



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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# News LETTER

## ABOUT PROJECT

## Mission

## Vision

### WORK PACKAGES

The project ***Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning (IESP)*** is a two-year project whose implementation started in November 2019. The project is aimed at improving international competitiveness and visibility of Montenegrin HEIs through providing an optimum model for strengthening capacities for various aspects of internationalization including: internationalization strategy with action plans, supporting documentation for internationalization, internationalization of research and innovation, international mobility of staff and students, international networking and quality assessment of internationalization.

Promotion of international cooperation, creation of successful and sustainable education systems gives the possibility to offer competitive and internationally recognized opportunities for learning and research to a diverse population of students.

During the project lifetime, Montenegrin HEIs will define models to build partnerships with other educational institutions in order to enhance their international competitiveness and for capacity building for various aspects of internationalization.

Montenegrin HEIs aim to be recognized as attractive national, regional and international centers for education, mobility and international relations capacities.

- WP1:** Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization model at Montenegrin HEIs
- WP2:** Capacity Building for Internationalization through staff training and equipment upgrade
- WP3:** Development of Tools for Enhanced Internationalization
- WP4:** Integration of Internationalization at Montenegrin HEIs
- WP5:** Quality Control and Monitoring
- WP6:** Dissemination and Exploitation of Project Results
- WP7:** Project Management



# PROJECT CONSORTIUM

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# The University of Montenegro



The University of Montenegro is the oldest and largest higher education, scientific and artistic institution in Montenegro.

The University of Montenegro was founded on April 2nd, 1974, in Podgorica. Today, the University is comprised of 19 faculties and three scientific institutes, with almost 17,000 active students. The headquarters and main campus of the University is in Podgorica, with other campuses located in other Montenegrin towns – Nikšić, Cetinje, Kotor, Igalo, Bar, Bijelo Polje and Berane.

The University of Montenegro is an integrated public university, organized according to the principles of the Bologna Declaration, with curricula harmonized with those at the most respected European universities. This, as well as the numerous agreements and programmes in which the University takes part, enables mobility without barriers across the European Higher Education Area for students, teachers and administrative staff. The University of Montenegro has signed 145 bilateral cooperation agreements with universities from 39 countries around the world.

Studies at the University of Montenegro are organized at the level of Undergraduate, Masters and Doctoral studies. The basic model of study is 3+2+3. The University is continuously engaged in the restructuring and modernising of all its study programmes and their harmonisation with modern trends and the needs of the labour market. Amongst other things, obligatory practical work has been introduced for most study programmes, and courses of English are obligatory.

## Role in the project

In addition to preparing and submitting the project application, in the IESP project, the University of Montenegro is in charge of two work packages: **WP7 Project Management** and **WP 3 Development of Tools for Enhanced Internationalization**.

As the project coordinator and leader of **WP7** it is responsible for overall project coordination and day-to-day management and implementation of project activities. The University of Montenegro will bear the overall responsibility for quality, sound and smooth project implementation, establishment of communication system between the project partners and dissemination of project results among partners and towards wider public. It will be responsible for communication with EACEA and for preparation and submission of Interim and Final narrative and financial reports.

Additionally, the University of Montenegro will lead **WP3** which is aimed at enhancing the internationalization process at Montenegrin HEIs by developing adequate tools, notably internationalization strategies with action plans for the period 2020-2025, development of supporting documentation for internationalization that will assist the university staff dealing with internationalization with their daily work, development of courses in English language and the level of bachelor and master studies, development of criteria for assessing the quality of internationalization of Montenegrin HEIs.

# The University of Donja Gorica

University of Donja Gorica (UDG) is a university whose primary aim is to awake its students. That means for students to emerge and awake from mechanical life, everyday routine, machine-like behavior. This idea is embodied in UDG motto: **"The History of Future"** – sowing the seeds of different thinking, behaviour, and understanding of the world by students, and investing in spiritual strength of their beings, which will enable the seeds to grow and develop within themselves throughout all their lives.



