



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

**issue# 2**

**June 2020 – June 2021**

Co-funded by the  
Erasmus+ Programme  
of the European Union



# 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



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## *Strategic approach to the process of internationalization at Montenegrin HEIs through example of developing internationalization strategies*



The process of globalization has significantly emphasized the importance of the international dimension of higher education. Worldwide, Higher Education Institutions (HEIs) are striving to increase their international visibility and the recognition of their results in education, scientific research and social responsibility, through the introduction of various mechanisms and models of international cooperation and integration.

Montenegrin HEIs: (UoM), University Donja Gorica (UDG) and University Mediterranean (UMed) are striving to strengthen their international capacities and competitiveness within EHEA and ERA, by developing their own internationalization strategies, through Erasmus + CBHE project “Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning (IESP)”. Their strategic frameworks are focused on internationalization of education, research and project activities, and the mobility of researchers, teachers and students.

Internationalisation of education implies organization and accreditation of study programmes in foreign languages (English), which represents an indispensable tool to make Montenegrin HEIs more attractive to the international students and to create valuable experience of “internationalisation at home” for Montenegrin students.

In the field of research and innovation, emphasis will be laid on the capacities strengthening through international collaboration and exchange, EU programs and projects applications, as well as through promotion of young researchers through their doctoral and postdoctoral research, scientific conferences and workshops, research networks, art exhibitions etc.

International mobility increases the value of both domestic and international HEIs and fosters development of the knowledge and skills required in the contemporary working environment, such as intercultural collaboration, interpersonal communication, interdisciplinary competencies, problem-solving skills, etc. Montenegrin HEIs aim to put additional efforts into the creation of more supportive environment for both, incoming and outgoing mobility among students and staff, including strengthening of existing and establishment of new strategic partnerships with renowned international HEIs in the field of common interests (joint study programs, joint project applications, active participation in university associations...).

Strategic focus of Montenegrin Universities on international partnerships, projects and mobility will significantly contribute to the excellence of their studies and research, and further enhance their international competitiveness and perspective.

# Prerequisites of a successful internationalization



University of Donja Gorica strives to be regionally and internationally recognized for its quality of education, values, and student experience. As a small private university, it aims to achieve better international visibility and competitiveness by making internationalization a priority in the coming period. In that view University of Donja Gorica became one of 9 partner institutions on the IESP project. In addition to preparing the project application, UDG is in charge of work package: **WP4 Integration of Internationalization at Montenegrin HEIs**. This work package includes 4 activities which are stated in WP4. The working methodology involves 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 the 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.

When it comes to activities realized at the University of Donja Gorica in view of the project those include:

- **Re-design of the website**

Re-design of the existing web site which has been finalised (without engaging external service provider), and which included the following:

- Redesign of the visual layout which is much more user friendly;
- Enriching content with certain new drop-down menus;
- Improving the optimization of the mobile phone version

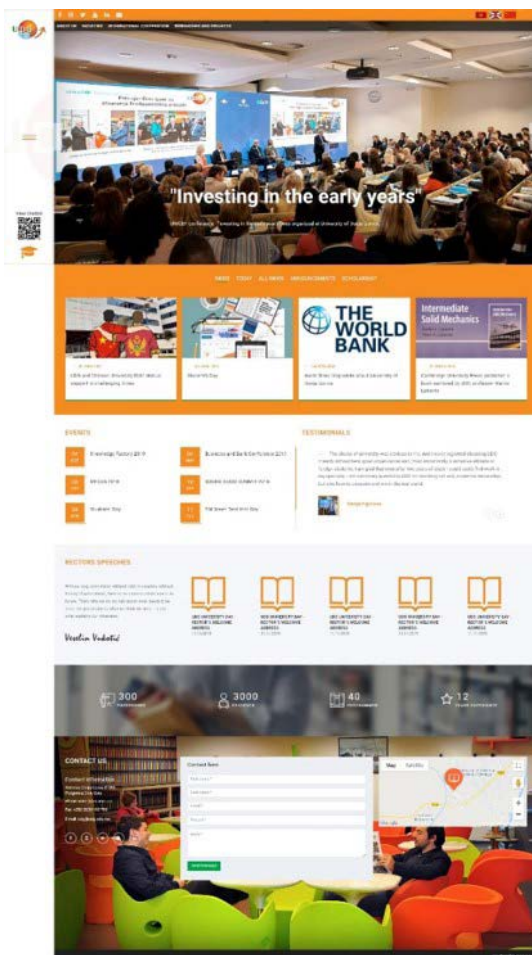
Additionally University of Donja Gorica has created a brochure which has been posted on the English version of website.

- **Language support center for Internationalization**

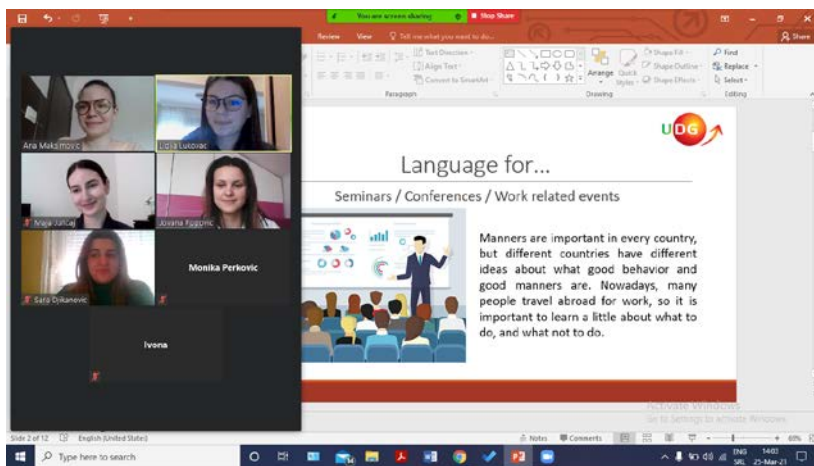
Continuing with activities, UDG has set up a “Language support center for internationalization”, for the purpose of performing a specific activity in order to strengthen the process of internationalization and all in accordance with the act on the internal organization and systematization of the University of Donja Gorica.

