

# UNIVERSITY OF MONTENEGRO INTERNATIONALISATION STRATEGY 2020 – 2025

## DRAFT

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Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP / Project no. 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP

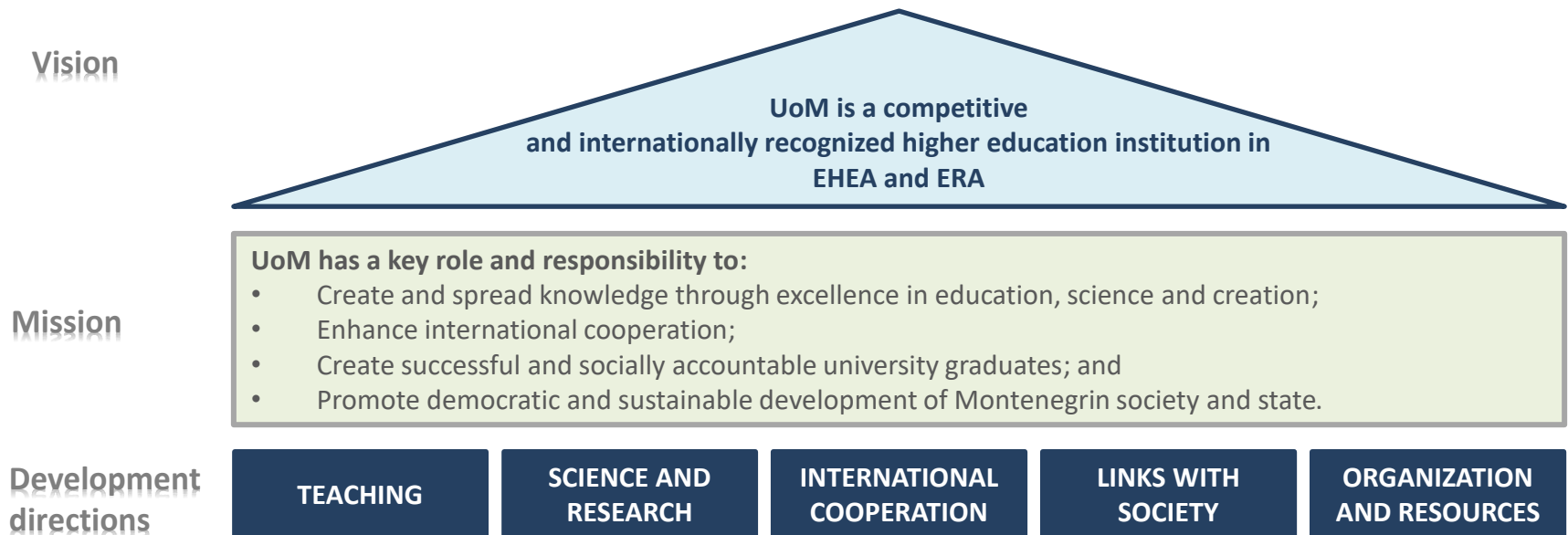


PMB online meeting  
November 13<sup>th</sup> 2020

# INTRODUCTION

Initial documentation for developing draft version of Internationalisation Strategy of UoM:

- **Strategy of UoM 2019-2024,**
- Review of EU HEIs models of internationalization,



- Benchmarking of UoM with UL and
- Guidelines for internationalisation of Montenegrin universities

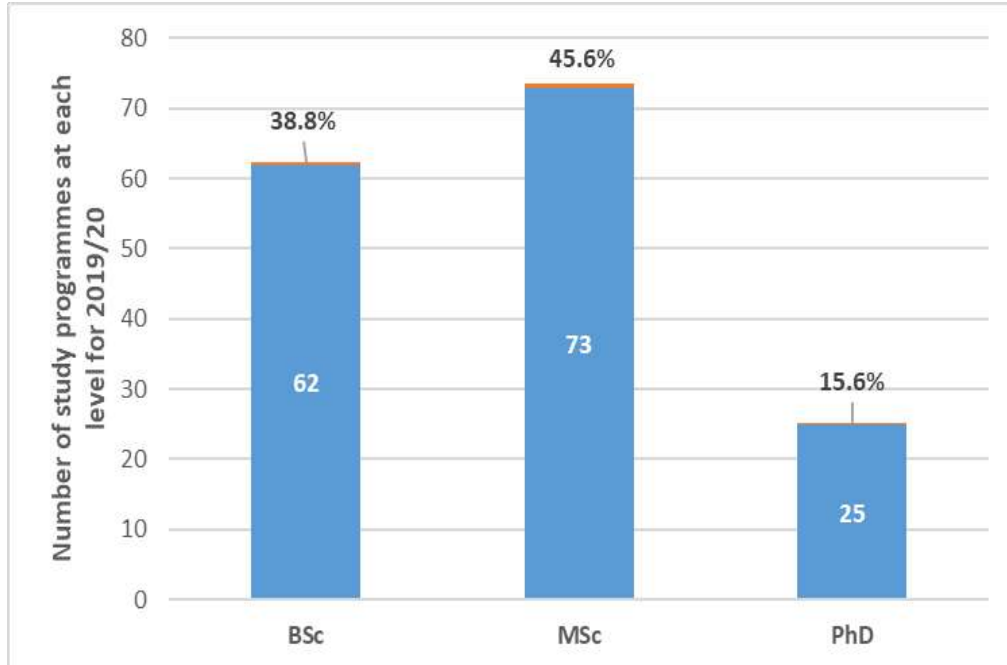
# OVERVIEW OF CURRENT STATE OF INTERNATIONALISATION

An overview of current state of internationalisation at UoM is presented through next

- Internationalisation of education,
- Internationalisation of mobility,
- Internationalisation in the field of international projects ,
- Internationalisation of research,
- Ranking of World's Universities,
- SWOT Analysis of internationalisation at UoM.



