



**Report of Activities
of the Rectorate of the
Hellenic Mediterranean University
for the academic year 2024-2025
(1.9.2024 to 31.8.2025)**

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**Report of Activities of the Rectorate Authorities of the
Hellenic Mediterranean University
for the academic year 2024-2025
(1.9.2024 to 31.8.2025)**

This report reports on the activities of the rectorate authorities of the Hellenic Mediterranean University (HMU) for the academic year 2024-2025.

At the beginning, (1) **general data on the admissions** to the Departments of the HMU and the **total number of enrolled undergraduate, postgraduate students and doctoral candidates** are reflected. Subsequently, the report of the rectorate authorities refers to the axes of (2) **education, student welfare and lifelong learning**, (3) **research and innovation**, (4) **internationalization, extroversion, interconnection with society and the labor market**, (5) **financial management, infrastructure and digital transformation**, and (6) **administrative structures and human resources**.

1. General information on the number of students per Department

In the academic year 2024-2025, a total of 1836 students were admitted through the Panhellenic examinations to **the eleven (11) academic Departments** of the Hellenic Mediterranean University (HMU). The distribution of successful students per Department is as follows:

Electrical and Computer Engineering	285
Electronic Engineering	209
Mechanical Engineering	141
Agriculture	132
Business Administration and Tourism	174
Management Science and Technology	111
Accounting and Finance	124
Nutrition Sciences and Dietetics	171
Social Work	180
Nursing	217
Music Technology and Acoustics	92

It should be noted that the significant increase in the number of admissions to the Departments of the HMU is accompanied by a corresponding increase in the admission bases in 8 of the 11 Departments of the University. **The total number of enrolled undergraduate active students at HMU now amounts to 7827, while the corresponding number of postgraduate students is 901 and PhD candidates 230.**

Department	UP	PG	PhD
Electrical and Computer Engineering	732	245	47
Electronic Engineering	803	145	42
Mechanical Engineering	475	27	23
Agriculture	786	89	21
Business Administration and Tourism	1214	93	19
Management Science and Technology	566	65	16
Accounting and Finance	1055	102	3
Nutrition Sciences and Dietetics	526	0	8
Social Work	661	110	21
Nursing	570	1	24
Music Technology and Acoustics	439	24	6
Totals	7827	901	230

2. Education, student care and lifelong learning

2.1 Education and First Cycle Studies

During the academic year 2024-2025, Education and undergraduate studies were at the center of the Rector's actions. The Rectorate followed a policy with the main purpose of improving the quality of the Undergraduate Study Programs, making their academic image stronger and connecting the Study Programs with modern scientific, social and professional requirements.

In this context, the Rector's Authority acted as a coordinator and supporter of the academic Departments, providing clear directions for the updating of the study programs, compliance with the current legislative framework and their harmonization with national and European higher education standards. Emphasis was placed on the clear mapping of learning outcomes, the structure of the programmes and the ensuring of coherence between core courses, directions and practical activities.

Emphasis was placed on the process of matching the Departments of the School of Engineering with corresponding Departments of Polytechnic Schools. The unanimous decisions of the competent committees formed the conditions for the acquisition of full professional rights by graduates, in accordance with the provisions of Presidential Decree 99/2018. The Rector's Authority actively supported the next institutional steps, which include the issuance of the required ministerial decisions and the launch of the establishment of a Faculty of Engineering, enhancing the long-term academic upgrading of the Institution.

The most important event for the Hellenic Mediterranean University in the academic year 2024-2025 was undoubtedly **the establishment of a Faculty of Engineering** (Government Gazette 2150/vol.B/05-05-2025) consisting of three (3) Departments:

- i) **Department of Electrical and Computer Engineering (Heraklion)**
- ii) **Department of Electronic Engineering (Chania)**
- iii) **Department of Mechanical Engineering (Heraklion)**

The establishment of the Faculty of Engineering of the Hellenic Mediterranean University following long-term evaluation procedures of the five-year curricula of its three Departments by the National Authority for Higher Education (HAHE), the Ministry of Education, Religious Affairs and Sports (Ministry of Education) and the competent committees, based on the current legislation, in which representatives of the Technical Chamber of Greece (TEE) participate with unanimous decisions, proves the continuous rise and evolution of the HMU since

its establishment in May 2019 and predisposes the progress of the University in the coming years.

In its day-to-day work, the Rector's Authority supported the process of ranking students and graduates from other faculties in the Institution's programs. Also, the Rector's Authority emphasized the operation of the Secretariats of the Academic Departments, while providing instructions, standardizing documents and constantly informing about the institutional framework.