- **University of Donja Gorica – Internationalization Strategy 2021-2026**

An important milestone was the completion of the UDG Strategy of Internationalization 2021-2026. Adopting and imple-







menting the Internationalization Strategy is expected to bring higher quality of learning and teaching, to foster the employability of graduates, and to make the system more inclusive within the aspect of mobility.

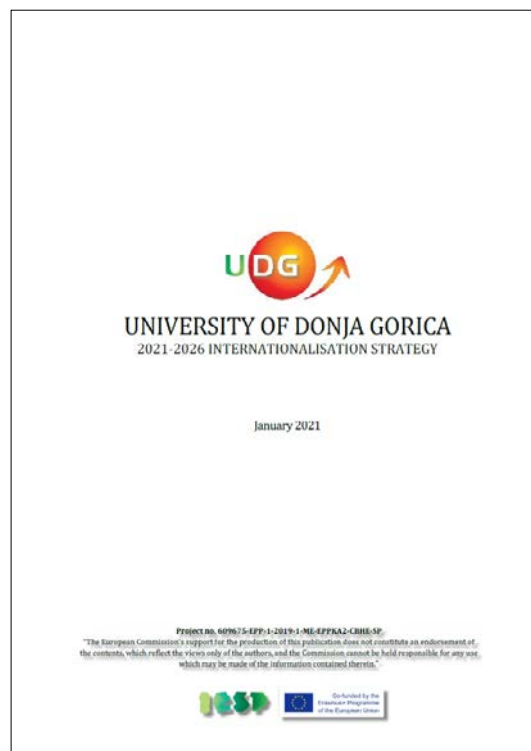
- **English language courses for teaching and administrative staff**

In March 2021 UDG also implemented an English language Course “*Academic English and English as Medium of Instruction - EMI*” for teaching and “*Business English*” for administrative staff of the University. Within the course and for dissemination purposes, two-week classes were held where teaching and administrative staff of UDG had the opportunity to improve their English language skills. Professors and associates of the Faculty of Philology of the University of Donja Gorica were in charge of organizing and holding the course.

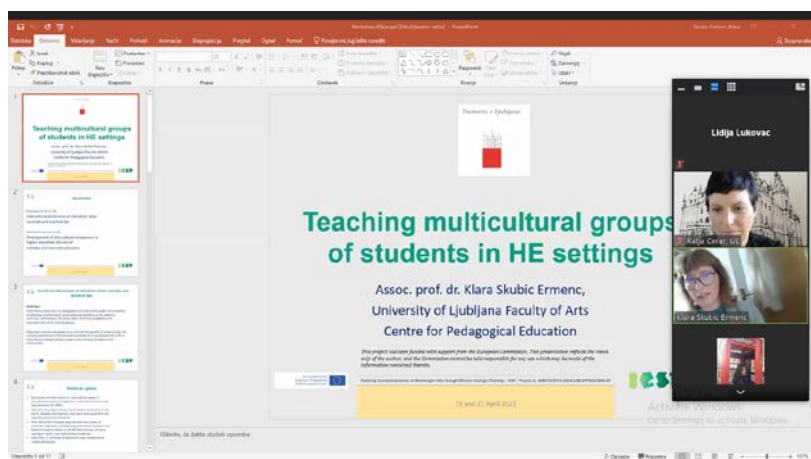
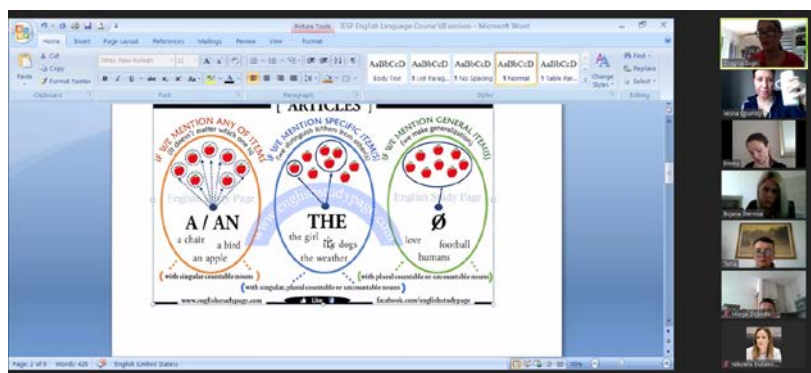
- **Participation in workshops within the project IESP**

Staff of UDG actively participated in online trainings that were organized for the purposes of the project by partners from the University of Ljubljana, starting with the training on the organization of teaching in foreign languages which was held on 2nd and 5th of March continuing with another workshop called “Teaching multicultural groups of students in HE settings” as well as “Interculturality in Higher Education” workshop held on 3rd and 4th of June.

University of Donja Gorica is aware that in today's age of global knowledge and



technology, placing more importance on internationalization is essential to educating graduates who have international, foreign language and intercultural skills and who are capable of interacting in a global setting, therefore UDG will strive to create general conditions in which the internationalization of teaching and research can unfold in the best way possible.