# Internationalisation of education



Number of study programmes at each level for academic year 2019/2020

- There are no programs on English.
- 2 agreements for double degree diplomas.
- No international accreditations
- 1 international certification



# Internationalisation of mobility – student incoming mobility

## Degree seeking international students

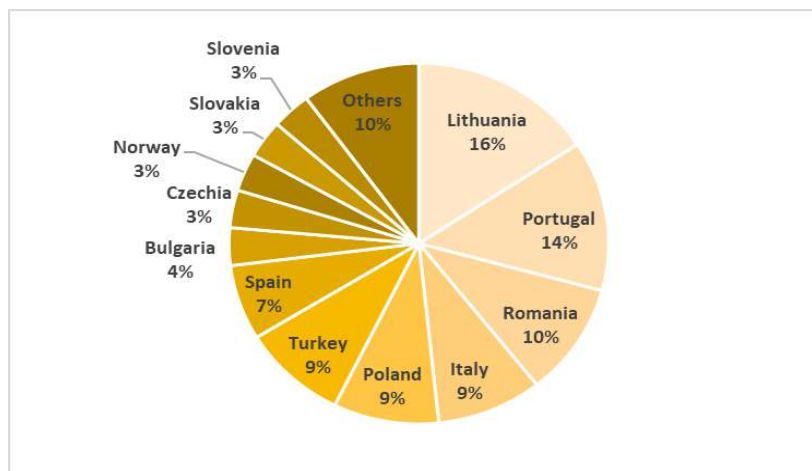
	2017/2018	2018/2019	2019/2020	Total
1st cycle - BSc	275	250	254	779
% of total BSc st.	1,77 %	1,75 %	1,91 %	1,81%

	2017/2018	2018/2019	2019/2020	Total / %
2nd cycle - MSc	39	30	38	107
% of total MSc st.	1,42%	1,08%	1,14%	1,21%

	2017/2018	2018/2019	2019/2020	Total / %
3rd cycle - PhD	17	8	13	38
% of total PhD st.	22,08%	8,16%	10,74%	12,84%

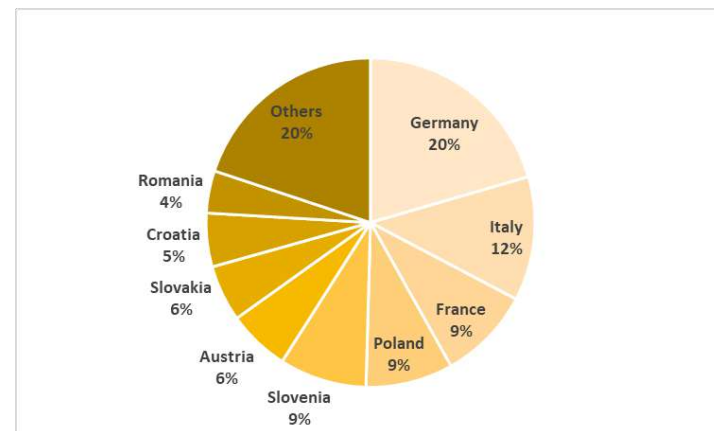
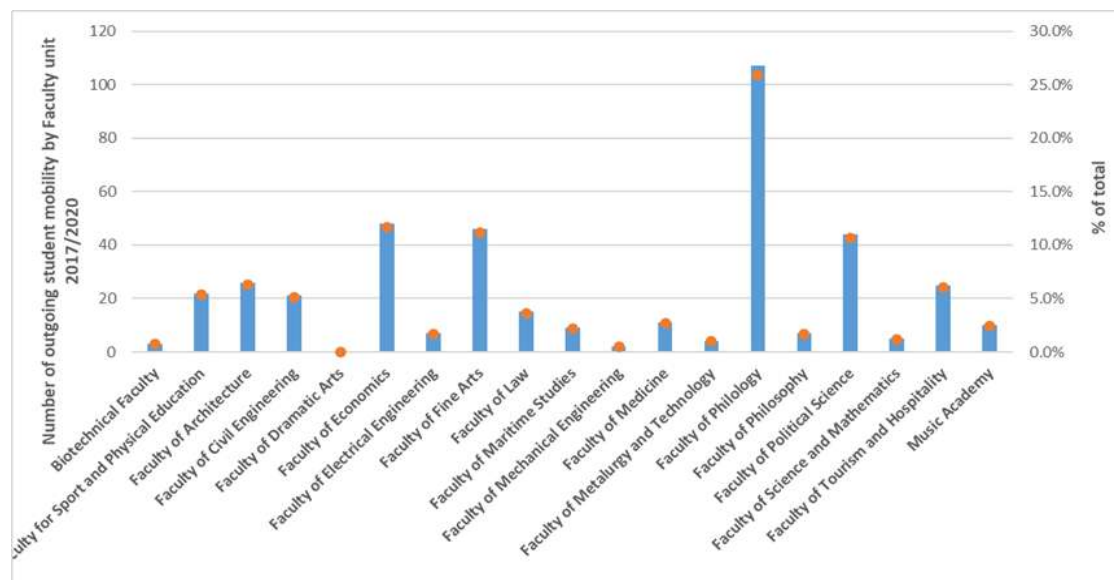
## International students short stay mobility

Programme	2017/2018	2018/2019	2019/2020	Total
Erasmus +	18	26	42	86
CEEPUS	2	6	3	11
Other	2	2	0	4
<b>Total</b>	<b>22</b>	<b>34</b>	<b>45</b>	<b>101</b>



# Internationalisation of mobility – Student outgoing mobility

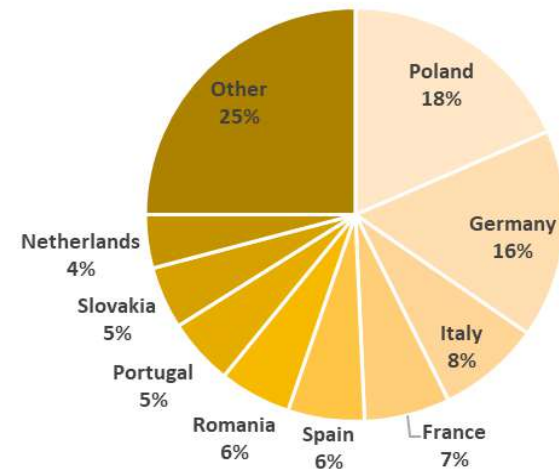
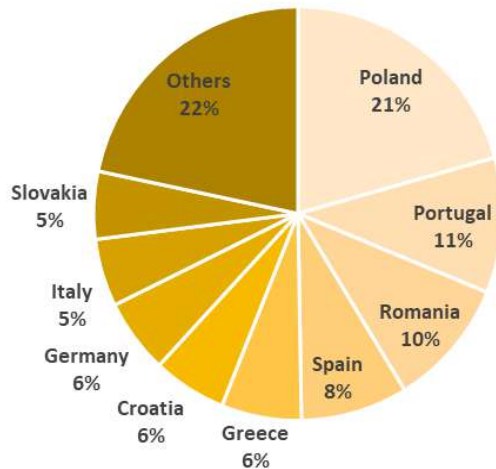
Programme	2017/2018	2018/2019	2019/2020	Total
Erasmus +	136	107	112	355
CEEPUS	/	31	24	55
Other	/	/	2	2
<b>Total</b>	<b>136</b>	<b>138</b>	<b>138</b>	<b>412</b>
<b>% of total UoM st</b>	<b>0,74%</b>	<b>0,81%</b>	<b>0,82%</b>	<b>0,79%</b>



