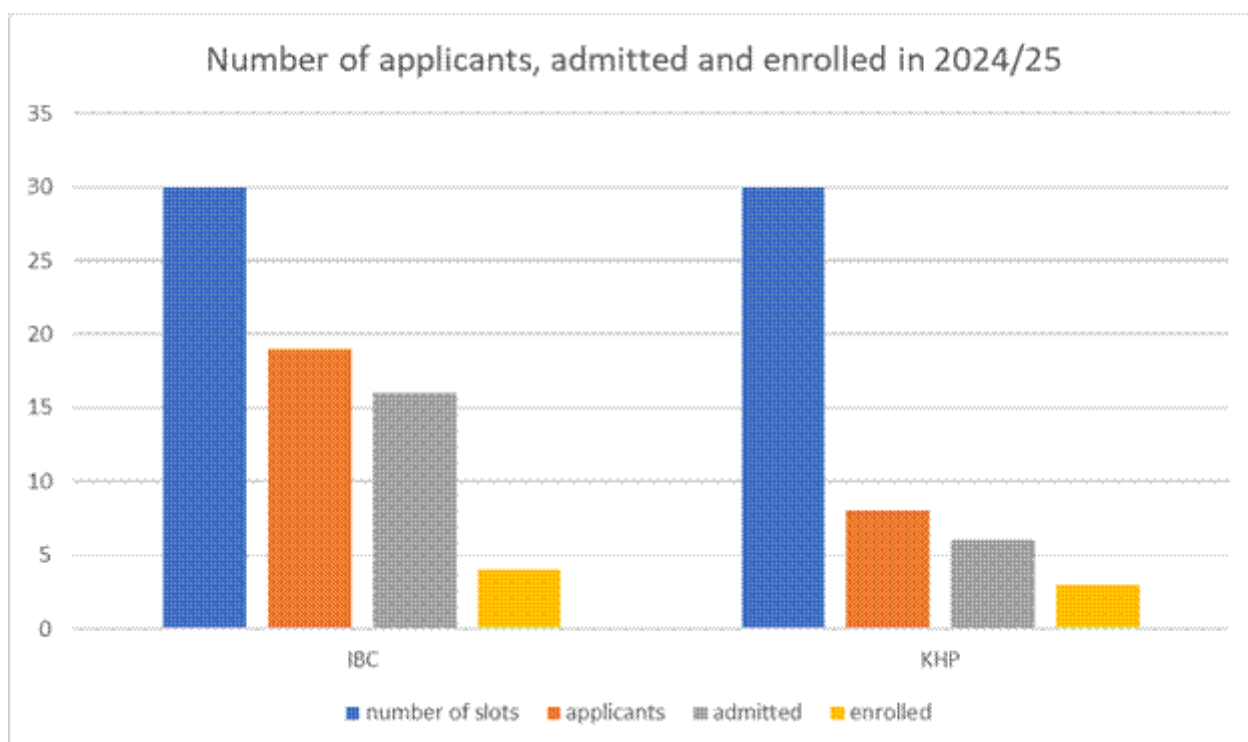
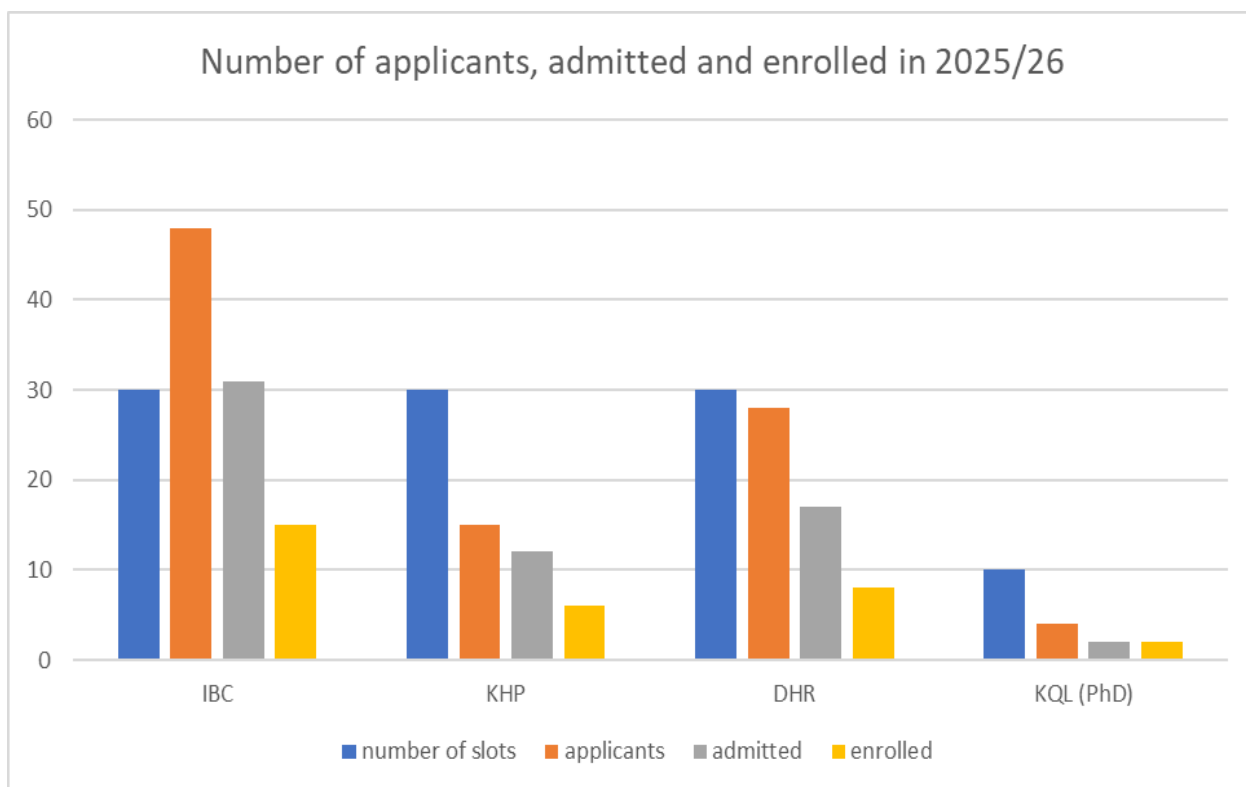


Figure 6: Number of applicants, admitted and enrolled in 2025/2026

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



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.

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

Implementation and enrolment

In the academic year 2024/2025, the first cohort of students was enrolled in the programme (1st year of study). Although the targeted minimum enrolment of 10 students was not achieved, the decision was made to launch the programme, with minor adjustments to the delivery of contact hours. 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 of 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.

Master's study programme Intercultural Business Communication (IBC)

Implementation and enrolment

In the academic year 2024/2025, four students enrolled in the first year of study and three students enrolled in the second year. During the year, three students from the first-year cohort withdrew for various reasons, resulting in one remaining student in the first year. Overall, student enrolment in 2024/2025 remained low and below a satisfactory level.

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 in South Mediterranean countries.

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.

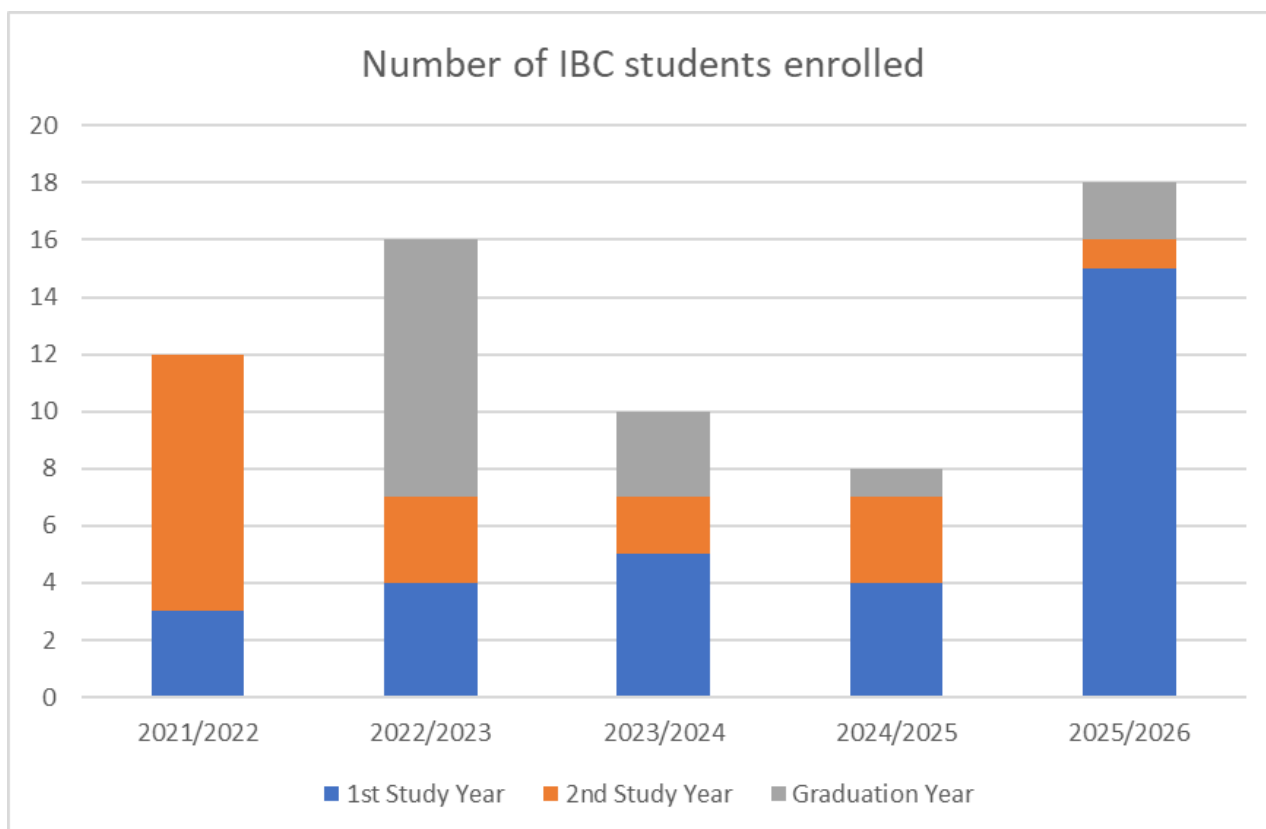
Figure 7: number of enrolled students in the IBC programme over the period five years

	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 8: number of enrolled students in the KHP programme

	2024/2025	2025/2026
1. year	3	6
2. year	/	3
Graduate year	/	/

Total	3	9
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Quality Assurance of Programme Implementation

Due to the continued 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.

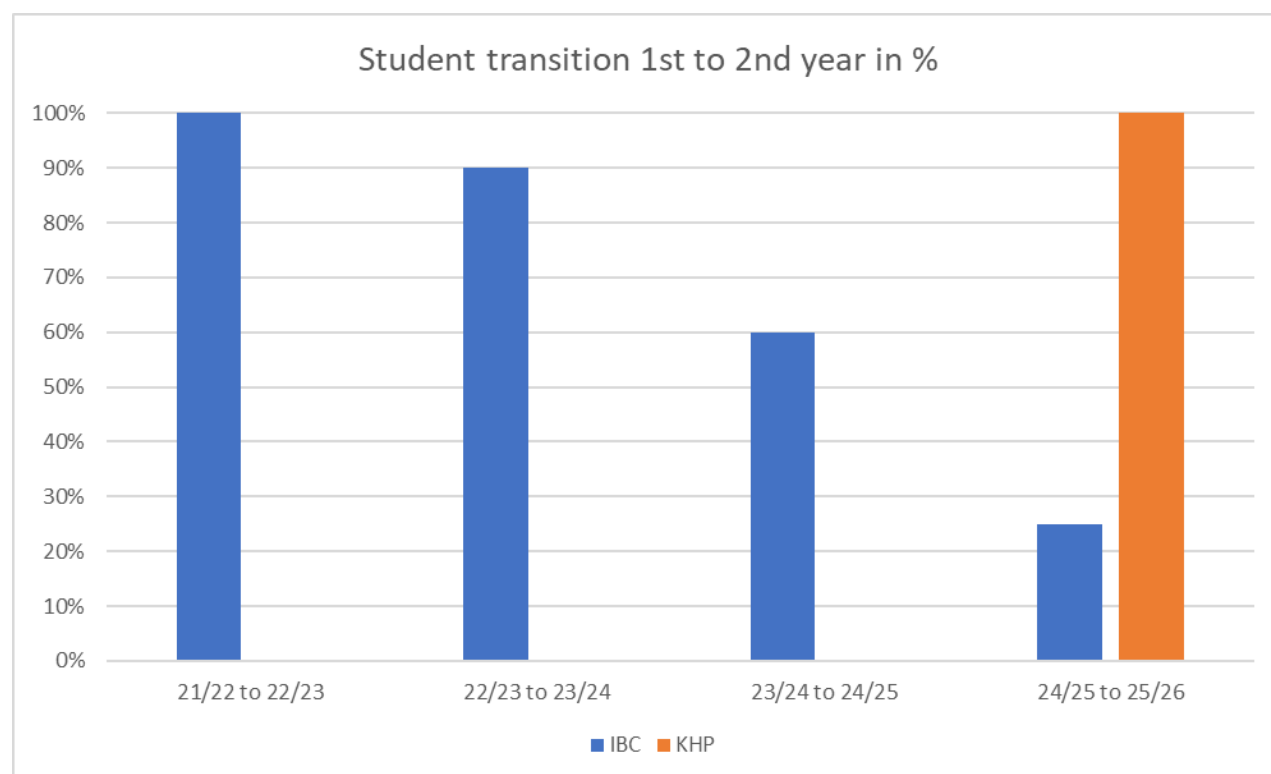
Students' Transition Between Study Years and Re-Enrolment

Student progression from the first to the second year of study is presented in the table below. The table shows the percentage of students advancing from the first to the second year, calculated based on first-year enrolment.

In the academic year 2024/2025, three out of five students enrolled in the IBC programme in 2023/2024 progressed to the second year. Progression from the academic year 2024/2025 to 2025/2026 was achieved by one out of four students enrolled in the first year of the IBC programme. In contrast, all students enrolled in the KHP programme successfully progressed to the second year.

Table 8: percentage of students advancing from 1st to 2nd study year for the Master's study programmes.

