



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



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



WP1: Identification of internationalization models and development of guidelines for effective and efficient internationalization at Montenegrin HEIs. Main goal of WP1 was to identify appropriate model of internationalization for Montenegrin HEIs and to develop guidelines for its effective and efficient implementation. This was achieved through 3 tasks.

- The first task was scanning on EU HEIs internationalization models of legal and administrative framework.
- The second task was oriented on finding a reference point within EU Partners for setting goals and targets. The benchmark indicators were defined in key areas of the process of internationalization. As a result, the best model for enhancing internationalization process that was proposed for each Montenegrin HEI.
- At the end, as a third task, guidelines for enhancing internationalization were delivered for each Montenegrin HEI.

## **1.1**

### **Review of EU HEIs models of internationalization**

The starting point for WP1 was preparation process of gathering information about

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.

At this point, reviews of existing national strategic documents were done, ensuring that the strategy development process would be harmonized with national and EU practice. Also, any ongoing institutional strategy development processes at HEIs, that had not been encompassed by IEP reports, was taken into consideration.

Two-day visits (M2-M3) to P4 (UCA\_F, France) and P5 (UL, Slovenia) partners were organized for Montenegrin HEIs, with aim to get insight into EU HEIs knowledge, experiences and expertise in the field of internationalization. A review on EU HEIs models of legal and administrative framework in regard to internationalization of education, research and mobility was delivered. Report was disseminated and incorporated into the interim and final report.

## **1.2**

### **Benchmarking of internationalization criteria**

Upon previous self-evaluation processes

ducted by EUA Institutional Evaluation Programme and review of EU HEIs legal and administrative models, a comprehensive understanding of the Montenegrin and EU HEIs' current state on internationalization was 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 were produced, including the performance measures and performance data that would enable Montenegrin HEIs to measure and improve its quality of performance against the defined benchmarks.

As a result, the best model for enhancing internationalization process was proposed for each Montenegrin HEI. The report was disseminated and incorporated into the interim and final report.

### **1.3 Development of guidelines for enhancing internationalization of Montenegrin HEIs**

In line with the DEV1.1 and DEV 1.2, the final task of WP1 was to define 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.

P2 (UDG, Montenegro) was host of a two-day meeting during which partners adopted those guidelines (M6). Guidelines for enhancing internationalization of Montenegrin HEIs were produced, disseminated and incorporated into the interim and final



# *WP2: Capacity Building for Internationalization through staff training and equipment upgrade*

Univerza v Ljubljani



University of Ljubljana: deliveries of WP2

WP2: Capacity Building for Internationalization through staff training and equipment upgrade. This was achieved through 3 tasks.

- 2.1.: Procurement of equipment for supporting internationalization
- 2.2: Development/redesign of English web sites of Montenegrin HEIs
- 2.3: Know-how transfer to teaching staff related to internationalization
- 2.4: Know-how transfer to administrative staff related to internationalization

## **2.1:**

### **Procurement of equipment or supporting internationalization**

University of Montenegro as the coordinator was in charge of the joint procurement of the equipment. The Coordinator had meetings with Montenegrin university partners about the list of equipment (sent for approval to the EACEA project officer). A joint public tender procedure was published on May 4th 2020 – 2 offers were received. Procurement was successful, and one supplier was chosen to deliver equipment - complaint against the decision of the other bidder – tender documentation sent to the State Commission for Protection of Rights in Public Procurement.

2020 took place; decision on the selection of the bidder took place on September 24th 2020. The equipment was successfully received and installed by the supplier at Montenegrin universities.

## **2.2:**

### **Development/redesign of English web sites of Montenegrin HEIs**

English versions of web sites were modernized and redesigned – maintenance for a lifetime of the project and afterwards at all universities.

University of Montenegro conducted procurement for development of a new web site. Procurement was successful, and one supplier was chosen to develop the web site. Web portal of the University of Montenegro and its units has been redesigned. EStudents website covers all necessary reports for students (programmes, courses, exams...) and links students email and distance learning center.

