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Fostering Internationalization at Montenegrin HEIs
through Efficient Strategic Planning – IESP

Presentation of WP1:
**Identification of internationalization models and development of guidelines for
effective and efficient internationalization at Montenegrin HEIs**

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What is Université Côte d'Azur?



13 Members

More than 30 000 students

- 8 000 in Master
- 16 000 in Bachelors
- 1 700 in doctorate

1 IDEX
UCA^{JEDI}

4 218
Professors -
researchers

20 % of foreign students

493 agreement with international partners

WP1. Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization model at Montenegrin HEIs.

Main goal of WP1 is to identify appropriate model of internationalization for Montenegrin HEIs and to develop guidelines for its effective and efficient implementation.



This will be achieved through 3 tasks:

- DEV1.1: Review of EU HEIs models of internationalization.
- DEV1.2: Benchmarking of internationalization criteria.
- DEV1.3: Development of guidelines for enhancing internationalization of Montenegrin HEIs.



Methodology to be used relates to a thorough review of EU HEIs models of legal and administrative framework in the field of **internationalization of education, research and mobility**, which will serve as a baseline for comparison with Montenegrin HEIs with an aim to produce the benchmarking reports that will be used to define the guidelines for effective and efficient internationalization models at Montenegrin HEIs.

Also, relevant **national strategic framework** will be considered, to ensure high level of harmonization with national priorities. Major milestones will be the identification of the appropriate model of internationalization and most important aspects of internationalization of Montenegrin HEIs. **Measurable indicators** of this WP are stated in LFM.



WP1 Activities:

1.1 Review of EU HEIs models of **internationalization (INT)**

1.2 Benchmarking of INT criteria

1.3 Development of guidelines for enhancing INT of MNE HEIs



Main goal of WP1 is **to identify appropriate model of internationalization for Montenegrin HEIs and to develop guidelines for its effective and efficient implementation.**

This will be achieved through 3 tasks.

The starting point for WP1 is preparation process of gathering information about Montenegrin HEIs current situation in regard to internationalization, which was conducted through self-evaluation processes and follow-up evaluation processes conducted by EUA (European University Association) Institutional Evaluation Programme in 2018.

- The first task will be scanning on EU HEIs internationalization models of legal and administrative framework.
- The second task is oriented on finding a reference point within EU Partners for setting goals and targets.

The benchmark indicators will be defined in key areas of the process of internationalization. As a result, the **best model for enhancing internationalization process will be proposed for each Montenegrin HEI.**

At the end, as a third task, guidelines for enhancing internationalization will be delivered for each Montenegrin HEI.



Work package type and ref.nr ☒	PREPARATION		1
Title	Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization at Montenegrin HEIs		
Related assumptions and risks	<ul style="list-style-type: none"> • Appropriateness of data gathered through surveys • Potential delays in evaluating the benchmarking analysis 		
Description	<p>Main goal of WP1 is to identify appropriate model of internationalization for Montenegrin HEIs and to develop guidelines for its effective and efficient implementation. This will be achieved through 3 tasks.</p> <p>The starting point for WP1 is preparation process of gathering information about Montenegrin HEIs current situation in regard to internationalization, which was conducted through self-evaluation processes and follow-up evaluation processes conducted by EUA (European University Association) Institutional Evaluation Programme in 2018.</p> <p>The first task will be scanning on EU HEIs internationalization models of legal and administrative framework.</p> <p>The second task is oriented on finding a reference point within EU Partners for setting goals and targets. The benchmark indicators will be defined in key areas of the process of internationalization. As a result, the best model for enhancing internationalization process will be proposed for each Montenegrin HEI.</p> <p>At the end, as a third task, guidelines for enhancing internationalization will be delivered for each Montenegrin HEI.</p>		
Tasks	<ul style="list-style-type: none"> • DEV1.1: Review of EU HEIs models of internationalization (M1-M3, Event/Report) • DEV1.2: Benchmarking of internationalization criteria (M3-M5, Event/Report) • DEV1.3: Development of guidelines for enhancing internationalization of Montenegrin HEIs (M5-M7, Event/Report) 		
Estimated Start Date (dd-mm-yyyy)	15-11-2019	Estimated End Date (dd-mm-yyyy)	15-06-2020