1st to 2nd year	2021/22 to 22/23	2022/23 2023/24	to 2023/24 2024/25	to 2024/25 2025/26
IBC	100%	90%	60%	25%
KHP	/	/	/	100%



Success in Performing Exams

Success in performing the exams was measured by the average grade of all exams taken by all cohorts of students enrolled in the 1st, 2nd for the last two years, which is shown in Figure 9 and with the average grade for each course for the Academic year 2024/2025 (Table 9). Data shows that the average grade at the exams in the Academic Year 2024/2025 was slightly lower than the year before. It must be noted that only one student was actively studying in the 1st year of the IBC programme in 2024/25 and the cohorts in all academic years are very small.

Table 9: Average grade per cohort

Academic year	IBC 1st year	IBC 2nd year	KHP 1st year
2021/2022	9,23	8,89	/
2022/2023	8,24	8,75	/
2023/2024	8,72	9,25	/
2024/2025	8,53	9,07	8,54

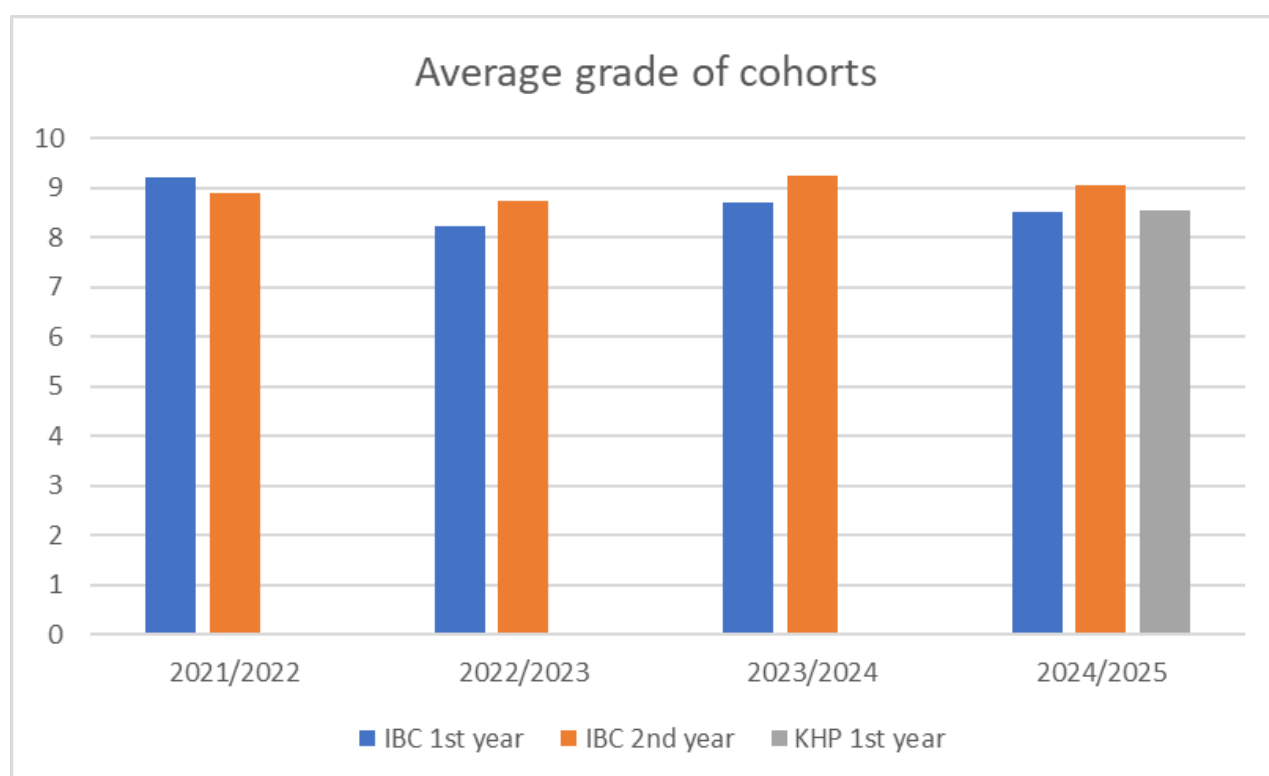


Figure 9: Average Grade for two Academic Year per cohorts.

The average grades for each course are relatively high spanning from 7 (good) to 10 (excellent) which shows highly motivated students with a good bachelor degree background.

Table 10: Average grade per course in the Academic year 2024/2025.

Course name	Average	Number of grades
IBC Academic Writing Skills and Basic Research	9	1
IBC English Culture	9	1
IBC English Language I	10	1
IBC English Language II	9,67	3
IBC French Culture	7	1
IBC French Language I	7	1
IBC French Language II	7,33	3
IBC History of the global socio-economic processes	8,75	4
IBC Intercultural Negotiations	9,6	5
IBC Internet Marketing	9,2	5
IBC Italian Language II	7	2
KHP Advanced applied kinesiology	9	3
KHP Exercise physiology	7	3
KHP Human movement analysis	7,5	2
KHP Outdoor Physical Activity	8,5	2
KHP Pathophysiology of non-communicable diseases	8,67	3
KHP Physical activity in everyday life (social issues)	8,67	3
KHP Research methods and epidemiology	8	3
KHP Sport and exercise psychology	9,33	3
KHP Sport and physical activity related traumatology	10	3
KHP Sport nutrition	8,33	3

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.

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

2.2 Study programmes under development

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 management decided to withdraw the applications for two master's programmes (Sports Management and Comparative Business Law) due to an unfavourable accreditation assessment. The Comparative Business Law programme was fully revised, reorganised, and renamed Business and Digital Law, while the Sports Management programme was also revised. Both proposals were resubmitted for accreditation in July 2025. The accreditation process is currently ongoing, with the final decision expected in March 2026.

In addition, the PhD proposal in Comparative Corporate Governance was revised and is planned for resubmission for accreditation in 2026.

In 2025, four additional programme proposals were prepared and submitted for accreditation:

- 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 in Traditions of Knowledge across the Mediterranean
- PhD in Intercultural Studies and Social Resilience

Some of the initially planned programmes were not submitted for accreditation:

- Master's in Marine policy and governance (postponed)
- Master's in Leadership in higher education (omitted)
- Master's in Management in education (omitted)
- Master's in Science diplomacy (postponed)
- Masters in Sustainable port management (postponed)
- Joint master's programme in Social and Solidary Economy (postponed)
- PhD Management in education (omitted)
- PhD Globalization, Cultural Pluralism and Modern Societies (postponed)
- PhD in Creative industries (postponed)

2.3 Other education activities

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), a first 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).

Sustainable development underpinned by a blue economy is a shared vision for the Mediterranean area and is of concern to both North and South-Mediterranean countries. The vision of a sustainable blue economy is based on the recognition of both the vulnerabilities and potential for growth of seas and oceans. It promotes smart solutions for marine and maritime challenges within the framework of sustainable development. Sustainable management of the marine environment requires professionals which are trained with the adequate knowledge and skills in multidisciplinary fields related to marine sciences, and with the capacity to transfer such knowledge and skills to future generations. 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 are capable of teaching 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.

With the ToT we identified, reskilled, and upskilled relevant blue skills needed in the labour market for the development of sustainability in blue economy sectors in the Mediterranean region. The future of humanity depends on Ocean's health and on our ability to manage it in a sustainable way. Therefore, to make good decisions, capacity building in ocean sciences management is fundamental, and the training of trainers provided a base for its development and application.

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.

Specific objectives of the ToT were:

- Acquire the necessary knowledge and skills to improve the teaching and learning methodologies for sustainable blue economy.
- Orient participants on the most up-to-date interactive tools for enhancing the learning experience of their students.
- Allow participants to build educational strategies for sustainable blue economy.
- Critically appraise the current educational models in sustainable blue economy.
- Demonstrate acquired skills by joining the Summer School.

In the ToT we offered lessons about sustainable blue economy, biotechnology, fisheries and aquaculture, green shipping, nexus science-policy-society, stakeholders engagement, gender equality, marine spatial planning, renewable energy, deep sea mining. This year the ToT was mainly focused on strengthening the methodology for teaching Sustainable Blue Economy.

During the online sessions, the ToT participants were asked to do a wrap-up at the end of the day where they responded to some questions related to the learning process. During the in-person session, ToT participants were asked to build 3 different groups and select a topic they would like to teach. According to the selected topic, the task was to create a strategy/methodology/teaching plan for their students taking into account their experience in the summer school and ToT online sessions, as they were evaluating the current teaching methodologies, and creating new tools for teaching focused on sustainable blue economy. A key phrase they have raised during the discussion was: “Be the teacher you would like to have”. The participants emphasised on the importance of having dynamic lectures, more activities in the field rather than staying in the classroom, they prefer to have in-person activities rather than online sessions, and capacity building for teachers. The selected topics to be taught by the working groups are: maritime spatial planning, raising awareness and developing social entrepreneurship skills in the blue economy, and virtual ecotourism on the sustainable blue growth. At the end of the ToT and summer school sessions, the three groups presented their methodologies and approaches for teaching the selected

topics to the summer school students, and we had a Q&A session where both summer school and ToT participants exchanged ideas and experiences related to teaching sustainable blue economy to different audiences.

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

3. RESEARCH, DEVELOPMENT AND PROJECTS

3.1 Project activities

In 2025, EMUNI University was actively involved in a diverse portfolio of 11 funded projects, reflecting its strong engagement in international research, education, and innovation initiatives. These included:

- 3 Erasmus+ projects (CoE-Sube, Oer-Codex, Skillbridge)
- 4 Erasmus-EDU projects (Morhel, EUNICoast, Innaque, LeadHega)
- 1 Horizon project (Chess),
- 1 project funded by the Central European Initiative (CEI) (TrueBlue),
- 1 project under the EIT HEI Initiative (CreaTech),
- 1 national project funded by ARIS (CRP).

During 2025, four projects were successfully completed:

- CoE-Sube,
- Oer-Codex,
- Chess,
- TrueBlue.

In the same year, four new projects were launched:

- Innaque,
- LeadHega,
- CreaTech,
- CRP.

In total, the University received EUR 610,729.85 in project funding:

Morhel	19.858,56
Skillbridge	9.651,60
Eunicoast	289.914,00
CreaTech	49.793,40
LeadHega	9.831,27
Digivote (payment for whole consortium)	143.781,00
CoE Sube	30.000,00
Chess	57.900,02
TOTAL	610.729,85

Summer Schools 2025 at EMUNI University

EMUNI University proudly hosted two vibrant international summer schools in September 2025:

- The Healthy and Active Lifestyle (HALS) Summer School
- The Irrigation and Sustainable Oliviculture in the Mediterranean (ISOM) Summer School.

Students and lecturers from across the Mediterranean came together in Piran, Koper, and Izola for a week filled with academic exploration, hands-on learning, cultural exchange, and new friendships.

Day 1: A Warm Welcome

The week began at EMUNI University with official openings and introductions.

- HALS students explored topics such as Kinesiology Before and After with Dr. Rado Pišot, Healthy Lifestyle Paradigm with Dr. Saša Pišot, and From Muscle to the Brain and EMG with Dr. Miloš Kalc.
- ISOM students engaged in discussions on Sustainable Agriculture in the North Mediterranean with Dr. Raúl Compés López (CIHEAM Zaragoza), Agriculture and White Phosphorus with Mariam

Younes (AMWAJ, Lebanon), and Sustainable Agriculture in the South Mediterranean with Dr. Marwa Mokhtar Khairallah (Heliopolis University). Dr. Ramzi Belkhodja (CIHEAM Zaragoza) rounded off the day with a session on the digitalisation of olive cultivation. The day concluded with a joint guided tour of Piran, allowing students to experience the town's cultural and historical charm.

Day 2: Hands-On Experiences

- HALS students visited a partner institution, enjoyed a workshop on EEG led by Mag. Manca Peškar, and had time for free activities.
- ISOM students attended lectures on Breeding and Biodiversity Strategies for Climate-Smart Olive Orchards by Dr. Marwa Mokhtar Khairallah and Adaptive Cultivation in Olive Growing by Dr. Maja Podgornik (ZRS Koper). In the afternoon, they travelled to Marežice to explore a demonstration orchard with Dr. Jakob Fantinič.

Day 3: Field Visits and Applied Knowledge

- HALS students spent the day at ZRS Koper, where Dr. Kaja Teraz delivered sessions on the Mediterranean Diet, Body Composition, and Diet and Exercise. Dr. Luka Slošar led a lecture on interventions to limit the consequences of physical inactivity. The visit ended with a tour of the SloMoBIL research facility.
- ISOM students travelled to Izola for a field day, learning about Irrigation Management with MSc. Jakob Fantinič and Olive Oil: Composition, Bioactive Properties, and Use with Prof. Benhamidat Lyna (University of Tlemcen). The afternoon included laboratory visits and an olive oil tasting session at ZRS Koper.

Day 4: Knowledge and Celebration

- At EMUNI University, HALS students deepened their understanding with lectures and workshops: Physical Inactivity from Earth to Space (Dr. Elgot Abdeljalil, Hassan First University), Interventions for Limiting Physical Inactivity (Dr. Luka Slošar), a VR workshop, and a session on Sarcopenia led by Dr. Boštjan Simunič and Assist. Katarina Pus.
- Meanwhile, ISOM students explored Olive Oil Processing and By-Product Valorisation and Soil Biodiversity with Rok Babič (ZRS Koper), Dr. Marwa Mokhtar Khairallah, and Dr. Mateja Grego. In the evening, both groups joined forces to prepare and enjoy a Farewell Party at the EMUNI Library, celebrating their Mediterranean journey together.

Day 5: Closing Ceremonies

The final day marked the conclusion of an unforgettable week.

- HALS students participated in outdoor activities, presented their study results, and completed exams under the guidance of Dr. Kaja Teraz. The programme concluded with an official certificate ceremony led by Dr. Teraz and Dr. Mounir Ghribi.
- ISOM students attended sessions on Harvesting and Olive Oil Quality with MSc. Albert Kravos, took part in roundtable dialogues with Prof. Benhamidat Lyna and Dr. Marwa Mokhtar Khairallah, and presented their final projects. They too concluded their journey with a certificate ceremony.

Friendship, Culture, and Exchange

Students joined from Heliopolis University, Alexandria University, Antonine University, Tlemcen University, Hebron University, Beirut Arab University, Hassan First University, and Galala University, representing Algeria, Jordan, Palestine, Lebanon, Egypt, and Morocco.

Beyond lectures and field visits, the true spirit of the summer schools was found in the friendships built, cultures exchanged, and collective vision for a stronger Euro- Mediterranean region.