At University of Donja Garcia redesign of the site has been done to a certain extent and it includes the following activities: redesign of the visual layout which is much more user friendly, enriched content with certain new drop-down menus, and improved optimization of the mobile phone version. The content of the drop-down menu related to research and projects has been increased, with short descriptions of projects confirming the University's refer-





video content about the University was translated, testimonials of international students were added as well as infographics which refers to UDG.

University Mediterranean focused on internationalization and international cooperation. Streamlining access to the information was created (anyone could find whatever they needed in no more than three clicks). The website supports responsive technologies that enable the website's functionality on various devices (phones, tablets, laptops, etc.) regardless of their resolution and orientation.

### 2. 3.

#### **Know-how transfer related to the strategic planning**

The University of Ljubljana organized training: University Internationalization Strategy Development Workshop (online). The goal was to show participants how to formulate the internationalization strategy (prepared materials for the workshop - slides and templates). The workshop included presentations, working in groups (per individual university during breaks) and presentations of completed proposals by individual University, followed by comments from University of Ljubljana.

First day (16 June 2020): presentation about what an internationalization strategy in higher education includes how a strategic document should be structured, strategic management model, strategic analysis (general, external, internal environment, target countries, SWOT analysis)

Second day (18 June 2020): presentation of the strategy formulation, strategy development, mission, vision, goals, activities, outcome, creating strategic map, strategy evaluation, problems of strategy implementation, documenting the strategy, communicating the strategy, managing changes, proper leadership.

Additional trainings and presentations:

- Training Teaching multicultural groups of students in HE settings,
- Training Interculturality in HE
- Presentation of Double degrees and Joint degree program,
- Presentation of Exchange opportunities for students and staff,
- Development of pilot summer school in English with curricula,
- Know-how transfer related to the design of catalogues for courses offered in English,
- Know-how transfer related to internationalization of research and innovation (Université Côte d'Azur).
- English language course for the teaching staff (English as a medium of instruction). Each university organized these courses.
- Know-how transfer related to the activities dealing with implementation and monitoring of the internationalization (Université Côte d'Azur).
- Know-how transfer related to improving English skills of administrative staff for supporting internationalization. Each university organized these courses.

## *WP3: Development of Tools for Enhanced Internationalization*



University of Montenegro: deliveries of WP3

WP3: Development of tools for enhanced internationalization. The aim of WP3 was to enhance internationalization process of Montenegrin HEIs by developing adequate tools. It had 6 tasks:

- 3.1: Development of internationalization strategies and action plans
- 3.2: Development of supporting documentation for internationalization
- 3.3: Design of catalogues for courses offered in English
- 3.4: Development of pilot summer school in English with curricula
- 3.5: Development of teaching materials in English
- 3.6: Developing criteria for assessing quality of internationalization of Montenegrin HEIs

Montenegrin HEIs' internationalization strategy with action plans for period 2021 – 2026 were developed with the support of EU HEIs.

Supporting documentation for the internationalization process had been developed such as university protocols and manuals for the staff dealing with international students and affairs, standardized documents to be issued to foreign

The following sets of procedures were developed:

- Procedures for Administration of Student Mobility;
- Procedures for Bilateral Agreements;
- Procedures for International Projects Administration, etc.

With the aim of assuring quality of internationalization, quality enhancement mechanisms guidelines were produced, for monitoring the following aspects, but not limited to:

- International project implementation;
- Mobility projects monitoring;
- Bilateral agreements implementation, etc.

The following templates pertaining to internationalization activities were produced (but not limited to):

- General bilateral agreement template in Montenegrin and English language;
- Templates for reporting on project implementation;
- Templates for various stages in the administration of incoming and outgoing students and staff mobility;
- Application procedure and documenta-

### DEV 3.3: Design of catalogues for courses offered in English



In order to support internationalization through incoming student mobility, courses in English language at BSc and MSc level at each Montenegrin HEI will be offered.

Courses in English language at BSc and MSc levels will start from academic year 2021.