University of Donja Gorica was founded in 2007 with two faculties. It offers courses at both undergraduate and postgraduate level of education, including Bachelor, Master's and PhD level of studies. Currently, it has around 3500 students. Today, UDG includes **twelve faculties** and **more than 40 programs** in the area international economics, law, information systems and technologies, polytechnics, food technology, food safety and ecology, humanistic studies. All programs at UDG are designed according to the principles of the Bologna Declaration. The basic model of study is 3+2+3. Ten faculties offer the Master's degree and five PhD studies in area of International Economics, Law, Information Systems and Tehnologies, Humanistic studies, Arts.

The UDG is an active international university engaged in worldwide collaboration projects and partnerships. UDG has participated in over 50 different international projects including Horizon2020, IPA, COST, EFSA, Erasmus+, Tempus, Eureka, World Bank grants and many others. UDG is national coordinator for High performing computing and it is only partner for Montenegro in European High Performance Computing Joint Undertaking in the framework of EuroHPC within Horizon2020 programme collaborating with 33 institution national coordinators from 33 countries. The University of Donja Gorica has signed over 100 bilateral cooperation agreements with universities and companies from all over the worlds and provide its staff and students with wide range of mobilities.

UDG also includes the Centre for Foreign Languages (CFL), which offers courses in English, Chinese, French, German, Spanish and Turkish. According to their study agreement, students are required to obtain B2.2 level (CEFRL) of English and A2.2 level of another foreign language.

## Role in the project

As partner institution UDG, in addition to preparing the project application, in the IESP project, the University of Donja Gorica is in charge of work package: **WP4 Integration of Internationalization at Montenegrin HEIs.**

This WP is related to integration of **Internationalization at Montenegrin HEIs**. It includes 4 activities stated in WP4. The working methodology involve the adoption procedure at the relevant bodies at each Montenegrin HEI, utilization of all the documents right after the adoption procedure, the process of setting up and activation of language support centers and pilot summer school. Major milestones will be a Strategy of Internationalization together with action plan at each Montenegrin HEI, documentation for the support of internationalization, courses at BSc/BA and MSc/MA levels offered in English at each Montenegrin HEI, pilot summer school in English, and established language support centers for internationalization with new IT equipment.

As partner institution UDG actively participate in every activity defined within project proposal including improving their international standing and cooperation prospects, training activities which are organized in order to equip the university staff with the skills and knowledge for strategic planning process. Also, UDG is involved in drafting of the strategic document with the support of the EU partners who will provide valuable opinion and feedback in the process and within strategic documents already existing at UDG. The internationalization of UDG is in line with the vision and mission of the University, and the issues of its implementation are to be dealt regularly with at the Senate meetings. Academic and non-academic staff are motivated to participate more actively in various interdisciplinary activities.



# University Mediterranean



University Mediterranean is the first private university in Montenegro which provides academic degrees in the field of tourism, hotel management, information technologies, economy and business studies, visual arts, law and foreign languages. Since its foundation on 30th of May, 2006, it functions as a single legal entity in accordance with the Bologna Declaration. The University is undoubtedly and fully committed to enhancing the quality of studies in a systematic and organized manner in order to be modern, flexible, comparable, competitive and efficient. In that sense and in compliance with the Bologna process, there is a continuous work on increasing the quality level of all activities at the University - teaching, study programs, grading system based on the introduction of the European Credit Transfer and Accumulation System - ECTS, textbooks and literature, equipment of study rooms and other areas, information system, scientific research, publishing, selection of teaching and administration staff, library, lifelong learning, international cooperation and other standards. The UNIM conducted external evaluation by EUA in 2013 as well as follow-up evaluation in 2018.

## Role in the project:

UNIM will be actively involved in realisation of all project activities. We will be included in various capacity building and training activities which will be organized in order to equip the university staff with the skills and knowledge for strategic planning process. We will also take participation in drafting of the strategic document with the support of the EU partners who will provide valuable opinion and feedback in the process as well as in the preparation of the final version which will be adopted by the University Senate. We will also reinforce bodies in charge of Internationalization Strategy implementation and establish new organisational structure of international cooperation department. We will also be actively involved in dissemination activities and promotion of strategy of internationalization among different target groups: students, teaching staff, administrative staff, management of the university, ministries, other HEIs etc.

