



UoM Internationalization Strategy 2021-2026

Key Performance Indicators

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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
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| Priority area 1: Internationalization of teaching activities | | | | | | |
|--|--|--|--|--|---------------------|----------|
| Goal | No. | Activity | Indicator | Responsibility | Date of achievement | |
| Goal 1.1 | Increasing the number of disciplines taught in English language | | | | | |
| | 1.1.1 | The creation of modules (a set of courses) in English out of the existing courses with the aim of increasing the number of international students (incoming mobility) and creating the conditions for the development of “internationalisation at home”. | At least 30 ECTS credits per study programme is offered in English language. | Organizational units Rectorate of the UoM | Planned | Achieved |
| | | | | | 2021/2022 | |
| | | The number of students who attend classes in English language. | | | Planned | Achieved |
| | | | | continuous | | |
| Goal 1.2 | Release of the program in English language | | | | | |
| | 1.2.1 | The accreditation of study programmes in English language with the aim to increase the number of foreign students (incoming mobility) and create conditions for developing „internationalization at home“. | At least five accredited interdisciplinary study programmes in English language. | Organizational units Rectorate of the UoM | Planned | Achieved |
| | | | | | 2022/2023 | |
| | | The number of graduates with degrees in interdisciplinary study programmes accredited in English language. | | | continuous | |
| | | | | | | |
| 1.2.2 | The accreditation of programmes of lifelong learning (LLL) in English language with the aim to increase the number of international students (incoming mobility) and | At least three interdisciplinary summer schools accredited in English. | Organizational units CZU Centre Rectorate of the UoM | Planned | Achieved | |
| | | | | | 2021/2022 | |
| | | | | Planned | Achieved | |

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| | | create conditions for developing „internationalization at home“. | The number of attendees of interdisciplinary summer schools in English language. | | continuous | |
| Goal 1.3 | Increasing the number of joint study programmes with international partner institutions | | | | | |
| | 1.3.1 | Creation of new study programmes with joint or double/multiple degree diplomas, in line with demand, especially with strategic partner universities. | At least 5 study programmes with joint or double/multiple diplomas accredited through the modification of existing or the accreditation of new study programmes. | Organizational units CZU Centre | Planned | Achieved |
| | | | | | | 2022/2023 |
| | | | The number of graduates with double/multiple degrees. | | Planned | Achieved |
| | | | | | continuous | |
| Priority area 2: Internationalization of research | | | | | | |
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| Goal 2.1 | Enhancing scientific and artistic cooperation with individuals and research institutions from abroad | | | | | |
| | 2.1.1 | Increasing excellence of science, research and art results in cooperation with international co-authors. | The number of publications in highly ranked scientific papers has increased by 10% compared to the overall number of annual publications. | Organizational units | Planned | Achieved |
| | | | | | | continuous |
| | | | Citations of scientific publications has increased by at least 15% annually. | Organizational units | Planned | Achieved |
| | | | | | continuous | |

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| | | | The number of artistic research works at international level has increased by 5% in relation to the overall number of papers a year. | Organizational units | Planned | Achieved |
| | | | | | continuous | |
| | | | Co-authorship in publications with international partners. | Organizational units Rectorate of the UoM | continuous | |
| | | | International patenting with partner institutions (International co-patenting) | Organizational units | | |
| | 2.1.2 | Encouraging to apply for projects via international calls. | Training of staff to write and administer international projects, annually. | Rectorate of the UoM | Planned | Achieved |
| | | | | | continuous | |
| | | | Established a UoM support fund for project activities. | Rectorate of the UoM | Planned | Achieved |
| | | | | | | |
| | | | The number of applications as a lead partner increased by at least 10% at the university level, annually. | Organizational units Rectorate of the UoM | Planned | Achieved |
| | | | | | continuous | |
| | | The number of applications as a partner institution in consortia submitted each year increased by at least 20% at the university level. | Organizational units Rectorate of the UoM | Planned | Achieved | |
| | | | | continuous | | |
| 2.1.3 | Intensifying cooperation with scientific and art diaspora. | Status and engagement for at least 10 prominent scientists from the diaspora to be formalized. | Organizational units Rectorate of the UoM | Planned | Achieved | |
| | | | | continuous | | |
| Goal 2.2 | The Promotion of the internationalization of doctoral research | | | | | |
| 2.2.1 | | | Rectorate of the UoM | Planned | Achieved | |

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| | | Promotion of PhD programmes in English. Increase the number of PhD programmes offered in English. | Attend international mobility and educational fairs at least once per year (virtually or in person). | | continuous | |
| | 2.2.2 | Increase the number of international PhD candidates. Promotion of PhD programmes in English. | At least 3 interdisciplinary PhD programmes accredited in English. | Organizational units Board for doctoral studies | Planned 2022/2023 | Achieved |
| | 2.2.3 | Increase the number of PhD programmes offered in English. | The number of international doctoral candidates at the UoM is increased by at least 5% annually. | Organizational units Rectorate of the UoM | Planned continuous | Achieved |
| | 2.2.4 | Encouraging research within the doctoral studies at the renowned universities. | Support mechanisms are developed to enable research at renowned universities for a period of at least 3 months. | Organizational units Rectorate of the UoM | Planned continuous | Achieved |
| | 2.2.5 | Increasing the number of native/home researchers who got a doctorate degree at foreign universities. | The number of researchers who acquired PhD degree at the foreign universities is increased by at least 5% annually. | Organizational units Rectorate of the UoM Board for doctoral studies | Planned continuous | Achieved |
| Goal 2.3 | Increasing international visibility of research and art potential of the UoM | | | | | |
| | 2.3.1 | Promotion of international research and art networking. | Provided means for research/teaching staff of the UoM for participating at the international scientific conferences, workshops, art expositions and shows, projects, etc. | Organizational units Rectorate of the UoM | Planned continuous | Achieved |
| | 2.3.2 | | | Rectorate of the UoM | Planned | Achieved |