# *Strengthening human resources to participate in the internationalization process*

Human resources are significant for the success of an organization of any kind, and this is especially the case with universities. The Mediterranean University is continuously working to strengthen human resources, the bearers of all forms of action and work. As the process of quality internationalization is severe, it requires improving the capacity of employees so that they can respond in the right way to all needs and what that process brings.

The Mediterranean University aimed to strengthen the capacity of both academic and non-academic staff so that all together could be actively involved in more intensive cooperation and work with international students and universities. Employees have participated in numerous exchange programs, and the IESP project has given them great opportunities to advance a wealth of knowledge and skills from various fields. This was achieved, first of all, through participation in several trainings and transfer of good practices by partner universities on the project. Knowledge of English and other languages is a prerequisite for internationalization, so special attention is paid to this segment.

Through the IESP project, University Mediterranean organized and executed two English language courses for teachers and administrative staff. The courses are crucial to the University's on-going internationalization efforts, and their aim is to strengthen our staff's abilities to communicate with foreign colleagues and

students, both by allowing professors to teach more subjects in English, and to make our administrative processes easier.

Before the course started, the applicants did a placement test so that we could divide them into groups based on their English level. We decided that two groups, A2 level and B2 level would be sufficient. Both courses started in the final week of November and lasted for 15 weeks, after which there was a final test. The material was adapted to the needs of the attendees, with special focus placed on business correspondence, and business communication in general.

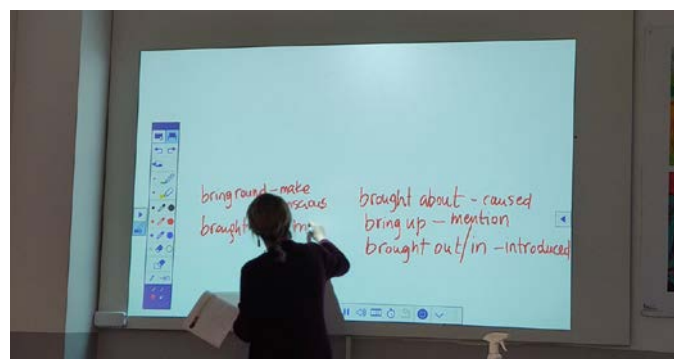
During the course all four aspects were covered: Speech, listening, writing, and reading.

Both printed and multimedia forms were used during the course, to make the lectures more interesting, as well as work on their listening skills in particular.

After each covered area, attendees had special assignments, such as presentations, essays, grammar exercises, to do as homework, and present to the class afterwards.

The final test was done in front of a three member commission, both in oral and written form.

Overall, five students graduated from the A2 group, and ten students from the B2 group, with a 100% graduation rate.



# Quality assurance as a prerequisite for project success

Univerza v Ljubljani



The University of Ljubljana is an important and recognizable regional player. It is continuously strengthening the internationalization of its activities in terms of openness to recruit staff from abroad, exchange of teachers, researchers and students, European and other foreign research funding, setting up joint research teams and joint training programmes with foreign universities, offering its training, development, and consultancy services beyond Slovenia's borders, etc.

The University of Ljubljana, with its experience, also plays the role of a link between this area and North-Western and Central Europe, with which it has traditionally good cooperation. The concept of internationalization at the University of Ljubljana could serve as a useful guide for the further development of international activities of Montenegrin universities and the increasing internationalization of education, research, development, and technology transfer.

The development and implementation of the internationalization concept were supported by different know-how transfer-related workshops and presentations. Based on

the project's objectives, several customized 2-day internationalization workshops have been implemented: transfer of practices and experiences from various fields and aspects of internationalization, strategy development, organization of summer school courses, design of catalogues for courses offered in English, and teaching multicultural groups of students in HE settings.

The presented activities contained academic and practical aspects, and are an important instrument for the establishment of international partnerships, participation in international projects and networks, attracting and providing support to international students, support of the so-called "internationalization at home", preservation of the national language in the process of internationalization, transfer of knowledge and technology, and establishment of a quality system with emphasis on indicators of internationalization.

We are successfully pursuing the main outcomes of the project activities, namely: helping to prepare the strategy documents of the Montenegrin universities in the field of internationalization, assisting teachers to plan,

prepare, promote, implement, and evaluate summer school courses and courses in English, and to assisting in developing multicultural pedagogy and intercultural competences to encourage teachers and mentors for a multicultural study experience.

The University of Ljubljana  
Author: STA







# *International projects as an opportunity for capacity building*

*(how partners with more developed capacities help others through such projects, and what are the benefits of projects for them)*

Capacity building is a very singular type of project within the ERASMUS+ program, and more broadly, a particularly interesting theme within the political will of the European institutions and the internationalization strategies of European higher education institutions.

European HEIs are keen to develop the capacities of our non-European partner institutions on many different aspects, which is the main objective of a 'Capacity Building in the field of Higher Education' (CBHE) project. The sharing of knowledge and best practices on scientific, technical and administrative aspects is a source of pride for our universities. Of course, the exchange of practices is often a give and take and CBHE projects allow our institutions to discover new operating processes and alternative working methods.

One of the main wishes of the HEIs involved in CBHE project consortia is also to strengthen their international network : to invest in new non-European HEIs, to establish professional and concrete links and to set up new international partnerships.

CBHE projects are indeed a first door to cooperation because they allow a gathering with new partners, a pleasure to work together, which leads thereafter to a reinforced cooperation by the development of new partnerships, on other topics and/or other projects and programs.

The sharing of good practices, which is the key word of CBHE projects, offers advantages to all partners, European as well as non-European, and allows to establish new and strong relationships between all partners, on the long term.