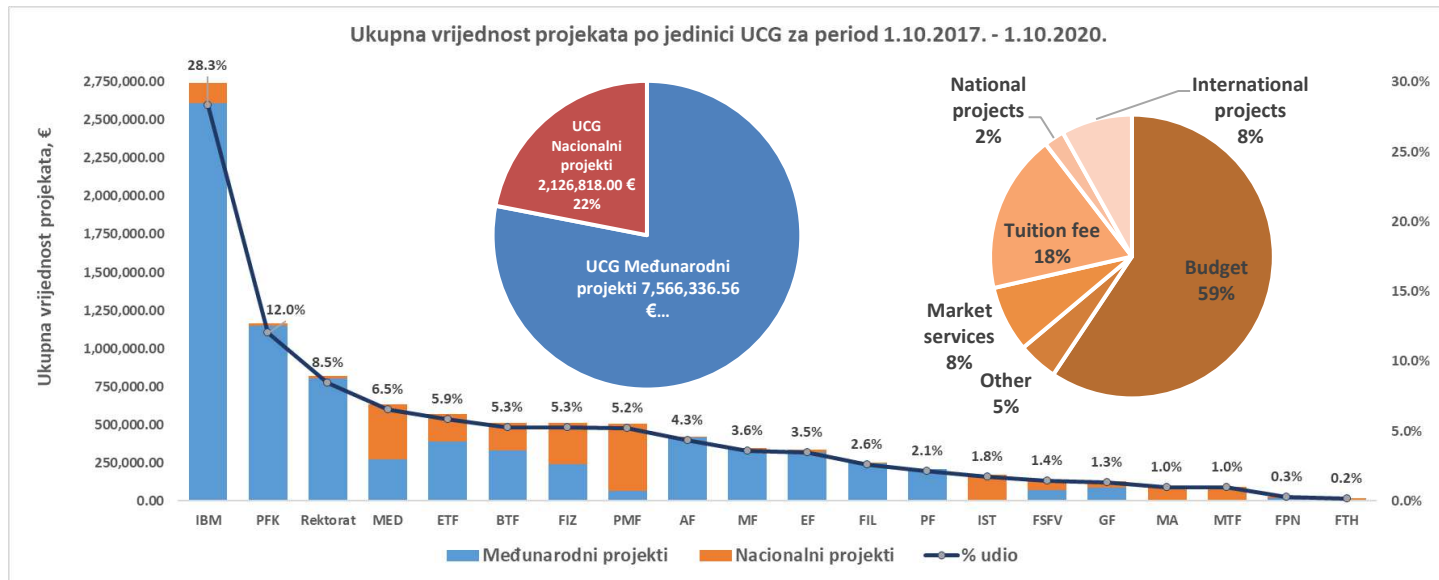
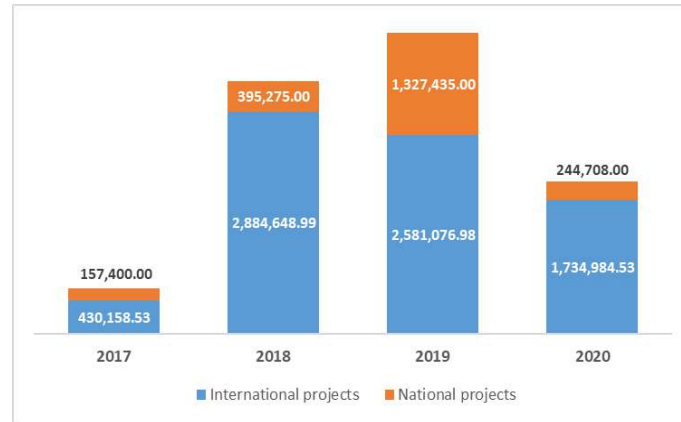
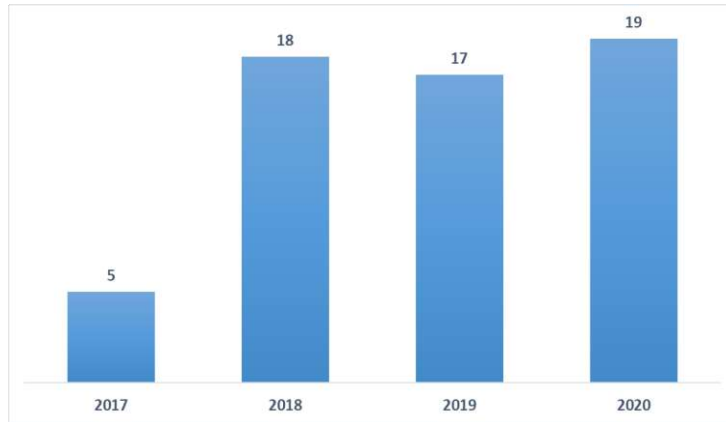
# Internationalisation of mobility – Staff mobility

Program	2017/2018	2018/2019	2019/2020	Total
Erasmus +	72	108	49	229
CEEPUS	0	0	3	3
Other	0	4	17	21
<b>Total</b>	<b>72</b>	<b>112</b>	<b>69</b>	<b>253</b>

Program	2017/2018	2018/2019	2019/2020	Total
Erasmus +	136	148	56	340
CEEPUS	0	8	5	13
Other	2	1	4	7
<b>Total</b>	<b>138</b>	<b>157</b>	<b>65</b>	<b>360</b>
<b>% of total UoM staff</b>	<b>12,2%</b>	<b>14,2%</b>	<b>6,1%</b>	<b>10,9%</b>

