



Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP

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International Staff Week was organized at the University of Montenegro on 7-11th November 2022 as the final event of the IESP project implementation. The event brought together representatives of partner universities from Slovenia, Spain, Germany and Romania who have established collaboration within Erasmus+ with the University of Montenegro, as well as representatives of the University Mediterranean.

The event was an opportunity to disseminate information on IESP project results, the successful examples of the internationalization of the University of Montenegro and University Mediterranean, new summer schools and study programs in English.

The representatives of the partner universities were welcomed on behalf of the UoM by the vice-rector, prof. Sanja Peković, who pointed out that this event is also the final activity of the successfully implemented Erasmus + project Strengthening internationalization at Montenegrin universities through effective strategic planning - IESP. Prof. Peković briefly presented the University of Montenegro (UoM) and its Internationalization Strategy for the period 2021-2026, which is one of major results of the project. Professor Rade Jovović from University Mediterranean presented the University Mediterranean and its Internationalization Strategy, also resulting from the work on IESP project. Ms Ana Dragutinović, Head of the International Relations and Mobility Office of the University of Montenegro briefly introduced IESP project to the staff week participants. The event continued with the presentation of the Project Office of the University of Montenegro and the presentation of the capacity building project AL4LIFE, which is a proof of successful and sustainable continuation of collaborations between IESP project partners since it includes the University of Montenegro as the coordinating institution and the University Donja Gorica from Montenegro and the University of Ljubljana as one of the EU partners. The recently received coordination project of the University of Montenegro "Western Balkan entrepreneurial university alliances - keeping in touch

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for lifelong relations", strives to improve the competencies of students and the employability of graduates in Montenegro and Kosovo, with the support of alumni, through the improvement of university cooperation with the business sector and the modification of the teaching process. The Centre for Francophone Employability was further presented as a successful example of benefit from membership in international associations, specifically AUF.

The visit to the Faculty of Electrical Engineering ended the first day of the Staff Week. During the visit the participants were introduced to the faculty by the Vice-dean for International Cooperation and they were also given information about the project Monusen, which is the first Horizon2020 project coordinated by the faculty.

The beginning of the second day of the staff week was marked by a round table on the topic of Greening university ideas. After an introduction given by the Vice-rector of the University of Montenegro, prof. Sanja Peković on the importance of sustainable development and environment friendly initiatives, the participants discussed the existing green practices at their universities, not restricting them only to everyday operation of the universities but considering also ways how to introduce green topics to teaching and learning, how to make students more aware of green and environmental responsibility. Project proposals for EU grants on the topic of green aspects included in all curricula, but also in research were deliberated.

The partner universities representatives shared the practices of the universities they come from on the topic of green universities. It was pointed out that green universities go hand in hand with digitalization. The importance of having a strategy was emphasized, but also the role of the media who can support the initiatives. The University of Temišvar representative shared information on a number of projects implemented by various faculties. Professor Jovović from University Mediterranean pointed out to the importance of changing the paradigm – which is a transformation that takes time, where the role of the universities is very important. Colleagues from the University of Ljubljana shared information on the practices at their university and a number of projects being implemented at the University of Ljubljana with the aim of changing the behaviours and way of thinking. Representative of the Sarland University pointed out to specialized course „Philosophy of the Environment“ taught at his university.

The round table was concluded with the listing of ideas that would be realistic for implementation within 2-3 years period such as:

Focus on green practices during Erasmus+ exchange – disseminate green ideas upon return from mobility

Include crisis management into Internationalization Strategies

Include a Green Week into Academic Calendar

In the second part of the day the PhD programme „Sustainable Development“, the first study programme in English language accredited at the University of Montenegro was presented to the participants by the project coordinator, professor Radovan Stojanović. The PhD programme was developed within a CBHE project „Reforming Doctoral Studies in Montenegro and Albania – Good Practice Paradigm - MARDS“.





In the afternoon the participants visited the Faculty of Economics of the University of Montenegro, where they had an opportunity to learn about the internationalization efforts of this unit. The faculty staff presented their Centre for International Cooperation, the Centre for Career Development and the Business Centre. Opportunities for exchange of students and staff in the area of Economics were discussed in particular.

The morning of the third day of the International Staff Week was dedicated to Digital transformation. Marko Papić from the University of Ljubljana intervened via Zoom platform to present the Digitalization of the Teaching process at the University of Ljubljana, with the aim of creating an integrated study environment taking into account the heterogeneity and specificities of different units of the university. The invested resources, the needed networks and synergies among different stakeholders were presented, but also small projects aimed at boosting the development of the integrated study environment and use of multimedia content, engaging students.

The second presentation was on the establishment of ESN Podgorica, currently a candidate section, but soon to become a full member of ESN. Various activities organized for incoming students, participation at international events and the process of ESN establishment at the University of Montenegro were presented. Establishment of ESN is one of the objectives of the Internationalization Strategy of the University of Montenegro, thus it represents the integration of project results in the internationalization process.

FabLab laboratory at the Faculty of Mechanical Engineering was visited after the presentation which is the result of strategic partnership between the University of Montenegro and the University Cote d'Azur. The laboratory was equipped with the support of the University Cote d'Azur and soon after the equipment instalment two students from France performed Erasmus+ internship in the lab, so this was presented as a good practice example and added value of collaboration within IESP project.

In the afternoon, the staff week participants visited the Faculty of Fine Arts of the University of Montenegro, which is located in Cetinje and is one of the university units with the most developed network of Erasmus+ credit mobility partners. The faculty is also located in the newly constructed building which is why it was very interesting for participants to see the conditions in which the exchange students work and how work is organized.

The following two days, the staff week took place in Kotor.





On Thursday, in the morning the participants were at the Faculty of Maritime Studies in Kotor, where they were first welcomed by the Faculty Dean and introduced to the faculty history, organization, international cooperation and very rich and intensive international project activity. In particular, the project MEP&M - Development of Regional Joint Master Program in Maritime Environmental Protection and Management, project no. 619239-EPP-1-2020-1-ME-EPPKA2-CBHE-JP was presented, coordinated by the same coordinator as project IESP and including the same EU institutions as IESP project, which is an excellent example of cooperation sustainability. Other Erasmus+ and IPA projects of the Faculty were presented. In the second part of the Faculty visit the participants had a guided tour of the building, with visits to laboratories that were to a large extent equipped by international funds. As a separate session, the presentation of the summer school “**Sustainable Development of the Yachting and Cruising Industry**” was held, as the concrete outcome of IESP project which helped enhance the international visibility of the Faculty and will continue to be used for such purposes in the future.

In the afternoon the staff week participants visited the Institute of Marine Biology of the University of Montenegro during which they were given an overview of the institution history and current activities, in particular a large number of international projects. In conclusion of the tour of the Institute, they visited Boka Aquarium which was opened two years ago at the Institute.

On the final day of the staff week the participants visited the Faculty of Tourism and Hotel Management in Kotor. They were welcomed by the Vice-dean of the Faculty, prof. Ilija Moric and professor Jovana Vukčević, who provided general information about the Faculty, its international cooperation activities and study programmes. After the general part, two students of the Faculty presented the summer school “**Entrepreneurship in Heritage Tourism**”, which resulted from work on IESP project and which, the same as at the Faculty of Maritime Studies will be instrumental in attracting a larger number of incoming students in the future through promotion of the faculty.

The staff visit was rounded off by the cultural programme which included a guided tour of the old town of Kotor.