Summer Schools 2025 at EMUNI not only strengthened academic knowledge but also created lifelong bonds across borders – proving once again that higher education is a powerful bridge across the Mediterranean.

Erasmus+ Jean Monnet Centre of Excellence: Centre of Excellence on Sustainable Blue Economy (CoE-SUBE)

In 2021 EMUNI submitted a project proposal to establish a Centre of Excellence on Sustainable Blue Economy. The application was selected for funding. The project's purpose is to foster interactions in the knowledge triangle related to the theme of blue economy, both in how they unveil in the EU countries and in relation between the EU and the Mediterranean. The Centre of Excellence is expected to act as a focal point of competence and knowledge at the intersection of sustainability and blue economy.

The project was timely and in line with the EU's strong commitment to transforming the marine and maritime sector towards sustainable development (in 2021 the EU proclaimed the seas and oceans as central and indispensable to the accomplishment of the EU's strategic agenda – European Green Deal). Green transition, including for seas and oceans, has also been made one of key pillars for the EU's vision for a strengthened Mediterranean partnership. The project was also perfectly aligned with EMUNI's strategic interest and engagement in the important and relevant themes of Sustainable Development and Blue Economy. Along the past years, EMUNI organised numerous events, roundtables and Summer Schools focusing on these topics. Therefore, the award of the CoE constitutes the acknowledgement of EMUNI's continuous efforts along the years to be an active player in the fields of Sustainable Development and Blue Economy.

The Centre of Excellence was initially led by Dr. Jerneja Penca, who left EMUNI at the end of 2022. Her role as Director of the centre was assumed by Prof. Mounir Ghribi, who is also the Director of the International Cooperation and Research Promotion ICAP at the National Institute for Oceanography and Applied Geophysics (OGS, Trieste). This appointment was strategic for both EMUNI and OGS, since it built on the collaborative, inter-institutional and region-wide approach that is ingrained in the nature of the Euro-Mediterranean University. It also leveraged the positioning of both institutions which are actively involved in Blue Economy and together, and with the cooperation of several institutions specialising on issues of the blue economy, the objectives of the centre were achieved and its impact on the region of the North Adriatic was augmented.

The project implemented research and educational activities as well as provided timely science advice to policy and engaged the local public. It addressed researchers, higher education teachers, educators, policymakers at both national and regional levels, local stakeholders, and citizens.

The project started in February 2022 and ended in 2025. More information about the project is available: <http://coe-sube.eu/>

Erasmus+ Erasmus+ Open Educational Resources for Collaborative Online & Distance Education and eXchange - OER-CODEX

OER-CODEX is 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 aims 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 was developed. Based on this methodology, several modules of OER course modules regarding digital resources and collaborative learning in HE was designed and piloted.

The project started in February 2022 and concluded in 2025. More information about the project is available: <https://www.oer-codex.eu/>.

Horizon Europe: Change Hubs for Ecosystem Social Solutions' (CHESS)

January 2023 marked the start of the exciting new Horizon Europe project 'Change Hubs for Ecosystem Social Solutions' (CHESS), for which EMUNI was the coordinator. The Consortium consisted of four full partners: Project Ahead – PJA (Italy), The European Social Fund Agency – ESFA (Lithuania), Centre for Research and Technology Hellas - CERTH (Greece), and Technische Universität Dortmund – TUDO (Germany) as well as two Associated Partners: The International Society for Professional Innovation Management – ISPIM (UK) and Social Innovation Exchange – SIX (UK).

It is now widely accepted in Europe that we need new approaches if we are to tackle the systemic and urgent societal challenges. Addressing traditional technological or business innovation alone is not sufficient. 'Social' must be part of the bigger innovation picture. The CHESS project tackled challenges it has identified head-on by ultimately designing, implementing, and testing a Social Innovation in Action Manual in four locally specific contexts: Greece, Italy, Lithuania and Slovenia. EMUNI's chosen theme is Sustainable Blue Economy.

This two-year project kicked off in mid-February at the EMUNI premises, Piran, Slovenia. In September, EMUNI held the first of three workshops (two in 2024) on Freshwater Consumption, specifically focused on Piran, for which a number of local and regional stakeholders were invited. The project started in January 2023 and concluded in 2025. More information about the project is available: <https://emuni.si/projects/chess/>

Erasmus+ Capacity building in the field of H.E.: Governance, Strategic Planning and Management of Higher Education Institutions (MORHEL)

The MORHEL project (Moroccan Higher Institution Leadership) addresses the need for development for university leaders in Morocco through the creation and implementation of a

National Leadership Development Centre (NLDC) and an associated certificated national leadership development programme (NLDP). When creating the NLDC and its NLDP, it will create the constitution and operating procedures for the centre; structures and materials to support the programme; and identify and equip dedicated facilities where the development activities will take place. Learning will take place through networking meetings, lectures from visiting speakers, action learning sets, and promote immediate improvements through national change projects. The project will develop and execute staff training workshops for Moroccan university staff responsible for establishing the new centre and implementing the programme. During the life of the project, 132 Moroccan HE leaders and managers will engage with the NLDC and benefit from the NLDP with a demonstrable impact on their capacity to operate the governance, strategic plans and management of HEIs. In the 5 years following the project, it is expected that additional leaders will benefit from taking the NLDP and that at least 10 additional Moroccan HEIs will have adopted it for leadership development. All HEIs in Morocco will engage with the NLDC for leadership development through activities including a leadership conference. Together these actions will enhance the capacity for reform nationally.

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.

MORHEL will try to address the issue of leadership in Moroccan universities from different perspectives and take as an example the role of European universities involved in the project.

The main objectives of this project are the following:

- To create a national leadership development centre (NLDC) for higher education and an associated certificate program, focused on governance, strategic planning and appropriate management of the Moroccan universities involved (WP2.1)
- To create an infrastructure to host and maintain the national leadership development centre and its associated program (WP2. 1)
- Implement a new Leadership Development Center and associated training program for Moroccan universities (WP2.2 & WP2.3)
- Train Moroccan universities' staff in the national leadership development centre are the certified program (WP2.2 & WP2.3)
- Disseminate internationally the new leadership development centre, the associated program and the results achieved after its implementation in Moroccan higher education institutions (WP3).

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

Central European Initiative (CEI), Know-How Exchange Program (KEP): TrueBlue - CEI support to Training and Research to Unlock and Enhance the potential of sustainable BLUE Economy for regional cooperation and EU integration

TrueBlue was a project from Know-How Exchange Program within Central European Initiative (CEI) financing. The TrueBlue project, led by the OGS, aimed to further science diplomacy through capacity building activities to transfer knowledge to Bosnia and Herzegovina, Montenegro, and Albania to support their advancement towards EU integration, promoting regional cooperation. The actions of the project responded to the common and specific needs of these countries in terms of know-how transfer on sustainable blue economy, a field in which Italy, Croatia and Slovenia demonstrate strong-rooted experience.

Projects mission was to drive impactful innovation, through:

- Bridging academic (university and research), the productive sector (business and industry), and governance (government institutions) through research projects, international collaboration and interdisciplinary partnerships.
- Promoting knowledge transfer and facilitating the transformation of research outcomes into market-ready products, services, and solutions.
- Building capacity and develop training programs such as summer schools to equip professionals and trainers with needed skills and know-how in emerging technologies to better respond to the labour market.

The project started in 2024 and ended in 2025. More information about the project is available: <https://blueskills.ogs.it/projects/true-blue>

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.

Recognizing the growing importance of soft skills in recruitment, SKILLBRIDGE is developing standardized assessment criteria for non-cognitive competencies. Through meta-analysis and field testing, the project aims to establish objective metrics and methodologies for evaluating and comparing these essential skills, ensuring fair and transparent recognition across industries.

Objectives are:

- Develop procedures and tools for skills assessment and validation to ensure equal access to the labor market for migrants.
- Create a virtual Skills Validation model for large-scale application.
- Facilitate organizational integration through soft skills recognition.
- Train professionals and organizations to collaborate with public services and job agencies.
- Provide validated policy recommendations on migrant integration and skills validation at national and EU levels.

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/>

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

EUNICoast is committed to fostering a multicultural, multilingual, and inclusive academic environment that champions European values and addresses the critical societal and environmental challenges faced by maritime and coastal communities. Anchored in Europe's unique maritime heritage, EUNICoast unites a diverse network of universities to advance sustainability, innovation, and resilience through interdisciplinary education, research, and public engagement. By leveraging its partners' geographical diversity and expertise, EUNICoast seeks to empower a new generation of global citizens equipped to contribute to sustainable development, ecological preservation, and the prosperity of island and coastal regions, while serving as a benchmark for excellence in maritime studies and a model for collaborative higher education.

EUNICoast envisions itself as a globally recognized model of excellence in transnational, interdisciplinary higher education and research, dedicated to the unique challenges and opportunities of maritime and coastal regions, with the aspiration to endure and evolve long into the future with no defined endpoint. By becoming a fully integrated European University, EUNICoast aspires to:

- Transform education for maritime and coastal regions: To be a leader in developing innovative, problem-oriented curricula that integrate local knowledge with global perspectives, offering flexible learning pathways in joint degrees, micro-credentials, and lifelong learning programs and to offer a multilingual and multicultural academic environment that fosters inclusivity and diversity.
- Advance research and innovation for a sustainable future: To drive cutting-edge research and technological innovation in areas critical to the Blue Economy, such as marine renewable energy, coastal biodiversity preservation, and sustainable tourism and to position itself as a hub for interdisciplinary collaboration that bridges the gap between science, policy, and practice, delivering actionable solutions to global sustainability challenges.
- Strengthen societal and regional impact: To stimulate socio-economic development in island and coastal communities, addressing issues such as population dynamics,, mitigation of, and adaptation to, climate change, and economic diversification and to

build enduring partnerships with local communities, industry, and policymakers to ensure that its work directly benefits those communities.

- Foster a new generation of global citizens: To equip students and staff with the knowledge, skills, and values needed to address complex societal and environmental challenges, preparing them to work, collaborate and lead in global contexts and to promote intercultural understanding and solidarity, nurturing a sense of shared responsibility for the sustainability of our planet.
- Set the benchmark for European Universities: To become a reference for collaborative governance, quality assurance, and innovative digital infrastructure, showcasing how European Universities can effectively integrate diverse institutions and regions and to lead by example in embedding European values into all aspects of its operations, while fostering a distinct maritime identity.
- Bridge local and global perspectives: To act as a bridge between Europe's coastal and island regions and the wider world, using its unique geographical positioning to influence global policy and research in our areas of expertise and to leverage its connections across continents to drive international collaboration, ensuring that insights from EUNICoast contribute to solving global challenges.

EUNICoast consortium: Université Le Havre Normandie (ULHN), Université des Antilles (UA), Universidade dos Açores (UAC), Ålands Landskapsregering/Allmänna Förvaltningen (ÅUAS), Universitat de les Illes Balears (UIB), Burgaski Svoboden Universitet (BFU), Sveučilište u Dubrovniku (UNIDU), Evro-Sredozemska Univerza (EMUNI), Panepistimio Patron (UPATRAS), Università degli Studi di Sassari (UNISS), Hochschule Stralsund (HOST), Zachodniopomorski Uniwersytet Technologiczny w Szczecinie (ZUT). Associated partner: The University of the Faroe Islands.

The project started in November 2024 and will finish in 2028. Further information can be found on the project website: <https://eunicoast.eu/>

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

Project aims to establish a distributed innovation ecosystem to foster entrepreneurship and innovation within the cultural and creative industries (CCIs) across Europe. Anchored in HEIs, the initiative is designed to connect students, graduates, researchers, and industry professionals with leaders in the cultural and creative sectors.

The project pursues four primary objectives:

- Strengthen the capacity of HEIs to support cultural innovation through tailored training and mentorship for academic and non-academic staff, fostering institutional change and entrepreneurship.

- Equip students and aspiring entrepreneurs with the skills and resources to develop, launch, and grow start-ups in the CCI.
- Enhance collaboration and knowledge exchange among HEIs, start-ups, and stakeholders in the creative industries.
- Provide structured training, mentorship, and networking opportunities to help cultural start-ups transform ideas into viable businesses and scale their operations effectively.

Objectives will be achieved through four integrated action lines:

- Capacity Building – Tailored training and mentoring for HEI staff to address institutional needs and establish a foundation for cultural innovation.
- Innovation and Business Development – Introduction of Knowledge Labs to equip students and participants with essential entrepreneurial skills and tools for business development.
- Digital Platform – Development of an online platform as a repository for resources, networking opportunities, and collaboration tools to support knowledge exchange.
- Start-Up Booster Programme – Implementation of an accelerator providing cultural start-ups with mentorship, training, and access to funding opportunities, culminating in a Europe-wide competition to showcase innovative ideas.

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 CCIs. 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/>

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

The CRP project is a national targeted research project co-funded by the Public Agency for Research and Innovation of the Republic of Slovenia (ARIS) and the Ministry of the Economy, Tourism and Sport.

The project focuses on the integration of sustainable development principles into Slovenian corporate law, with the main objective of developing legally sound mechanisms for the implementation of the EU Corporate Sustainability Due Diligence Directive (CSDDD) within the national legal framework. In particular, it examines how due diligence obligations, corporate liability, and sustainability governance can be incorporated into the Companies Act (ZGD-1) or

addressed through a new legislative instrument, while maintaining legal certainty and supporting the competitiveness of Slovenian enterprises.

During the initial phase, the project analysed key concepts of corporate sustainability responsibility in international and EU law and assessed the implications of the CSDDD for Slovenian legislation and business practice. Comparative legal analysis and policy evaluation form the basis for expert legislative and policy recommendations aimed at aligning national law with EU requirements.

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/>

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

The INNAQUE project addresses the need to modernise undergraduate education in environmental and earth sciences related to aquatic ecosystem management at partner universities in Egypt and South Africa. The project aims to shift from traditional, knowledge-based teaching towards a more practical, management-oriented and interdisciplinary approach, equipping graduates with the skills needed to address environmental, socioeconomic, and public health challenges.

INNAQUE focuses on the integration of nature-based solutions and biotechnological approaches into existing and newly developed Bachelor-level programmes, with a particular emphasis on ecosystem resilience to pollution, climate change, climate extremes, invasive species, and other environmental pressures. Through curriculum development and programme renewal, the project supports the creation of an inclusive and innovative learning framework that enhances students' employability and entrepreneurial competences across environmental, industrial, agricultural, and public sectors.