UNIM will be lead partner in WP6 - **Dissemination**, and will take part in all other working packages.

# University of Ljubljana

Univerza v Ljubljani



University of Ljubljana is the oldest and largest higher education and scientific research institution in Slovenia. University with its rich tradition was founded in 1919. It has approximately 38,000 undergraduate and postgraduate students and employs approximately 6,000 higher education teachers, researchers, assistants and administrative staff in 23 faculties and three arts academies. The University of Ljubljana is renowned for its quality social and natural sciences and technical study programmes, structured in accordance with the Bologna Declaration. Our projects keep pace with the latest developments in the areas of arts, sciences and technology at home and abroad. The University of Ljubljana ranks among the top 3% of universities in the world. It is also the central and largest research institution in Slovenia with 30 percent of all registered researchers. A particular concern of the University of Ljubljana is the transfer of knowledge to the economy, which is why it cooperates closely with Slovenian and foreign companies.

## **Role in the project**

The University of Ljubljana plays role in this project as the Slovenian organization in charge of the implementation of the work package 2, which includes capacity building for internationalization through staff training and equipment upgrade. The University of Ljubljana is responsible especially for the training and activities related to the preparation and development of the internationalization strategy of each Montenegrin university. We are also actively involved in other activities within the project, such as transfer of good practices in the field of internationalization, summerschool courses, quality control and monitoring plan, dissemination of the project activities and others.

# Université Côte d'Azur



The Université Côte d'Azur (UCA) is the partner of the project Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning (IESP). The Université Côte d'Azur became, on January 1, 2020, an experimental university and replaces both the University Nice Sophia Antipolis created in 1965 and the Community of Universities and Establishments created in 2015. UCA now brings together 17 major academic players around the historic university core to build one of the 10 major French research-intensive universities. UCA brings together:

- first circle of highly integrated establishments: The Côte d'Azur Observatory, Villa Arson, the International Center for Music Research, the Masso-Kinesitherapy Training Institute and the Regional Acting School of Cannes and Marseille
- major national research centres: CNRS, INRIA, INRA, INSERM and IRD
- second circle of associated establishments: Skema Business School, Center Antoine Lacassagne, The Sustainable Design School, École Supérieure de Réalisation Audiovisuelle, Rosella Hightower International Dance School and the Conservatoire à Rayonnement Régional de Nice.
- Finally, the CHU de Nice (Hospital university centre) is an active partner within UCA and participates in its governance.

UCA it is located throughout the Alpes Maritimes department in Nice, Cannes, Menton, Grasse and is a key player in the Sophia Antipolis technopolis. Among more than 30000 students spread over several campuses and training and research units, foreign students represent about 25%, that shows clear international orientation of the University and its strategy. The aim, of the mentioned strategy, is to attract students and young researchers to specific curricula at master's and doctoral levels, from abroad. These students come from countries with strong economic development, in particular emerging countries, as well as from countries in the southern hemisphere, are welcomed within an overall framework of solidarity and cooperation. Consequently, approximately 30 % of incoming students (degree- and credit mobility) receive need-based scholarships.

## Role in the project:

The UCA leads WP 1 and thus contribute to identification of appropriate models of internationalization for Montenegrin HEIs and to development of guidelines for their effective and efficient implementation. UCA leads the process of scanning the EU HEIs internationalization models of legal and administrative framework, but also setting goals and targets of the internationalization process. Within WP 1 of the IESP project, the UCA has also hosted a study visit for partner countries HEIs, it has taken part in the organization of trainings at partner countries universities within WP 2 and participates in all other relevant activities within WPs 2, 3, 4, 5 and 6 and 7.

# The University of Cádiz



The University of Cádiz is the University of Southern Europe. It is located in the province of Cádiz in the region of Andalusia in southern Spain. It is distributed in 4 university campuses: Algeciras (multidisciplinary), Jerez (specialized in Social Sciences), Puerto Real (Sciences and Engineering) and Cádiz (Health Sciences and Humanities).

UCA is a comprehensive university, with 44 single and 18 double graduate programs, 50 MAs and 2 doctoral schools with 16 PhD programs. These programs are distributed in 15 Faculties and Schools of Engineering and 345 Departments, where approximately 22.00 students study.

