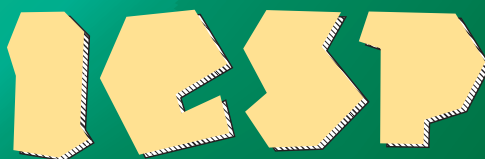




THE UNIVERSITY OF MONTENEGRO INTERNATIONALISATION STRATEGY

2021 – 2026



Fostering Internationalization at Montenegrin HEIs
through Efficient Strategic Planning – IESP



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Co-funded by the
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1. INTRODUCTION

The process of globalisation has significantly intensified the mobility of students and academic staff, emphasizing the importance of the international dimension of higher education and the international perspective of universities. Higher education institutions strive to increase their international visibility and the recognition of their results in education, science and research, as well as in social responsibility, through the introduction of various mechanisms and models of international integration and cooperation.

One of the widely accepted definitions of internationalisation in the area of higher education is provided by De Wit and Hunter, who defined internationalisation as “the intentional process of integrating an international intercultural or global dimension into the purpose, function as and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society”¹.

While certain universities have focused on the internationalisation of their curricula and programmes, in order to harmonize them with the needs of the globalized society and labour market, others, by contrast, have emphasized joint projects, mobility, the transfer of academic knowledge and other models of cooperation with foreign universities, in order to enhance their international profiles. Due to the current challenges in securing sustainable budget financing, international, programme and project activities also represent significant new, alternative potential sources of university financing.

The University of Montenegro (UoM) is fundamentally dedicated to both the policy and the idea of internationalisation. The UoM strives to ensure the provision of attractive conditions for scientific and artistic work, both for its employees and for foreign researchers, through the creation of qualitative prerequisites for short term or long term incoming and outgoing mobility. The aim is also to attract as many foreign students as possible, through academic openness and the offering of a certain number of courses and study programmes in English. Activities in the field of internationalisation are also aimed at the strengthening of existing and the establishment of new partnerships with renowned higher education institutions from the region and beyond, in areas of mutual interest, including the establishment of new joint study programmes at all study levels, the preparation and realization of joint research and infrastructure projects, the active participation in international university associations and so on.

Within the context of the internationalisation of higher education, particular attention is paid to the sphere of inclusive education. The UoM is working on the creation of a favourable environment for the development of efficient strategies aimed at continuously improving the educational system and securing a democratic environment for study where differences are in natural cohabitation.

In order to be systematically focused on the various aspects and activities within the process of internationalisation, we have prepared the Internationalisation Strategy of UoM 2021 – 2026, as a document representing the academic agenda and strategic framework employed in order to increase both the international visibility and recognition of the UoM. Through the

¹ de Wit, H., & Hunter, F. (2015). The Future of Internationalization of Higher Education in Europe. *International Higher Education*, (83), 2-3. <https://doi.org/10.6017/ihe.2015.83.9073>

strategic planning in area of internationalisation, the UoM will strive to enhance its international capacities, strengthen its international competitiveness and reach the position of an internationally recognized university, notably within the European Area of Higher Education and the European Research Area.

The Internationalisation Strategy of the UoM 2021 – 2026 is based upon the premises of the Development Strategy of the UoM, where internationalisation is recognized as one of strategic and innovative directions of the development of the institution in the medium term.

The members of the Working group of the project Fostering Internationalisation at Montenegrin HEIs through Efficient Strategic Planning (IESP)², coordinated by the Rectorate of the UoM and financed within the action Capacity Building in Higher Education of the Erasmus+ Programme, have participated in development of the Internationalisation Strategy of the UoM 2021 – 2026. Our EU partner institutions in this project, the University of Ljubljana (Slovenia), the University of Cádiz (Spain) and Université Côte d’Azur from Nice (France) have, on several occasions, organized training sessions in the area of strategic planning and internationalisation for the academic community of the UoM, and have significantly contributed to the development of this strategy through their constructive suggestions. The Montenegrin partner institutions within this project have also made a significant contribution to the creation of this document: these include the Ministry of Education, the Ministry of Science and the Agency for Quality Assurance in Higher Education. Besides the members of this working group, the wider academic community of the UoM also participated in development of the Strategy through communication with faculty Vice deans/coordinators for international relations and also with representatives of the Student Parliament, who offered specific suggestions to improve the document.

