



## **Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP**

### **On-line meeting to discuss Benchmarking analyses of Montenegrin HEIs and Guidelines for Internationalization of Montenegrin HEIs**

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 served as the starting point for the development of Internationalization Strategies of three Montenegrin universities.