Learning activities within INNAQUE include the development of tailored courses, updated teaching methodologies, and capacity-building measures for academic staff. The project promotes the completion and quality enhancement of existing study programmes, strengthens quality assurance mechanisms, and fosters closer links between theoretical knowledge and practical application. By embedding nature-based solutions into curricula, INNAQUE contributes to the creation of new interdisciplinary fields aligned with the sustainable development goals and the principles of sustainable growth.

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.

ERASMUS-EDU-2025-CBHE: LEADHEGA - Leadership in Higher Education Development in Georgia and Azerbaijan

LEADHEGA aims to develop leadership capacity in Georgian and Azerbaijani higher education institutions, equipping leaders with competencies in governance, strategic planning, risk management, financial sustainability and quality assurance aligned with European Higher Education Area standards. Anchored in an internationally validated leadership qualities and skills framework, the initiative brings together universities from Georgia, Azerbaijan and three EU Member States to design, pilot and implement a tailored leadership development programme supporting higher education modernisation. The project pursues six primary objectives:

- Identify best practices worldwide, across the EU, and in EU partner universities for leadership development and adapt them to Georgian and Azerbaijani higher education contexts.
- Design a leadership development programme focusing on governance, strategic planning, and management tailored to regional needs.
- Train university staff in Georgian and Azerbaijani HEIs to deliver the leadership development programme effectively.
- Pilot the newly developed leadership programme with selected leaders from partner institutions.
- Disseminate the leadership programme and its impact across Georgian and Azerbaijani HEIs, the EU, and internationally.
- Ensure sustainability by embedding the programme within institutional frameworks and securing long-term university commitment.

Objectives will be achieved through four integrated work packages:

- Project Preparation, Management & Quality Assurance – Establishing governance structures, management handbook, consortium partner agreement, quality assurance plan and systematic monitoring throughout the 24-month implementation.

- Programme Development – Research visit to EU partner (EMUNI, Slovenia) to assess best practices, design of leadership development programme materials and train-the-trainer workshops, identification and equipping of leadership training labs at each Georgian and Azerbaijani partner institution.
- Piloting – Delivery of train-the-trainer workshops to 12 university staff, pilot of the leadership development programme with 2 cohorts of 25 leaders each (50 total including non-partner institutions), supported by EU partner mentoring, systematic evaluation and programme revision, followed by translation into Georgian and Azerbaijani.
- Dissemination & Exploitation – Development of dissemination plan, sharing of research findings across regional HE sectors, international leadership symposium, testimonials and promotional materials, project website, and academic publications.

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.

Erasmus+ Mobility for Staff and Students KA131 and KA171

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.

3.2 Other research-related activities

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, 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. Thereby, Emuni is consolidating the journal's commitment to regular publication, increased scientific output, and enhanced academic dissemination.

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)**, **UNIMED – Mediterranean Universities Union**, **CEI – Central European Initiative**, **IEMED**, 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.

EMUNI Publishing House

Director: Asst. Prof. Dr. Petra Robnik Verdnik

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 is organized into three thematic sections—**Basic Theoretical Concepts in Sport Management**, **Applicative Aspects of Sport Management**, and **Operational Aspects of Sport Management**—which collectively provide a structured and integrated exploration of the field. Key topics addressed include strategic planning, dual career systems, legal and policy frameworks, sport tourism, and the emerging role of artificial intelligence in sport governance and practice. The scholarly rigor of the publication is affirmed by expert reviews from leading academics at the University of Ljubljana and the University of Maribor, while its relevance and timeliness are further underscored by endorsements from high-level sport leaders. Importantly, 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.

4. QUALITY ASSESSMENT AND ASSURANCE - SELF EVALUATION

In this chapter the evaluations for objective’s achievements for the year 2025 are presented and categorised by activity. The evaluations refer to the objectives presented in Annex I of this document.

4.1 Education activities

Achievements and shortcomings

Five study programmes were adopted by the EMUNI Senate in 2024 and were submitted for accreditation. Two programmes were successfully accredited and included in the application call for 2025/2026. Two programmes were revised and resubmitted for accreditation in 2025, and one is pending for resubmission in 2026. By doing so, EMUNI has partially accomplished its set indicator for the year 2024/2025 as part of its goal of accrediting its study programmes. However many more programmes were planned to be prepared for accreditation and were postponed for different reasons.

The number of enrolled students is still below the number expected but is slightly higher than previously. Encouraging is a high number of applications (aprox. 100) in comparison with previous years which is the results of new marketing strategy, increased marketing activities and establishment of the EMUNI Knowledge and Innovations Centres (EKIC) in 2025. Several online info sessions were organised, participation in student fairs abroad was and an Erasmus Staff Week and two summer schools were part of the promotion activities.

Candidates and students are facing many problems with the application process for the 2025/26 intake, lengthy visa procedures and mode of delivery that all part of the cultural and educational differences as most of the students are from the south Mediterranean countries and are not familiar with the EU and Slovenian Education system. While many students were able to receive their visas and residence permits to join in the second semester of 2025/26 ensuring arrival of students from abroad for the onsite lectures is still a big challenge.

No incoming study mobilities were realised in 2024/25 as the programmes were delivered online and we could not accommodate onsite delivery.

Only two students graduated in 2024 and one student submitted the thesis proposal in 2025. There is still a significant number of students in the past cohorts who have not yet completed their studies and would need to be encouraged to resume their studies and complete their obligations.

Several guidelines, rules and regulations were prepared and adopted by the Senate in 2025 to improve quality in teaching and learning and some of the existing were revised and amended. As the education activities are increasing we find that rules and regulations must be in place to assure smooth operations and ensure adequate processes are in place.

Two meetings with teachers were organised, one for the purpose of informing them on new activities at EMUNI and planning their next year's implementation and one before the beginning of the academic year. In addition, workshops for teacher for enhancing their work in their course activities in eclassrooms on the Moodle platform were organised and implemented. Teachers were facing technical problems with the increasing number of IT tools and platforms (Zoom, SIS, Moodle, Wise) and some measures still need to be implemented to make the teachers more familiar with the implementation as number of programmes, number of teachers and number of students is increasing.

Upgrading certificate programmes were internally accredited and offered to the public but with no applicants to be able to running these programmes. The format of the programmes, target group and the hight of the tuition will need to be revised.

Guidelines for further action

As evident by the analysis of the educational activities (section 2.1) and the evaluation of the strategic plan objectives, some corrective measures were deemed necessary. In 2025/2026, EMUNI will strive to implement the following actions along its educational activities:

1. Increase the number of accredited study programmes, but plan realistically so the plan can be achieved.
2. Increase the number of applications and number of students enrolled.
3. Improve the application and enrolment process and make all the steps in the process more transparent and easier to follow for candidates to avoid application withdrawals.
4. Provide more timely information about the study process (delivery), obtaining visa and residence permits to ensure students arrival for the face to face period, using IT tools and platforms.
5. Revise procedures of programme implementation planning and delivery for teachers for smoother operation.
6. Increase the number of incoming study mobilities, as it is a valuable contribution to internationalisation of the student body.
7. Actively involve students from past cohort to resume and complete their studies.
8. Increase the number of incoming and outgoing teaching mobilities.
9. Revising the format of certified programmes to be more attractive to participants.

4.2 Research and projects' activities

Achievements and shortcomings

EMUNI was able to create an impact in research that outperforms the number of its employees. Besides generating research outputs by its own staff and attracting external funding of competitive calls (ARRS, Jean Monnet Centre of Excellence on Sustainable Blue Economy), EMUNI is capable of mobilising researchers employed at other institutions throughout the region (eg. project FishAqu, Med2laH, CHESS), where EMUNI's role as a coordinator supports research and cooperation at other institutions. Additionally, EMUNI's contribution to the research and the development of a scholarly community should be measured also by regular (and cost-free)

publication of its open-access journal, International Journal of Euro-Mediterranean Studies (IJEMS). In 2024 EMUNI published two issues Volume 17 of IJEMS. In 2025 three issues of Volume 18 were published, two regular and one thematic on Ancient water supply systems. The Journal is available in full open access in print and digital formats on the EMUNI webpage free of charge to both the authors and readers.

In line with **objective number 6**, EMUNI has submitted 17 applications for cooperation and research projects in 2022 (1 application for the Norway Grant, 1 application for the Jean Monnet Module, 1 application for the Jean Monnet Centre of Excellence, 4 Applications for Capacity building in the field of Higher Education, 2 for the research project Horizon, 2 for EIT HEI Initiative, 1 Knowledge Alliance, 2 for Strategic Partnership for HE, 2 InterReg projects, 1 EMFAF project, and 1 EU Social Fund). In this aspect, EMUNI has overachieved its goal. In 2022, EMUNI was granted 3 new projects, Horizon Europe Programme, Capacity building in the field of higher education and Jean Monnet Centre of Excellence. For 2 projects proposals we are still waiting the final decision.

We do not have a target regarding project applications but evaluate the results as satisfactory with room for improvement in terms of awarded projects.

In accordance with **objective number 7** within the activity “Capacity Building of South Med Institutions’ international cooperation & project management offices”, EMUNI organised two meetings with MED2IaH project partners and was part of 6 organised meetings for MORHEL project. Within the framework of Erasmus days, EMUNI successfully organised several online events with 20 participants.

Guidelines for action

- Ideally, the number of project officers employed at EMUNI would have to increase to generate more project proposals, and apply for further funding, where there is certainly further untapped potential for EMUNI. Due to limited funds for employing project officers, the only option to achieve this is to open the doors and provide attractive working conditions for junior and other project staff who could propose topics and prepare competitive proposals and foresee their role in case their applications were successful.
- Allocate a stronger project officer role for EMUNI in proposals with attractive posts for young project staff (incl. where not feasible, part-time, remote work etc.)
- Reskilling some EMUNI staff to act as project officers and research managers capable of project management and coordinating of the financial management part. This also entails enrolling, when possible, current, and future staff in PhD programmes and other vocational training opportunities.
- Forging closer ties with project managers within the EMUNI full members and general assembly to collaborate closely along new and existing research projects and activities.
- Explore the possibility of establishing a think tank among EMUNI’s full membersInstitutions, in line with Objective no. 10. This presupposes the availability of a project manager with a research background to support such activity and has been found not feasible now.

- Enhance co-ownership by the editorial and advisory board members of IJEMS to attract more submissions and reviewers, as well as support quality publications in the journal.
- Turn certain project results into short research outputs and promote them as a way of effective science communication. Publish conference and events reports as official publications, with the required library standards. This goal has been partially accomplished with the production of a comprehensive and attractive conference report, but there is a lot of scope for effective communication of research work by the communication team.
- Explore offering short internships to support the research/project work at EMUNI.

4.3 Provision of operating conditions

Personnel

Achievements and shortcomings

EMUNI University understands that satisfaction at the workplace directly affects employees' performance and turnover, and thus the efficiency of the conducted work. Therefore, EMUNI monitors satisfaction and performance (as defined in objective number 12) at the workplace annually through individual interviews between the President and the employees and carries out an anonymous and voluntary quantitative survey once per year.

In line with objective number 12, a Qualitative Survey for Staff was performed online in the beginning of 2026. Out of 18 employees, 10 questionnaires were completed.

The overall employment satisfaction is perceived as highly positive. The employees were asked to evaluate the working environment (workplace safety, available equipment and working schedule), employment (work satisfaction, relations between employees and cooperation between EMUNU units), work and tasks (clear expectations of supervisor, feedback on work) values of the organisation (organisational and personal values compatibilities, progress evaluation) and opportunity at work (are the opinions heard and considered).

EMUNI staff were overly highly satisfied, particularly emphasizing their progress evaluation and given opportunities to professionally grow and develop their skills.

On the other hand, the annual survey has shown one area for improvement, that is the cooperation of individual organizational units. Guidelines for actions were already defined.

In line with objective 12, another measure to enhance staff satisfaction and competence is the institutional encouragement of staff capacity building via training courses and programmes chosen by the staff members, including through financial contribution by EMUNI.

For the year 2022, capacity building of EMUNI staff to better address project proposals preparation and project management (according to **objective number 6**), can be very positively evaluated since several members of EMUNI staff have actively participated in more than 10

workshops for staff capacity building. Moreover, almost all EMUNI employees are involved in the project's proposals or its implementation. In the past year, EMUNI employees were actively involved in few capacity building events related to projects:

1. Participation in several Slovenian National Erasmus Agency project management events
2. Participation in the Roundtable on Science and Diplomacy for Sustainable Development of the Mediterranean
3. Participation in the webinar series 'Science Diplomacy for Sustainable Development in the Mediterranean Region' in collaboration with the Union for the Mediterranean (UfM)
4. Participation at 1KA webinar for analytical managing of a data
5. Project proposal preparation workshop led by the EMUNI President.

Guidelines for action

- Enhancing communication among EMUNI staff, including through periodic meetings, where employees can share their priorities and activities on a regular basis. In this way communication between different units will improve and employees will be able to express their opinions on current work tasks and assignments.
- Establishing and utilising an online collaborative work platform to support communication, following work progress and documentation of institutional activities.
- Supporting and urging all EMUNI staff to participate in the mobilities to the South Mediterranean countries funded by the Erasmus+ programme to enhance their knowledge and orientation of the south Med. countries' cultures.
- Encouraging non formal gatherings and social activities to strengthen employees' relations and to create memories outside the working environment. This will positively impact team building, staff satisfaction and performance.

Financing

In line with **objective number 3**, the annual fee for EMUNI full members remains in the amount of EUR 1.200,00. The Management Board adopted in its 56th session the EMUNI President's proposal for raising EMUNI full members fees starting 2023.

A target was to receive 27 EMUNI full members in 2022, but in fact 19 members joined it with the payment of the annual Membership fee in the amount of 1.200,00 euros.

Taking into consideration the impact POST-COVID-19 is having on the global economy, it can be concluded that EMUNI positively maintained its incoming resources (MESS, Project, Other sources), but will have to strive towards increasing its budget in the next few years to allow for the projected growth in the planned activities.

Library and IT

Agreement for accessing the Library of the University of Primorska was signed in 2017 and in 2020 with the Science and Research Centre, Koper. This allows students access to library resources while in Slovenia. In addition, the mentors of students working on their Master theses facilitated the acquisition of the relevant literature on an individual basis.

During 2020, EMUNI explored options for improving digital library resources. It has expressed the intent to become a member of the consortium of institutions under the coordination of Central Technical Library (CTK) in purchasing access to the SpringerLink database. In 2021 EMUNI purchased access to the SpringerLink database that students now have access to. In 2022, EMUNI secured the ground floor of Trevisini Palace for the location of the library.

