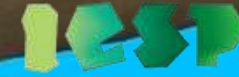




**UCG**

Univerzitet Crne Gore



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of the European Union



Project: „Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning“ (IESP), funded by European Commission Erasmus+ program of Capacity Building in Higher Education



**University of Montenegro**

**INTERNATIONALISATION  
STRATEGY**

**2021-2026**

**Prof. Sanja Peković**

*Vice-Rector for Internationalisation*

07/11/2022.

Podgorica, Montenegro

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- INTRODUCTION
- ABOUT UNIVERSITY OF MONTENEGRO
- KEY CHALANGES
- SWOT
- „I“ STRATEGY
- IMPLEMENTATION



# INTRODUCTION

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- **Importance of internationalisation** → **globalisation** → intensivised and advanced student and academic staff **mobility** → upraised HEI's **integrity** and stronger **positioning** in scientific and research area.
- **De Wit i Hunter:** „the intentional process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and academic staff and to make a significant contribution to society“ (*the most commonly used definition of internationalization* )
- **University of Montenegro Internationalisation Strategy 2021-2026** – adopted in Dec. 2020
  - **Strategic framework** for **enhancing international visibility** and **recognition** of the University of Montenegro
  - **UoM is committed to internationalisation:** *to provide attractive conditions for scientific and artistic work, both for its employees and for foreign researchers, by creating quality predispositions for incoming and outgoing short-term or long-term mobility*
  - Activities: **internationalization of curriculum - improvement of international profile**



# ABOUT UNIVERSITY OF MONTENEGRO

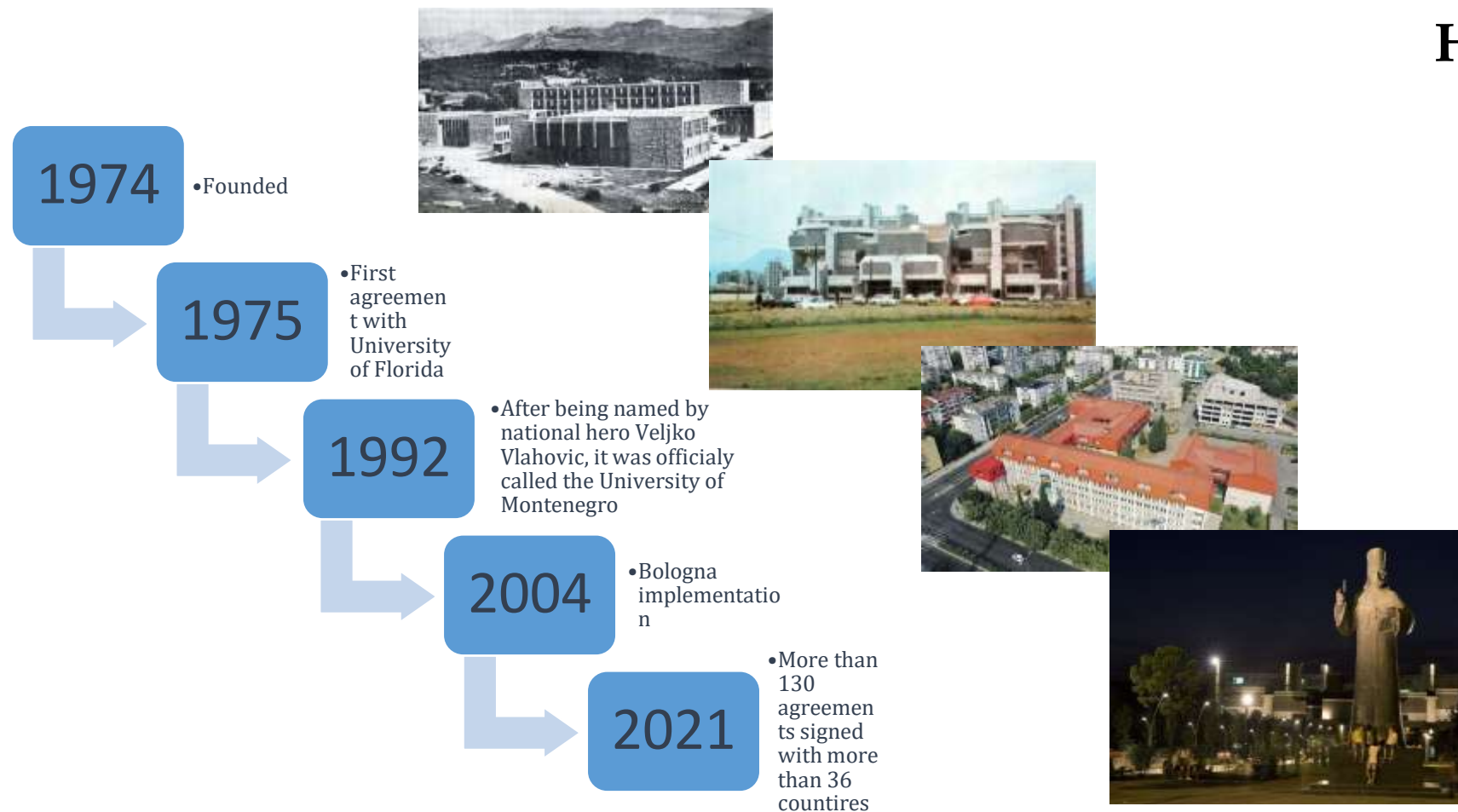
- **University of Montenegro (UoM)** is the **largest and oldest higher education institution** in Montenegro.
- UoM holds the HR Excellence in Research logo.
- UoM developed and adopted its Policy for Open Access to Research Infrastructures.