Although comprehensive, UCA is specialized in all scientific fields related to the sea, from humanities and social sciences to STEM. It coordinates an International Campus of Excellence (CEIMAR) devoted to multidisciplinary marine and maritime studies, that comprises eight Universities from three countries and several international companies. One of the two doctoral schools, EIDEMAR, develops its training in four lines, Marine Sciences & Technologies, Sea Management & Conservation, Marine resources and Archeology.

Research is organized in 10 Institutes accredited by the Government of Andalusia. The Institute for Sustainable Social Development stands out for its size.

UCA also participates in the International Campus Excellence in Agrifood and in 2019, together with five other European universities, UCA was awarded the project so-called

“The European University of the Seas” (SEA-EU), one of the top 17 European universities. This project, coordinated by UCA, has a common axis spinning around the sea and the territories. Its main vision is to establish a distinctly international, pluri-ethnic, multilingual and interdisciplinary European University to create the conditions in which a student will be able to freely and confidently move between disciplines, languages, countries and sectors.

The city of Cádiz has always had an international vocation throughout its 3.000 years of history, and UCA continues that tradition through its internationalization. Cadiz is also a cultural hotspot, with a vibrant student's and cultural life and a privileged environment and climate. Cadiz offers a wide arrange of possibilities for cultural, outdoors, and gastronomic tourism, among many others.

Another tool that UCA implements in order to promote mobility and attract foreign students is the Modern Languages Centre/ Centro Superior de Lenguas Modernas (CSLM). Language courses and summer schools are organized annually at all levels: students, teaching & administrative staff, and non-University students. Among the wide offer, Spanish language plays a pivotal role because of its international projection. The CSLM is an Instituto Cervantes (Spanish Ministry of Foreign Affairs) accredited center. More than 2000 students attend the CSLM every year.

UCA led the Erasmus+ KA107 mobility in Spain in 2019, reaching 506 scholarships with 106 Universities in 34 countries.

In recent years, UCA has positioned itself within the top universities in the world in different subject areas.

The province of Cádiz and its University welcome all foreign students offering them a wide range of high-quality educational opportunities, outstanding studying conditions as they work towards their bachelor's, master's or PhD degrees.

## Role in the project:

The University of Cádiz will lead WP 5 Quality and ensure that QA bodies of the project are established and operational, international Quality Control and Monitoring Plan developed and implemented. It will host a study visit within WP1, take part in the trainings organized within WP 2. In WPs 3 and 4 the University of Cadiz will take part in know-how transfer activities for development of internationalization strategies and integration of internationalization activities at Montenegrin HEIs. It will take part in the dissemination activities within WP 6 and the management activities in WP 7.



# Ministry of Science



Montenegro  
Ministry  
of Science

The Ministry of Science of Montenegro is the main governmental institution in charge of RTDI policy and programme development and implementation at a national level. It is continuously working on creating new instruments for providing an attractive environment for research work aiming to maximise the impact of the research and innovation on society as a whole, as well as establishing a better and more competitive position of the country both in the region and in Europe.

Through its clearly set short-term, mid-term and long-term goals, the Ministry is devoting considerable efforts to effectively link science and innovation with the needs of the economy and society, seeing that major progress and advances are only possible if there is a clearly defined vision and synergy of important business and academic sector stakeholders.

Over the course of previous few years, the Ministry of Science has launched a number of new activities and made a breakthrough in building Montenegrin innovation ecosystem by developing policies in two directions: strengthening excellence in science and encouraging innovations. It has also worked on infrastructural support, by joining large European research infrastructures and developing its own – in the form of science and technology park, as well as by initiating the development of a large-scale regional infrastructure in South East Europe (SEEIIST).