**At P1 (UoM) at least 10 BSc and 5 MSc level courses per each faculty (19) will be introduced with course catalogues.**

**At P2 (UDG) at least 4 BSc and 2 MSc level courses at 5 faculties will be introduced with course catalogues.**

**At P3 (UNIM) at least 5 BSc and 3 MSc level courses per each faculty (6) will be introduced with course catalogues.**

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



PMB meeting, Kotor, 10-11 November 2022

8

Documents dealing with internationalization had been disseminated among staff.

In order to support internationalization through incoming student mobility, P1 (UoM) designed and implemented 2 accredited interdisciplinary summer schools in English language with ECTS. Development of the course content and the learning outcomes, procedures of student recruitment, procedures of dealing with the application process, arrangement of housing for the students and development of a social program, students had to complete a final exam in order to earn credits.

In order to support internationalization through incoming student mobility, courses in English language at BSc and MSc level at each Montenegrin HEI were offered.

Courses in English language at BSc and MSc levels started in 2021.

- At P1 (UoM) at least 10 BSc and 5 MSc level courses per each faculty (19) were introduced with course catalogues.
- At P2 (UDG) at least 4 BSc and 2 MSc level courses at 5 faculties were intro-

- At P3 (UNIM) at least 5 BSc and 3 MSc level courses per each faculty (6) were introduced with course catalogues.

For all the courses in English, as well as the summer schools, teaching materials were developed by Montenegrin HEIs teaching staff.

Electronic versions of materials were produced as well. All teaching materials were approved by Montenegrin HEIs governing bodies.

Criteria for assessing quality of internationalization of Montenegrin HEIs were developed in order to define indicators, tools and actors necessary for smooth and high quality implementation of the Plans, measuring, at the same time, success of internationalization effort of the institutions.



# *WP4: Integration of Internationalization at Montenegrin HEIs*



University of Donja Gorica: deliveries of WP 4

## **WP 4: Integration of Internationalization at Montenegrin HEIs**

This WP is aimed at adoption, accreditation and implementation of activities within WP3. This WP was achieved through 4 tasks.

- 1: Adoption and implementation of strategic documents,
- 2: Establishment of the Language Support Centers for Internationalization,
- 3: Adoption and implementation of English courses offered at BSc/MA and MSc/MA levels,
- 4: Adoption and implementation of pilot summer schools.

Internationalization Strategies with action plans were created at 3 Universities (internationalization of teaching, internationalization of research, student and staff mobility, international positioning).

Course catalogues in English language have been developed at all 3 University. Also, crite-

tion process at the Montenegrin Universities were developed, and the Language Support Centers for Internationalization were established

Two summer schools in English language were accredited and implemented at the University of Montenegro

- At the Faculty of Maritime Studies “Sustainable development of yachting and cruise industry” held on 18-23 July 2022
- At the Faculty of Tourism and Hotel Management “Entrepreneurship in Heritage Tourism” held on 17-22 October 2022

The first accredited summer school (lifelong learning) in English in Montenegro entitled “Sustainable development of the yachting and cruising industry” was held in July 2022 at the University of Montenegro - Maritime Faculty Kotor.

This six-day interdisciplinary and international summer school, which offers 2 ECTS credits, was created as a result of the ERASMUS+ project “Encouraging internationalization at Montenegrin institutions of higher education

# WP5: Quality Control and Monitoring

Univesidad de Cadiz: deliveries of WP5

WP6: quality assurance. This package consists of the next tasks:

- 1. Establishment of Quality Assurance (QA) body;
- 2. Development and implementation of Internal Quality Control and Monitoring Plan:
  - monitoring and Quality Plan,
  - follow-up of activities,
  - mid-term QA Report,
  - final QA Report;
- 3. External Quality Control and Evaluation;

- 4. Impact Analysis:

1.

**Establishment of Quality Assurance (QA) body was done. Partners involved: all partners.**

Date: established at M3 (B.C.): January 2020.

2.

**Development and implementation of Internal Quality Control and Monitoring Plan was done, and the next activates were realized:**

Monitoring and Quality Plan (MQP):

- Partners involved: QAB and PMB,
- Approval by QAB and PMB: M7, June 2020;

## WP5: Final QA report

### ➤ Proposal of work-flow



Follow-up of activities:

- Partners involved: all partners,
- Templates for QA delivered on the QMP,
- QA surveys sent to UCA-E after completion of each activity (LU implemented online surveys).