# Quality assurance as a prerequisite for project success

*(experience in implementing a work package dedicated to quality assurance)*

When it comes to talk about quality assurance -QA, the same question always arises. It might not be openly worded, but it usually remains hidden in the back of the subconscious. Is it really necessary? Is it a burden? Is it a necessary burden? And, especially, the most important one: is it useful? Without any doubt I will answer yes to the first and last questions, and no to the other two.

QA is part of nowadays culture. It is a necessary tool and it must be considered as such: an useful tool. I am totally convinced about that. But it is also true that, when distributing tasks and work packages in any project or endeavour, it is the part that everybody usually avoids to volunteer for. There is not a single reason for that, but we can point out several. One major reason is that, QA is “out” of the project. It is not really about the project. Rather, QA is about how to make sure that the project is going to go well and it will achieve all the objectives in the timeline and way scheduled. So, it is always more attractive to work in the tasks that are really about the project. The mistake

is, precisely, thinking that. Working in QA gives an overall perspective of the project, which is usually missed.

Another second reason is that QA has the role of detecting deviations from the plan, assuring that the key indicators are achieved, calling the attention when they occur. It is not a rewarding task, I must confess. But doing so is a pre-requisite for success, as it avoids problems that might hamper the project if they are not detected and corrected at early stages. In our experiences, most of the projects do not need to go that far ... because QA works and allows us to detect potential problems from scratch. In this sense, it is important that periodic reports are delivered in an easy-to-handle format. The vision and results reported therein must be adopted by the whole team and owned as theirs. They should not be seen as something external.

Moreover, when a project is designed, the design of the QA plan should not only be a mandatory task in most of the calls or, more specifically speaking, in the calls for European Projects. It is a way of rethinking the global structure of the project from another perspective. It is a way to detect weakness in advance, and it is also a way to double check if the goals and objectives proposed are reasonable and feasible.

That being said, it is important to remember that QA is not the main task of the project. Undoubtedly, those are the tasks aiming to the objectives of the project. But is not either a simple mark on a checklist that needs to be filled out. As a consequence, QA cannot be –should not be, the work package with the highest workload. It has to be balanced. Also, it must avoid to be seen by the other parts of the project as a burden. It has to be seen as a cooperative task that involves all partners for the greater good.

Last, but not least, QA might be considered the ugly duckling in any project, but it is key to project success for all the reasons mentioned above, and many others not stated here.



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# *The contribution of internationalization to improvement of the quality of education*



The internationalization improves the quality of higher education. That is a fact approved in many cases and countries. Every reduction of barriers and opening of the higher education institution or the higher education system, makes the organization/system more competitive, transparent and productive. But there is a question : what, in terms of quality, makes the system open and barriers reduced, or how to recognize and reward quality teaching and quality research? It is quality assurance, namely standards and criteria applied in evaluation of higher education quality. The massiveness and growth of the higher education market, students need accurate and reliable information about institutions. Governments of EHEA have opted for European Standards and Guidelines for Quality Assurance (ESG) as mechanism in order to avoid the negative effects of competition and provide the student with relevant information.

The basis for quality assurance in Montenegro, according to current Law on Higher Education, are ESGs. Their consistent and comprehensive implementation would assure the equal minimum standards of quality, which provides the credible information to student about institution or country.

Montenegrin Agency for Control and Quality Assurance (ACQAHE) has been implementing ESGs in external evaluation of study programs, institutions and LLL programs, as well as in its work and organization, in the extent that current Law on Higher Education allows. However, specific provisions of the Law are not complied

with key European standards. Therefore, ACQAHE has prepared suggestions for the new law (currently in the process of drafting) which would provide legal framework for full implementation of ESGs and sent them to the Ministry of Education, Science, Culture and Sport in March 2021. In order to support the process of internationalization, ACQAHE has been implementing additional standard for accreditation of study programs in English, as well as for DLs.

Have Montenegrin institutions operate and study programs perform according to ESGs- will be assessed by European Association for Quality Assurance in Higher Education (ENQA). Confirmation of their full compliance, Montenegrin agency for quality assurance would get through registration in European Register of Agencies for Quality Assurance (EQAR). This Register is something that any foreign student checks while making decision about studying in Montenegro or any institution while enrolling Montenegrin student for a semester, year or studies. Every higher education institution invests its capacities to accelerate process of internationalization, but from national level, the correct way for achieving credible, internationally recognized and competitive higher education system, Montenegro does through full implementation of ESGs.



## implemented ACTIVITIES

*Virtual Study Visit  
of the University of Cadiz*

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*Virtual training on summer schools  
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*Virtual training in internationalisation organized  
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*Online Training on Design of Courses  
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*„Tell me about your story – what’s on after mobility  
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after Erasmus+ mobility period“*

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*Workshop on Interculturality in Higher Education  
Organized for the Teaching Staff of Montenegrin Partners*

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# Virtual Study Visit of the University of Cadiz

Virtual study visit of the University of Cadiz was organized on July 24. 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.

Due to the outbreak of COVID-19 pandemic the originally planned study visit scheduled for March could not be held. Instead, the virtual study visit was organized as part of the remediation measures adopted at the on-line Project Management Board meeting.