Guidelines for action

- Renew agreements with the neighbouring partner institutions in Slovenia to comply with the NAKVIS requirements.
- Explore signing agreements with several south Mediterranean institutions to allow EMUNI students access to libraries while in their home countries.

4.4 Public engagement and societal cooperation

Achievements and shortcomings

The University forged new connections thanks to project applications and expanded its network through its work with partners and potential partners on ongoing projects and new project applications. According to the strategic plan (**objective number 6**), there are continuous communications with the GA and IC informing them of forthcoming events held by external organisations, as well as a quarterly newsletter containing all the news and developments of EMUNI University. The GA is also the first port of call when EMUNI decides to launch a project application and requests potential partners to join the consortium, in line with the University's attempts to involve the network in its activities.

In 2023, the number of GA institutions cooperating with EMUNI in projects (Fishaqua, Med2lah, Involve, MORHEL, CHESS, Erasmus Mobility) was 17 (University of Catania, Klaipeda University, Alexandria University, Arab Academy for Science and Technology and Maritime Transport, University of Palermo, University of Montpellier, UniPegaso University, Al Akhawayn University, University of Tunis, Virtual University of Tunis, Heliopolis University, Philadelphia University, Lebanese International University, Kadir Has University, Hassan 1er University, University of Granada, Ibn Tofail University).

In line with **objective number 1**, a Social Media Strategy Draft Document was formulated at the end of 2020/beginning of 2021, focusing on all 4 social media platforms.

The number of social media followers has increased significantly in the period since the last quarter of 2025 across all four platforms (Facebook, LinkedIn, Twitter, and Instagram). Posting

on EMUNI social media is more regular and consistent, following the internally designed Social Media Strategy guidelines, while the increased use of tagging partner institutions and external organisations has led to the attraction of more followers and likes.

Since its founding mission, EMUNI is well placed to contribute to sustainable development (**objective number 10**), including specific SDGs. Apart from the progress in greening its operational practices, specific progress has been made in contributing to SDG 4 Quality Education, 14 (Life below water), and 17 Partnership for the goals, through research activities of EMUNI (particularly project CoE-SUBE) and stakeholder engagement activities. The recently launched project INVOLVE carried a high potential for advancing the governance structures in support of SDGs at EMUNI and 7 other participating universities and positions EMUNI as a catalyst of change at other universities (positively evaluated **objective number 10**) but its activities have been put on hold.

According to **objectives number 5 and 6** (Pursuing support of EMUNI by Slovenian Govt. Institutions), EMUNI management had organised meetings with different Slovenian government ministries and services.

Representing the Republic of Slovenia, Her Excellency Ms. Tanja Fajon, Deputy Prime Minister and Minister for Foreign and European Affairs, and His Excellency Prof. Igor Papič, Minister of Higher Education, Science and Innovation, along with the Deputy Secretary General of the Union of the Mediterranean (UfM), Álvaro Albacete, were welcomed by the Euro-Mediterranean University (EMUNI) on Tuesday 7 November 2023. They were received by the President of EMUNI, Prof. Dr. Abdelhamid El-Zoheiry and esteemed Management Board Member and Deputy Chairperson, Ambassador Hatem Atallah. The renewed pledge of commitment, and political and financial support on the part of the Slovenian government comes during EMUNI's 15th Anniversary year, marked by its successful Annual Conference this summer on New Models for Sustainable Universities. The government of Slovenia will strengthen financial support for EMUNI's further development in the period 2024-2029, which includes the diversification of its educational programme in the next academic year, and the drive to build stronger partnerships with institutions within its network to contribute to the renewed Euro-Mediterranean cooperation on higher education.

In line with **objective number 5**, the Slovenian government representative is regularly invited and actively involved in EMUNI decision making processes, as a member of the EMUNI Management Board.

Guidelines for action

- Attracting new members to the EMUNI General Assembly and EMUNI full members (**objective number 6**) to expand the platform for dialogue within the Euro-Mediterranean region, as well as increase opportunities for cooperation.
- Increase the number of followers across all four Social Media platforms (Facebook, LinkedIn, Twitter, and Instagram) following the consistent implementation of the Social Media Strategy Document (according to **objective number 1**). In addition, EMUNI should aim for more engagement and interaction with its followers to raise the profile of its activities and educational programmes. EMUNI recognises its need to focus on building up its audience on Instagram platform in particular, during 2025. Followers and partner

organisations do retweet, but this trend needs to increase. It is foreseen that to gain new followers and more interaction on posts, EMUNI will need to post in real time more regularly during events.

5. ASSESSMENT OF ACHIEVEMENT OF OBJECTIVES AND COMPARISON WITH PREVIOUS YEAR(S)

This chapter provides a comprehensive evaluation of EMUNI's progress in achieving the objectives defined in its strategic framework and annual work programme. The purpose of this assessment is to determine the extent to which the planned activities have contributed to the development of the University and to analyse institutional progress in comparison with previous years.

The evaluation is based on data presented throughout this self-evaluation report, including indicators related to educational activities, research performance, financial sustainability, organisational development, and international cooperation. The analysis also takes into account feedback provided by internal stakeholders, including academic staff, administrative personnel, and students.

Particular attention is given to identifying long-term development trends rather than assessing individual indicators in isolation. In this way, the chapter seeks to place the achievements and challenges of the year 2025 within the broader context of EMUNI's institutional evolution.

5.1 General Assessment of Institutional Development

Compared with previous years, the year 2025 represents an important phase in the development of EMUNI. The University has gradually transitioned from a period of institutional consolidation to a phase characterised by measured growth and diversification of activities.

Several indicators demonstrate that the strategic measures introduced in previous years are beginning to produce visible results. In particular, improvements have been observed in the areas of student recruitment, programme development, academic publishing, and institutional visibility.

At the same time, the University continues to operate within the constraints typical for relatively small international higher education institutions. Limited administrative capacity, dependence on project-based funding, and structural barriers affecting international student mobility remain significant factors influencing the pace of institutional development.

Nevertheless, the comparison with previous years clearly indicates that EMUNI has strengthened its organisational stability and has enhanced its capacity to implement strategic initiatives.

5.2 Achievement of Objectives in the Area of Education

The area of education represents one of the core pillars of EMUNI's institutional mission. Over the past several years, the University has gradually expanded its portfolio of postgraduate study programmes while simultaneously working to improve the visibility and accessibility of its educational offer.

The most significant development observed in 2025 relates to student recruitment. As already described in Chapter 4, the number of applications for EMUNI study programmes increased substantially compared with the previous academic year. In the academic year 2024/2025 the University received 27 applications and enrolled seven students. By contrast, in the admission cycle for the academic year 2025/2026 EMUNI received 95 applications and enrolled 31 students.

This increase represents a considerable improvement and reflects the positive effects of the University's revised recruitment strategy. The introduction of a more systematic digital communication strategy, increased activity on social media platforms, and stronger engagement with potential applicants through online events contributed to this outcome.

The establishment of EMUNI Knowledge and Innovation Centres (EKICs) in selected South Mediterranean countries also played an important role in strengthening the University's presence in regions that represent an important target group for recruitment.

Despite these improvements, the total number of enrolled students remains below the maximum capacity of the study programmes offered by the University. The data therefore suggest that further improvements in recruitment and admission procedures will be necessary in order to ensure full utilisation of available educational capacity.

In addition to recruitment, the University also continued to expand its programme portfolio. Compared with earlier years, the number of implemented programmes has increased, reflecting the University's commitment to developing educational programmes that address emerging interdisciplinary topics relevant to the Euro-Mediterranean region.

However, while progress has been made in expanding the educational offer and increasing enrolment, the issue of student completion remains an important challenge. The number of graduates remains relatively low compared with the number of enrolled students. As noted earlier in this report, several students from previous cohorts have not yet completed their study obligations.

This situation highlights the need for additional institutional measures aimed at supporting student progression, including more structured mentoring arrangements, improved

monitoring of student progress, and clearer guidance regarding thesis preparation and submission procedures.

5.3 Achievement of Objectives in the Area of Research and Academic Publishing

In the field of research, EMUNI has continued to strengthen its role as a platform for academic cooperation and knowledge exchange within the Euro-Mediterranean region. The University participates in several international research projects and collaborates with a wide network of partner institutions.

One of the most important developments in this area during 2025 was the establishment and operationalisation of the EMUNI Publishing House. The creation of the Publishing House represents a major step forward in strengthening the University's capacity to disseminate research results and to contribute to academic debate.

During the reporting period, the Publishing House successfully published its first peer-reviewed scientific monograph and maintained the regular publication schedule of the International Journal of Euro-Mediterranean Studies (IJEMS). The journal continues to be indexed in international databases and is available through open access, ensuring wide dissemination of research results.

The establishment of a clear governance structure for the Publishing House and the introduction of external peer review procedures have contributed to strengthening the credibility and academic quality of the University's publishing activities.

In addition, the University succeeded in securing external private sponsorship for certain publishing activities. This development represents an important step toward diversifying the financial basis of research dissemination and reducing reliance on internal resources.

Nevertheless, the University recognises that further work is required to strengthen research capacity. In particular, the increasing number of research projects requires additional administrative support for project preparation, management, and reporting. Expanding this capacity will be important in order to ensure that research activities continue to develop in a sustainable manner.

5.4 Achievement of Objectives in the Area of Organisational Development and Human Resources

Human resources and organisational capacity play a crucial role in the successful implementation of the University's strategic objectives. EMUNI continues to maintain a relatively small but highly committed team of academic and administrative staff.

The results of internal staff surveys indicate that employees generally express a high level of satisfaction with their work environment, particularly with regard to opportunities for professional development and participation in international projects.

At the same time, the survey results also highlight the need to further improve coordination and communication between different organisational units. As the University's activities expand and become more complex, strengthening internal communication mechanisms will become increasingly important.

Efforts have also been made to enhance staff competencies through participation in workshops, training programmes, and international academic events. These activities contribute not only to professional development but also to strengthening the international profile of the University.

5.5 Achievement of Objectives in the Area of Financial Sustainability

Ensuring financial sustainability remains one of the key strategic objectives of EMUNI. The University's financial structure relies primarily on a combination of tuition fees, research project funding, and institutional support.

In 2025, some progress was made in diversifying revenue sources. Increased student enrolment contributed to higher tuition income, while external sponsorship provided additional support for publishing activities.

Despite these positive developments, project funding continues to represent a significant share of the University's financial resources. This situation reflects the nature of EMUNI as an internationally oriented institution that actively participates in research and capacity-building projects.

Nevertheless, the University recognises the importance of gradually strengthening more stable sources of revenue, particularly through increased student enrolment and expanded educational activities.

5.6 Comparison with Previous Years

When comparing the results achieved in 2025 with those of previous years, several positive trends can be identified.

First, the increase in student applications and enrolment represents the most significant improvement observed during the reporting period. This development suggests that the University's efforts to improve communication and outreach have begun to produce measurable results.

Second, the establishment of the EMUNI Publishing House represents an important institutional milestone that did not exist in previous years. The Publishing House strengthens the University's academic visibility and contributes to the dissemination of research produced within the EMUNI network.

Third, governance structures and quality assurance procedures have become more clearly defined and more systematically implemented. The work of the Quality Assurance Commission, the Senate, and the Management Board has become increasingly coordinated, contributing to improved institutional oversight.

At the same time, certain challenges identified in previous reports remain present. These include the need to improve student completion rates, to further increase enrolment numbers, and to strengthen financial sustainability.

5.7 Overall Evaluation of Institutional Progress

Taking into account all available indicators and qualitative assessments, it can be concluded that EMUNI has made meaningful progress in achieving its strategic objectives during the reporting period.

The University has succeeded in expanding its educational activities, strengthening research dissemination through academic publishing, improving student recruitment, and enhancing its visibility within the Euro-Mediterranean academic community.

At the same time, the analysis confirms that further efforts will be required to address remaining challenges related to student completion, organisational capacity, and financial sustainability.

Overall, the comparison with previous years indicates that EMUNI continues to develop in a positive direction, gradually strengthening its institutional foundations and expanding its role as a platform for higher education, research, and cooperation in the Euro-Mediterranean region.

EMUNI's Action Plan for 2024-2029

In line with EMUNI's 2024-2029 strategy, a detailed action plan has been defined in order to reach the afore-listed 10 objectives. The implementation of the proposed action plan requires high levels of commitment and active contribution of all EMUNI bodies, departments and employee. In line with the above objectives, 6 interlinked priority actions have been defined, specifying assigned responsibilities, deadlines and key performance indicators (KPIs).