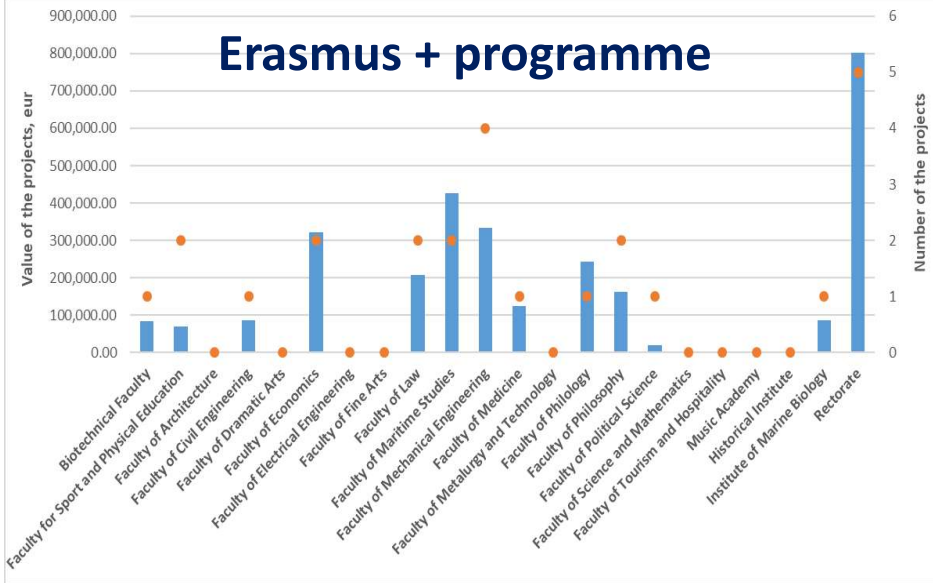


# Internationalisation in the field of international projects

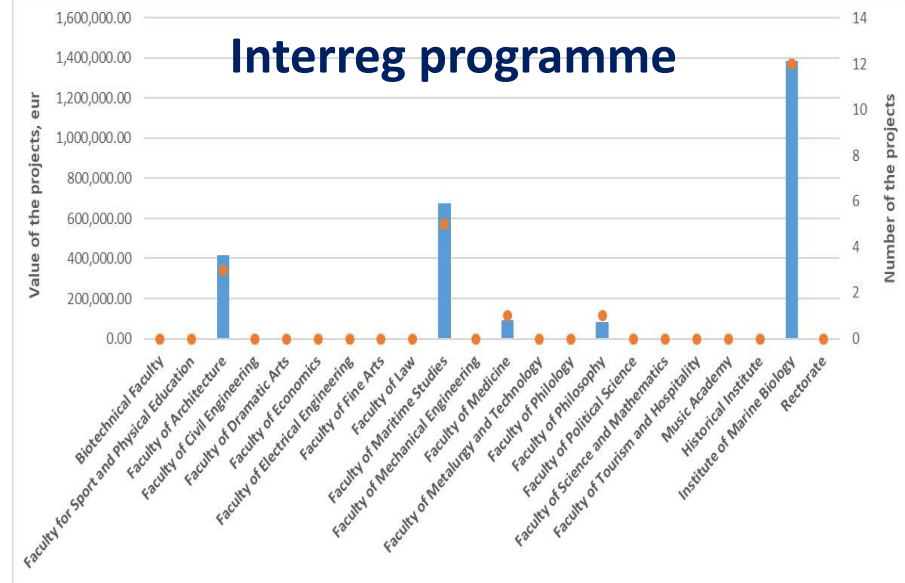




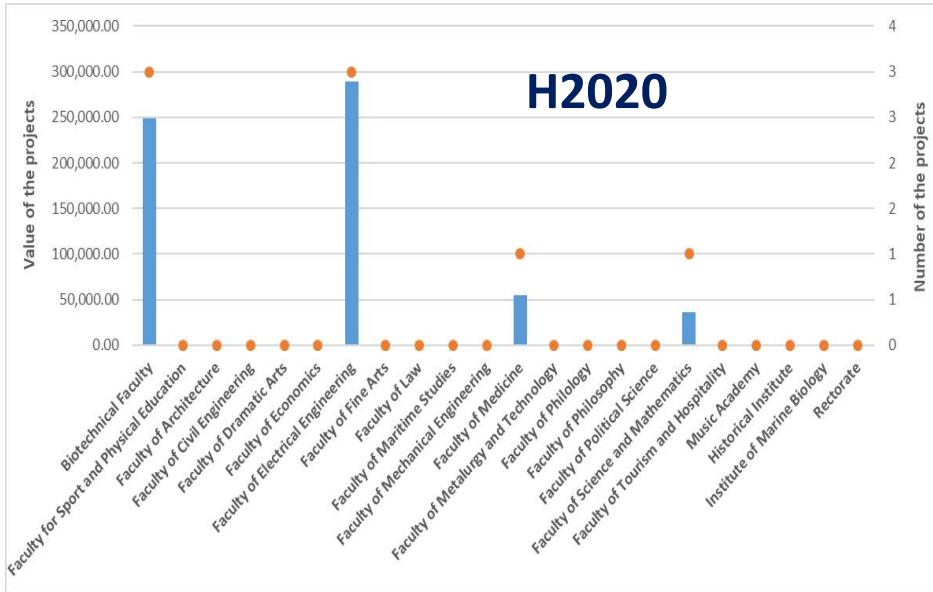
## Erasmus + programme



## Interreg programme



## H2020

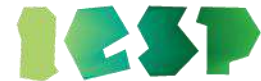


## Other programs

- EUREKA
- COST
- AUF - Agence Universitaire de la Francophonie Programme
- WHO World Health Organisation Programme
- Norwegian ministry of foreign affairs
- IAEA - International Atomic Energy Agency Programme



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# International openness to International students/researchers And University networks

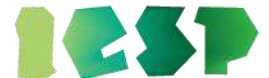
- HR Excellence in Research logo. 
- UoM developed and adopted its Policy for Open Access to Research Infrastructures