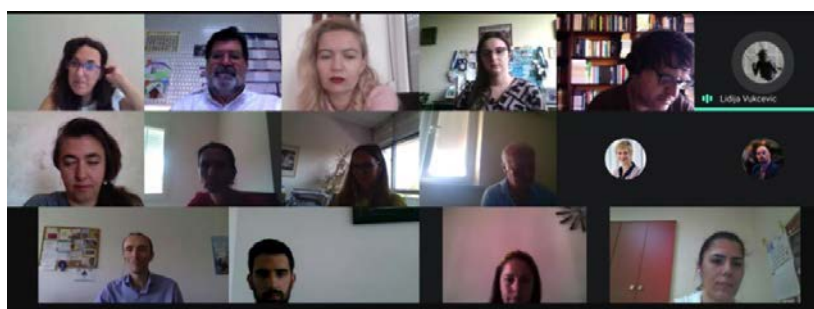
Participants were introduced to the Internationalisation Strategy of the University Cadiz for the period 2011-2019 and the II Strategic Plan of UCA 2015-2020, including the strategic planning process and the monitoring of the results of the strategy. Other topics dealt with during the presentations were how to go beyond mobility in the internationalization process, why is there a need to internationalize higher education and in what ways it can be done. The importance of inclusive internationalization was stressed and the importance of focus on internationalization at home. Recommendations were shared on how to start the process and get everyone involved so that internationalization process is not just the job of the international office.

The International projects units which belongs to the Secretariat for International projects and Networks presented their tasks and responsibilities and the support provided to the staff in terms of guidance

and counselling during the project preparation stage, but also their involvement in the ongoing and accomplished projects.

Development Cooperation Office presented their general objectives and initiatives, while the Foreign Languages Centre of the University of Cadiz explained the importance of modern languages in the internationalisation as the unit of the University of Cadiz responsible for language training and language certification, which offers its services to both the university community and its social environment. Finally the International Excellence Campus of the Sea CEI.mar was presented and the contribution it provides to the overall internationalization process of the University of Cadiz through teaching improvement, internationalization of research and transfer of knowledge and through campus transformation and outreach.

July 24 2020



GRABANDO Laura Jane Howard, está presentando ivana tagator y 11 más 09:22 11:21

## INTERNATIONALISATION: GOING BEYOND MOBILITY



Laura Howard  
Director of Internationalisation of Education SEA-EU  
The European University of the Seas  
Universidad de Cádiz



# Virtual training on summer schools organized by the University of Ljubljana

Intensive activities within the implementation of the Erasmus + project “Strengthening internationalization at universities in Montenegro through effective strategic planning - IESP” continued with a two-day online training on the organization of international summer schools.

International summer schools are an important instrument for attracting foreign students, increasing the visibility of universities at the international level, but also one of the activities that support the so-called internationalization at home and connecting universities with the wider community. In the broadest sense, they represent a less formal form of knowledge transfer.

The University of Ljubljana traditionally organizes a large number of international summer schools. Colleagues from the Faculty of Economics, the Faculty of Maritime Studies and Transport, the Faculty of Arts and Design and the Faculty of Law of the University of Ljubljana shared their rich experience; while the central services of the University of Ljubljana presented the way they monitor and promote summer school activities. The presentations contained all academic and practical aspects important for the successful planning and implementation of the summer school from the development of the academic program, quality assurance, financial planning to the process of application and selection of students, organization of accommodation and preparation of extracurricular activities. Colleagues from Ljubljana also shared the challenges that the organizers encounter during the organization and the lessons they learned from their many years of experience with many concrete examples.

Most of the University of Ljubljana summerschools are organized by the University of Ljubljana members (academies and faculties) during summer time. The most traditional ones are the summer school programmes organized by the Faculty of Arts: the Seminar of Slovenian Language, Literature and Culture, and the Summer School of Slovenian Language, attracting Slovenian language enthusiasts from all over the world each year.

Organization of summer schools is strategically important in the field of research, education, and the popularization of science itself. It is also a good way of promoting Slovenia, the University of Ljubljana and attracting international students to enroll at our University. Within summer school courses some professors test new subjects and some UL members also

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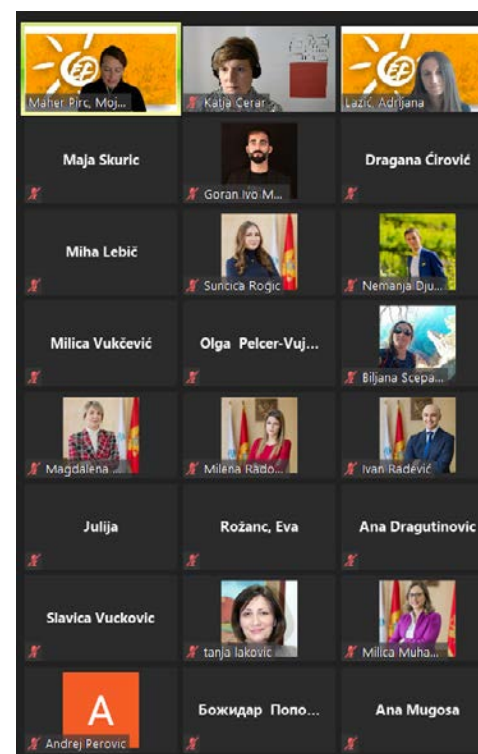
balance mobility with partners with aim to achieve reciprocal exchange.

UL members use different programmes and schemes for co-financing their summer school courses (Erasmus+ Jean Monnet, Erasmus+ Intensive programme, Erasmus+ Youth, Norway Grants, Interreg programmes, etc.).

35 representatives of all university units of the University of Montenegro through interaction with colleagues from Ljubljana actively participated in the training.

As the organization of summer schools is one of the important aspects of internationalization of universities recognized by the Development Strategy of the University of Montenegro 2019-2024, training of colleagues from Slovenia and their rich experience will be very useful in planning this segment at organizational units of the University of Montenegro in the future.