Priority ACTION 1	<i>Developing Quality Educational Programmes & Activities</i>		
Start date	02/04/2024	End date	31/12/2028
Main Responsible department	Education		
Other involved department(s)	Outreach and Communication ICT Legal and Financial President's Office Projects & International Cooperation		
Linked objectives			
1.1 Identifying EMUNI's comparative & competitive niche where EMUNI can focus its educational activities 1.2 Developing relevant educational programmes & activities serving Euro-Med region's challenges 1.3 Developing an innovative & interactive online e-learning platform 1.4 Pursuing opportunities for partnership with network institutions & educational projects for double &/or joint degree programmes			

<u>Indicator name:</u> Number of master degrees programmes Number of enrolled students (degree & non-degree programmes)	<u>Baseline</u> 2 (Academic year 2023/2024) 45 (Academic year 2023/2024)	<u>Means of verification</u> Number of implemented programmes Students enrolled in study activities at EMUNI (Master degree, Summer School, EMIC)	<u>Target:</u> 5 (Academic year 2024/2025) 8 (Academic year 2026/2027) 10 (Academic Year 2028/2029) 200 (Academic Year 2026/2027) 300 (Academic year 2028/2029)
Description and timeframe of tasks			
Task 1.1.1	Evaluation of past educational activities		
Start date	03/01/2024	End date	31/03/2024
Department(s) involved	Education and HR With contribution of other departments		
Resources	Human resources		
	Academic Programme Coordinator	Education	1 PM
	Other staff	HR, Projects Office, President'	2 PM
	Other		

	No equipment needed	n.a	n.a
Evaluation of past educational programmes and activities as assessed by the students and staff evaluation surveys.			
Output 1.1	Quality Assurance and Self Evaluation Reports (for the year 2023)		Delivery date: 29/03/2024

Task 1.1.2	Definition of EMUNI's comparative and competitive niche and creation of a pool of competences		
Start date	01/5/2024	End date	31/08/2024
Department(s) involved	Education Human Resources President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	0.5 PM
	Assistant to Academic Programme Coordinator (to be hired)	Education	1 PM
	Project Manager	Projects & International Cooperation	0.5 PM

	Human Resources Manager	Human resources	0.5 PM
A good overview on the current educational offer, target groups and their needs, labour market in the Euro-Mediterranean region (EUROMED) as well as on future trends in higher education is needed. For this purpose a detailed market study should be carried out as a very first step considering the following aspects: 1. Identification of competitors (a. higher education providers geographically located in the EUROMED and b. Higher education providers with academic offer focussing on the EUROMED area) and analysing their academic offer. 2. In-depth overview of education programs in the partner organisations and identification of the areas of collaboration. 3. Identification of students' target groups and understanding their needs (surveys, literature review, mobility visits to interview young people, education fairs, insights into the employer's needs) 4. Labour market analysis (current and future requirements in the EUROMED) 5. Overview on future trends (educational methods and technologies), strategies (European and national) and expected developments of higher education 6. Overview on project outcomes (i.e. research conducted by EMNES on employment creation, entrepreneurship, labour market, etc.) and proposals to integrate research/project results in the academic offer based on the main findings of the market analysis, required expertise and competencies will be mapped and main areas/fields for development of study programmes will be identified.			
Output 1.2	Pool of EMUNI required expertise and competencies.		Delivery date: 31/08/2024
Output 1.3	List of potential areas/fields for developing study programmes.		Delivery date: 30/09/2024

Task 1.2.1	Development of EMUNI's own study programmes and their accreditation and implementation
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Start date	01/10/2024	End date	31/12/2027
Department(s) involved	Education President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	2 PM / year
	Assistant to Academic Programme Coordinator (to be hired)	Education	2 PM / year
	President	President's Office	0.5 PM / year
	New staff	Academic faculty members	3 FTE in 2024 – 5 FTE in 2027
In line with market needs and EMUNI's comparative niche (together with pool of required expertise, competencies and list of potential areas/fields for developing study programmes), EMUNI's own Master's, PhD and Professional Upgrading study programmes as well as Summer Schools will be designed.			
Output 1.4	At least one new Master's study programme (ready for starting the accreditation process)		Delivery date: 28/02/2025
Output 1.5	At least one own PhD study programme (ready for starting the accreditation process)		Delivery date: 28/02/2025

Output 1.6	At least one own Professional Upgrading study programme (ready for starting the accreditation process)	Delivery date: 31/03/2025
Output 1.7	At least one new Summer Schools (own or in cooperation)	Delivery date: 31/12/2024
Output 1.8	Accreditation of at least 3 Study programmes	Delivery date: 31/03/2026

Task 1.2.2	Development of new collaborative/double or joint educational activities/programmes		
Start date	01/01/2023	End date	31/12/2028
Department(s) involved	Education President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	1 PM / 1st year 0.5 PM / 2nd and consecutive years
	Project Manager	Projects & International	1.0 PM / year
	New staff	Academic faculty members	Included in the above mentioned figure (3 FTE in 2024 – 5 FTE in 2027)

This involves the following steps: 1. Exploring educational offer of EMUNI partner universities (i.e via Taking advantage of Erasmus + staff mobilities for training 2. Preparation of (pre)proposals to involve potential partners and contact making 3. Create joint study programmes and define joint procedures 4. Accrediting/notifying joint programmes 5. Exploring possibilities to involve current teaching staff and/or attract new teaching staff and students 6. Advertising and communicating joint study programmes as defined in the Advertising and marketing strategy 7. Taking advantage of Erasmus+ staff mobilities for training		
Output 1.8	At least one Joint and/or Dual Master's Degree Programme.	Delivery date: 31/03/2025
Output 1.9	At least one Joint and/or Dual PhD Programme.	Delivery date: 31/03/2026
Output 1.10	At least one new collaborative Summers School.	Delivery date: 31/12/2024

Task 1.2.3	Development of notified study programmes		
Start date	01/01/2024	End date	31/12/2028
Department(s) involved	Education President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	1 PM / 1st year 0.5 PM / 2nd and consecutive years

	Project Manager	Projects & International	0.25 PM / year
In order to develop joint educational activities within EMUNI Network, a number of steps need to be taken: 1. Exploring educational offer of EMUNI partner universities 2. Preparation of (pre)proposals to involve potential partners and contact making 3. Create joint study programmes and define joint procedures 4. Signing the interinstitutional agreement 5. Accrediting joint programmes by notification 6. Exploring possibilities to involve current teaching staff and/or attract teaching staff and students 7. Advertising and communicating joint study programmes as defined in the Advertising and marketing strategy			
Output 1.11	2-3 Joint Master Programme(s) One Joint PhD		Delivery date: 31/03/2025 Delivery date: 31/03/2026
Output 1.12	One Joint Summer School		Delivery date: 31/03/2025

Task 1.3.1	Development of interactive EMUNI eLearning platform		
Start date	01/05/2024	End date	31/12/2024
Department(s) involved	Education IT President's Office Projects & International Cooperation		

Resources	Academic Programme Coordinator	Education	1 PM / 1st year 0.5 PM / 2nd and consecutive years
	IT Manager	IT	2 PM 1st year 1 PM per year
	Software / LMS system	Online platform for eLearning	50.000 EUR
When identifying students' needs, main requirements for the future EMUNI eLearning platform will be laid down as well as a first step. The platform will be developed then in cooperation between the Education department and the programmer. The best LMS system has to be selected for EMUNI's purposes. A testing phase will take place as well prior the actual implementation phase. A continuous evaluation strategy will be set up to accompany the whole implementation phase. Maintenance and continuous improvements to the platform need to be ensured as well.			

Risks associated to this Activity	Probability	Impact	Mitigation measures
Difficulties to accredit study programmes	Medium	High	A detailed accreditation strategy will be prepared prior to the implementation of study programmes and necessary action will be taken to engage with the Slovenian accreditation agency (NAKVIS) and the Ministry. Moreover, the possibility to accredit by notification will be explored as well.
Lack of funding to develop platform according to identified needs and in line with EMUNI's study programmes	Medium	High	Stabilising and diversifying EMUNI's sources of funding is crucial and a detailed action plan will tackle this issue.

Milestone title	Responsible department	Due date	Means of verification
EMUNI's comparative and competitive niche defined	Education/ Projects	30/09/2024	Pool of EMUNI competences (Matrix of competences required and proposed list of collaborators)
Accredited Study Programme(s)	Education	31/03/2026	EMUNI academic catalogue available on the website
EMUNI eLearning platform 2.0	Education	31/12/2024	EMUNI eLearning platform operational and available online

Priority ACTION 2	<i>Consolidating EMUNI network</i>		
Start date	02/04/2024	End date	31/12/2028
Responsible department	Strategic Partnership Unit		
Other involved department(s)	Education Communication & marketing President’s Office		
Linked objectives			
2.1 - Developing EMUNI Knowledge and Innovation Communities . Aiming at: · Students and staff exchanges among the institutions · Enforcing collaboration along projects (esp. EU-funded) · Staff capacity building and educational & research activities · Joint educational activities among the institutions · Sharing best practices in institutional management & fundraising · Capacity Building of South Med Institutions international cooperation & project management offices 2.2 – Enforcing the role of the network as a Think Tank 2.3 – Fostering effective engagement of GA and IC members along the Network Annual Meetings			
Indicator name: Number of institutions actively involved in Inner Circle	Baseline: 28	Means of verification: Number of institutions paying membership fees Participant lists for IC meetings Participant lists for GA meetings Number of jointly submitted proposals (involving at least 3 members)	Target: 30 (2025) 40 (2026) 50 (2028)

Number of Knowledge Hubs in the ICIs	Baseline: 0		Target” 5 (2024) 10 (2028)
Description and timeframe of tasks			
Task 2.1.1	Mapping of the network members		
Start date	02/04/2024	End date	31/5/2025
Department(s) involved	Strategic Partnerships Unit Communication & Outreach Unit President’s Office		
Resources	Human resources		
	President	President’s Office	0.5 PM per year
	Project Manager	Strategic partnership Unit	1.5 PM per year
	Other resources		
	New Staff Hiring	Senior Academic with extensive international network experience	0.5 FTE per year (2024 – 2028)
	Subcontracting	Developer	Service (design and settings of the database, training of the administrator, setting of the widget): 4 500 € Licence: 3 500 € / year

In order to have a deeper knowledge of the institutions that compose EMUNI network, their competences and existing projects, a comprehensive database should be created and regularly updated by the network members themselves (with the assistance and close supervision of EMUNI project manager). This database should include basic contact information (generic and specific contacts), main research areas, main teaching activities, key words and main/last collaborative projects. Part of the information will be for internal use (projects, mailing) and part will be for dissemination (map/list on EMUNI website).			
Output 2.1	Launch of the database		Delivery date: 01/06/2024
Output 2.2	Publication of directory and map of network institutions on EMUNI website		Delivery date: 31/08/2024
Task 2.1.2	Establishing EMUNI's Knowledge and Innovation Hubs		
Start date	02/04/2024	End date	31/12/2025
Department(s) involved	Strategic partnerships President's Office Communication and Outreach Education IT		
Resources	Human resources		
	Project Manager	Projects & International Cooperation	4 PM
	Academic Programmes coordinator	Education	0.5 PM
	President	President's office	0.5 PM

	Other (The New Network Leader hired at EMUNI)		
Building on the mapping of network members and their competences, the decision on where the hubs will be hosted is taken			
Output 2.2	Establishing 5 Hubs at southern Med countries		Delivery date: 31/12/2024
Output 2.3	Establishing 5 Hubs at northern Med countries		Delivery date: 31/12/2025
Task 2.2.1	Developing Thematic Working Groups to study and draft reports on relevant issues/challenges facing the EuroMed (EMUNI as a Think Tank)		
Start date	01/06/2024	End date	31/12/2028
Department(s) involved	Projects & International Cooperation President’s Office Communication & marketing Education		
Resources	Human resources		
	Project Manager	Strategic Partnerships Unit	1 PM per year
	Academic Programmes coordinator	Education	0.25 PM per year
	President	President’s office	0.25 PM per year
	Other: The newly hired Network Leader		

	No specific equipment required	n.a	n.a
These working groups will be formed upon consultation with network members who will avail their faculty members to participate in these thematic groups that will be discussing, studying and reporting on important topical challenges facing the Euro-Med region. The reports will be reviewed, discussed, and assessed by an adhoc group formed by the MB, in a process moderated by the President of the University. Inner Circle institutions will play a more active role in the definition of EMUNI priorities and objectives. They will be encouraged to share ideas of new projects, research and educational programmes and taking more leadership in implementing them (shared responsibility). In line with the regular call/funding opportunity monitor, updates will be shared with EMUNI Inner Circle members as well in order to jointly work on project ideas. Possible ways of sharing this information will be explored (i.e. regular newsletters to IC members, dedicated section on EMUNI website, etc.). Following EMUNI events, participants will regularly be consulted on the new collaboration established.			
Output 2.4	Working group meetings with IC institutions (along one of their annual meetings)		30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028

Task 2.3.1	Fostering Network Members Engagement in EMUNI activities		
Start date	01/05/2024	End date	31/12/2028
Department(s) involved	Strategic Partnerships Education President's Office		

Resources	Human resources		
	Project Manager	Projects & International Cooperation	1 PM per year
	Academic Programmes coordinator	Education	0.25 PM per year
	President	President's office	0.25 PM per year
	Other Network Leader		
	Targeted person from IC institutions	n.a	n.a
Regular meetings of EMUNI Inner Circle will be combined with sessions dedicated to share expertise/best practices. Regular consultations will be held with IC members in order to better understand their needs/skills in order to shape capacity building activities to their requirements. Erasmus+ staff mobilities will also be performed for this purpose in order to increase network cooperation activities in general and specially applications for projects proposals and joint educational programmes. Inner Circle institutions will play a more active role in the definition of EMUNI priorities and objectives. They will be encouraged to share ideas of new projects, research and educational programmes and taking more leadership in implementing them (shared responsibility). In line with the regular call/funding opportunity monitor, updates will be shared with EMUNI Inner Circle members as well in order to jointly work on project ideas. Possible ways of sharing this information will be explored (i.e. regular newsletters to IC members, dedicated section on EMUNI website, etc.). Following EMUNI events, participants will regularly be consulted on the new collaboration established.			
Output 2.5	Launch a network of responsibilities of International Relations offices within IC institutions		Delivery date: 01/07/2024

Output 2.6	Best practice sharing/capacity building sessions along IC meetings	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028
Output 2.7	Specific meetings combined with IC meetings dedicated to the selection / application to identified funding opportunities	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028
Output 2.8	Survey after each events on new collaborations established	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028
Output 2.9	Arrange B2B meetings during events	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028

Risks associated to this Action	Probability	Impact	Mitigation measures
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Lack of involvement/answers from network institutions	High	High	Have 1 person dedicated to the follow-up (network leader), individual approach, identify key contact at each institution
Competition with other networks	Low	Medium	Possibilities to cooperate with those networks will be evaluated while EMUNI's niche will be defined as well
Security of the data collected	High	Medium	Professional tools (such as platform craft) ensure security of the data collected and all GDPR
Milestone title	Responsible department	Due date	Means of verification
Directory of EMUNI institutions published on EMUNI website	Strategic Partnerships	15/11/2024	EMUNI website
Identification of EMUNI network members competences/ specificities	Strategic Partnerships	15/11/2024	EMUNI database
Launch of EMUNI Knowledge and Innovation Hub	President's Office	31/12/2024	Agreements signed / EMUNI website

Priority ACTION 3	<i>Fund raising</i>		
Start date	01/02/2019	End date	31/12/2024
Responsible department	President's Office		

Other involved department(s)	Communication & marketing Education Finances HR IT Legal Projects & International Cooperation		
Linked objectives			
3.1 – Augmenting the Ministry Funds 3.2 – Establishing an international Fund/Foundation to provide scholarships for southern Med students 3.3 - Increase number of paying IC members			
Indicator name: EMUNI Annual Income	Baseline: Approx. 900,000 (2023)	Means of verification: EMUNI accounting	Target: 1.5 Million (2024) 2 Million (2028)
Indicator name: Number of paying students	Baseline: None (2023)	Means of verification: EMUNI accounting	Target: 10 (2024) 50 (2028)
Description and timeframe of tasks			
Task 3.1.1	Reaching an agreement with the Ministry of Higher Education, Science and Innovation to increase the funds		
Start date	01/02/2024	End date	31/03/2024