Overall, the interventions of the Rector's Authority in the field of Studies in 2025 have formed a stable and qualitatively upgraded operating framework. These actions strengthened the position of the Institution's undergraduate studies and created the conditions for their continuous improvement and further development.

2.2 Administrative Support of Academic Units

In the academic year 2024-2025, the administrative support of academic units was the main axis of the Rector's Authority. Administrative support is directly linked to the effectiveness of education and research. The strategy focused on standardization, simplification, making administrative procedures more modern, while at the same time aiming at transparency, equal treatment, and reducing the administrative burden on Departments and services.

Emphasis was placed on the creation and unification of standard administrative administrative documents for the Secretariats. Unified templates were established for certificates of studies, graduation certificates, transcripts, and other documents concerning students and graduates of all study cycles. This intervention played a decisive role in ensuring consistency in the implementation of procedures and in preventing inconsistencies or interpretative ambiguities across Departments.

At the same time, bilingual Greek–English templates for core certificates were introduced, addressing the increasing needs of internationalization and mobility of students and graduates. This enables the submission of documents to foreign institutions, employers and international organizations while strengthening the institution's international openness.

An important initiative was also the definition of uniform standards for degrees and diplomas for all study cycles. The new standards have been designed in a way that ensures academic validity, clarity of the data listed and compliance with the current institutional framework. This consolidation strengthened the

institutional identity of the University and reduced practical problems related to the recognition of degrees.

In addition, the Rector's Authority provided continuous support through the Directorate of Academic Affairs to the Secretariats and academic bodies through the collection, indexing and notification of the relevant legislation concerning academic and administrative issues. Informing the services in a timely manner about legislative changes and circulars contributed to the correct implementation of procedures and to the reduction of errors or delays. In addition, detailed instructions were given for special procedures, such as the implementation of Article 304 of Law 4957/2022 on the recognition of foreign qualifications, as well as for the posting of decisions on the "DIAVGEIA" program. These interventions enhanced transparency and accountability in the operation of academic units. As part of the administrative support, the Rector's Authority also proceeded with the standardization of certificates of previous service for external collaborators and adjunct lecturers, as well as the development of automated employment time calculation tools. These actions have improved the accuracy, speed and transparency of the relevant procedures.

Finally, systematic communication and cooperation with external institutional bodies - such as the Ministry of Education, Religious Affairs and Sports, the HAHE, DOATAP and other organizations – proved particularly important. This cooperation ensured the smooth handling of matters concerning the academic units and strengthened the institutional presence of the Institution.

Overall, the actions of the Rector's Authority in the field of administrative support in 2025 contributed substantially to improving the functionality of academic units, reducing the administrative burden and creating a stable and reliable administrative operating framework.

2.3 Organization of Academic Structures and Staff

During the academic year 2024-2025, the Rector's Authority placed particular emphasis on the organization and institutional safeguarding of academic structures, as well as on the management and development of human resources, recognizing that these two pillars are key conditions for the sustainable operation and strategic development of the Institution. The initiatives implemented were aligned with the provisions of Law 4957/2022 and aimed at ensuring transparency, meritocracy, institutional consistency and the proper functioning of collective bodies.

A central component of the actions was the systematic support provided to the academic Departments for the preparation, updating and approval of the

Registers of Academic Fields. These Registers, with a three-year validity, were compiled in accordance with the relevant legislative framework and uploaded on the APELLA information system. The Rector's Authority provided detailed instructions, standardized templates and continuous administrative support to the Secretariats and the competent collective bodies, to ensure the completeness, clarity and scientific documentation of the academic fields.

Of particular importance was the institutional oversight of the Registers of Academic Disciplines by the competent bodies of the Institution. The decisions of the Deanships were communicated to the Senate and the Governing Council, which exercised their prescribed supervisory and auditing role, ensuring that the Registers were compiled according to uniform criteria and without deviations from the institutional framework. In cases where deficiencies or ambiguities were identified, the reform or completion of the data was requested, enhancing the overall quality of the Registers. In direct relation to the above, the Departments proceeded to the formation and updating of the Registers of Electors for each discipline.

2.4 Master's and Doctoral Programs

For the academic year 2024-2025, the Postgraduate and Doctoral Programs are evolving into a strategic area of intervention for the Rectorate, as they are directly related to the research direction, internationalization and academic reputation of the Institution. The overall policy implemented aimed to ensure quality, transparency and institutional regularity in the operation of the second and third cycle curricula.