During the two-year implementation of the IESP project, three Montenegrin universities - University of Montenegro, Mediterranean University and the University Donja Gorica will develop Internationalization Strategies with an action plan and supporting documents, improve the knowledge and skills of teaching and administrative staff to participate in the internationalization process and improve preconditions for increasing mobility of students, academic, research and non-academic staff, and the capacities to monitor and evaluate the internationalization process. The project is expected to significantly improve the international competitiveness and visibility of Montenegrin universities, which will be the result of improved capacities in the field of internationalization, as well as the implementation of strategic plans and the implementation of concrete measures in this area.

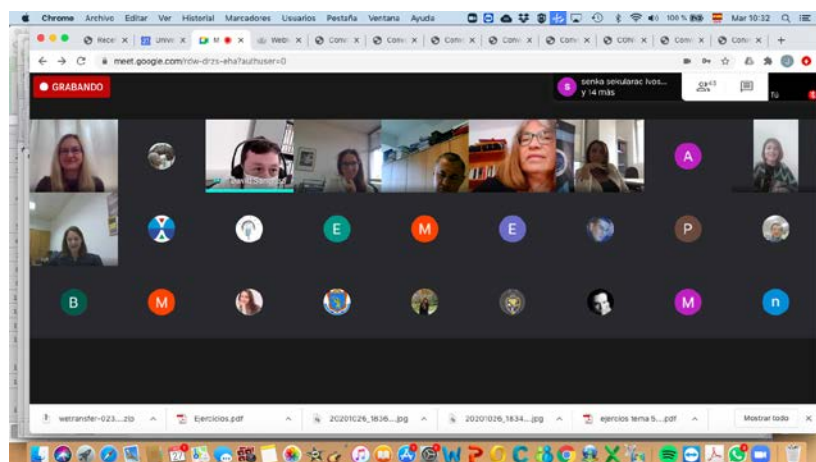


# Virtual training in internationalisation organized by the University of Cadiz for administrative staff of Montenegrin universities

Within WP2: Capacity Building for Internationalisation through staff training and equipment upgrade, the University of Cadiz organized virtual staff training in internationalization for representatives of Montenegrin universities administrative staff at the end of October 2020.

Administrative protocols and procedures at the International Office were presented by the Mobility Department of the International Office and the International Projects Department, both constituting part of the Vice-rectorate of Internationalization of the University of Cadiz. When administration of student and staff mobility is concerned, the topics discussed were general mobility schemes, managing of Erasmus and exchange bilateral agreements, welcoming and registration procedures and registration of non-Erasmus or exchange students (internships, etc.). A special session was dedicated to the credit recognition issues and the interaction between the International Office and the Students office. Recognition of staff mobility was also addressed and pointed out as particularly important. The formats and documents such as IIAs, Grant agreement, Mobility Agreement, Learning and Training Agreement were presented and explained in detail as well as the manner in which the IO staff is administrating them. In addition to mobility agreements, the co-tutelle agreements, double master degree agreements were also discussed.

During the sessions dedicated to technical support for international projects, the International Projects Department functioning with the International Office presented their role in the internationalization process.



October 2020

They addressed, among other, promotion of participation in international projects, support and follow up of (new) projects, support for the Kick off meeting, provision of liaison officers, supervision of technical and economic reports, communication with the EACEA (in UCA-coordinated projects). Other supporting activities for international projects include organization of workshops and seminars and support for dissemination. In addition, the UCA database for research and cooperation projects - WIDI was presented in detail. The database was illustrated by examples of specific projects (e.g., IESP, E-VAL). Internal formats and documents were also presented to Montenegrin partners.

The second day of the training was dedicated to informatics application for international mobility management. UCA's own tailored application was presented, the modules and architecture of the platform, management of the payments, exchange agreements module, credit recognition and the connection with the Mobility tool. The colleagues from the University of Cadiz shared their views on the problems and advantages of developing a self-tailored platform. The implications of the Erasmus without paper were also discussed.



# Benchmarking Analyses of Montenegrin universities and Guidelines for Internationalization of Montenegrin HEIs presented at the virtual meeting of IESP partners

On 9 November 2020 the IESP project consortium met on-line to discuss three Benchmarking Analyses on internationalization practices developed by Montenegrin universities and the Guidelines for internationalization of Montenegrin HEIs that were produced based on them. The meeting was summoned and conducted by the leader of WP1, University Cote d'Azur.

In the introduction to the meeting it was pointed out that the benchmarking is effective instrument for checking operational conditions and capacities of HEI's in developing and strengthening internationalization practice. All three Montenegrin universities undertook the benchmarking analysis with the University of Ljubljana based on the data resulting from the IESP surveys on internationalization practices compiled by all partner HEIs. The University of Ljubljana was chosen as the partner that is in terms of institutional organization, regional position and social and cultural characteristics closest to Montenegrin universities and in this sense most suitable for benchmarking analysis.

All three Montenegrin universities presented the findings of the Benchmarking analysis and elaborated on their implications for the development of their Internationalization Strategies.