**West Balkan and  
Southeast Europe  
Rectors Forum**

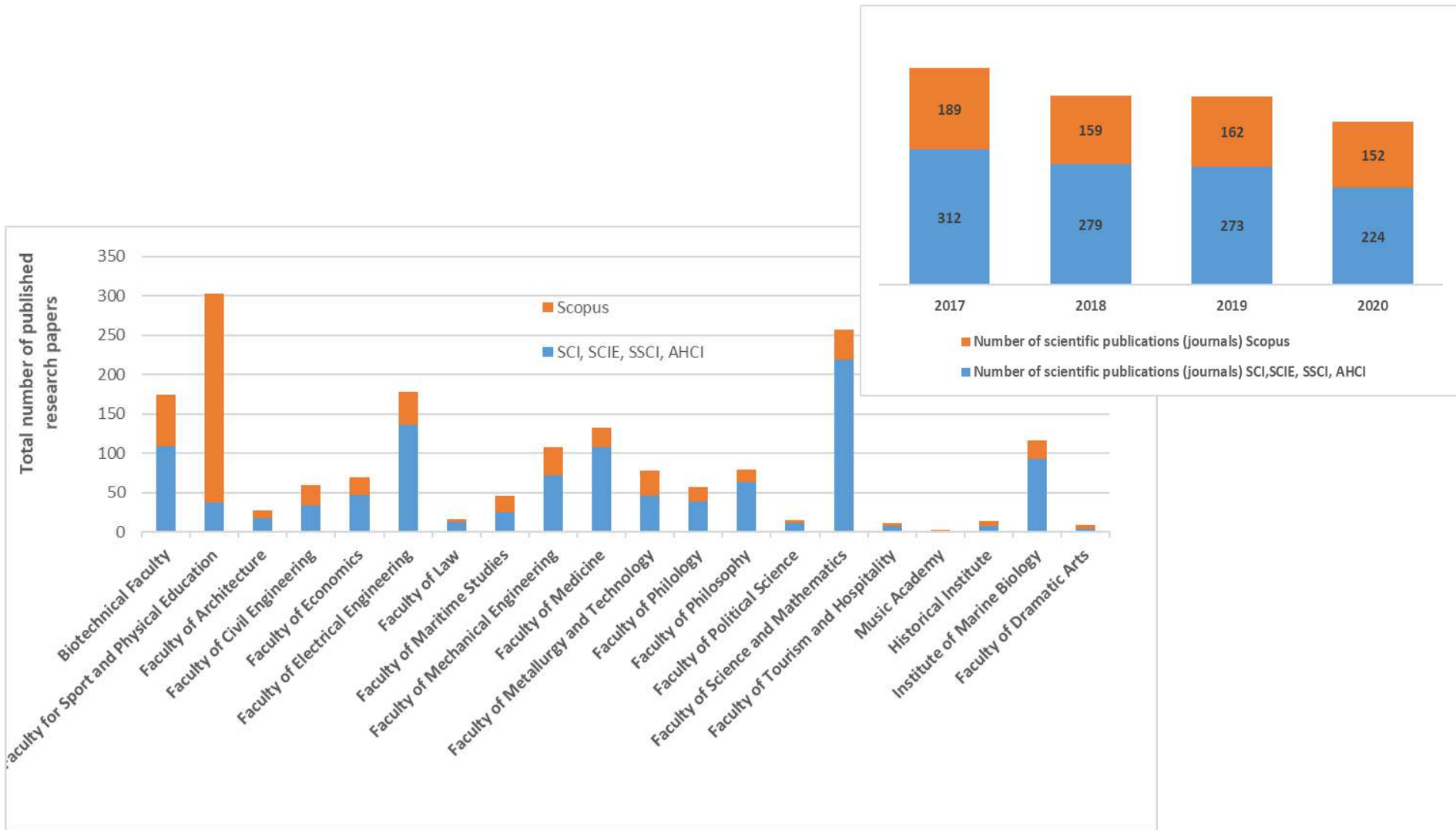


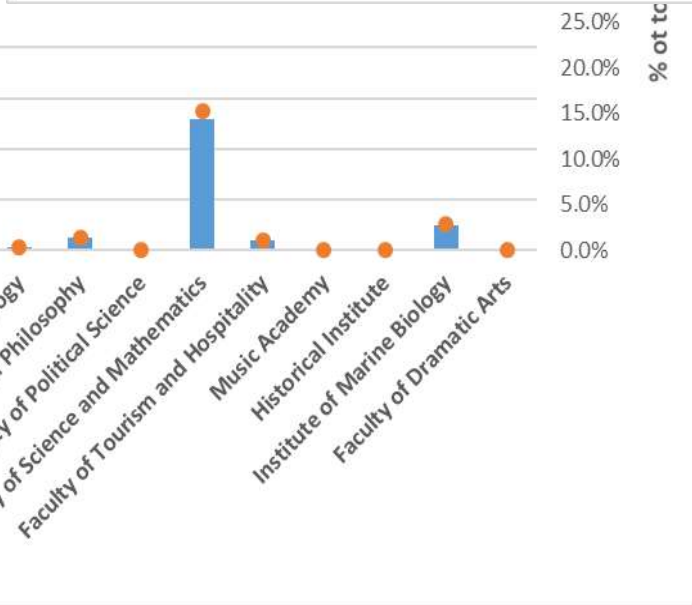
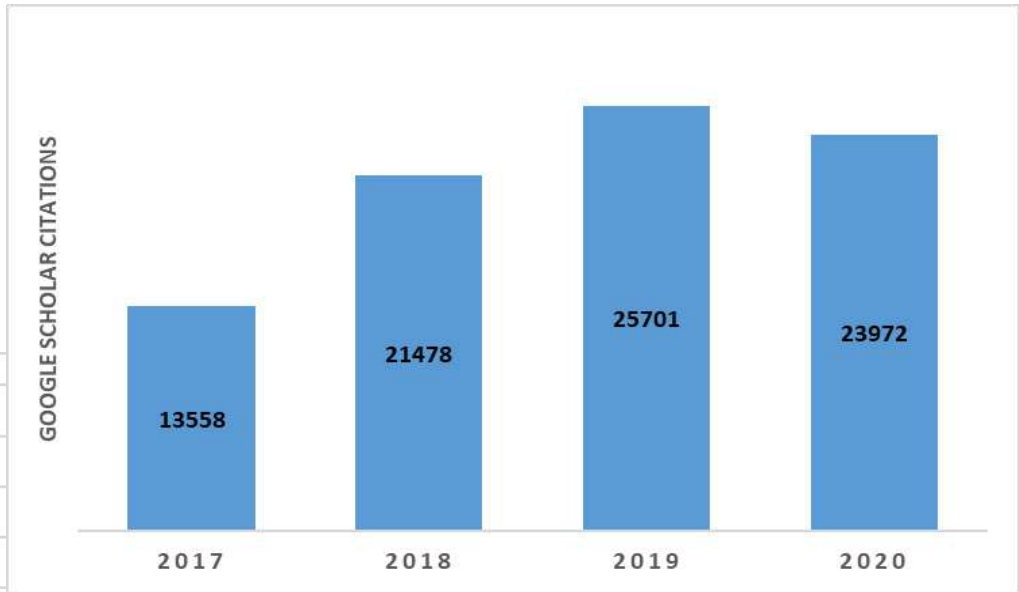
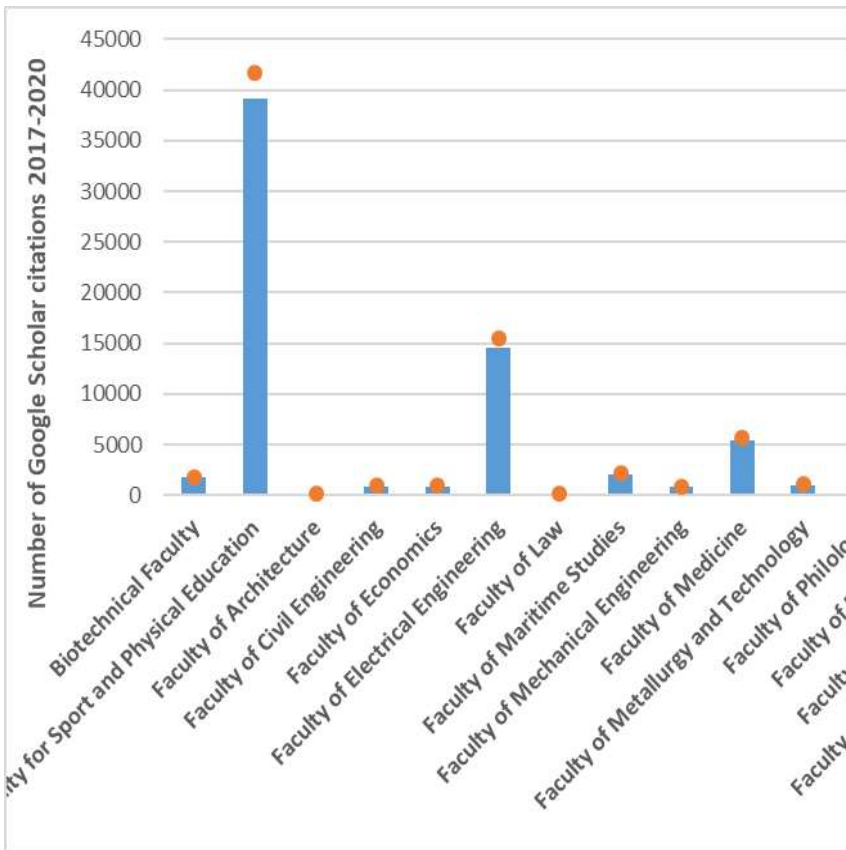
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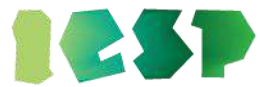
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# Internationalisation of research