Departments involved	Finances President's Office Projects & International Cooperation		
Resources	Human Resources		
	Financial Manager	Finances	3 PM
	President	President's Office	1 PM
	Project Manager	Projects & International Cooperation	1 PM
	Other resources		
	Accountant	Outsourced	1.000 EUR
In line with the position paper of the Slovenian government to significantly increase the annual budget of EMUNI, EMUNI will prepare an ambitious 5-year strategic plan, present it to the Ministry of Higher Education, Science and Innovation, then will embark on amending the Annual Work Programme with the aim of increasing funds for the first 3 years of the strategic plan, in order to enhance the financial sustainability of EMUNI.			
Output 3.1	Signing an annex for the annual contract of EMUNI with the Ministry of Higher Education, Science and Innovation to increase the funds		Delivery date: 31/03/2024
Task 3.1.2	Establishing the Euro-Med Students Empowerment Fund		
Start date	01/02/2024	End date	31/12/2024

Department(s) involved	Communication & marketing Education Finances HR IT Legal President's Office Projects & International Cooperation		
Resources	Human resources		
	President	President's Office	2 PM
	Academic Programmes Coordinator	Education	1 PM
	Other		
	No other resources needed	n.a.	n.a
The funds concept paper was already presented by the outgoing EMUNI President to the Minister of Foreign Affairs. This is followed by development of the Funds Establishment Act and then forming the international Foundation.			
Output 3.2	The International Foundation has been established		Delivery date: 31/12/2024

Output 3.3	Annual meetings of the Foundation's Board	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Task 3.1.3	Analysing and re-designing EMUNI's business model		
Start date	01/01/2025	End date	31/12/2025
Department(s) involved	Communication & marketing Education Finances HR IT Legal President's Office Projects & International Cooperation		
Resources	Human resources		
	President	President's Office	3 PM
	Academic Programmes Coordinator	Education	2 PM
	Project Manager	Projects & International Cooperation	1 PM

	Communication Manager	Communication & marketing	1 PM
	Other		
	Organisation of IC meetings	Accommodation, room rental, catering, etc.	10.000 EUR per meeting
In parallel with the market research, EMUNI's business model will be re-designed in order to allow to attract more self-paying students. Ideally, tuition fees should have the biggest share in EMUNI's income.			
Output 3.4	New business model integrated in the market analysis and business plan		Delivery date: 31/12/2025

Task 3.1.4	Ensuring continuity and augmentation of payments in EMUNI Network		
Start date	01/01/2024	End date	31/12/2028
Department(s) involved	Communication & marketing Education Finances HR IT Legal President's Office Projects & International Cooperation		
	Human resources		

Resources	President	President’s Office	1 PM
	Project Manager	Projects & International Cooperation	2 PM
	IT Manager	IT	0.5 PM
	Other		
As specified in Action 2 (Consolidating EMUNI network), Inner Circle members will be highly motivated to closely cooperate with EMUNI and its member institutions. High quality services delivered to EMUNI Network members will allow to attract more institutions from the Euro-Mediterranean. The aim is to have the current IC members continue paying their annual fees and double the number of paying members by the end of the 5-year plan.			
Output 3.5	Annual evaluation report by EMUNI network members		Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028

Risks associated to this Activity	Probability	Impact	Mitigation measures
Difficulties to negotiate with Ministry of Education to increase funds for the upcoming years	High	High	Negotiations will be prepared based on EMUNI's recent achievements and the position paper signed by both Ministers of Higher Education and Foreign Affairs

Difficulties to cover operating costs provided that EMUNI students do not usually pay tuition fees	High	High	Marketing strategy should target self-paying students as well
Milestone title	Responsible department	Due date	Means of verification
Sustainable funding sources ensured for the period 2024-2028	President's Office	31/12/2019	Annual financial forecast

Priority ACTION 4	<i>Enhancing marketing, communication and outreach with stakeholders and promoting/marketing Educational Activities</i>		
Start date	02/04/2024	End date	31/12/2028
Responsible department	Communication & Outreach		
Other involved department(s)	Education IT President's Office Strategic Partnerships Subcontracted Digital marketing Company		
Linked objectives			
4.1 - Developing and implementing an effective communication, outreach and marketing strategy 4.2 - Investing in effective communication instruments and tools 4.3 - Identifying, maintaining and updating a functional database of contacts, partners and stakeholders 4.4 - Ensuring active participation in Mediterranean universities' education fairs and events 4.5 - Successfully delivering online and face-to-face marketing & outreach activities 4.6 - Enhancing practical (field) experiences through strategic partnerships with enterprises, offering internships and practical field visits, partnering with EU development agencies, etc. 4.7 – Other activities to attract Mediterranean students (e.g. Summer Bootcamp)			
Indicator name: Social media organic growth	Baseline: 2023	Means of verification: Social media metrics	Target: 20 % increase / year

Indicator name: Conventional media outreach growth	Baseline: 10 (2023)	Means of verification: Presence in local/national press	Target: 15 (2024) 25 (2025) 35 (2028)
Indicator name: Number of external participants at EMUNI events	Baseline: 100 (2024)	Means of verification: Attendance sheets from events	Target: 20 % increase / year
No. of students enrolled	Baseline: 45 (2023)	Education department records	Target: 100 (2025) 200 (2027) 300 (2028)
Description and timeframe of tasks			
Task 4.1.1	Evaluation of past communication and marketing impacts/costs		
Start date	02/04/2024	End date	30/04/2024
Department(s) involved	Communication & marketing Education Finance President's Office Projects & International Cooperation IT		

Resources	Human resources		
	Communication Officer	Communication & marketing	1 PM
	President	President's office	0.5 PM
	Financial Manager	Finance	0.5 PM
	Other: Subcontracted Digital marketing Company		
	No other resources needed	subcontracting	24K annually
In order to have a deep understanding on what has been achieved in the past (lessons learnt, best practices, impacts/costs, etc.) an in depth-analysis of past communication and marketing strategies/activities needs to be carried out. A close cooperation with the Financial Manager/Accounting is required for the cost-impact analysis.			
Output 4.1	Evaluation of past communication strategies/lessons learnt		Delivery date: 30/04/2024

Task 4.1.2	Communication and outreach strategy		
Start date	01/05/2024	End date	30/06/2024

Department(s) involved	Communication & marketing Education President's Office Projects & International Cooperation IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	2 PM
	Academic Programmes Coordinator	Education	1 PM
	IT Manager	IT	0.5 PM
	President	President's office	0.5 PM
	Project Manager	Projects & International Cooperation	1 PM
	Other		
	No other resources needed	n.a	n.a
An effective communication and outreach strategy has to be developed per department or per activity considering EMUNI as a whole. To do so, specific brainstorming/consultation meetings with representatives of each department AND external collaborators (i.e. UfM), co-funding providers and other sponsors will be held. It is extremely important to coordinate communication strategies on both levels: internally, with the different departments and externally, with collaborators (i.e. UfM logo on EMUNI communication material, etc.).			

Output 4.2	Communication and outreach strategy (2024-2029)	Delivery date: 31/10/2024
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Task 4.1.3	Communication and outreach - action plan		
Start date	01/11/2024	End date	31/12/2024
Department(s) involved	Communication & marketing Education Finances President's Office Projects & International Cooperation IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	1 PM
	Academic Programmes Coordinator	Education	0.5 PM
	Financial Manager	Finances	0.5 PM
	IT Manager	IT	0.5 PM
	President	President's office	0.25 PM

	Project Manager	Projects & International Cooperation	0.5 PM
	Other		
In accordance with the communication & outreach strategy and referring to the main outcomes of the market analysis and business plan prepared under activity 1.1.1 Market Research, a detailed action plan will be elaborated in close cooperation with all EMUNI departments. Target groups will be identified and segmented, key messages defined and the most efficient communication tools set considering main channels of communication and EMUNI's renewed visual identity. Budget necessary for the implementation of the action plan will be broken down/reviewed in collaboration with the Financial Department. In parallel, the database of contacts, partners and stakeholders will be constantly updated in cooperation with the Projects and International Cooperation department.			
Output 4.3	Communication and outreach action plan (2024-2029)		Delivery date: 31/12/2024

Task 4.2.1	Communication and outreach - implementation and follow-up with effective communication instruments and tools		
Start date	01/01/2025	End date	31/12/2028
Department(s) involved	Communication & marketing Education Finances President's Office Projects & International Cooperation IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	3 PM / year

	Academic Programmes Coordinator	Education	0.5 PM /year
	Financial Manager	Finances	0.25 PM /year
	IT Manager	IT	1 PM / year
	President	President's office	0.25 PM / year
	Project Manager	Projects & International Cooperation	1 PM / year
	Other		
	Designer-outsourced	Design of promo material/visual identity	8.000 EUR
	Training of Communication Manager	Specific skills, software use	1.000 EUR
	Communication tools and equipment	Computer suitable for design/communication tasks and software	2.000 EUR
	Promotional material	Printing, giveaways, social media costs, press conferences, etc.	20.000 EUR/year
The action plan will be implemented and if necessary, updated, taking into consideration investment in effective communication instruments and tools, including the design of a new website and maintaining digital communications. Monitoring and follow-up on both communication activities and the budget need to be ensured as well.			

Output 4.4	Communication and outreach annual statistics (2024-2028)	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Task 4.3.1	Production of a functional database of contacts, partners and stakeholders		
Start date	01/05/2024	End date	30/11/2024
Department(s) involved	Communication & marketing Education Finances President's Office Projects & International Cooperation IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	1 PM
	Academic Programmes Coordinator	Education	0.5 PM
	Financial Manager	Finances	0.5 PM
	IT Manager	IT	2 PM

	President	President’s office	0.2PM
	Project Manager	Projects & International Cooperation	0.2 PM
	Other		
In accordance with the communication and outreach - action plan prepared under activity 4.1.3 the database of contacts, partners and stakeholders will be constantly updated in close cooperation with all EMUNI departments, particularly with the Projects and International Cooperation department. Mailjet is the recommended communication tool to be used for database contacts at a fixed monthly fee providing optimum delivery numbers, for which the budget necessary will be broken down/reviewed in collaboration with the Financial Department.			
Output 4.5	Functional database of contacts, partners and stakeholders (2024-2029) with systematic updates		Delivery date: 30/11/2024

Task 4.4.1	Evaluation of Mediterranean universities' education fairs and events		
Start date	01/06/2024	End date	15/07/2024
Department(s) involved	Education President's Office		
	Human resources		

Resources	Academic Programmes Coordinator	Education	1 PM
	President	President's office	0.2 PM
	In order to understand the current market of Mediterranean fairs and events as potential marketing opportunities for EMUNI education programmes, an in depth-analysis will have to be conducted in order to identify the most appropriate opportunities with the highest chances of return, in close cooperation with Projects and International Cooperation as well as the Education Department, which will be best placed to identify regions within network partner countries. This task also needs to be monitored by the Financial Manager/Accounting for the cost-impact analysis.		
Output 4.6	Report on Mediterranean universities' education fairs and events		15/07/2024

Task 4.4.2	Mediterranean universities' education fairs and events attendance action plan		
Start date	15/07/2024	End date	31/08/2024
Department(s) involved	Communication & marketing Education Finances President's Office		
	Human resources		

Resources	Communication Officer	Communication & marketing	0.1 PM
	Academic Programmes Coordinator	Education	0.2 PM
	Financial Manager	Finances	0.1 PM
	President	President's office	0.1 PM
	Project Manager	Projects & International Cooperation	0.1 PM
	An effective attendance action plan of Mediterranean fairs and events has to be developed considering EMUNI's current educational programmes and potential degrees in development. To do so, specific brainstorming/consultation meetings with Projects and International Cooperation and the Education Department will be held in order to produce a final attendance action plan to cover the next forthcoming academic year, taking into account the timeline of application calls and the human resources to attend such events.		
Output 4.7	Mediterranean universities' education fairs and events attendance action plan		01/09/2024

Task 4.5.1	Online marketing and outreach activities – social media strategy document		
Start date	20/04/2024	End date	31/05/2024

Department(s) involved	Communication & marketing Education Projects & International Cooperation Finances President's Office IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	0.5 PM
	Academic Programmes Coordinator	Education	0.1 PM
	Financial Manager	Finances	0.1 PM
	IT Manager	IT	0.1 PM
	President	President's office	0.1 PM
	Project Manager	Projects & International Cooperation	0.1 PM
	Taking into consideration Tasks 4.1.3 and 4.2.1, the Communications and Outreach department will cooperate closely with IT and a potential subcontracting digital marketing company to design a bespoke social media strategy document that will devise the most appropriate advertising campaigns with optimal frequency and timing to targeted audiences. This will include Meta and LinkedIn ad campaigns as well as for Google and YouTube. This task also needs to be monitored by the Financial Manager/Accounting for the cost-impact analysis.		