## Role in the project:

The Ministry of Science participates in the WP1 and WP3 which focus on the strategic planning and implementation. Its role is to provide expertise, ensuring that the strategic plans are aligned with the relevant national framework, in particular in matters such as: recruitment of researchers, PhD training, adopting open science model, boosting university-business cooperation, smart specialisation, etc. Also, its large cooperation network of prominent international experts dealing with various issues, such as competitive proposal preparation, IP issues, evaluation, etc. will be utilized for various purposes (WP2, WP5). Furthermore, the Ministry is involved in the process of capacity building in the field of RTDI (WP2), through organisation of trainings and consultations. Here, it will involve the network of National Contact Points for EU Framework Programmes for RTDI working under their auspices.

Within the dissemination activities (WP6), it will participate in the development/upgrading of guidelines for incoming academic and research staff, facilitate increasing international visibility of IESP HEIs and individual academics and enable links with scientific diaspora through their unique web platform - Naučna Mreža. Also, IESP HEIs will participate in annual event of the Ministry which is aimed at science promotion – Open Science Days.

Having in mind the need to harmonise the university and the national strategies so as to increase the impact of policies in the field of higher education and research, another important role of the Ministry of Science in the project will be to take care that the university and the pertinent national strategies are aimed in the same direction. One of the most important aspects is to take care that the EU recommendations deriving from the EU integration process are adequately presented in the university strategy during the process of its preparation.

# Ministry of Education



Montenegro  
Ministry  
of Education

**M**inistry of Education of Montenegro is responsible for creation of the overall education policy. The Ministry coordinates all laws and by-laws in the field of education and plays a coordinating role in implementing the legislation. It is also in charge of the recognition of foreign education diplomas for the purposes of employment, as well as for the development of the related legislation. Total number of employees at the Ministry is 77.

Creation of strategic documents in the field of education in cooperation with all relevant stakeholders is our responsibility. The Strategy for Development of Higher Education 2016-2020 adopted by the Government of Montenegro in July 2016 has the following six strategic goals: Improving the quality of higher education and creating competitive human resources; Harmonising education with labour market needs; Improving research work and increasing the level of participation in EU projects; Internationalization of higher education; Lifelong Learning; Establishing a sustainable funding model.

## **Role in the project:**

In IESP, they will be deeply involved in the strategic planning and implementation (WP1, WP3). Here, they will provide their expertise and experience, facilitating harmonization of plans with the national legal and strategic framework and EHEA standards, ensuring their high quality and lasting effects. They will contribute to the issues related to teaching and mobility, defining effective financing models for international activities and their contribution to institutional funding, links between internationalization and overall quality of institution, evaluation, etc. They will offer contacts from their network of experts in HE that can contribute to reaching various project goals (WP2, WP5). Within Dissemination (WP6), they will invite IESP representatives to all relevant events that they organise, such as annual education fairs, conferences, round tables, etc. They will also take part in the development/upgrade of guidelines for incoming students and academics.

# Agency for Control and Quality Assurance of Higher Education



The Agency for Control and Quality Assurance of Higher Education (ACQAHE) is the leading state body for external quality assurance of higher education established in 2017 by the Law on Higher Education. The main duty of ACQAHE is to implement the process of assessment and certification of higher education institutions and study programs, as well as lifelong learning programs. The Agency also develops its research component in the field of quality assurance policy and higher education systems in general and becomes an active partner in national and international projects. ACQAHE bases its work on transparency, independence, cooperation and integrity.

A credible, internationally recognized and competitive higher education system in Montenegro as a basis for its essential integration into the European Higher Education Area (EHEA) and economic and social progress of Montenegro is the vision of quality assurance in Montenegro.

The mission of the ACQAHE is to improve the quality of higher education in Montenegro through consistent implementation of European standards and guidelines for quality assurance (ESG) in the evaluation of higher education institutions, their study and lifelong learning programs ensuring integration of Montenegro into the European Higher Education Quality Assurance System.

## Role in the project:

Their expected contribution to IESP is significant. They will ensure that the strategic planning process (WP1) is aligned with the European Standards and Guidelines (ESG) as well as aligned with the current EHEA practices. ACQAHE will play important role in the processes of project development (WP2 and WP3) by contributing to the preparing of documents that will lead to the creation of Strategy of internationalization. Also, they will have advisory role in the process of development of courses in English and summer school curricula (WP3), ensuring that they are attractive to foreign students and academics alike. ACQAHE will provide expertise in defining criteria for strategy monitoring and evaluation (WP3). They will play significant role in the accreditation process (WP4) by arranging all relevant domestic or international experts for external evaluation. ACQAHE will contribute to the process of Monitoring and Quality Plan (WP5) and will use each opportunity to present this project within Dissemination(WP6).