² <https://www.iesp.ucg.ac.me>

2. INTERNATIONALISATION AT THE UOM – THE STATE OF THE ART

2.1 The internationalisation of education

Teaching at the UoM is realized through 62 study programmes at undergraduate level, 73 Masters programmes and 25 Doctoral studies programmes, (see Fig 1). Among them, there are no programmes accredited to be taught in English. However, most of the faculties offer up to 5 courses per study programme in English to both international and domestic students (being part of “internationalisation at home”).

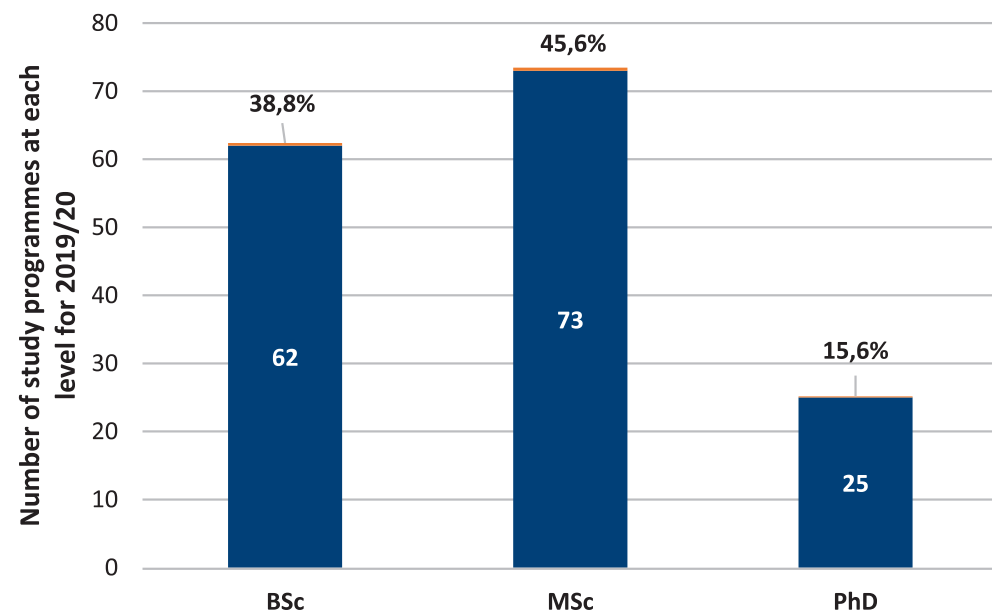


Figure 1 Number of study programmes at each level for the academic year 2019/2020

There are two agreements for double degree diplomas, one with the University of Tours in Tours, France, in the field of French literature and language and the second with the University of the Cote d’Azur in Nice, France, in the field of economics.

There have been no international accreditations over the last 3 years. However, a Certificate of compliance with the IMO’s (International Maritime Organisation) Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) was issued to the Maritime Faculty in Kotor for its BSc study programmes (Navigation and Sea transportation, Marine Engineering and Marine Electro-technics), by the Croatian Register of Shipping, a member of the International Association of Classification Societies (IACS).

2.2 The internationalisation of mobility

The UoM is committed to increasing international student mobility and creating opportunities for the exchange of knowledge and skills. Students, academic and administrative staff are increasingly using the opportunities for exchange offered within several programmes, the most popular being the Erasmus+ and CEEPUS programmes. Through the Erasmus+ programme, the UoM is also beginning to provide opportunities for students to do practical training abroad. Students, academic and administrative staff can apply for exchange through one of the 120 inter-institutional agreements for credit mobility within the Erasmus+ programme.

2.2.1 International students at the UoM and incoming student mobility

The number of degree seeking international students at the UoM remains low. During the last three academic years, the average number of international students was 260 at undergraduate level, 35.66 at Masters level and 12.66 at PhD level (see Tables 1 – 3).

Most of the international students came from the region of the former Yugoslavia since they have no language barriers to studying at the UoM. The UoM does not attract international students from other regions due to the fact that there are currently no study programmes in English. The share of international students enrolled in relation to the total number of active students enrolled remains negligible at undergraduate and Masters level, while this share is significantly higher at PhD level, being 12.84% (see Tables 1-3).