# ABOUT UNIVERSITY OF MONTENEGRO...

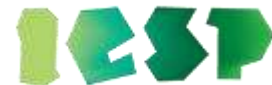
## HISTORY



# ABOUT UNIVERSITY OF MONTENEGRO...

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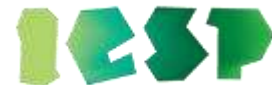
- **19 Faculties** and **3 Institutes**, with campuses in all regions of Montenegro:
  - **1,129** members of academic, professional, and non-academic staff
  - over **20,000 students** at all levels of study
- Since 2004, teaching at the University of Montenegro has been organized according to the principles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



# ABOUT UNIVERSITY OF MONTENEGRO...

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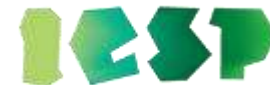
- UoM takes part in international projects:
  - ✓ Erasmus+
  - ✓ IPA Programme
  - ✓ HORIZON 2020/HOZON Europe
  - ✓ FP7
  - ✓ HERD (Programme for Higher Education, Research and Development 2010-2014)
  - ✓ SCOPES (Scientific co-operation between Eastern Europe and Switzerland)
  - ✓ COST
- UoM benefits from exchange programmes:
  - ✓ Erasmus Mundus
  - ✓ Erasmus + (over 150 IIA)
  - ✓ Ceepus
  - ✓ Mevlana
  - ✓ Bilateral agreements (more than 80 agreements with universities from 36 countries)



## ABOUT UNIVERSITY OF MONTENEGRO...

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- **Main research activities** are compatible with national priorities:
  - **ICT, energy, medicine, biotechnology, tourism and environmental protection** are priority development areas of Montenegro which UoM is focussing on through development of multidisciplinary research, joint use of resources and research experience, with stimulation of cooperation with business community.
  - Legislative framework for **commercialization of research** and protection of IP rights are in the process of development, as a step forward towards a new concept of reseach at the University of Montenegro.

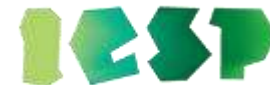




## KEY CHALANGES

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- Diversification of study programs
- Internationalization of programs at all levels (in English)
- Increasing student mobility and creating conditions for the exchange of knowledge and skills
- Increasing the number of foreign students and lecturers (outside the region)
- Increasing the value and number of international research projects
- Incentives for internationalization of research and results (publications in international journals, etc.)
- Link between the academic community and the business community (business-scientific community) (commercialization/patenting/startups)
- Open science



# SWOT analyses

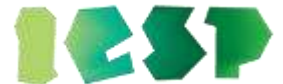
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## Strengths

- Leading university in Montenegro with the largest population of students and researchers
- Development Strategy 2019-2024 (adopted)
- Most mechanisms for full participation in the EHEA and ERA have been established
- Institutional commitment to strengthening the internationalization process
- Internal rules for staff and student mobility (adopted)
- Significant number of established bilateral links with regional and EU universities
- Number of research groups with international experience
- Experience in managing national and international projects
- Experience in the staff and student mobility
- Access to WoS for UoM staff and students
- Financial support for excellence in research of UoM staff
- Financial support for the inclusion of the scientific diaspora and graduate students in research and teaching
- HR Excellence in Research logo (awarded)
- Financial assistance to teaching staff who teach in a foreign language