Work Package and Outcome ref.nr	1.1.
Title	Review of EU HEIs models of internationalization
Description	<p>The starting point for WP1 was preparation process of gathering information about Montenegrin HEIs current situation in regard to internationalization of education, research and mobility, which was conducted through self-evaluation processes and follow-up evaluation processes conducted by EUA (European University Association) Institutional Evaluation Programme in 2018.</p> <p>At this point, review of existing national strategic documents will be prepared, ensuring that the strategy development process will be harmonized with national and EU practice. Also, any ongoing institutional strategy development processes at HEIs, that have not been encompassed by IEP reports, will be taken into consideration.</p> <p>Two-day visits (M2-M3) to P4 (UCA_F, France) and P5 (UL, Slovenia) partners will be organized for Montenegrin HEIs, with aim to get insight of EU HEIs knowledge, experiences and expertise in field of internationalization. Delegation will be composed of at least 3 members of each Montenegrin HEIs, and at least two members from the relevant ministries and agency.</p> <p>A review on EU HEIs models of legal and administrative framework in regard to internationalization of education, research and mobility will be delivered. Report shall be disseminated and incorporated into the interim and final report.</p>
Due date	15/02/2020

Work Package and Outcome ref.nr	1.2.
Title	Benchmarking of internationalization criteria
Description	<p>Upon previous self-evaluation processes and follow-up evaluation processes conducted by EUA Institutional Evaluation Programme and review on EU HEIs legal and administrative models, a comprehensive understanding of the Montenegrin and EU HEIs' current state on internationalization will be provided, thus enabling Montenegrin HEIs to start identifying main areas for improvement, as well as to establish the appropriate benchmark indicators. EU HEIs will act as benchmarking partners and the analysis from previous task will serve as a baseline for comparison. In the process, the benchmarking reports with defined performance indicators will be produced, including the performance measures and performance data that will enable Montenegrin HEIs to measure and improve its quality of performance against the defined benchmarks.</p> <p>In order to ensure efficient exchange of performance indicators, P6 (UCA_E, Spain) partner will host a two-day study visit, during which the Partners' performance will be assessed (M4). Delegation will be composed of at least 3 members of the each Montenegrin HEIs, at least two members from the relevant ministries and agency.</p> <p>As a result, the best model for enhancing internationalization process will be proposed for each Montenegrin HEI. Report shall be disseminated and incorporated into the interim and final report.</p>
Due date	15/04/2020

Work Package and Outcome ref.nr	1.3.
Title	Development of guidelines for enhancing internationalization of Montenegrin HEIs
Description	<p>In line with the DEV1.1 and DEV 1.2, the final task of WP1 will be defining guidelines for enhancing different aspects of internationalization of Montenegrin HEIs: strategy of internationalization with action plans; supporting documentation for internationalization; internationalization of research and innovation; international mobility for staff and students; international networking; quality assessment of internationalization, etc.</p> <p>P2 (UDG, Montenegro) will host a two-day meeting during which partners will adopt those guidelines (M6). Delegations will be composed of at least 3 members of Montenegrin HEIs, at least one member from ministries, agency and at least 2 members from each EU HEI.</p> <p>Guidelines for enhancing internationalization of Montenegrin HEIs will be produced, disseminated and incorporated into the interim and final report.</p>
Due date	15/06/2020

WP1

Estimated Start Date 15/11/2019 Estimated End Date 15/06/2020

- 1.1. *Review of EU HEIs models of internationalization: 15/02/2020*
Two-day visits (M2-M3) to **P4 (UCA_F, France)** and **P5 (UL, Slovenia)**
- 1.2. *Benchmarking of internationalization criteria: 15/04/2020*
P6 (UCA_E, Spain) partner will host a two-day study visit
- 1.3. *Development of guidelines for enhancing internationalization of Montenegrin HEIs: 15/06/2020*
P2 (UDG, Montenegro) will host a two-day meeting during which partners will adopt those guidelines



Thank you for your attention!

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