The analyses and comparison of Montenegrin universities and the University of Ljubljana was provided within six (6) distinctive dimensions: (1) general characteristics, (2) strategy/regulations/structures, (3) internationalization at home staff, (4) social integration, (5) quality assurance and (6) support of international students. Each dimension is represented by a set of indicators describing the conditions

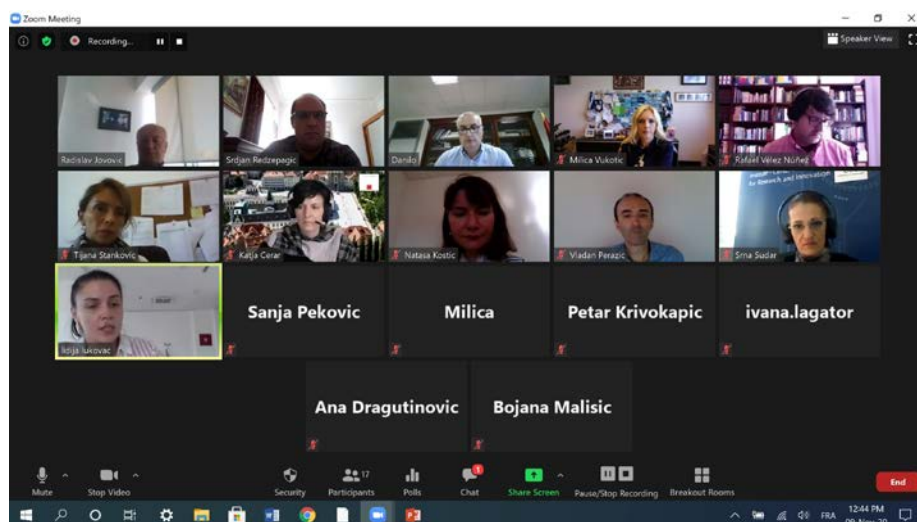
and activities supporting internationalization of the institution.

In addition to the Benchmarking Analysis, based on the data obtained through them, the Guidelines for Internationalization of Montenegrin universities were also developed and presented in detail. The document identifies the principle dimensions and key indicators/activities, specifically aligned with market environment in Montenegro.

Based on the performed benchmarking analyses between Montenegro's and EU universities, further directed with other universities strategic documents such as development strategies, four main segments of internationalisation are channelled and recognised as main intervention points in the following period that can significantly assist in creation of efficient management systems to further foster internationalisation activities in line with EU and global standards

All the presented documents will serve as the starting point for the development of Internationalization Strategies of three Montenegrin universities.

Nov. 9 2020



# On-line IESP Project Management Board meeting

Management Board of the Erasmus + project Fostering Internationalization at *Montenegrin HEIs through Efficient Strategic Planning - IESP* held an online meeting on 13 November. The first part of the meeting was dedicated to the presentation of the draft Internationalization Strategies developed within the project by three Montenegrin HEIs. The rationales for developing draft strategies, the structure of the documents, the data presented in them as well as the priority areas covered and future development directions defined by the internationalization strategies were presented. Each document was commented on by the EU partners with examples of their best practices and suggestions for improvement of particular segments.

Internationalization Strategies with accompanying action plans for the period 2020-2025 will be the basis for intensifying internationalization activities at Montenegrin universities. These activities will be planned and implemented in the future through a carefully designed, strategic approach, following the example of renowned EU universities that are partners in the project. In the second part of the meeting an overview of the project activities implemented in the first project year was given.

The WP leaders presented the state of the art of activities within the work package they are in charge of. Thus, the University Côte d'Azur presented the results achieved within WP1 which was aimed at giving an overview of the best practices in the area of internationalization at EU universities. All the activities within this WP were implemented. The University of Ljubljana gave an account



of the activities achieved within WP2 which referred to equipment procurement and capacity building of Montenegrin HEIs staff.

Nov.13 2020

WP3 and WP7 activities implemented in the first project year were presented by the University of Montenegro. For WP3 an account was provided of the activities implemented with the aim of development of Internationalization Strategies, supporting documentation for internationalization and pilot summer schools in English language. The project management issues with the focus on the preparation of the intermediate technical and financial report to be submitted to EACEA were the focus of the presentation on WP7. The University Donja Gorica presented the current state within WP4 which refers to integration of internationalization at Montenegrin HEIs. As the lead partner of WP 5 the University of Cadiz gave an overview of results achieved in the field of quality assurance of projects activities, while the University Mediterranean presented the activities realized within WP6 i.e. all the actions undertaken in order to ensure the dissemination and visibility of project results .

Wrapping up the meeting the partners concluded that even though the project plan for the first year of its implementation was very ambitious and there was a high intensity of activities, the results achieved are quite impressive, especially considering the fact that they were implemented in the conditions of Covid 19 pandemic.

# 4th IESP Project Management Board Meeting

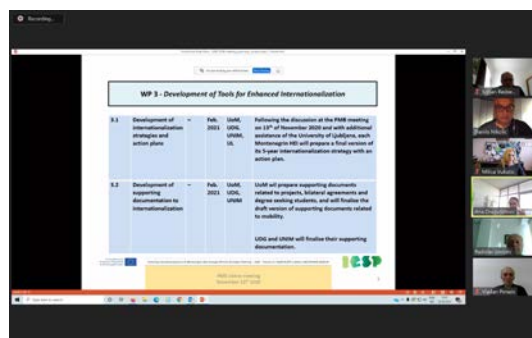
On-line meeting of IESP Project Management Board was held on 25 February. The main objective of the meeting was planning the project activities for the second project year, especially in view of the Covid 19 pandemic and the fact that the study visits and physical meetings planned within the project could not be implemented.

An overview of project expenditures in the first project year was presented followed by the presentation of activities planned for the second project year according to the original project application. The timeline of activities implementation was discussed and the possibility of

organizing additional activities relevant for the project topic, which could be organized on-line.

It was proposed to forward a proposal of additional complementary activities to EACEA for possible approval.

Feb..25 2021



## Online Training on Design of Courses in English Language

Within implementation of Erasmus + project Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP, online training on the organization of teaching in foreign languages was held on 2nd and 5th March. Teaching in foreign languages is one of the preconditions for attracting more international students and the internationalization at-home process.