## Weaknesses:

- Lack of accredited study programs at all levels and summer schools in foreign languages
- Minor number of joint and double degree programs with EU universities
- Minor number of foreign language courses offered for incoming students and for the purpose of internationalization at home
- Problem in foreign language proficiency of academic and administrative staff, and students
- Lack of foreign staff outside the region of former Yugoslavia
- Limited capacity of the Office of International Relations
- Inadequate integrated database on internationalization activities at the University level
- Inadequate support system for foreign students and researchers
- Low level of students and staff incoming and outgoing mobility
- Lack of cooperation between the academic community / (foreign) economy
- Inadequate visibility of activities in the field of internationalization at the University as a whole
- Lack of internationalization activities at home/campus



## SWOT analyses...

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### Opportunities:

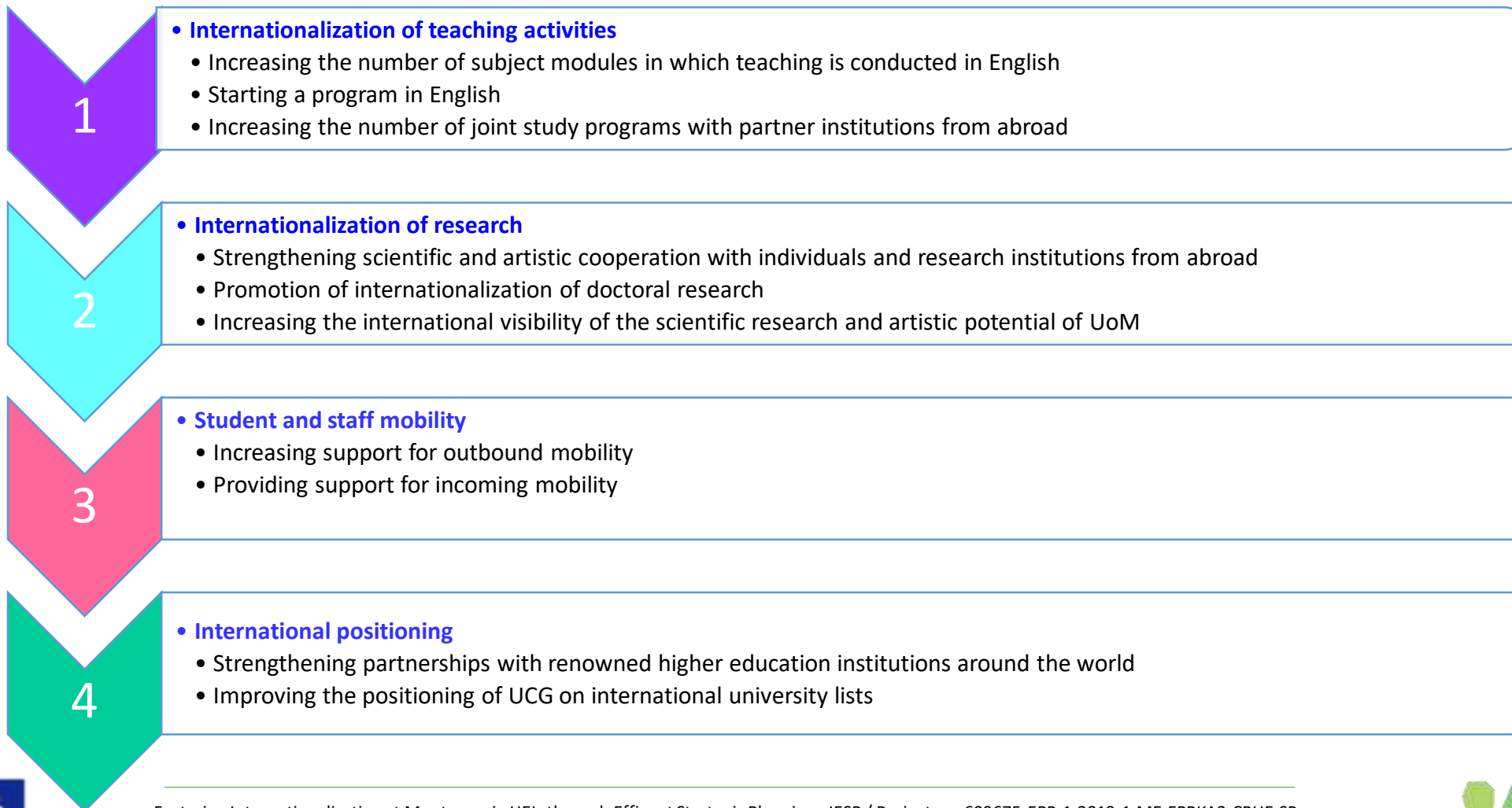
- Access to major national and international funds that support internationalization
- Inter-institutional networking
- Montenegro as an attractive destination in the process of Euro-Atlantic integration