The procedures for the creation and operation of the Postgraduate Programs Committee were decisive, as it functioned as the main body responsible for providing an opinion and coordinating to the Senate. The Committee evaluated requests for the creation of new Master's Degree Programs, the modification of existing programs and the updating of the regulations governing their operation. Its aim was to ensure that the institutional framework is applied uniformly and that high quality standards are respected. The operation of the Committee has helped to strengthen the coherence and institutional consistency of postgraduate studies at the level of the Institution.

A particularly important development, during the academic year 2024-2025, was also the **accreditation of the Internal Quality Assurance System (IQAS)** of the HMU with effect from **15.4.2025** to **14.4.2030**. It should be noted that the Hellenic Mediterranean University **fully complies** with all **seven (7) criteria of the HAHE**, which demonstrates the adequacy of the applied quality procedures throughout the academic operation of the HMU.

At the same time, in the academic year 2024-2025, the undergraduate study programs of the Departments of Social Work (11/12 criteria with full compliance) and Nutrition and Dietetics Sciences (10/12 criteria with full compliance) of the School of Health Sciences were successfully accredited by the HAHE, as well as 7 of the 11 postgraduate programs of the University that submitted a certification file.

The Rector's Authority also systematically supported the academic Departments in the process of preparing and submitting accreditation files for Postgraduate Study Programs to the HAHE. Eleven certification files were supported during the reporting year, which were assessed in terms of programme structure, learning outcomes, link to research activity and the Foundation's development strategy, as well as sustainability in terms of human and financial resources. This support contributed substantially to the successful completion of the certification processes.

In addition, the Rectorate promoted actions for the internationalization of postgraduate studies, through the creation of English-language Postgraduate Programs and cooperation with universities abroad. These actions promoted the extroversion and international recognition of the Institution, contributing to the creation of conditions that will attract students from abroad.

During the academic year 2024-2025, the Rector's initiatives in the field of Postgraduate and Doctoral Studies have made a significant contribution to the institutional organization and their quality improvement, advancing the research and academic mission of the Institution.

2.5 Student Welfare and Support Structures

During the academic year 2024-2025, the Rector's Authority placed particular emphasis on ensuring equal opportunities and supporting socially vulnerable students. Housing, food and social support structures have been strengthened, while at the same time mechanisms for better coordination between the relevant services have been developed. This approach contributed to the improvement of the daily life of students and to the strengthening of the student-centered character of the University.

At the heart of the Rector's policy was the upgrading of the student care infrastructure with the start of critical repair and maintenance services of the Student Dormitories in Heraklion, as well as the completion of targeted interventions, such as the maintenance of the kitchen facilities in the restaurant in Sitia. Emphasis was also placed on ensuring accessibility for the disabled, through the installation of a lift in Chania and the systematic inspection of the

building facilities in Heraklion and Sitia by specialized auditors of the Technical Chamber of Greece.

At the same time, emphasis was placed on the activation of the student community through the support of scientific, cultural, sports and volunteer groups. The creation of a register of groups, the institutionalization of basic operating rules and the provision of organizational and financial support strengthened participation, collegiality and social cohesion within the University. The student volunteer groups of the HMU were actively supported by the Rector's Authority with the allocation of a significant amount for their operation from the regular budget of the University through the Directorate of Student Welfare (€60,000 for the year 2025). The creation of a special electronic space in eClass and the provision of bills for each student group ensured their transparent and orderly operation, while our students played a leading role in social contribution actions, such as blood donation days and initiatives for the protection of the environment.

2.6 Lifelong Learning

During the academic year 2024-2025, Lifelong Learning and the supporting academic structures were a distinct and strategically important axis of action of the Rector's Authority. The policy followed was based on the recognition of the role of the University as a provider of continuous education, training and upskilling, not only for active students but also for graduates, professionals and wider social groups.

A central role in this field was played by the Center for Continuing Education and Lifelong Learning (KEDIVIM). During the reference year, the Rector's Authority systematically supported the institutional and organizational upgrading of KEDIVIM, with the aim of ensuring its smooth operation and the qualitative development of the educational programs provided. In this context, the update of the Regulation of Operation of KEDIVIM has been completed.

At the same time, the development of education and training programs in high-demand subjects, which are linked to the needs of the labor market, technological developments and social challenges, was strengthened. Within the academic year 2024-2025, twelve (12) new programs were designed with flexibility, the possibility of remote implementation and the provision of certifications that enhance the professional competence of the participants.

The Teaching and Learning Support Center (KEDIMA) has also made a significant contribution. The Rector's Authority strengthened its operation and promoted its development, offering educational activities as well as support

services to academic staff and faculty members. These actions aimed to increase pedagogical competence, the application of modern teaching approaches and the use of digital tools in the context of education.