## implemented ACTIVITIES

*IESP Kick-off meeting at the University of Montenegro*

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*Study visit to the University of Ljubljana*

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*Virtual Project Management Board meeting hosted by the University of Montenegro via Zoom platform*

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*Virtual Study Visit of Université Côte d'Azur*

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*On-line training of young researchers on Internationalization of Research and Innovation*

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*On-line training on strategic planning for Montenegrin HEIs representatives*

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*OUR LOGO*

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# IESP Kick-off meeting at the University of Montenegro

The IESP project was launched at the Kick-off meeting of the project held at the University of Montenegro on January 15 – 16 2020. The meeting brought together representatives of all project partners: the University Donja Gorica, the Mediterranean University, the Ministry of Education, the Ministry of Science, the Agency for Control and Quality Assurance of Higher Education of Montenegro as well as EU partner universities: the University of Ljubljana, Université Côte d'Azur and the University of Cadiz.

Attendees of the meeting were welcomed by the Rector of the University of Montenegro, Danilo Nikolic and the Head of the National Erasmus + Office in Montenegro, Mrs. Vanja Drljevic. Rector Nikolic emphasized that crucial project goals are increase of international competitiveness, international recognition and visibility, improvement of institutional management, capacity building of different groups within field of education and research, strengthening of competences of relevant ministries and agencies related to the latest trends in the policies and strategies at EU level, as well as strengthening of institutional openness, internationalization and modernization of Montenegrin higher education system. All the mentioned goals are fully harmonized with the Development Strategy of Higher Education in Montenegro that underlines international activities of universities with the need for their full integration into in the European Higher Education Area and Euro-

pean Research Area. Mrs. Drljevic spoke about the importance of internationalization which the only structural Erasmus+ project approved for Montenegro and coordinated by the University of Montenegro deals with.

All institutions presented themselves with the focus on those activities that increase their internationalization process since the Kick-off meeting was an opportunity for the project partners to become familiar with each other. An overview of project activities was given and a detailed timetable for the first year of project was determined. The CBHE programme financial and operational rules were presented and the communication tools agreed. Each work package was explained and described by the leading institutions. The Project Management Board and the Quality Assurance Body were established.

The project will run from 15 November 2019 to 14 November 2021 with the total budget of 683.014,00 eur.

Jan. 15 – 16 2020





# Study visit to the University of Ljubljana

On February 20th and 21st, University of Ljubljana hosted a visit from representatives from Montenegrin HEIs. This was the first study visit planned within the project. Purpose of the visit was to present practices and processes in the field of internationalization.

Supporting documentation for internationalization, review of legal and administrative framework in regard to internationalization of education, research and mobility and completed questionnaire for benchmark analysis on internationalization practices was prepared and sent to the partners.

Online training for Strategic planning was taking place on 16th and 18th June 2020. Aim of the workshop was to present methodology that will help Montenegrin HEIs prepare an internationalization strategy for each institution. Workshop was carried out by Prof. Dr. Tomaž Čater, University of Ljubljana School

of Economics and Business, Academic Unit for Management and Organization.

Feb. 20 – 21 2020

We have regular on-line meetings with the coordinator and we prepare and distribute information about the project activities on our website and internal newsletter.



## Virtual Project Management Board meeting hosted by the University of Montenegro via Zoom platform

Members of IESP Project Management Board met via Zoom platform for an on-line meeting on May 18th. The meeting was an opportunity to take stock of the activities implemented so far and to plan activities in the months to come.

The first part of the meeting was dedicated to an overview of the activities each of the participating institutions undertook in the circumstances caused by the Covid 19 pandemic. Universities shared experiences on various and diverse activities through which the institutions maintained the work process and provided assistance to the authorities and the wider community in overcoming the challenging situation all societies found themselves in, proving to be socially responsible institutions with strong links with the societies.