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## Start-ups, licences, patents, patent applications and their internationalism

- Lack of activities and results in the field of innovations and commercialization at the UoM.
- UoM does not have a proper IPR strategy, does not have qualified IPR experts and plan for the commercialization of research results, neither the funds to support these activities.
- There are not many developed mechanisms for commercialization at the state level or an encouraging framework for establishing start-up companies.
- All employees at the University are fully engaged in the teaching process at the University, so there is also a lack of full-time research staff to deal with these activities.

## Internationality of Doctoral Studies

- The UoM does not hold any doctoral programmes accredited in English or any other International language at the UoM.
- According to the Rules on Doctoral Studies a doctoral thesis at the UoM may be written and orally elaborated in English.
- Doctoral dissertation is written in both one of the official languages of Montenegro and in English if there is a member of any of the commissions who does not speak Montenegrin.
- From academic year 2017/2018 to 2019/2020 there were not any international lecturers outside ex-Yugoslavia.
- Professors from other universities can be nominated by the Senate of the UoM as doctoral thesis mentor or as members of the Commission for the evaluation and the Commission for defence of doctoral thesis, but they don't receive an employment contract.
- Joint mentorship (co-tutelle), which can be realized with another international university.

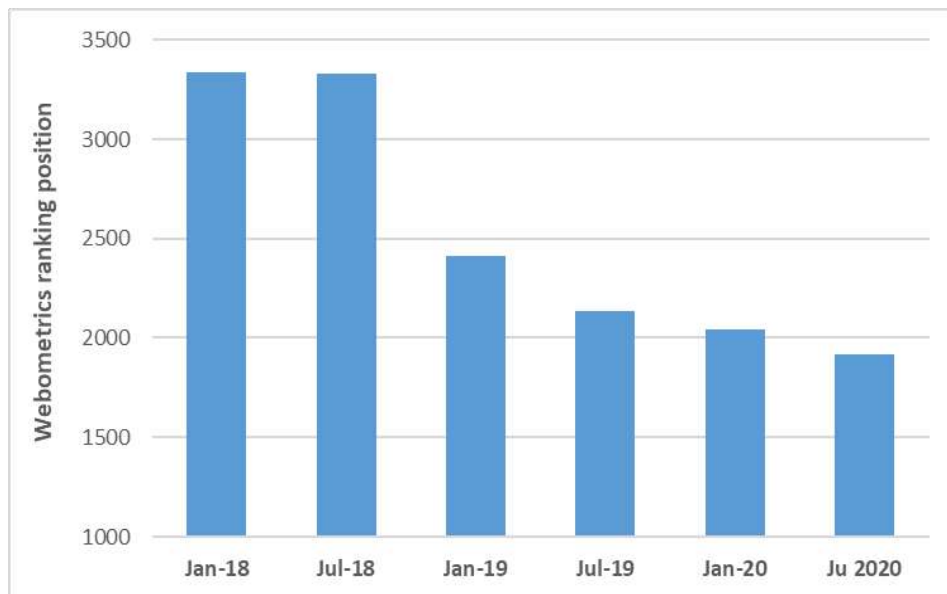


# Ranking of World's Universities

Times Higher Education (THE) Ranking of World Universities



Webometrics Ranking of World Universities



# SWOT Analysis of internationalisation at UoM

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Leading university in Montenegro with largest students and researchers population</li> <li>• Adopted institutional strategy of development 2019-2024</li> <li>• Established most of mechanisms for full participation in EHEA and ERA</li> <li>• Institutional commitment to strengthening process of internationalization</li> <li>• Adopted internal legislation for mobility of staff and students</li> <li>• Significant number of established bilateral links with regional and EU universities</li> <li>• Number of research groups with international experience</li> <li>• Experience in management of national and international projects</li> <li>• Experience in the staff and student mobility process</li> <li>• Access to WoS for UoM staff and students</li> <li>• Financial support for excellence in research of UoM staff</li> <li>• Financial support for involving scientific diaspora and alumni in research and teaching</li> <li>• HR Excellence in Research logo</li> <li>• Financial support for teaching staff teaching on foreign language</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of accredited study programs at all levels and summer schools in International languages</li> <li>• Negligible number of joint and double degree programs with EU universities</li> <li>• Small number of courses in International languages offered for incoming students and internationalization at home</li> <li>• Problem of International language skills of academic staff, administrative staff and students</li> <li>• Lack of international staff outside of ex-Yugoslavia region</li> <li>• Limited capacities of international relations office</li> <li>• Inadequate integrated database on internationalization activities at University level</li> <li>• Inadequate support system for international students and researchers</li> <li>• Low level of incoming and outgoing mobility of students and staff</li> <li>• Lack of academia / (international) business cooperation</li> <li>• Inadequate visibility of activities in regard of internationalization at the University as a whole</li> <li>• Lack of internationalization at home activities</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Access to major national and international funds supporting internationalization</li> <li>• Inter-institutional networking</li> <li>• Montenegro being an attractive destination within Euro-Atlantic integration process</li> </ul>	<ul style="list-style-type: none"> <li>• Unpredictable national and international/external funding due to the global economic crisis</li> <li>• Increasing competition in the region for access to EU funding</li> <li>• Administrative barriers for enhanced internationalization</li> </ul>

# INTERNATIONALISATION STRATEGY OF UoM

- Internationalisation Strategy 2020-2025 builds on the UoM Strategy 2019-2024 and the data on the state of affairs in the field of internationalisation at the University.
- The vision of internationalisation statement: The University of Montenegro improves international cooperation and create internationally minded and mobile academics and students to strengthen their knowledge and capacities with the aim of achieving excellence in education and science.
- Priority areas:
  1. Internationalisation of study and teaching activities
  2. Internationalisation of research
  3. Student and staff mobility
  4. International positioning