Table 1 Number of international students enrolled at BSc level per academic year

	2017/2018	2018/2019	2019/2020	AVERAGE
1st cycle – BSc	275	250	254	260
% of total BSc st.	1.77%	1.75%	1.91%	1.81%

Table 2 Number of international students enrolled at MSc level per academic year

	2017/2018	2018/2019	2019/2020	AVERAGE
2nd cycle – MSc	39	30	38	35.66
% of total MSc st.	1.42%	1.08%	1.14%	1.21%

Table 3 Number of international students enrolled at PhD level per academic year

	2017/2018	2018/2019	2019/2020	AVERAGE
3rd cycle – PhD	17	8	13	12.66
% of total PhD st.	22.08%	8.16%	10.74%	12.84%

Table 4 Incoming student mobility per academic year and programme

PROGRAMME	2017/2018	2018/2019	2019/2020	AVERAGE
Erasmus+	18	26	42	28.6
CEEPUS	2	6	3	3.66
Other programmes	2	2	0	1.33
Total	22	34	45	33.66

Most International students are exchange students that study at our university for periods ranging from 3-12 months. The largest number of these students come as a result of the Erasmus+ KA 107 programme and the CEEPUS programme. During the last three academic years, the average total number of internationally mobile students was only 33.66 (see Table 4). During the second semester of the 2019/2020 academic year, most of the incoming students stayed in Montenegro after the outbreak of the COVID 19 pandemic up until the end of the semester in 2020.

Students from Lithuania, Portugal and Romania were those who were most interested in coming to the UoM for mobility during the last three academic years, 2017-2020 (see Figure 2).

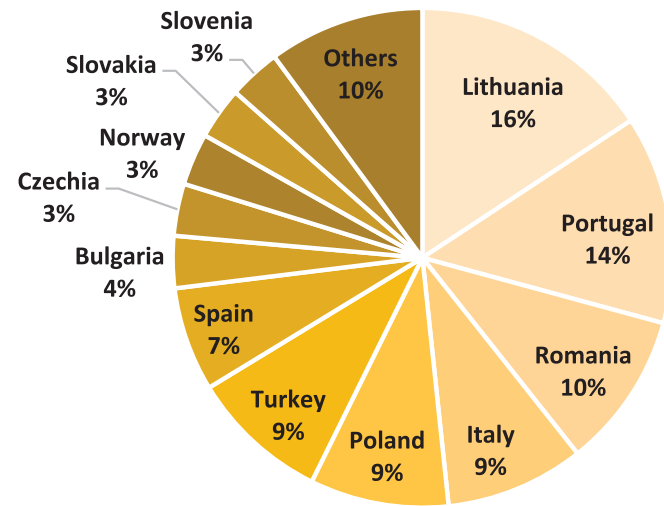


Figure 2 Incoming student mobility by country of origin, over the last three academic years 2017-2020

2.2.2 Outgoing student mobility

The number of UoM students who have been on exchange during the last three academic years has been steadily rising, although it represents a small percentage of a total number of UoM students, being just 0.79% as a three-year average (Table 5).

The level of outgoing mobility is four times greater when compared to incoming mobility. Most of the UoM outgoing students used the exchange opportunities offered within the Erasmus+ programme.

Table 5 Outgoing student mobility per academic year and programme

PROGRAMME	2017/2018	2018/2019	2019/2020	AVERAGE
Erasmus+	136	107	112	118.33
CEEPUS	/	31	24	18.33
Other	/	/	2	0.66
Total	136	138	138	137.33
% of total UoM st.	0.74%	0.81%	0.82%	0.79%

The proportion of outgoing students by University unit shows that students from the Faculty of Philology have demonstrated the greatest interest in outgoing mobility, representing 26% of total UoM mobility over the last 3 academic years, which is only to be expected since they do not encounter the problem of a language barrier. This is followed by students from the Faculty of Economics with 11.7% of the total share, the Faculty of Fine Arts with 11.2% of the total share and the Faculty of Political Sciences with 10.7% of the total share (Figure 3).