An overview of project activities before the outbreak of the pandemic was given and the plans were made for implementation of activities in the new circumstances according to the original project plan. All WP leaders presented the activities implemented within the work packages they are in charge of. An agreement was reached to continue according to the planned dynamics, using on-line tools to organize trainings and study visits. The partners agreed that this will allow the consortium to reach the set objectives and fulfil the work plan for the first project year. It was also agreed to organize as many on-line meetings as possible in the weeks to come and thus keep the original dynamics.

May 18 2020

# Virtual Study Visit of the Université Côte d'Azur

Virtual study visit of the Université Côte d'Azur, one of the EU partners on the IESP project, took place on June 3. The virtual study visit was attended by representatives of Montenegrin partner universities, ministries and the Agency for Control and Quality Assurance of HE of Montenegro.

This study visit was organized instead of the visit that was originally scheduled for March at the premises of the Université Côte d'Azur, which could not be implemented due to the outbreak of COVID-19 pandemic. Structures of internationalization at the Université Côte d'Azur, activities in the field of international cooperation at the level of the University and at the level of faculty

units were presented during the study visit. In addition, the internationalization strategy in Europe with a focus on the French context, and existing support structures at UCA, the international programmes, projects and agreements developed by UCA and their impact, as well as the different tools of internationalization were discussed. The meeting was also an occasion to share good practices which will serve as the base for development of guidelines for enhancing internationalization of Montenegrin HEIs and for formulation of internationalization strategies by Montenegrin HEIs and the supporting documentation for internationalization.

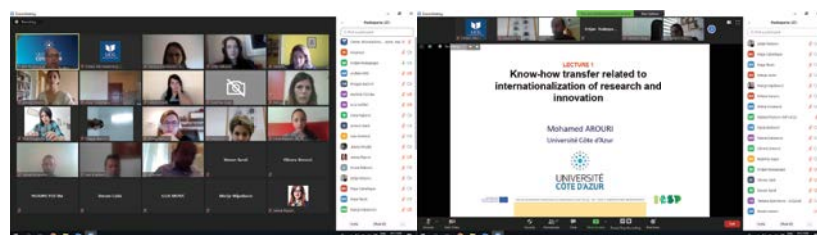
Jun. 3 2020



## On-line training of young researchers on Internationalization of Research and Innovation

Within the Erasmus + project Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning - IESP on-line training on the topic of internationalization of research and innovation started at June 18th, and lasted for seven working days. The training was attended by around 30 young researchers of Montenegrin universities involved in the project - doctoral students, PhDs and assistant professors.

The aim of the training was to introduce young researchers to the concepts important for the internationalization of research and innovation. The following topics were discussed: International research and innovation cooperation: what is international research and innovation cooperation, and how it is measured; how is it working in terms of EU funded programmes and projects; competitive bids preparation and implementation; innovative activities: what is



innovation; significance of IP protection and patenting process, especially international, role of researchers in the innovation process; communication and presentation skills for the purpose of extending research cooperation internationally (i.e. outside conferences and conference presentations. Through interactive work, participants had the opportunity to collaborate with professors from the Université Côte d'Azur, prof. Srdjan Redzepagic and prof. Mohamed Arouri who are experienced researchers with ample international experience. The training of young researchers was the first in a series of trainings planned by the project.

Jun. 18 2020

# On-line training on strategic planning for Montenegrin HEIs representatives

On-line training on strategic planning for Montenegrin HEIs representatives was held within IESP project on 16 and 18 June. The training was led by professor Tomaž Čater from the University of Ljubljana School of Economics and Business. The main concepts in the strategic planning process were presented, and explanation of strategic analysis, strategy formulation and implementation given

On the first day prof. Čater presented elements of an internationalization strategy in higher education and its structure, strategic management model and strategic analysis (general, external, internal environment, target countries, SWOT analysis).

On the second day prof. Čater presented strategy formulation, strategy development, mission, vision, goals, activities, outcomes, creating strategic map, strategy evaluation, problems of strategy implementation, documenting the strategy, communicating the strategy, managing changes and proper leadership.