Overall, the actions of the Rector's Authority in the field of Lifelong Learning during the academic year 2024-2025 contributed substantially to the strengthening of the educational mission of the Institution, to the expansion of its social footprint and to the formation of a modern, open and dynamic University.

3. Research and Innovation

3.1 Research Strategy and Institutional Framework

During the period 2024–2025, the Rector's Authority of the Hellenic Mediterranean University formulated and implemented a coherent and clearly defined strategic framework for research and innovation, in full alignment with the Institution's Strategic Development Plan and the directions of the national policy for higher education and research. The main objective of this strategy was to enhance the quality, competitiveness and international impact of research activity, as well as to systematically link it with society, the economy and regional development.

The Rector's policy focused on cultivating a stable and predictable institutional environment, capable of supporting both free academic research and targeted, applied research with innovative prospects. Emphasis was placed on compliance with the current legislative framework, ensuring the quality of procedures and enhancing transparency and accountability.

A central role in the implementation of this strategy was played by the Special Account for Research Funds (ELKE), which functioned as the main administrative, financial and control mechanism of the Foundation's research activity. The Rector's Authority treated the ELKE not only as a management structure, but as a critical development tool, capable of strengthening the research initiative, supporting researchers and facilitating the Institution's participation in competitive national and international programs.

In this context, the research strategy of the HMU was inextricably linked to the development of innovation, technology transfer and entrepreneurship policies, recognizing the role of the University as a body of knowledge, innovation and social contribution.

3.2 Administrative and Operational Upgrade of ELKE

During the year 2024-2025, the Rector's Authority proceeded with extensive interventions aimed at the administrative upgrade and modernization of the operation of the Special Account for Research Funds. These interventions were designed with the aim of improving efficiency, reducing the administrative burden for the Scientific Directors and enhancing the quality of the services provided to the academic community.

Particular emphasis was placed on the digitization and automation of processes. In this context, the integration of the Rescom project management

information system, which is the main tool for monitoring the financial and administrative progress of research projects, has been strengthened. At the same time, the electronic processing of critical procedures, such as loan management, travel and payments, was introduced, contributing substantially to the reduction of processing times and the decongestion of services.

An important breakthrough was the change in the way researchers communicate with the ELKE, through the development and operation of new digital applications for submitting requests to the Research Committee and the Ethics and Ethics Committee. The full operation of the new platform of the EDDE has enhanced transparency and adherence to ethical principles in research, while the preparation of the Help Desk lays the foundation for a unified and effective management of requests.

At the same time, the update of the ISO quality certificate of the ELKE was completed, ensuring compliance with international quality standards and the continuous improvement of procedures. In addition, the systematic digitization of the historical record of contracts began, enhancing institutional memory and transparency.

3.3 Strengthening Research Infrastructures and Research Institutions

Strengthening research infrastructures and institutions was a key priority of the Rector's Authority during the period 2024–2025. The laboratories and institutes of PAKEK-HMU were treated as fundamental pillars of research activity and as key carriers to produce scientific knowledge and innovation.

At the institutional level, the updating of the operating regulations of the laboratories has been completed, in accordance with the current legislative framework, ensuring clear rules for operation, resource management and infrastructure utilization. At the same time, the objective difficulties related to the staffing and administrative support of the laboratories were highlighted, which were recorded and brought to the attention of the competent bodies with the aim of dealing with them in the future.

At the level of logistical infrastructure, an extensive program for the procurement of modern research equipment was implemented through the SUB2 project "Universities of Excellence" of the Recovery and Resilience Fund. The total budget of the project exceeds 5.3 million. A significant part of which is directly directed to the upgrading of laboratory infrastructure throughout the Institution.

At the same time, the preparation of funding projects by the Region of Crete (ERDF) for the creation of a network of research infrastructures of a local nature,

totaling approximately 2.3 million euros, proceeded. euros. These interventions enhance the sustainability of the infrastructure and create conditions for the further development of research activity.

3.4 Researcher Support and Funding Development

The systematic support of faculty members and researchers in the search and utilization of funding opportunities has been a central axis of the Rector's policy. During the period 2024–2025, the Development and Proposal Office of ELKE operated with increased staff, providing information, consulting and technical support services.

The continuous information of the academic community about active and upcoming calls, combined with personalized support during the preparation and submission of proposals, contributed decisively to the significant increase in the number of proposals submitted in 2024 and 2025. This development reflects the strengthening of the research culture and the growing trust of researchers in the Foundation's support structures.

At the same time, an effort was made to develop additional support mechanisms, such as the project management office of the University Center for Research and Innovation (PAKEK-HMU), which remains pending due to staffing constraints. The need to strengthen administrative structures was clearly recorded and is a priority for the next period.