All activities and meetings were surveyed

Final QA report:

- Partners involved: all partners,
- Some data collecting and measuring yet to be finished,
- The QAB approved a planning of work-flow to finish and deliver the final QA Report, to be presented for consideration and approval by the PMB
- The QA Report will be dated on November 14 and the final document delivered according to the agreed time table.

### 3.

#### External Quality Control and Evaluation:

Call for tenders for the external evaluator:

- Partners involved: UoM for selection;
- Mid-Term External QA Report:
- Delivered in M15 (February 2021),
- Overall score: 98.3 / 100.

- Conclusions: IESP project realized all planned activities with a high quality standard and showed excellent cooperation, especially under COVID circumstances.

Final External QA Report;

- To be delivered after the completion of the project.

### 4.

#### Impact analysis:

Partners involved: all partners.

Some data collecting and measuring on indicators yet to be finished.

The QAB approved a planning of work-flow to finish and deliver the Analysis of Impact, to be presented for consideration and approval by the PMB.

The QA Report will be dated on November 14 and the final document delivered according to the agreed time table.

## WP5: Final QA report

### ➤ Proposal of work-flow





# WP6: Dissemination and Exploitation of Project Results

University Mediterranean: deliveries of WP 6

## WP 6: DISSEMINATION & EXPLOITATION OF PROJECT RESULTS

This WP was achieved through 6 tasks.

- development and implementation of dissemination and exploitation plans,
- website of the project and social media accounts,
- dissemination of products and materials,
- dissemination and exploitation events,
- development of exploitation roadmap, and
- exploration of possibilities for continuation of the cooperation with the EU.

Dissemination plan was created, adopted by all partners and posted on the web-site.

It was updated for the second year of the project implementation, due to the specific situation with Covid-19. Project handbook was created.

Web-site of the project created: <https://www.iesp.ucg.ac.me/index.php>. Social media accounts were opened: Facebook: <https://www.facebook.com/iesp2020>.

Instagram: [https://www.instagram.com/\\_iesp\\_/](https://www.instagram.com/_iesp_/) Website of the project and social media accounts were updated regularly.

Products and materials were designed: project logo, folder, notebook, roll-up, memo, PPP, Newsletter (3 issues). Dissemination plan was updated. Plan of dissemination events was updated. Project events and results were promoted in media (TV, press).

Exploitation roadmap provided a basis for the continuation of the project results after its completion. It was developed during the project lifetime, and was finalized based on the project results and outcomes of the Impact Analysis. Each partner had to create action plan. At the kick-off meeting, and other projects meetings (including the final project meeting), each partner represented their institution, giving insight into their education and research strengths, cooperation possibilities and interests. Further communication was continued via e-mail, until the final event.

## 6.2. Website of the project and social media accounts

- Web-site of the project created: <https://www.iesp.ucg.ac.me/index.php>
- Social media accounts opened:
  - Facebook: <https://www.facebook.com/iesp2020>
  - Instagram: [https://www.instagram.com/\\_iesp\\_/](https://www.instagram.com/_iesp_/)





# Summer school on “Sustainable development of yachting and cruise industry”

June 3 2022

Summer school (Lifelong Learning program) on “Sustainable development of yachting and cruise industry” will be held as a part of the Erasmus+ CBHE project “Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning (IESP)”, project No. 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP.

The IESP summer school 2022 on “Sustainable Development of Yachting and Cruise

Industry” is NOW open to students and professionals. It is a 6-day accredited summer school providing 2 ECTS for students. It will be held from July 18th to July 23rd, 2022, at the University of Montenegro, Faculty of Maritime Studies in Kotor.

The summer school will enable additional education and training of future (students) and current (professionals employed in companies) experts in the field of blue econ-

omy by strengthening individual competence and creating a management structure that will better meet the challenges of the future maritime industry development. It is an interdisciplinary program that includes the wider field of maritime affairs, maritime operations, and their management, nautical and cruising tourism, their impact on the environment, and management of the protection of the marine environment, coast, and others.