# PRIORITY AREA 1: Internationalisation of study and teaching activities

## Objective 1.1. Increasing the number of course modules in English

#	Activity	Indicator	Risk
1.1.1	Creation of modules in English from existing courses with the aim to increase the number of international students (incoming mobility) and to create conditions for the development of “internationalization at home”.	At least 30 ECTS per study program offered in English.	Inadequate knowledge of English language for teaching.  Lack of language knowledge or motivation from the students for “internationalization at home” which may significantly lower the number of course participants and hinder inclusion of incoming students.

## Objective 1.2. Initiating study programs in English

#	Activity	Indicator	Risk
1.2.1	Accreditation of study programs in English with an aim to increase the number of international students (incoming mobility) and to create conditions for the development of “internationalization at home”.	At least five study programs accredited in English at each study level.	Low motivation due to the lack of English language knowledge;  Possible obstacles during the accreditation process.
1.2.2	Accreditation of lifelong learning programs (LLL) in English with an aim to increase the number of international students (incoming mobility) and to create conditions for the development of “internationalization at home”.	At least three interdisciplinary summer schools accredited in English	Low motivation due to the lack of English language knowledge;  Possible obstacles during the accreditation process.

## Objective 1.3. Increasing the number of joint study programs with partner institutions from abroad

#	Activity	Indicator	Risk
1.3.1	Creation of new study programs with joint or double/multiple degree diplomas, in line with demand, especially with strategic partner universities.	At least 10 study programs with joint or double/multiple diplomas accredited through the change of existing or accreditation of new study programs.	Low motivation due to the lack of English language knowledge;  Lack of financial resources for supporting; implementation of programs with joint or double/multiple diplomas.  Possible obstacles during the accreditation process.

## PRIORITY AREA 2: Internationalisation of research

### Objective 2.1. Increase of scientific collaboration with individuals and research institutions from abroad

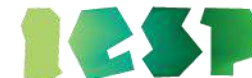
#	Activity	Indicator	Risk
2.1.1	Excellence of results of scientific and research work through number of publications in international journals, number of such publications with international co-authors.	<p>The number of publications in highly ranked scientific papers has increased by 10% compared to the overall number of annual publications;</p> <p>The number of artistic research works at international level has increased by 10% compared to the overall number of papers a year;</p> <p>Citations of scientific publications has increased by at least 15% a year.</p>	<p>Insufficient compatibility of research teams to achieve the expected results;</p> <p>Difficult cooperation between research teams due to the global epidemiological situation;</p>
2.1.2	Encouragement to apply for projects at international competitions.	<p>Training of staff to write and administer international projects annually;</p> <p>Established UoM fund for supporting project activities;</p> <p>Number of applications as a lead partner submitted each year increased by at least 10% at the University level;</p> <p>Number of applications as a partner institution in consortium submitted each year increased by at least 20% at the University level.</p>	<p>Reduced opportunities and stricter criteria for financing international research projects due to the possible global economic instability;</p>
2.1.3	Intensifying cooperation with scientific diaspora.	Status and engagement for at least 10 prominent scientists from diaspora to be formalized.	Cooperation with scientists from diaspora has been established, but not substantially intensified.

## Objective 2.2. Promoting internationalisation of doctoral research

#	Activity	Indicator	Risk
2.2.1	Promotion of PhD programmes in English.	Visiting international mobility and educational fairs at least once per year.	Lack of international opportunities for promotional activities; Insufficient flow of information about promotional events.
2.2.2	Increase of PhD programmes in English.	At least 3 interdisciplinary PhD programs accredited.	Accrediting study programs in the areas with the best performing capacity, but with lower potential for internationalization; Accredited study programs with high internationalization potential but with low performing capacity.
2.2.3	Increase of number of International PhD candidates.	Increased by at least 5% annually.	Lack of interest from International PhD candidates; Lack of high-quality candidates; Lack of scholarships and other resources for supporting living and lodging expenditures of the PhD candidate.

## Objective 2.3. Increase of international visibility of scientific and research potential of UoM

#	Activity	Indicator	Risk
2.3.1	Promoting international research networking.	Provided funds for UoM research/teaching staff for international scientific conferences, workshops, projects etc.	Lack of state funds due to the deterioration of the economic situation in the country;
2.3.2	Improving English web site of the UoM in order to increase visibility of scientific and research potential of UoM staff.	Redesigned in five-year period.	Lack of motivation for updating information on the website due to the lack of English language knowledge; Lack of information from the academic community at the UoM; The content on the web site is not updated timely; Lack of mechanism for fostering internationalization of web content.