The overall picture of funding demonstrates the gradual strengthening of the University's participation in competitive funding programs, both at national and European level.

3.5 Innovation and Technology Transfer

Innovation and technology transfer have been a distinct and strategically critical field of action of the Rector's Authority. During the period 2024–2025, the Technology Transfer and Innovation Unit was strengthened organizationally and operationally, with its staffing by a specialized technical and legal advisor.

In this context, new patent applications were submitted, while research teams were supported in the process of protecting and exploiting their research results. At the same time, the Foundation's participation in national and European innovation networks was promoted, strengthening the interconnection with the research and entrepreneurship ecosystem.

The Innovation Center (InnoHUB HMU) acted as a key operational arm for the implementation of the Foundation's innovation policy. Through InnoHUB, training, consulting and networking activities were organized, such as hackathons, bootcamps and thematic events, with the aim of strengthening the entrepreneurial culture and creating spin-off businesses.

Particular emphasis was placed on supporting teams for the creation of spin-offs and start-up companies, as well as their interconnection with investment schemes and support bodies.

3.6 Extroversion and Networking Actions

The strengthening of the extroversion and networking of the Hellenic Mediterranean University has been a key axis of the Rector's research policy. During the period 2024–2025, the Foundation developed a multi-level presence at national and international level, actively participating in exhibitions, conferences and thematic research and innovation networks.

Of particular importance was the participation of the HMU in leading innovation events, such as the Beyond 2025 exhibition, as well as in the METEX conference, both as a participant and as a co-organizer of actions. At the same time, the Foundation hosted visits by investment schemes and evaluators, creating opportunities for research teams to come into direct contact with the market.

An important element of extroversion was the conclusion of memoranda of cooperation with innovative bodies, financial institutions and research organizations, as well as the Foundation's participation in national and international technological development networks. These actions strengthened the recognition of the HMU and created a solid basis for future collaborations and joint research initiatives.

3.7 Financial Data and Performance Indicators

During the period 2024 and the first half of 2025, the economic depiction of the research activity of the Hellenic Mediterranean University demonstrates a clear strengthening of overall funding and a steady expansion of resource sources. The Rector's Authority, through the ELKE, ensured the smooth cash flow of the projects and the sound financial management, even in conditions of increased requirements and complexity, emphasizing the maintenance and strengthening of the cash facility mechanism, recognizing their critical role in ensuring the smooth implementation of the projects.

The increase in European and international resources for the reference period is noteworthy, which reflects the strengthening of the Foundation's extroversion and competitiveness. At the same time, participation in national programmes, as well as in education, lifelong learning and service provision actions, remained strong. More specifically, in the period 2024-2025, a total of 23 institutional projects with an initial budget of ~€12,000,000 were launched. It is worth mentioning that the number of peer-reviewed scientific publications by researchers of the Hellenic Mediterranean University in the Scopus database for the year 2024 amounted to 562, while the active patents in force in 2024 were 13.

4. Internationalization, extroversion, interconnection with society and the labor market

4.1 Internationalization Strategy and Financial Framework: From Design to Consolidation

In the 2024–2025 academic year, the academic community reached a level of substantial strengthening of internationalization. Internationalization became a central pillar of the institution's institutional identity. The Rector's Authority did not treat the international dimension as a set of fragmented actions, but as a horizontal strategic policy, which permeates teaching, research, administration and the external presence of the University.

This strategy was based on three main axes:

- a) institutional integration of internationalization in development planning, b) economic viability and efficiency,
- c) qualitative upgrading of partnerships.

The use of the Erasmus+ programmes (KA131 and KA171) was not limited to the absorption of resources and the mobilities implemented but was part of a strategic management framework. The organization of the 12th International Week, the 2nd Greek-African Week at the HMU and the International Virtual Exchange Conference 2025 (IVEC) served as tools for extroversion, strengthening networks, capacity building and international visibility. The example of the HMU proves that internationalization can function as an investment with a measurable return. At the same time, the gradual rise in the ranking of the Greek quality assessment reflects the Rector's strategic choice to link internationalization with institutional excellence. The fact that 35% of the total evaluation results from international activity means that this investment translates into a real upgrade of academic prestige. The concept of "Sustainable Internationalization" has been a central narrative at the Hellenic Mediterranean University. In a period of budgetary constraints, the Foundation chose to develop mechanisms to raise additional resources through conferences, partnerships and sponsorships, while at the same time seeking its presence in European policy forums, despite the associated financial costs.

The 2024-2025 academic year was not just a year of increasing indicators. It was the year in which internationalization at the HMU acquired institutional depth, administrative organization and strategic consistency.