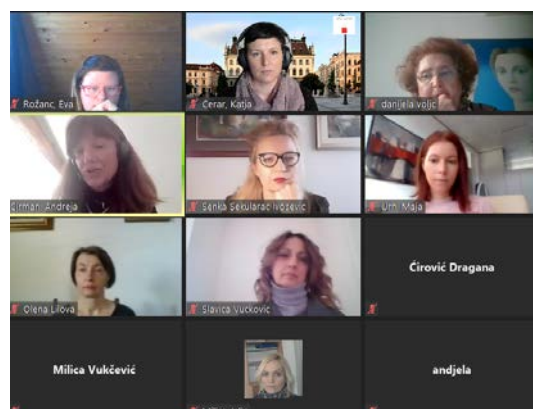
The aim of the workshop was to present the experience of the University in Ljubljana in designing catalogues of courses in English language, design and preparation of teaching materials, financial planning, engagement of support staff and services. Academic and administrative staff, who are included in the internationalization process, presented activities carried out over the last four decades and the way the University in Ljubljana built sustainable structures where various activities of international cooperation are successfully realized and amplified. Moreover, examples of good practice include international cooperation office on the level of individual faculties, appointing coordina-

tors for international cooperation at the study programme level, membership in selected international networks, participation in international promotional events and fairs etc.

The workshop was held by representatives of four units of the University of Ljubljana: Faculty of Economics, Faculty of Maritime Studies and Transport, Faculty of Arts and Music Academy. It was attended by close to 60 participants from Montenegrin universities.

Erasmus + Project Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP started last November. The project aims to improve the international visibility of Montenegrin university by providing a quality model for strengthening different aspects of internationalization.

Mar. 2,5 2021





# „Tell me about your story – what’s on after mobility period? – overcoming the credit recognition challenges after Erasmus+ mobility period“

May 25 2021

Erasmus+ project IESP was presented during the event titled „Tell me about your story – what’s on after mobility period? – overcoming the credit recognition challenges after Erasmus+ mobility period“, organized on 25 May at the University of Montenegro within “Europe Month – Erasmus+ Month”, one in a series of events organized by National Erasmus+ Office to mark the Europe Day.

The challenges related to the credit recognition process after the mobility period and obstacles that students may encounter after the mobility period were the topics of discussion during the event which gathered Vice-deans for international cooperation from all university units of the University of Montenegro, as well as students who took part in Erasmus+ mobility programme.

In his welcome address Prof. Vladimir Božović, Acting Rector of the University of Montenegro pointed out that internationalization has been recognized as one of the priority directions towards enhancing international competitiveness and sustainable development. By adopting the Internationalization Strategy of the University of Montenegro 2021-2026, developed as a result of the IESP project, the activities and objectives of the University of Montenegro have been geared towards developing UoM profile as an internationally recognized and attractive centre of knowledge and research. Another important aspect of the University of Montenegro internationalization is student and staff mobility. Participating in the Erasmus Mundus and then Erasmus+ programme in the past 13 years, the University of Montenegro has become a member of the



large Erasmus community and has been successfully using all the advantages this programme has to offer.

Vanja Drljević, National Erasmus+ Office Coordinator addressed the audience within the welcome speech of the event, taking part also during the discussion.

During the discussion, Ana Dragutinović of the International Relations Office of the University of Montenegro presented the Guidelines for Student and Staff mobility developed within the IESP project, as well as experiences and best practices shared by the EU partners on the project pertaining to the field of student mobility.



# Workshop on Interculturality in Higher Education Organized for the Teaching Staff of Montenegrin Partners

June 3-4 2021

Online workshop on the topic of Interculturality in Higher Education was organized for the teaching staff of the Montenegrin universities on 3-4 June 2021. The workshop was carried out by dr. Špela Razpotnik, an assistant professor of Social Pedagogy at the University of Ljubljana Faculty of Education.

Internationalization is closely related to the intercultural dimensions and competencies. The workshop was focused on the conditions and challenges that lie behind the implementation of internationalization and the identification of differences in implementing the concept of multiculturalism and interculturalism.

During the workshop, dr. Razpotnik addressed different topics: aspects of global inequality and their reflection in our daily lives, globalization and the changing faces of Europe, theoretical concepts of identity, minority, equality, institutional racism and nationalism, theoretical concepts of institutional racism, multicultural versus egalitarian approach, and explicit and implicit prejudices, related to higher education context, challenges of interculturalism in the higher education space and their specifics.

Dr. Razpotnik also shared her challenges in the study process, lessons learned, and her experiences with working in intercultural groups of students. The workshop took

place in different forms: lecture parts combined with the discussion of the participant and working in small groups. During the workshop participants discussed different case studies from several important aspects and the creation of new solutions and reflection on their minority images and their involvement in beliefs and/or experiences. They also explored challenges that students face when they study in a foreign country and the way teachers can effectively engage students from diverse backgrounds.

26 representatives of the Montenegrin institutions (the University of Montenegro, the University of Donja Gorica, the Mediterranean University, the Agency for Control and Quality Assurance of Higher Education) through interaction with colleagues from Ljubljana actively participated in the training.

As interculturality in higher education is one of the important aspects of internationalization, training will be useful for the representatives of the Montenegrin universities in the future. It should further help teachers to strengthen their understanding of the locally experienced consequences of global inequality, deepen the understanding of interculturality and intercultural approach in pedagogical work, and contribute to the sensibilization of pedagogical workers for the issues of interculturalism and (in)equality.

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Project no. 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP

Co-funded by the  
Erasmus+ Programme  
of the European Union



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