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| | | Improving the website of the UoM in English in order to increase the visibility of the scientific, research and artistic potential of UoM staff. | Redesigned web page of the UoM over a five-year period. | CIS | | |
| Priority area 3: Student and staff mobility | | | | | | |
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| Goal 3.1 | Increasing support for outgoing mobility | | | | | |
| | 3.1.1 | Regular promotion of outgoing mobility programmes at the UoM, with a more active engagement of the Student Parliament. | Promotion activities are organized at least twice a year at each university unit and Rectorate by the International Relations Office and Student Parliament. | Organizational units International Relations Office | Planned continuous | Achieved |
| | 3.1.2 | Improvement of institutional mobility rules in the sense that they facilitate outgoing international mobility | Adoption of amendments to the Rulebook on International Student Mobility and the Rulebook on International Staff Mobility | Rectorate of the UoM International Relations Office | Planned 2021/2022 | Achieved |
| | 3.1.3 | Free courses of Professional English language-Intermediate and Advanced level - are available to teaching and non-teaching staff of the UoM. | Courses of professional English language are held twice a year, within the newly established Language Department for Internationalisation Support | Rectorate of the UoM Philology Faculty | Planned continuous | Achieved |
| | 3.1.4 | Intensifying student, teaching and non-teaching mobility at the UoM through participation within current mobility programmes. | Outgoing student, academic and administrative staff mobility is | Rectorate of the UoM International Relations Office | Planned continuous | Achieved |

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| | | | increased by at least 5% annually at each university unit. | | | |
| | | International student internship | The number of students with international internship is increased for at least 5 %. | Rectorate of the UoM International Relations Office | Planned continuous | Achieved |
| | 3.1.5 | Increased percentage of home researchers' study visits to partner institutions. | The number of teaching staff who spent at least 1 month at partner institutions (guest researcher) comparing to the total number of teaching personnel is increased by at least 5 %. | Organizational units Rectorate of the UoM | Planned continuous | Achieved |
| Goal 3.2 | Providing support for incoming mobility | | | | | |
| | 3.2.1 | Promoting incoming mobility programmes at the UoM. | At least once a year implemented offer to international students and staff at the international fairs (online or live) | International Relations Office | Planned continuous | Achieved |
| | | Enhancing capacities for monitoring international students, PhD candidates and guest lecturers at faculty units. | Increased number of staff at faculties, monitoring international students, doctoral candidates and guest lecturers comparing to the total number of students (for each faculty). | Organizational units Rectorate UoM | Planned continuous | Achieved |
| | | Enhancing capacities for monitoring international activities on the level of Rectorate of the UoM. | Increased number of staff in the International Relations Office. | Rectorate of the UoM International Relations Office. | Planned continuous | Achieved |
| | 3.2.2 | Redesign and regular update of the English version of the UoM website. | The English version of website of the UoM is redesigned and regularly updated. | CIS International Relations Office | Planned continuous | Achieved |

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| | 3.2.3 | Basic level of courses of Montenegrin language are available for all international students, teaching i non-teaching staff. | Courses of Montenegrin language are organized twice a year | Rectorate of the UoM Philology Faculty | Planned continuous | Achieved |
| | 3.2.4 | Establishing Erasmus Student Network (ESN) in cooperation with the Student Parliament. | The establishment of the ESN in Montenegro. | The Student Parliament International Relations Office | Planned | Achieved |
| | 3.2.5 | Intensifying incoming mobility for international students, teaching and non-teaching staff. | Incoming student and staff mobility is increased by at least 5% annually at the university level | Organizational units International Relations Office Rectorate of the UoM | Planned continuous | Achieved |
| | | | To provide mentorship or "student host /buddy " - system for international support for students | Organizational units Organizational units International Relations Office Rectorate of the UoM | Planned continuous | Achieved |
| Priority area 4: International positioning of the UoM | | | | | | |
| Goal 4.1 | Fostering partnerships with renowned higher education institution from abroad | | | | | |
| | 4.1.1 | Intensification of cooperation with renowned higher education institutions through mobility agreements, and the establishment and implementation of bilateral cooperation. | Increased number of active bilateral agreements by at least 10% annually. | Organizational units International Relations Office Rectorate of the UoM | Planned continuous | Achieved |
| | | | | | Planned | Achieved |

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| | 4.1.2 | Intensification of cooperation with renowned higher education institutions through strategic partnerships. | Mechanisms for identification of universities as strategic partners are developed; strategic partnerships are established with at least 3 renowned higher education and research institution. | Organizational units International Relations Office Rectorate of the UoM | continuous | |
| | 4.1.3 | Intensification of cooperation with renowned higher education institutions through membership of international university associations. | The number of international university associations in which we actively participate is increased. | Organizational units International Relations Office Rectorate of the UoM | Planned continuous | Achieved |
| | 4.1.4 | Regular reporting on implementation of international agreements. | Mechanism for monitoring agreement implementation. | International Relations Office Rectorate of the UoM | Planned continuous | Achieved |
| Goal 4.2 | Improving the position of the UoM in international university rankings | | | | | |
| | 4.2.1 | Development of various mechanisms to support the better positioning of the UoM in international university rankings. | The UoM position is improved for 10 % on the worldwide university lists. | Rectorate of the UoM Organizational units Science Board | Planned continuous | Achieved |