4.2 Mobility and Academic Interconnectedness: The Qualitative Dimension of Numbers

The mobility of students and staff during the academic year 2024-2025 has been impressive on a quantitative level. However, the Rector's Authority treated the figures not as an end in themselves, but as an indicator of academic vitality and international trust.

The increase in flows by 17.5% and 23% in KA131 and KA171 respectively reflects the stabilization of the Foundation as a reliable partner. Attracting many incoming staff members enhances the transfer of know-how, the exchange of good practices and the international networking of academic Departments. At the same time, outgoing students act as ambassadors of the Institution around the world. Their experience in foreign Universities is not limited to academic knowledge, but enhances skills of intercultural communication, adaptability and professional maturity.

Emphasis was placed on Blended Intensive Programmes (BIPs) and COIL programmes, which are a key action of "Internationalization at Home". Over 400 participations in COILs in one year demonstrate the possibility of integrating international experience into the curriculum.

Virtual mobility does not function as a substitute for physics, but as a complementary tool that expands participation. More than 400 participations in COILs actions prove that international experience can be integrated into the curriculum, even for students who cannot move.

Mobility, therefore, for the academic year 2024-2025 was not only increased - but it was also more planned and organized, institutionally integrated and more connected to the academic vision of the Institution.

4.3 International Recognition, Innovation and Leadership

The academic year 2024-2025 highlighted the University as a point of reference in the internationalization of Greek Higher Education. The pioneering in COILs, the organization of IVEC and the presence in national and international forums are not isolated events, but elements of a conscious strategy of taking a leading role.

Importance was given to the development of Peace Education programs. In a period of geopolitical tensions, the University invested in academic structures that promote dialogue, intercultural understanding and sustainable peace. The cooperation with UNITAR (through the organization of ATHENA for Peace Talks -

https://athenauni.eu/colloquial_talks - ATHENA4Peace Talks) and the allocation of one (1) million euros for a related curriculum (Capacity Building for Higher Education, the HOPE project - <https://hopeproject.base44.app>) reflect a high level of international recognition. These distinctions were not accidental. required administrative readiness, scientific excellence, vision, and a coherent communication strategy. The emergence of the University as the first Greek HEI to systematically coordinate Virtual Exchanges demonstrates the consolidation of an institutional culture driven by innovation.

The institutional presence of the HMU in the meetings of the Rectors and in Study in Greece (the organization represents the Internationalization of Greek Higher Education Institutions abroad) strengthened the voice of the University in the formulation of internationalization policies. The University no longer just follows the developments but actively contributes to their formation.

4.4 Liaison Office: From Employability to Extroversion Strategy

The extroversion of the academic year 2024-2025 expanded dynamically in the field of vocational rehabilitation. The Liaison and Career Office was upgraded from a support structure to a strategic tool for connecting the University with society and the real economy.

The increased participation in the Career Days that are now planned for each School of the HMU, as well as in the Open Days, demonstrates the strong impact of the University's initiatives. The 35% increase in student participation (Open Days) confirms that the institution is strengthening its commitment to secondary education. The presence of the HMU at the International University Exhibition (IUF) in Thessaloniki and Athens and the organization of thematic discussions on the future of work place the University in the context of the public debate on employment.

At the same time, the development of the course "The Next Step" in collaboration with five other Universities marks the internationalization of the field of career guidance as well. The creation of a volunteer team of the Liaison and Career Office fosters a culture of participation and student empowerment. The Office now serves as a hub connecting students, alumni, employers, and international partners, creating an ecosystem of constant interaction with society.

5. Financial Management, Infrastructure and Digital Transformation

5.1 Financial Management and Finances

During the academic year 2024–2025, the Rector's Authority set as a central strategic priority to ensure the financial stability and fiscal discipline of the Institution, in an environment of increased operational needs, inflationary pressures and limited state resources. The financial policy of the HMU was designed with sustainability, transparency and a clear, documented prioritization of needs in mind.

The Departments of Budget, Expenditure, Payroll and Procurement operated with a high degree of coordination, ensuring the smooth execution of the regular budget and the consistent implementation of the institutional framework of financial management. Particular emphasis was placed on the timely payment of salaries and compensations, a critical element for the administrative stability and job security of the Foundation's human resources.

At the same time, strengthened mechanisms for monitoring expenditure and internal control were implemented, with the aim of avoiding discrepancies, the rational use of appropriations and ensuring the full documentation of each financial transaction. Procurement management was organized in a way that combines legality, speed and optimal cost-benefit ratio, especially in critical areas of operation.

