



**Fostering Internationalization at Montenegrin HEIs  
through Efficient Strategic Planning - IESP**

**Minutes**

**5<sup>th</sup> PMB Meeting**

**Faculty of Maritime Studies, Kotor, Montenegro**

**10-11<sup>th</sup> November 2022**

**Attendees:**

Prof. Danilo Nikolić – University of Montenegro

Ana Dragutinović – University of Montenegro

Vladan Perazić – University of Montenegro

Katja Cerar – University of Ljubljana

Prof. Juan Carlos Garcia Galindo – University of Cadiz

Prof. Rafael Vélez Núñez – University of Cadiz

Prof. Radislav Jovović – University Mediterranean

Prof. Nikola Latković – University Mediterranean

Prof. Biljana Šćepanović – Ministry of Science of Montenegro

Milena Milonjić – Ministry of Science of Montenegro

Tatjana Radović – Ministry of Science of Montenegro

Goran Drobnjak – Ministry of Education of Montenegro

Tamara Đuričković – AKOKOVO

Milica Kavedžić - AKOKVO

Prof. Srđan Redžepagić – University Cote d Azur (online)

Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP

Project no. 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP

University of Montenegro, Cetinjska 2, Podgorica, Montenegro

[www.iesp.ucg.ac.me](http://www.iesp.ucg.ac.me), [iesp@ucg.ac.me](mailto:iesp@ucg.ac.me)



Co-funded by the  
Erasmus+ Programme  
of the European Union



The meeting was opened by the project coordinator, Professor Danilo Nikolić who welcomed the attendees to the last PMB meeting organized within the project lifetime, pointing out that, unfortunately, most of the meetings within the project were held on-line, but that this did not affect success of project implementation. The final PMB meeting was an opportunity to take stock of achievements during the previous three years and to agree on the preparation of the final technical and financial reports.

Professor Nikolić invited professor Srđan Redžepagić from the University Cote d'Azur to intervene on-line and report on the outcomes of WP1. The main goal of WP1 was to identify an appropriate model of internationalization for Montenegrin HEIs and to develop guidelines for its effective and efficient implementation. The WP1 was completed, as planned, through 3 tasks:

- the first task was scanning on EU HEIs internationalization models of legal and administrative framework;
- the second task was oriented towards finding a reference point within EU Partners for setting goals and targets; the benchmark indicators were defined in key areas of the process of internationalization;
- as a result, the best model for enhancing internationalization process that was proposed for each Montenegrin HEI; at the end, as a third task, guidelines for enhancing internationalization were delivered for each Montenegrin HEI.

The outcomes of WP1 are the following:

1.1 Review of EU HEIs models of internationalization

1.2 Benchmarking of internationalization criteria

1.3 Development of guidelines for enhancing internationalization of Montenegrin HEIs

Katja Cerar from the University of Ljubljana gave an overview of the activities implemented within WP2 - Capacity Building for Internationalization through staff training and equipment upgrade. This was achieved through the following tasks.

2.1.: Procurement of equipment for supporting internationalization

2.2: Development/redesign of English web sites of Montenegrin HEIs

2.3: Know-how transfer to teaching staff related to internationalization

2.4: Know-how transfer to administrative staff related to internationalization

Ms Cerar first pointed out to trainings organized by the EU institutions:



Know-how transfer related to the strategic planning

Training on development of pilot summer school in English with curricula,  
Know-how transfer related to the design of catalogues for courses offered in English,  
Know-how transfer related to internationalization of research and innovation  
Know-how transfer related to the activities dealing with implementation and monitoring of the internationalization

English language course for the teaching staff (English as a medium of instruction) organized by Montenegrin HEIs

Know-how transfer related to improving English skills of administrative staff for supporting internationalization organized by Montenegrin HEIs

It was reported that the University of Ljubljana also organized additional activities that were originally not planned within the project:

Teaching multicultural groups of students in HE settings

Training on interculturality in HE

Presentation of Double and Joint degree programs

Presentation on exchange opportunities at the University of Ljubljana

Katja Cerar pointed out that enormous work has been done within the project, and that as a member of a partner university she has witnessed major improvements in the framework and the operation of internationalization structures at three Montenegrin universities.

Ana Dragutinović from the University of Montenegro, the lead institution of WP 3 reported on deliverables produced within this WP following numerous trainings and exchange of good practices. The aim of the work package was development of tools for enhanced internationalization and enhancement of internationalization process of Montenegrin HEIs by developing adequate tools. It had 6 tasks:

3.1: Development of internationalization strategies and action plans

3.2: Development of supporting documentation for internationalization

3.3: Design of catalogues for courses offered in English

3.4: Development of pilot summer school in English with curricula

3.5: Development of teaching materials in English

3.6: Developing criteria for assessing quality of internationalization of Montenegrin HEIs





Bojana Mališić from the University of Donja Gorica intervened on-line to present the outcomes of activities implemented within WP4: Integration of Internationalization at Montenegrin HEIs

This WP was aimed at adoption, accreditation and implementation of activities realized within WP3. This objectives of WP4 were achieved through 4 tasks.

4.1 Adoption and implementation of strategic documents,

4.2 Establishment of the Language Support Centres for Internationalization,

4.3 Adoption and implementation of English courses offered at BSc/MA and MSc/MA levels,

4.4 Adoption and implementation of pilot summer schools.

Professor Juan Carlos Garcia Galindo from University of Cadiz gave an overview of deliveries of WP5 Quality Assurance. This package consisted of the following tasks:

5.1 Establishment of Quality Assurance (QA) body;

5.2 Development and implementation of Internal Quality Control and Monitoring Plan:

- monitoring and Quality Plan,
- follow-up of activities,
- mid-term QA Report,
- final QA Report;

5.4 Impact Analysis:

Professor Radislav Jovović from University Mediterranean reported on deliverables of WP 6 Dissemination & Exploitation of Project Results.

This WP was achieved through 6 tasks.

6.1 development and implementation of dissemination and exploitation plans,

6.2 development of project website and social media accounts,

6.3 development of dissemination of products and materials,

6.4 organization of dissemination and exploitation events,

6.5 development of exploitation roadmap

6.6 exploration of possibilities for continuation of the cooperation with the EU.

Professor Danilo Nikolić gave an overview of WP7 Project Management activities





## 7.1 Establishment of project management structures

## 7.2 Project meetings

## 7.3 Day-to-day management of project activities

## 7.4 Periodic and final reports to EACEA

## 7.5 External financial control

Professor Nikolić stated that all the activities were implemented except the preparation of the final report due for submission to EACEA at latest on 14 January 2023 and external financial control, which will ensue after all the financial reports from partners have been collected.

Vladan Perazić reminded of the financial rules and provided answers and clarifications to questions related to financial reporting. He also reminded of the deadlines for submission of financial and technical reports by project partners.

In conclusion of the Project Management Board meeting, Prof. Biljana Šćepanović, the Minister of Science in the Government of Montenegro, intervened explaining the occasional lower level of involvement of both Montenegrin ministries which was the result of the fact that the IESP project saw major changes in Montenegrin public administration, being implemented during the time of three Montenegrin Governments, during which the relevant ministries underwent major structural changes – being first merged into one ministry after the initial participation as two separate ministries and, towards the end of the project, again being separated in two Ministries. In this way there was lack of continuity and involvement in the project activities. Still, prof. Šćepanović pointed out that before becoming the Minister, as a professor of the University of Montenegro she took part in several trainings organized within the project, and thus is familiar with the project activities and assessed them as very successful and relevant for the internationalization efforts of Montenegrin universities.