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2 ECTS summer school on

## SUSTAINABLE DEVELOPMENT OF YACHTING AND CRUISE INDUSTRY

**Date:** July 18th – July 23rd, 2022  
**Place:** University of Montenegro,  
Faculty of Maritime Studies Kotor  
**Address:** Put I Bokeljske brigade 44, 85330  
KOTOR, MONTENEGRO

# Presentation of Experiences of the University of Ljubljana on Double and Joint Study Programs

June 17 2022

As part of the IESP project, a presentation of Double degrees (Double degree program) and Joint degree programs (Joint study program) was held at the Rectorate of the University of Montenegro. Pointing out the importance of strengthening international cooperation in order to establish a system of double and joint diplomas, good practices of the University of Ljubljana were presented. On that occasion, the importance of cooperation based on the development of a sustainable economy and inclusiveness was emphasized.

Polonca Miklavc Valenčič and Špela Bajželj from the University Service for the first and second cycle of education of the University of Ljubljana shared their many years of experience through the steps of establishing a system of double degrees between the two univer-

sities, as well as the legal framework that is the basis of this type of cooperation. Focused on the same learning outcomes, and understanding international experience as a system of exchange through which one grows both academically and personally, the multiple benefits of this system are presented. Following the rules of accreditation of programs in both countries, the possibility of creating a joint degree program (Joint Degree) was presented.

The meeting was opened by the Vice Rector for Internationalization, Sanja Pekovic, PhD and the head of the International Relations Office Ana Dragutinovic, and were attended by associates from the relevant departments, as well as representatives of the Ministry of Education and the University of Donja Gorica.



# First Accredited Summer School: Interesting Findings, Practical Experiences and Nice Social Interactions in English Language

July 20 2022

**F**irst accredited summer school (lifelong learning) in English in Montenegro entitled “Sustainable development of the yachting and cruising industry” began on Monday, July 18, 2022 at the University of Montenegro - Maritime Faculty Kotor.

This six-day interdisciplinary and international summer school, which offers 2 ECTS credits, was created as a result of the ERASMUS+ project “Encouraging internationalization at Montenegrin institutions of higher education through effective strategic planning (IESP)”.

First generation of participants has a total of 20 students and employees in the maritime and tourism sector from Montenegro, Albania, Slovenia and Poland. Some of the motives for applying for the summer school were the improvement of personal knowledge and skills in the field of management and sustainable development of the yachting and cruising industry, but also connecting with colleagues from neighboring and EU countries, sharing knowledge and experiences, meeting new people and enjoying the charms of Montenegro Gore and Boka Kotorska.

The summer school was officially opened by the head of the IESP project and the school itself, Danilo Nikolić, PhD, who presented candidates with a detailed plan and expected activities during the 6-day program. Since a course on the distance

tem engineer at the Maritime Faculty was created for the needs of the summer school, Ana Babović presented the candidates with the principle of using the platform and communicating with users and engaged lecturers.

On the first day of summer school, lecturers from the Faculty of Tourism and Hotel Management, dean Đurđica Perović and Assoc. Dr. Ilija Moritz. The first thematic area is related to modern coastal tourism, the potential for the development of tourist offers in seaports, and the contemporary challenges faced by the global tourism community when it comes to applying the concept of sustainable development. The story of sustainable development of cruise destinations would not be complete without presenting practical example of the management of a cruise port of international importance like the Port of Kotor. Dr. Tena Božović, from the Port of Kotor, briefly presented the position of the Port of Kotor and the importance that the Port has in the development of cruise tourism at the local and national level. After the lecture at the Faculty, the participants of the summer school had the opportunity to tour the Old Town of Kotor accompanied by the lecturer and attend a presentation of the key aspects of agency business in the tourism sector. Already at the end of the first day, it could be concluded that the candidates were satisfied with the program and enjoyed spending time together and visiting cultural and historical sites in the Old Town

# IESP project presented at the First International Staff Week held at the University of Montenegro

July 14 2022

Erasmus+ Capacity building project: Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning (IESP) was presented to participants of the first international staff week held at the University of Montenegro on 4-8 July 2022. The project was presented during a separate session by Ana Dragutinović, Head of the International Relations and Mobility Office. The presentation focussed on the achieved results and the activities planned until the end of the project. Besides project promotion, the session served as a platform for sharing best practices. Besides the representatives of the University of Montenegro in the capacity of the project coordinator, the representatives of the University of Cadiz as a partner on the project also took part in the event.

