



Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning - IESP

Kick-off meeting
Prof. Nataša Kostić, University of Montenegro
15 - 16 January 2020

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UNIVERSITY OF MONTENEGRO

Founded in 1974



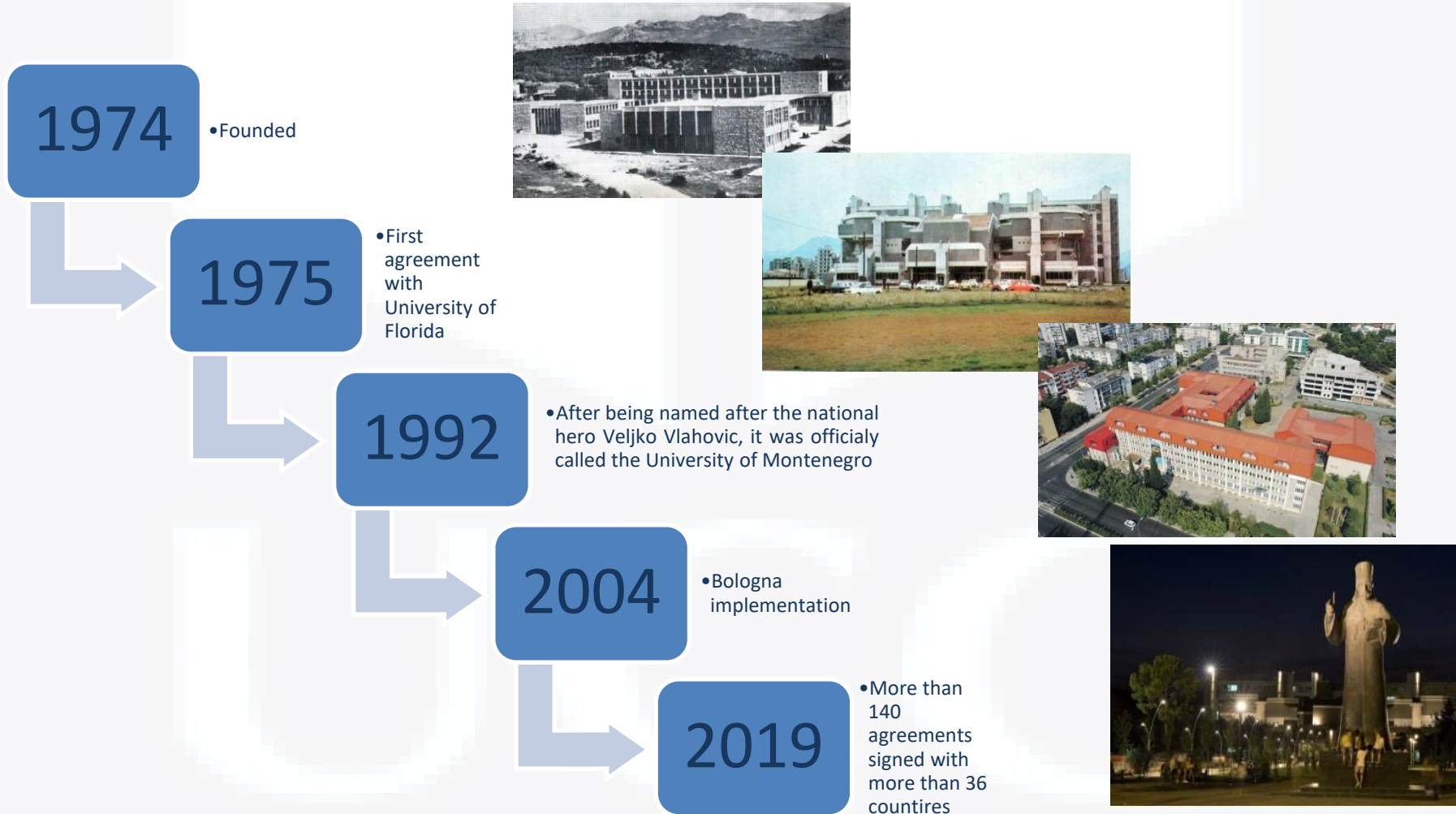
www.ucg.ac.me



UNIVERSITY OF MONTENEGRO

- ❖ The oldest higher education institution in Montenegro
- ❖ The largest higher education institution in the country
- ❖ The most active Montenegrin University
- ❖ The most popular Montenegrin University among foreign students
- ❖ It has the largest research budget of all Montenegrin higher education institutions
- ❖ It is involved in the greatest number of international projects

HISTORY





MISSION

The University of Montenegro has a key role and responsibility to create and spread knowledge through its excellence in education, science and achievements; to improve international cooperation; to create successful and socially responsible university graduates; and to promote democratic and sustainable development of Montenegrin society and state.