### Threats:

- Unpredictable national and international/external financing due to the global economic crisis
- Increasing competitiveness in the region for access to EU funds
- Administrative barriers to strengthening internationalization



# UoM INTERNATIONALISATION STRATEGY



1

## • Internationalization of teaching activities

- ✓ At least 30 ECTS credits per study program are offered in English.
- ✓ At least five accredited interdisciplinary study programs in English.
- ✓ At least three accredited interdisciplinary summer schools in English.
- ✓ At least 5 accredited study programs with joint or double / multiple degrees by changing existing or accrediting new study programs.



## 2

### • Internationalization of research

- ✓ At least 10% increased number of scientific research papers published in highly ranked journals affiliated with UoM on an annual basis;
- ✓ At least 15% increased citation of scientific research papers under the affiliation of UoM on an annual basis;
- ✓ At least 5% increased number of artistic research works under the affiliation of UoM presented at the international level increased annually.
- ✓ Training of staff for writing and managing international projects, on an annual basis;
- ✓ Fund for support of project activities established;
- ✓ At least 10% increased number of annual applications for coordination projects at the level of UoM;
- ✓ At least 20% increased the number of annual applications for projects in which UoM has the role of a partner institution in the consortium.
- ✓ Formalized status and engagement for at least 10 prominent scientists and artists from the diaspora.
- ✓ At least once a year to visit (live or online) international fairs of mobility and education.
- ✓ At least 3 accredited interdisciplinary doctoral programs in English.
- ✓ At least 5% increase in the number of foreign doctoral students at UoM on an annual basis.
- ✓ Developed a mechanism to support doctoral research at renowned foreign universities for at least 3 months.
- ✓ Funds provided for research / teaching staff of UoM for participation in international scientific conferences, workshops, art exhibitions and performances, projects, etc.
- ✓ Redesigned UoM website over a period of five years.





## 3

### • Mobility

- ✓ Promotional activities are organized at least twice a year at each university unit and in the Rectorate by the Office for International Cooperation and the Student Parliament.
- ✓ Amendments to the Ordinance on International Student Mobility and the Ordinance on International Mobility of Employees were adopted.
- ✓ Professional English language courses are organized twice a year within the established Department for Language Support for Internationalization.
- ✓ At least 5% increase in the number of students, teaching and non-teaching staff within the outgoing mobility on an annual basis at each university unit.
- ✓ At least once a year, an offer was made to foreign students and staff at international educational fairs (online or live).
- ✓ The English version of the UoM website has been redesigned and updated regularly.
- ✓ Montenegrin language courses are organized twice a year.
- ✓ ESN Montenegro established.
- ✓ At least 5% increased incoming mobility of foreign students and staff at the level of UoM.

## 4

### • International positioning

- ✓ At least a 10% increase in the number of active bilateral agreements on an annual basis.
- ✓ Developed mechanisms for identifying universities as strategic partners;
- ✓ Strategic partnerships have been established with at least 3 reputable higher education research institutions.
- ✓ Increased number of international university associations in which UoM actively participates.
- ✓ Developed mechanism for monitoring the implementation of the agreement.
- ✓ Improved position of UoM on world university lists.

# IMPLEMENTATION

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- **Responsibility:**
  - All activities envisaged by the Internationalization Strategy will be continuously implemented until 2026. Responsibilities for fulfilling these activities are assumed by the management of the faculty/institute and the central University, and where applicable, the Office for International Cooperation.
    - continuous implementation and coordination of activities
    - divided responsibilities between organization's units and the UoM central level
    - use of web tools for internationalization
- **Financing:**
  - All activities envisaged by the Strategy will be financed from the state budget, from UoM own funds and international projects. It is crucial to provide financial support from the relevant Ministry.
    - state budget (*crucial*)
    - institution own funds
    - international projects
- **Implementation monitoring**
  - internal system to assess the progress and /resolve obstacles.



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**Thank you for your attention!**

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University of Montenegro