The first International Staff Week at the University of Montenegro was co-organized by the University of Montenegro with strategic partner universities, the University of Jaen and the University of Cadiz from Spain.

This International Staff Week is of multiple importance for deepening and strengthening cooperation between three institutions and creating space for joint participation in subsequent calls considered. As such it is a way of internationalisation at home that fosters intercultural cooperation. This form of event serves the purpose of intensifying international mobility and joint projects as priority areas of the Strategy of internationalization.



## *Activities that were originally not planned within the project*

As part of the IESP project, the University of Ljubljana (UL) organized several additional activities that were originally not planned within the project.

During the workshop Teaching multicultural groups of students in HE settings lecturers from the UL Faculty of Arts pointed out some good practices of how to operate successfully in a multicultural environment and how to support and enhance the integration of students into the learning community. They also presented the development of cultural sensitivity, understanding of the importance of inclusive higher education, the concept of intercultural education, and its relevance for HE. Participants have explored challenges that students face in multicultural group work and the way teachers can effectively engage students from diverse backgrounds.

The workshop Interculturality in HE 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. Špela Razpotnik from the UL Faculty of Education 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.

A presentation of Double and Joint degree programs were held at the Rectorate of the University of Montenegro. Pointing out the importance of strengthening international cooperation to establish a system of double and joint diplomas, good practices of the University of Ljubljana were presented. On that occasion, the importance of cooperation based on the development of a sustainable economy and inclusiveness was emphasized. Polonca Miklavc Valenčič and Špela Bajželj from the University Office for First and Second Cycle Study shared their many years of experience through the steps of establishing a system of double degrees between the two universities, as well as the legal framework that is the basis of this type of cooperation. Focused on the same learning outcomes, and understanding international experience as a system of exchange through which one grows both academically and personally, the multiple benefits of this system was presented.

Within the presentation on Exchange opportunities at the University of Ljubljana Aljoša Belcijan from the University Office for International Relation presented the exchange possibilities for students and staff from Montenegrin universities. Presentations were held at all Montenegrin universities. Currently,



During the Staff week, that was organized by the University of Montenegro, Aljoša Belcijan also shared practices and experience with Green Erasmus+ and Erasmus+ Digital Transformation. The event was also attended by Mojca Maher

cooperation with Montenegro takes place in two programs, namely Erasmus+ International Credit Mobility (ICM) 2020 (KA107) and Erasmus+ "International Dimension" KA171. In both programs, the University of Ljubljana cooperates with the University of Montenegro, which is our strategic and long-term partner. Based on the available funds and interest, participants also discussed expanding cooperation with the University of Donja Gorica and Mediterranean University. Given the very good response from Montenegrin universities and their students, we will redirect unused funds to incoming student mobility and enable them to cooperate with the University of Ljubljana and co-financing of mobility with the help of the Erasmus+ program.

Pirc from the University of Ljubljana School of Economics and Business, who briefly presented the project Green TECH WB: Smart & Green Technologies for Innovative and Sustainable Societies in the Western Balkans. Marko Papić from the Digital UL joined the event online and presented Integrated Study Environment (ISE) at the UL which consists of integrated applications and platforms regularly used within the pedagogical process by the teachers as well as students. The event was also attended by representatives of the UL Biotechnical Faculty and UL Faculty of Public Administration, who established contact with representatives of Montenegrin universities and discussed with them about future cooperation.

## 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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Montenegro  
Ministry  
of Education



Montenegro  
Ministry  
of Science