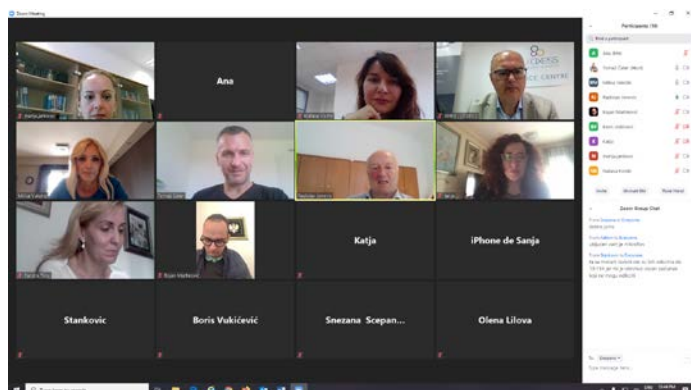
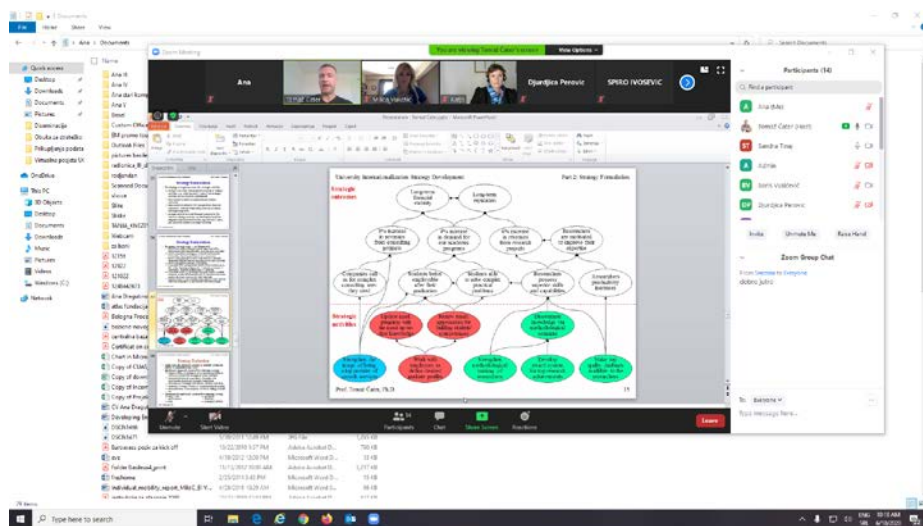
The training included interactive work during which the Montenegrin HEIs representatives in groups, per university, were actively involved in providing inputs for different stages in the strategy formulation according to the

templates prepared by professor Čater. After presentations of individual universities, prof. Čater gave his comments and suggestions to the formulations and concepts put forward by the participants.

The training will serve as the base for the process of drafting of Internationalization strategies, along with the accompanying Action Plans for period 2020 – 2025 by Montenegrin HEIs, in coordination with EU HEIs.

The strategies should set the main development directions for Montenegrin HEIs in the next five years so that they reach the goal of increasing their international visibility and competitiveness.

Jun. 16 – 18 2020





## Our logo



UNIM has developed the visual identity of the project Fostering Internationalization project at Montenegrin HEIs through Efficient Strategic Planning (IESP) as part of its WP6 - Dissemination. The task was entrusted to the Faculty of Visual Arts in Podgorica.

The final outcome of the identity creation process is a simple project acronym (IESP) represented by custom shaped lettering for this purpose. Each letter is a polygon defined by nine points, which symbolize the partners in the Project.

The color palette is situated in the green domain, in order to emphasize the symbolism of internationalization as a process that is possible only with mutual openness. In other words, internationalization is only possible when the green lights on both sides of the borders are on. Green tones blend into each other, further emphasizing the interchange of HEIs.

The logo is flexible with a wide range of uses, both in print and on screen, as well as in all other simpler forms of reproduction for the purposes of branding and dissemination.



## CONTACT

Web-site: <https://www.iesp.ucg.ac.me/>  
Facebook: <https://www.facebook.com/iesp2020>  
Instagram: [https://www.instagram.com/\\_iesp\\_/](https://www.instagram.com/_iesp_/)

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