STRUCTURE

- **19 Faculties and 3 Institutes**, with campuses in all regions of Montenegro
 - **1,129** members of academic, professional, and non-academic staff
 - over **20,000 students** at all levels of study
- Since 2004, teaching at the University of Montenegro has been organized according to the principles of the Bologna Declaration. Studies are organized at the level of Undergraduate, Masters and Doctoral Studies, and offer:
- 62** Undergraduate Study Programmes
 - 73** Masters Study Programmes
 - 25** Doctoral Study Programmes

STUDY LEVELS

- Studies according to Bologna Declaration principles since 2004.
 - Undergraduate academic studies, BSc, BA (3 years)
 - Undergraduate applied studies BApp (3 years)
 - Postgraduate master studies MSc/MA (BSc/BA + 2 years)
 - Doctoral studies (MSc/MA + 3 years)



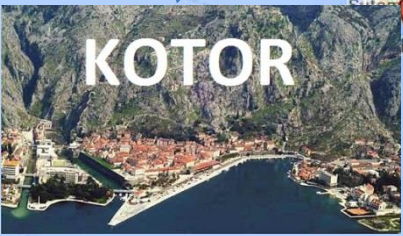
UNITS OF THE UNIVERSITY OF MONTENEGRO



- Biotechnical Faculty
- Faculty of Sport and Physical Education
- Faculty of Architecture
- Faculty of Civil Engineering
- Faculty of Dramatic Arts
- Faculty of Economics
- Faculty of Electrical Engineering
- Faculty of Fine Arts
- Faculty of Law
- Faculty of Mechanical Engineering
- Faculty of Medicine
- Faculty of Metallurgy and Technology
- Faculty of Philology
- Faculty of Philosophy
- Faculty of Political Science
- Faculty of Science and Mathematics
- Faculty of Tourism and Hotel Manag.
- Faculty of Maritime Studies
- Academy of Music
- Institute for Marine Biology
- Historical Institute
- Institute for Research and Innovations



LOCATED IN 8 TOWNS





THE RECTORATE

The central university services and centres functioning within the Rectorate:

- ❖ The Centre for Quality Assurance
- ❖ The Centre for Doctoral Studies
- ❖ The Centre for International Cooperation and Career Development
- ❖ The Centre for Information Systems
- ❖ The Communications and PR Centre
- ❖ The Central University Library



University Sports and Cultural Centre Student Dormitories



www.skucug.me



INTERNATIONAL PROJECTS

- In the last four years our researchers took part in over 250 projects in programmes:

Erasmus+

IPA

HORIZON 2020

FP7

HERD (Programme for Higher Education, Research and Development 2010-2014)

SCOPES (Scientific co-operation between Eastern Europe and Switzerland)

COST

TEMPUS

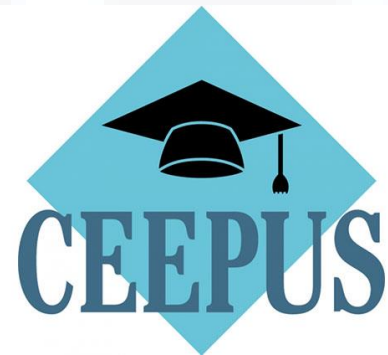


**IPA INSTRUMENT FOR
PRE-ACCESSION ASSISTANCE**



INTERNATIONAL COOPERATION

- Erasmus+ (over 100 IIA)
- Ceepus
- Mevlana
- Bilateral agreements (more than 140 agreements with universities from 36 countries)
- Erasmus Mundus



INTERNATIONALIZATION

The University of Montenegro is a member of:

- The European University Association
- Magna Charta Universitatum
- The Francophone University Association
- The University Network of the Adriatic Ionian Initiative
- The Balkan University Association
- Rector's forum of South East Europe and Western Balkans
- Network of Universities of Small Countries and Territories (NUSCT)

Internationalization Strategy (2016 – 2020)

- The University strives to have a larger network of partners in the area of education, research, the public sector and industry from across the whole world, which will provide the basis for the development of internationally oriented teaching and learning, as well as for coordinated research and knowledge transfer.
- The goal is the recognition of the value of the skills and knowledge of our students, academic staff and researchers, not only at the national level, but also in the international area of higher education and research.

Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning - IESP

Motivation for the project:

- Internationalization of higher education is one of the key aspects of its development and a strategic priority of all European higher education institutions.
- Even though Montenegrin HEIs have been actively involved in different programmes and initiatives, adequate support mechanisms are still missing and internationalization is still insufficiently incorporated in the overall strategic development
- Lack in the strategic approach to internationalization and strategy monitoring and implementation is identified as one of the main hindering factors to exploiting potential of Montenegrin HEIs and to the increase of their competitiveness at the international level.



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Co-funded by the
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of the European Union

- ❖ Duration: a **two-year** project with the **total budget of 683,014 euros**.
- ❖ Project application was considered as Group I (in top 16% of all 840 applications)
- ❖ Grant Agreement signed on 14 November 2019

PROJECT COORDINATOR: **University of Montenegro**

MNE partners:

University of Donja Gorica
University Mediterranean

EU partners:

University of Ljubljana (Slovenia)
University Cote d'Azur (France)
University of Cadiz (Spain)

Non-academic partners:

Montenegrin Ministry of Education
Ministry of Science
Agency for Control and Quality Assurance of Higher Education

Associate partner:

Ghent University (Belgium)

Costs	Amount (EUR)
Staff Costs	270.344,00
Travel Costs	18.130,00
Costs of Stay	87.360,00
Equipment	190.00,00
Subcontracting	67.500,00
Exceptional Costs	49.680,00

AIM: To enhance international competitiveness of Montenegrin HEIs, by providing the best model for strengthening capacities of various aspects of internationalization

OBJECTIVES:

- **Development of institutional strategies of internationalization with action plans**
- **Development of mechanisms for monitoring and evaluation of internationalization**
- **Enhancement of teaching and administrative staff knowledge and skills for participating in the process of internationalization**
- **Enhancement of preconditions for the increase of mobility**



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WP1. Identification of internationalization models and development of guidelines for effective and efficient internationalization model at Montenegrin HEIs.

Lead partner: UCA_F

- 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.

WP2. Capacity building for internationalization through staff training and equipment upgrade.

Lead partner: UL

- 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.

WP3. Development of tools for enhanced internationalization.

Lead partner: UoM

- 3.1: Development of internationalization strategies and action plans.
- 3.2: Development of supporting documentation to 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.

WP4. Integration of internationalization at Montenegrin HEIs.

Lead partner: UDG

- 4.1: Adoption and implementation of strategic documents.
- 4.2: Establishment of Language support centre for internationalization.
- 4.3: Adoption and implementation of English courses offered at BSc/BA and MSc/MA levels.
- 4.4: Adoption and implementation of pilot summer schools.



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WP5. Quality control and monitoring

Lead partner: UCA_E

5.1: Establishment of Quality Assurance body

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

5.3: External quality control and evaluation

5.4: Impact analysis

WP6. Dissemination and exploitation of project results

Lead partner: UNIM

6.1: Development and implementation of dissemination and exploitation plans

6.2: Website of the project and social media accounts

6.3: Dissemination of products and materials

6.4: Dissemination and exploitation events

6.5: Development of exploitation roadmap

6.6: Exploring possibilities for continuation of cooperation with the EU partners

WP7. Management

Lead partner: UoM

7.1: Establishment of project management structures

7.2: Project meetings

7.3: Day-to-day management of the project

7.4: Periodic and final reports to EACEA

7.5: External financial control

The most important outcomes:

- **Internationalization Strategy for the period 2020-2025 accompanied by the Action plan**
- **Development of supporting documentation to internationalization**
- **Courses at BA/BSc and MA/MSc levels offered in English**
- **Interdisciplinary summer school programmes in English**
- **Development or redesign of English web sites of Montenegrin HEIs**
- **Language support center for internationalization**
- **Institutional guidelines for quality assessment of internationalization**
- **Monitoring Body in charge of monitoring and quality assessment of the internationalization activities throughout the project lifetime and beyond, at least during Internationalization Strategy implementation 2020-2025.**

The most important benefits:

- Increase of the overall competitiveness and visibility of the institutions
- Institutions will improve their management, decision and policy making
- Capacity building of different groups within Montenegrin HEIs: university top management, management on the level of faculties/departments, teaching staff, researchers, administration, IT support services, students
- New partnerships from abroad in the field of education and research
- Boosting the knowledge of the relevant ministries and Agency on the most recent trends in policies and strategies on EU level
- Boosting institutional openness, internationalisation and modernisation of Montenegrin higher education system.



UCG

University of Montenegro

THANK YOU FOR YOUR ATTENTION


Contact details:

UNIVERSITY OF MONTENEGRO

Cetinjska 2, 81000 Podgorica, Montenegro

 www.ucg.ac.me

 rektor@ucg.ac.me

 +382 (0)20 414 209