A significant part of the available resources was consciously directed to support the educational and research mission of the HMU. Participation of faculty members and researchers in scientific conferences in Greece and abroad was funded, organizations and co-organizations of scientific events were supported, and funds were allocated for the maintenance and upgrading of research equipment of laboratories and research institutes. These interventions strengthened the extroversion and academic competitiveness of the Institution.

The Property Development and Management Company (EADIP) operated in addition to the central financial administration, contributing to the more efficient utilization of the real estate and movable property of the HMU. Through institutionally documented interventions, transparency, cost-effectiveness and the overall social footprint of asset management were enhanced.

Overall, the financial management of the 2024–2025 period was characterized by a balance between fiscal prudence and growth targeting, creating solid foundations for the Foundation's operational continuity and medium-term planning.

In addition, the Rector's Authority has consistently addressed the long-standing structural weaknesses of university funding, consciously choosing to allocate resources to areas of high academic and social added value. This approach strengthened the financial resilience of the HMU and formed a stable framework for responsible financial management. In the context of responsible financial management, the Rector's Authority allocated for 2025 from the regular budget of the Institution to the 5 Faculties and 11 academic Departments of the HMU funding of €300,000 managed by the academic units for their educational and operational needs as they deemed appropriate by decisions of their collective bodies.

5.2 Development and Maintenance of Building Infrastructure

The upgrading and systematic maintenance of the building infrastructure of the Hellenic Mediterranean University was a key axis of the Rector's strategy for the academic year 2024-2025. The policy in the field of infrastructure was designed with the aim of ensuring safe, functional and modern spaces for education, research and student life.

During the period under review, an extensive program of projects, studies and maintenance interventions was implemented covering laboratory spaces, academic buildings, sports facilities and student structures on all campuses. These interventions focused on both the restoration of damage and the functional upgrading of the infrastructure, with an emphasis on safety and compliance with the applicable technical specifications.

Particular importance was attached to the maturation of studies for new building facilities and the radical renovation of existing buildings, to meet the medium and long-term needs of the Institution. At the same time, actions were implemented to improve energy efficiency and reduce the environmental footprint of buildings.

The Rector's Authority placed particular emphasis on ensuring accessibility for Persons with Disabilities, implementing universal planning interventions and cooperating with competent bodies to certify the compliance of infrastructures. These actions strengthened the social dimension of the University and the possibility of equal participation of all members of the academic community.

At the same time, the supervision of guarding, security technician and infrastructure maintenance contracts ensured the smooth and safe operation of the facilities. Overall, the interventions in the building infrastructure during the period 2024–2025 contributed substantially to the improvement of the quality of

the university environment and created solid foundations for the future development of the Institution.

At the same time, the Rector's Authority adopted a realistic and gradual approach to the implementation of projects, considering the budgetary possibilities and technical peculiarities of each facility. This strategy ensured the sustainability of the interventions and the maximization of their operational effect.

5.3 Digital Infrastructure and Information Systems

The systematic upgrading of digital infrastructure and information systems was a strategic priority of the Rector's Authority for the year 2024-2025, recognizing the critical role of digital technology in the operation of a modern University. The interventions were designed with the aim of reliability, security and improving the user experience.

In this context, the Foundation's wired and wireless networks were strengthened in collaboration with GRNET, - Wi-Fi coverage was expanded on university premises and telecommunications services were upgraded. At the same time, server, storage and backup infrastructures were modernized, enhancing the availability of critical services.

Particular emphasis was placed on cybersecurity and compliance with the General Data Protection Regulation. Security policies were implemented, protection systems were upgraded, and access control mechanisms were strengthened, ensuring the protection of personal and academic data.

At the same time, information systems that serve the educational, administrative and research functions were developed and supported. The transition of critical applications to modern infrastructure and the improvement of the digital service of students and staff contributed to the improvement of the daily operation and the strengthening of the digital maturity of the Institution.

Overall, the actions in the field of digital infrastructure have strengthened the resilience, security and efficiency of the HMU, creating conditions for further digital transformation.

5.4 Digital Transformation, Research Support and International Visibility

In a rapidly evolving academic map, digital transformation and extroversion are the main levers for the promotion of the research work of the HMU. During 2025, we implemented a series of actions to strengthen the Institution's digital

presence, with the aim of improving its position in the World University Rankings. The main goal was to improve the Impact Rank index, which is directly related to the visibility and reach of the university on the internet. To this end, we upgraded the SEO structure of the main website and coordinated all academic departments and administrative services, such as ELKE and MODIP, to update their content in both Greek and English.