Output 4.8	Social Media Strategy Document	31/05/2024
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Task 4.5.2	Face to face marketing and outreach activities action plan		
Start date	01/06/2024	End date	30/06/2024
Department(s) involved	Communication & marketing Education Projects & International Cooperation Finances President's Office IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	0.5 PM
	Academic Programmes Coordinator	Education	0.1 PM
	Financial Manager	Finances	0.1 PM
	IT Manager	IT	0.1 PM
	President	President's office	0.1 PM

	Project Manager	Projects & International Cooperation	0.1 PM
	Taking into consideration Tasks 4.1.3 and 4.2.1, the Communications and Outreach department will cooperate with the Projects Manager to design an annual action plan of face-to-face marketing and outreach activities designed to strengthen EMUNI's position locally and nationally within the Slovenian context. This will include at least two open mornings per annum, to which stakeholders in local government and local industry can attend on the one hand, and academia and society on the other (representing the quadruple helix model). In this way, the relationships EMUNI has forged with stakeholders through various projects can be reinforced beyond the projects' lifetime, thus maintaining the sustainability of EMUNI. Similarly, 'coffee mornings' can be held throughout the year with local Piran stakeholders to ensure EMUNI's visibility and position is clear at a local level.		
Output 4.9	Face to face marketing and outreach activities action plan		30/06/2024

Task 4.6.1	Enhancing practical and field experiences for EMUNI Students		
Start date	01/05/2024	End date	30/06/2024
Department(s) involved	Strategic Partnerships Education Communication & Outreach Projects & International Cooperation Finance		
Resources	Human resources		
	Strategic Partnership	Strategic Partnership coordinator	0.5 PM

	Communication Officer	Communication & marketing	0.2 PM
	Academic Programmes Coordinator	Education	0.2 PM
	Financial Manager	Finances	0.1 PM
	President	President's office	0.1 PM
	Project Manager	Projects & International Cooperation	0.1 PM
	Stocktaking and evaluation of previous internships and other visits and experiential learning activities with recommendations on how to enhance the practical/experiential learning and field experiences for EMUNI students, including recommendations for partnerships with identified business/academic entities and other measures to enforce the learning experience.		
Output 4.10	Report (including an action plan) on enhancing the experiential learning at EMUNI		31/07/2024

Task 4.7.1	Mediterranean Students' Bootcamp		
Start date	02/04/2024	End date	30/09/2028

Department(s) involved	Strategic Partnerships Education Communication & Outreach Projects & International Cooperation Finance		
Resources	Human resources		
	Strategic Partnership	Strategic Partnership coordinator	1.5 PM
	Communication Officer	Communication & marketing	1.0 PM
	Academic Programmes Coordinator	Education	2.0 PM
	Financial Manager	Finances	0.5 PM
	President	President's office	0.5 PM
	Project Manager	Projects & International Cooperation	0.5 PM
	Capitalising on the EMUNI Knowledge and Innovation Hubs at southern Mediterranean universities, bachelor students from southern and northern Mediterranean students will be invited to a 10-14 days summer camp at EMUNI (conducted in June or September each year). The camp will gather around 40 students from across the Mediterranean who are entering the final Bachelor year. These students will potentially pursue their Master Studies at EMUNI, including also along a dual degree programme with the sending university.		
Output 4.11	Annual Summer Bootcamps (2025 – 2028)		30/09/2028

Risks associated to this Activity	Probability	Impact	Mitigation measures
Difficulties to coordinate communication activities with co-funding providers/sponsors	Medium	Medium	Regular follow-up on communication activities with both EMUNI departments and external collaborators needs to be ensured (via online communication and/or face-to-face meetings).
Difficulties in conveying message to target audiences	Medium	High	Easy-to-understand key messages need to be defined
Lack of funds to implement marketing strategy	High	High	Ensuring sustainable and diverse sources of funding (see Action 3)
Milestone title	Responsible department	Due date	Means of verification
Communication and outreach action plan ready for implementation	Communication & marketing	31/12/2024	Availability of the action plan at each department

Priority ACTION 5	<i>Enhancing the capacity of EMUNI to acquire projects aligned with its objectives & educational activities</i>		
Start date	02/04/2024	End date	31/12/2028
Responsible department	President’s Office		
Other involved department(s)	Education Projects & International Cooperation Hiring an experience full-time Project Manager		
Linked objectives			
5.1 - Capacity building of EMUNI staff to better address project proposals preparation and projects management. 5.2 - Developing and implementing measures whereby EMUNI is more successful in identifying/addressing relevant CFPs, forging appropriate partnerships and consortia & receiving projects funds			
Indicator name: Number of proposals submitted in line with EMUNI’s objectives and educational activities	Baseline: 7 Year: 2023	Means of verification: EMUNI archive of submitted proposals	Target: 4 (2024) 10(2025) 12(2026) 15 (2027)
Description and timeframe of tasks			
Task 5.1.1	Participating in external trainings on partnership building and project management		
Start date	02/04/2024	End date	31/12/2024

Department(s) involved	Education Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International Cooperation	0.5 PM per year
	Academic Programmes coordinator	Education	0.25 PM per year
	Other Newly hired Project Manager		
	External service provider - delivery of trainings	Specific courses (online or face-to-face) designed to increase capacities in partnership building and project management	400 EUR per day Est quantity: 1 week/year per person
EMUNI's staff (projects and Education department) will be encouraged to participate in external trainings in terms of partnership building, proposal writing and project management in order to ensure that they are constantly improving their skills.			
Output 5.1	Staff with increased capacity in partnership building, proposal writing and project management		Delivery date: 31/12/2020 31/12/2021 31/12/2022 31/12/2023 31/12/2024

Task 5.2.1	EMUNI's presence at external partnership building events		
Start date	01/12/2024	End date	31/12/2028

Department(s) involved	Communication & marketing Education President's office Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International Cooperation	0.5 PM per year
	Academic Programmes coordinator	Education	0.25 PM per year
	President	President's Office	1 PM per year
	Communication Officer	Communication and marketing	0.25 PM per year
	Other		
	Travels to events and subsistence costs	Lump sum estimated including flight ticket, transportation, accommodation and meals.	1000 EUR per travel (1 event per person per year)
Partnership building events will be regularly monitored by the Projects & International cooperation office with a particular emphasis on funding programmes such as H2020, Erasmus+ and EuropeAid. But other opportunities for building new partnership/getting involved in new projects in line with EMUNI's educational objectives will be considered as well. Presentation material/promotional material will be delivered in cooperation with the Communication and marketing department according to the strategy developed under Action 8.			

Output 5.2	List of yearly partnership/proposal building events	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Task 5.2.2	Lobbying with national and European decision-making bodies		
Start date	01/07/2024	End date	31/12/2025
Department(s) involved	President's office Education Projects & International Cooperation		
Resources	Human resources		
	President	President's Office	1 PM per year
	President's Office Manager	President's Office	0.5 PM per year
	Academic Programmes Coordinator	Education	0.25 PM per year
	Project Manager	Projects and International Cooperation	0.5 PM per year
	Other resources		

	Travel costs	Flight tickets, accommodation, meals and local transportation of participants (average lump sum regardless destination, inside/outside EU)	1000 EUR per travel per person (President: 2 travels per year; Other employees: 1 travel every 2 years)
Linked with the platform for dialogue and the identification of EMUNI niche, by participating in the definition of the EC work programmes, meetings in Brussels/Barcelona, invitation of decision makers to attend EMUNI events, etc.			
Output 5.3	Annual reports on lobbying activities (to be included in EMUNI's annual report)		Delivery date: 31/12/2025

Priority ACTION 6	Fostering EMUNI’s role as a Platform for Intercultural Dialogue & Science Diplomacy		
Start date	02/04/2024	End date	31/12/2028
Responsible department	Projects & International Cooperation		
Other involved department(s)	Communication and Outreach Research Presidency		
Linked objectives			
6.1 - Strengthening links with existing partners & developing new partnerships with actors in the fields of Inter-Cultural Dialogue and Science Diplomacy 6.2 - Conducting a series of debates and round tables across the Mediterranean, under the titles “EMUNI Talks”, “EMUNI Debates”			
Indicator name: Number of SD/STI events or meetings	Baseline: 2 (2023)	Means of verification: Meeting agenda, minutes and attendance sheets	Target: 3 (2024) 4 (2025) 4 (2026) 4 (2027) 4 (2028)
Description and timeframe of tasks			

Task 6.1.1	Organising a regular annual event for stakeholders to meet, e.g. Annual conference		
Start date	02/04/2024	End date	30/11/2024
Department(s) involved	Education President's Office Projects & International Cooperation Research		
Resources	Human resources		
	President Office Manager	President's Office	1 PM per year
	Researcher	Research	1 PM per year
	Academic Programmes Coordinator	Education	0.5 PM per year
	Project Manager	Projects & International Cooperation	0.5 PM per year
	Other		
	Event venues, logistics and organisation	Travel, accommodation of speakers, catering, meals, conference venue, etc.	15.000 EUR per event 45.000 EUR per conference
A regular, annual event bringing together stakeholders from the region is a key tool for EMUNI's role of a platform, and builds on the EMUNIs good legacy. The themes need to reflect most topical issues in the region, possibly but not necessarily involving universities in the title. Universities should have a role to play in the delivery of results, e.g. by supplying education, research. B2B meetings should be organised in the frame of these events.			

Output 6.1	Tentative Agenda concept note of annual conferences	Delivery date: 01/05/2024
Output 6.2	Implementation of the 2-3 day conference and meeting of Governing Bodies	Delivery date: Spring/early summer 2024 - 2028

Task 6.1.2	Science Diplomacy and STI Cooperation between EU and Middle East - Awareness raising and networking		
Start date	01/01/2025	End date	31/12/2028
Department(s) involved	Communication & marketing President's Office Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International	1 PM per year
	President's Office Manager	President's Office	0.5 PM per year
	Communication Manager	Communication & marketing	0.5 PM per year
A series of events/activities would be needed in order to engage with possible partners and promote benefits of STI cooperation within EMUNI's network (i.e. online workshops to present funding opportunities and discuss on possible cooperation frameworks, specific info days on CfPs of interest, b2b meetings to prepare joint proposals, etc.)			
Output 6.3	Joint proposal to further strengthen STI cooperation with EMUNI partners	Delivery date: 31/12/2024	

Output 6.4	Develop strategic partnerships with international cooperation agencies and foundations	Delivery date: 31/12/2025
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Task 6.2.1	EMUNI talks on Science Diplomacy and STI Cooperation between EU and Middle East		
Start date	01/01/2015	End date	31/12/2028
Department(s) involved	Education Communication & marketing Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International	1 PM per year
	Academic Programmes Coordinator	Education	0.25 PM per year
	Communication Manager	Communication & marketing	0.5 PM per year
Specific round-table debates to be organised in parallel with other events organised by EMUNI (i.e. Annual Conferences) or where EMUNI will be present in order to spread best practices gained in the past and seeking new opportunities of collaboration.			

Output 6.5	Intercultural Dialogue and Science Diplomacy events reports	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Risks associated to this Activity	Probability	Impact	Mitigation measures
Lack of availability of funds to co-finance STI platform	Medium	Medium	STI platform activities will be designed in a way allowing low-sustaining costs and always combined with other activities in order to ensure a cost-efficient organisation
Milestone title	Responsible department	Due date	Means of verification
EMUNI partners with increased capacity to actively engage in STI platform	Projects & Intercultural department	31/12/2024	Evaluation report on capacity building activities

Legal basis of the operation

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

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

Basic Legal Basis of The Operation:

1 National:

- Higher Education Act (Official Gazette of the Republic of Slovenia, 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).

2. International Acts:

- “Towards a Euro-Mediterranean Higher Education and Research Area: First Euro-Mediterranean Ministerial Conference on Higher Education and Scientific Research (Cairo Declaration)”, 18 June 2007,
- Joint Declaration of the Paris Summit for the Mediterranean, Paris, 13 July 2008,
- European Convention on the Recognition of the Legal Personality of International NonGovernmental Organisations, Strasbourg, 24.IV.1986; Official Gazette of RS, No. 44/1993 (Slovenia, 1 January 1994),
- Vienna Convention on the Law of Treaties between States and International Organisations or between International Organisations (1986), 1155 UNTS 331,
- Agreement concerning the Central European Exchange Programme for University Studies (CEEPUS III) (Official Gazette of RS, No. 104/10),
- Declaration adopted by the Speakers of Parliaments of the Union for the Mediterranean, Marseille, 7 April 2013.

3. 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 EuroMediterranean 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
- 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

Strategic Objective (2024–2029)	Planned Activities / Measures	Actions Implemented in 2024–2025	Indicators / Evidence of Progress	Assessment of Progress
Enhancing communication with members, partners and stakeholders	Development of a communication strategy; strengthening digital communication channels; systematic dissemination of institutional news and activities	Implementation of coordinated communication campaigns through website, newsletters and social media; increased media engagement; improved stakeholder database management	EMUNI Facebook page reached 5,550 followers , LinkedIn 2,895 followers with 55.2% increase in engagement , Instagram followers increased to 1,093 ; quarterly newsletter distributed to the international network	Significant progress – communication visibility and stakeholder engagement improved
Developing high-quality educational programmes and activities	Expansion of postgraduate study programmes; introduction of doctoral programmes; development of professional training and online learning opportunities	Launch of new Master’s and doctoral programmes; development of professional training programmes; preparation of additional programmes for accreditation	Two new programmes implemented, five professional training programmes introduced, four additional study programmes currently in accreditation process ; increased programme portfolio	Achieved / strong progress
Strengthening the EMUNI network and partnerships	Expansion of institutional cooperation with universities and research institutions in the Euro-Mediterranean region; development of full membership network	Active recruitment of partner institutions; strengthening collaboration within the EMUNI General Assembly network	15 new universities joined as full members in 2024–2025; 7 additional institutions joined in early 2026 , increasing the total number of full members to 51 (from 29 in 2024)	Major progress – strong network expansion
Diversifying financial resources and ensuring financial sustainability	Increasing institutional budget; attracting project funding; establishing scholarship support mechanisms; increasing tuition-based income	Expansion of EU and research project portfolio; increased public funding; establishment of scholarship fund for students from the Southern Mediterranean	Annual budget increased by approx. 30% in 2025 compared to 2024 ; revenues reached €1,756,723.08 ; EU/R&D project revenues significantly increased	Achieved – strong financial growth and diversification

Strategic Objective (2024–2029)	Planned Activities / Measures	Actions Implemented in 2024–2025	Indicators / Evidence of Progress	Assessment of Progress
Strengthening capacity for research project acquisition	Building staff competencies in proposal preparation; participation in international research partnerships and networks	Increased institutional involvement in project proposal preparation and research collaborations	81 research project proposals submitted in 2025 , demonstrating significantly improved research capacity and project activity	Significant progress
Promoting EMUNI educational programmes among target groups	Development of promotional materials and marketing campaigns; targeted communication to prospective students	Production of promotional materials for study programmes and summer schools; online and social-media promotion	Promotional materials prepared for programmes such as Intercultural Business Communication, Kinesiology of Human Performance, Digitalisation and Human Rights , summer schools and certified programmes	Ongoing progress
Strengthening EMUNI's role as a platform for intercultural dialogue and science diplomacy	Organisation of conferences, scientific events and policy dialogue activities connecting EU and Southern Mediterranean institutions	Organisation of international events and conferences; strengthening cooperation with regional partners	Annual EMUNI conferences organised in Piran and Brussels ; multiple networking and policy events promoting Mediterranean cooperation	Achieved – strong institutional visibility
Improving institutional capacity and working environment	Organisational restructuring; strengthening academic and research departments; recruitment of new academic staff	Institutional restructuring following leadership change in 2024; development of new departments and academic units	Establishment of five academic departments , creation of Research, Development and Innovation Unit , plan to increase academic staff in 2026	Progress underway
Promoting sustainable development in the Euro-Mediterranean region	Integration of sustainability topics into research and education; participation in regional cooperation initiatives	Development of sustainability-related research projects and educational activities	Implementation of projects addressing sustainable development and blue economy; organisation of training and policy dialogue activities	Ongoing progress

