



Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP

Title of Work package	WP 2: Capacity Building for Internationalization through staff training and equipment upgrade
Activity no.	DEV 2.3.1
Title of outcome	On-line training on strategic planning for Montenegrin HEIs representatives
Activity date	16 & 17 June 2020
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Within WP2: Capacity Building for Internationalisation through staff training and equipment upgrade, the University of Ljubljana organized training on strategic planning of the internationalization process that was held on-line on 16 and 17 June 2020.

Online training on the topic of strategic planning was organized for representatives of management of Montenegrin universities as the preparation for the future task of developing internationalization strategies for three Montenegrin universities participating in the project. Training for strategic planning was led by prof. Ph.D. Tomaž Čarter, professor at the Faculty of Economics, University of Ljubljana: <http://www.ef.uni-lj.si/person/Tomaz-Cater>

The main goal of the training was to present the strategic planning process and methodology for formulating and implementing internationalization strategies with indicators to the management members of Montenegrin universities. The importance and role of internationalization in the context of the comprehensive development of the university and the ways in which internationalization can contribute to the realization of the institution's vision and goals were also topics of the training.

The workshop comprised initial presentation by prof. Čarter, group work (per individual university) and presentations of draft proposals of internationalization strategies by individual University, followed by comments from prof. Čarter.

On the first day (16 June 2020) prof. Čarter presented what elements should an internationalization strategy in higher education include, how to structure a strategic document, he presented the strategic management model and strategic analysis.

On the second day (18 June 2020) prof. Čarter presented 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.





Professor Čarter also provided a number of templates to the participants who had the task to fill them in with data pertaining to their institutions and thus conduct a SWOT analysis as the starting point for the strategic planning process that was to follow the training. The participants gained valuable insights into the strategic planning process principles and were guided in the creation of a framework of their institutions future strategic documents.

Following the initial training, the management of all three Montenegrin universities had consultations with professor Čarter who gave feedback to the draft of the Internationalization Strategies and thus provided support in their development. The training workshop was crucial for the overall process.

The workshop was attended by 22 representatives of Montenegrin universities and the Agency for Control and Quality Assurance of Higher Education.