The digitization of the procedures was extended to internal operation, with the inclusion of the digital seal in the documents and the use of the MORFEAS platform for the complete digital processing of staff travel requests, ensuring speed and compliance with the legislation. At the same time, the update of the administrative procedures on the Foundation's special platform continued, while from January 1, 2025, the mandatory registration in the National Registry "Mitos" is implemented. At the level of internationalization, the university focused on expanding international collaborations and full connection with the Erasmus Without Paper program, facilitating the exchange of students and researchers.

The modernization of administrative procedures through digitization and the strengthening of e-government was a central axis of the Rector's policy for the period 2024-2025. The gradual transition to electronic workflows and the use of modern information tools contributed to the reduction of bureaucracy, the improvement of the traceability of administrative acts and the faster service of the academic community.

Attention was paid to compliance with the institutional framework for data protection and quality of administrative services. The administrative units were supported in an organized way in the implementation of the General Data Protection Regulation (GDPR), as well as in the preparation for ISO certifications related to information security and personal data protection. These actions strengthened the credibility and institutional shielding of the Foundation.

Finally, the preparation for the implementation of the new accounting framework of the General Government and the international accounting standards ensures financial transparency and the effective management of resources directed to research and infrastructure. All these actions converge on the same goal: the emergence of the University as a modern, digitally advanced and internationally recognized center of excellence that consistently serves science and society.

6. Administrative structures and human resources

6.1 Strategic Planning and Organization of Administrative Structures

The course of the Hellenic Mediterranean University during the academic year 2024-2025 was characterized by a systematic effort to reorganize its administrative structures, with the goal of creating a solid foundation that will seamlessly support the educational process and research. The Rector's Authority, in full compliance with the requirements of quality assurance, has set as an absolute priority the care for the organization of administrative services and the rational placement of staff. A central pillar of this effort was the promotion of the new Organization of the University, which is the cornerstone for the future development of the Institution. This process has been painstaking and bureaucratically complex, starting with the dispatch of the updated plan to the Ministry of Education in November 2024 and going through successive stages of approvals by the Ministry of Interior and the General Accounting Office of the State during the first half of 2025. Despite challenges, such as the need for re-signatures due to government changes and the continuous updating of spending memos, the plan is now before the Council of State for final scrutiny from September 24, 2025. The new Organization provides for a total of 223 positions, introducing 65 new organic positions and 2 positions of lawyers with a salaried mandate, which will allow the staffing of critical units of the University.

At the same time, we are working intensively on the drafting of the Internal Regulation of the HMU, a process that includes the active participation of all members of the university community through consultation. The recording of the modules has been completed and the collection of proposals by the Directorates is in progress, with the aim of finalizing and submitting the plan to the Ministry, in accordance with the current legislative framework, by the end of the first half of 2026. This institutional shielding is not just a formal administrative process but a strategic choice to ensure quality and transparency in every aspect of our operation, allowing our researchers and academics to work in an environment with clear rules and modern support structures.

6.2 Human Resource Management, Skills Development and Service Quality

The quality of a higher education institution is inextricably linked to its human resources, and for this reason the Rector's Authority focused on the strengthening and training of staff in the year 2025. The current situation presents challenges, as out of 179 organic positions, 126 are filled, with the majority of the

staff based in Heraklion. Both in the headquarters of the HMU (Heraklion), as well as in the other cities of Crete where University Departments are located, there are significant staffing needs, something that has been pointed out many times in the Rectors' Conferences of Greek Universities. During the year, we faced the reduction of staff by 9 people, however we proceeded with targeted replenishment actions through new hires and the utilization of the mobility system. In the first mobility cycle of 2025, the university announced 14 positions for transfer and, for the first time, 10 positions for secondment, seeking to attract experienced executives from the rest of the public sector. In addition, we achieved approval to increase the coverage rate in critical sectors, such as Engineering and Information Technology, from 65% to 85%, thus ensuring the operational adequacy of our technical and research infrastructure. The reinforcement of the staff was complemented by the transfer of positions from OLI S.A. and the utilization of secondments from primary and secondary education, where, after evaluation, executives who will assist in the administrative work were proposed and approved.

In addition to quantitative support, we emphasized quality upgrading through goal setting and evaluation, in accordance with Law 4940/2022. The process included setting specific targets and milestones for all organizational units, with a focus on simplifying procedures, updating administrative documents, and conducting internal audits. Particular emphasis was placed on the training of employees, with the investigation of educational needs and the issuance of development plans, so that the staff can meet the modern requirements of a digital and extrovert University. This holistic approach to human resource management is the guarantee for the improvement of the services provided to students and the research community, creating a work environment that promotes excellence and professional development.