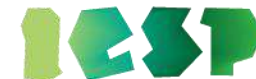


## PRIORITY AREA 3: Student and staff mobility

Objective 3.1 Enhancing support for outgoing mobility			
#	Activity	Indicator	Risk
3.1.1	Regular promotion of outgoing mobility programs at the UoM , with a more active role of the Student Parliament	Promotional activities are organized at least twice a year at each university unit and at the Rectorate by the IRO and the Student Parliament	Insufficient understanding of the importance of internationalization; Insufficient financial resources for the realization of activities; Administrative obstacles. Insufficient capacities of the IRO.
3.1.2	Improvement of internal mobility rules in the sense that they facilitate outgoing international mobility	Adoption of amendments to Rulebook on International Student Mobility and Rulebook on International Staff Mobility	Insufficient understanding of the need to facilitate the conditions for outgoing student mobility at certain university units. Inability to foresee in the regulations all situations that students face before, during and after mobility, which may later be the subject of different interpretations.
3.1.3	Establishment of Language Department for Internationalization	Language Department for Internationalization founded at UoM level.	Limited opportunities for building capacity and recruiting trained staff within Language Department for Internationalization.
3.1.4	Professional English language courses for teaching and non-teaching staff are available at the upper-intermediate and advanced levels.	Professional English language courses are organized twice a year.	Lack of interest from course participants or lack of interest from course trainers. Inability to maintain interest for the courses over a longer period of time. Insufficient financial resources for the realization of activities.
3.1.5	An achievement of an increase in the number of outgoing students, teaching and non-teaching staff who participate in mobility programs.	Outgoing student and staff mobility is increased by at least 5% annually at each university unit.	Reduced opportunities/possibilities for mobility caused by external factors. Students maintained a certain degree of mistrust regarding the possibilities of recognition of courses and ETCS acquired during the mobility despite the facilitated rules; Reduced motivation to travel or stay abroad due to the longer period of isolation within the country (changed habits).

## Objective 3.2 Enhancing support for incoming mobility

#	Activity	Indicator	Risk
3.2.1	Promotion of incoming mobility programs of the UoM	The UoM's offer to international students and staff is presented at international educational fairs at least once a year.	Inadequate number of subject modules and/or study programs in English; Insufficient financial resources for the realization of activities.
3.2.2	Redesign and regular update of the English version of the UoM website.	English version of the UoM website is redesigned and regularly updated.	Lack of staff engaged to update the website regularly.
3.2.3	Montenegrin language course at basic and elementary levels are available to all international students, teaching and non-teaching staff.	Montenegrin language course are organized twice a year.	A small number of course participants that lower motivation and does not justify the expenses for the course organization.
3.2.4	Increase in the number of incoming students, teaching and non-teaching staff who participate in mobility programs.	Incoming student and staff mobility is increased by at least 5% annually at each university unit.	Insufficient interest of students in incoming mobility due to partial or complete incompatibility of study programs, limited offer of internationalization courses, language barriers.  Lack of interest in mobility among teaching and non-/teaching staff due to regular obligations at the UoM, lectures, lack of adequate replacement during the mobility period.
3.2.5	Establishment of Erasmus Student Network, in cooperation with the Student Parliament	Foundation of ESN Montenegro	Insufficient financial resources for the realization of activities; possible administrative obstacles.



# PRIORITY AREA 4: International positioning of the University of Montenegro

## Objective 4.1. Enhancing partnerships with renowned higher education institutions worldwide

#	Activity	Indicator	Risk
4.1.1	Intensification of cooperation with renowned higher education institutions through the signing and implementation of mobility agreements.	The number of credit mobility agreements is increased by at least 10% per year.	Some university units may not value the importance of internationalization to the same extent; Differences in the number of study programs in English at various units; Lack of financial resources for the realization of all the activities. Lack of IRO staff for administrating agreements
4.1.2	Intensification of cooperation with renowned higher education institutions through the signing and implementation of bilateral cooperation.	The number of active bilateral agreements is increased by at least 10% per year.	Delayed activities and difficulties in communications with partner institutions due to the global epidemiological situation. The bilateral agreements are signed but insufficiently exploited. Lack of IRO staff for dealing with bilateral agreements.
4.1.3	Intensification of cooperation with renowned higher education institutions through strategic partnerships.	Mechanisms for identification of strategic partner university are developed; strategic partnerships are established with at least 3 renowned higher education research institutions.	Difficulties in identifying optimal strategic partners due to the differences between the units and diversification of aspirations coming from the units within the UoM. Insufficiently defined objectives of strategic partnerships. Lack of financial resources to support activities within the cooperation.
4.1.4	Intensification of cooperation with renowned higher education institutions through the membership in international university associations.	The number of international university associations in which we actively participate is increased.	Lack of interest of associations in expanding membership. Lack of IRO staff as support for following and implementing various initiatives within international associations
4.1.5	Regular reporting on the implementation of international agreements.	Developed mechanism for monitoring of implementation of agreements.	Lack of staff engaged in monitoring of agreements implementations. Lack of information coming from the units involved in agreements implementation.

## Objective 4.2. Improving UoM's positioning in international university rankings

#	Activity	Indicator	Risk
4.2.1	Development of various mechanisms for the support of better UoM positioning in international university rankings.	Increased position of UoM in world university rankings.	Some university units may not value the importance of internationalization to the same extent; Lack of financial resources for the realization of all the activities.

## **Responsibility for Internationalisation Strategy implementation**

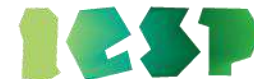
All activities within Internationalisation Strategy 2020 – 2025 will be implemented continually until 2025. Responsibility for fulfilment of those activities lies with the Faculty/Institute and University management, and where appropriate on IRO office.

## **Financing activities within Internationalisation Strategy**

All activities within UoM Internationalisation Strategy 2020 – 2025 will be financed from the state budget, University's own resources and international project activities.

## **Monitoring of implementation of Internationalisation Strategy**

In order to monitor the implementation of the Internationalization Strategy, an internal monitoring system will be established. The goal of monitoring is to assess the progress of the implementation of activities in order to prevent difficulties and obstacles related to their implementation, which may adversely affect the results and sustainability.



# Thank you for your attention!

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