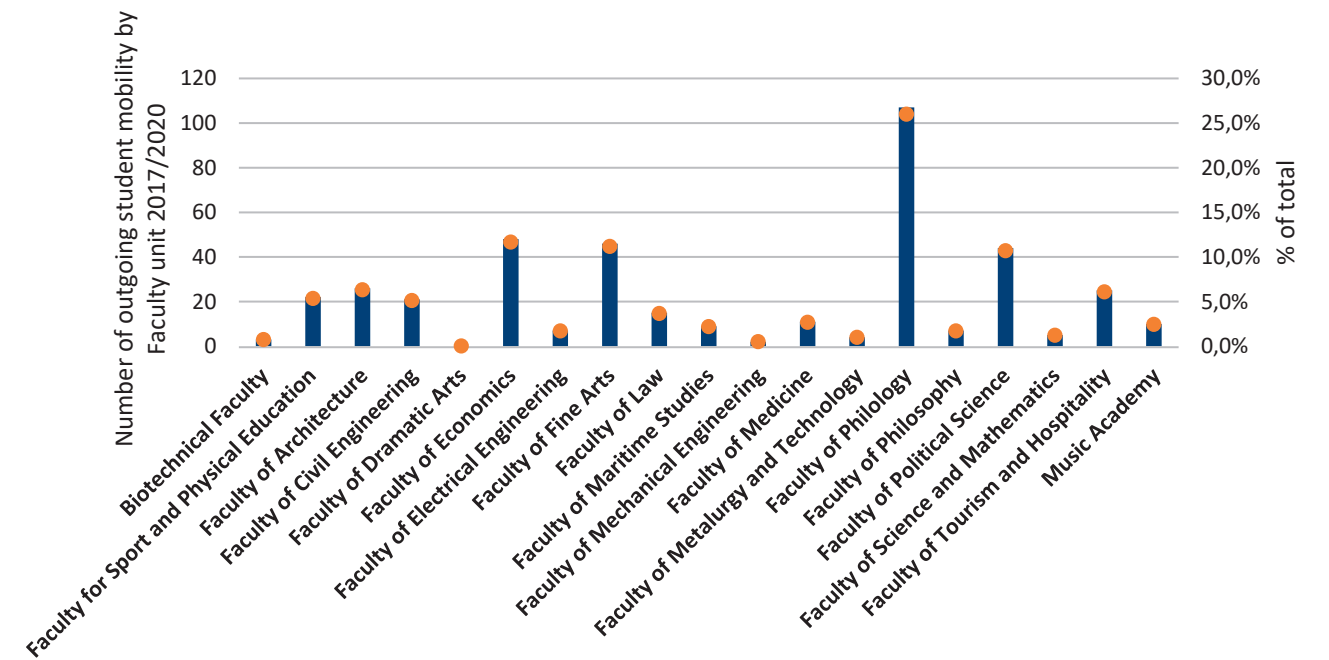


Figure 3 Number of outgoing students by Faculty unit and % of total UoM outgoing mobility in the period 2017-2020

Students from the UoM have shown the most interest in outgoing mobility to Germany, Italy, France, Poland and Slovenia during the last three academic years, 2017-2020 (Figure 4). Most of the outgoing students during the second semester of the academic year 2019/2020 returned to Montenegro after the outbreak of the COVID 19 pandemic.

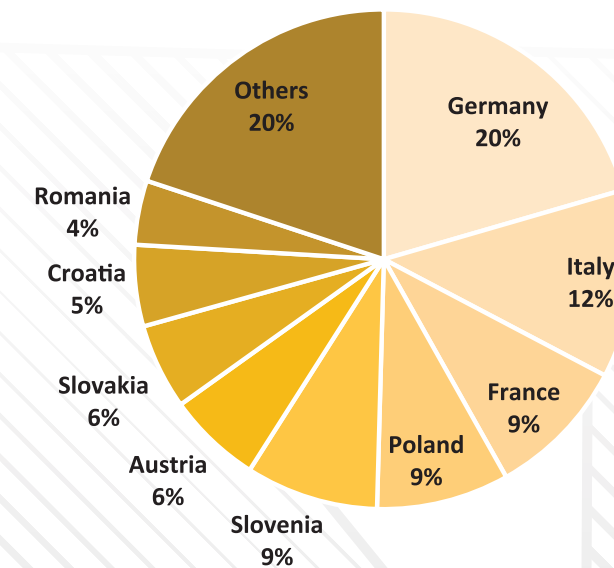


Figure 4 Outgoing student mobility by country during the last three academic years, 2017-2020 (in %)

2.2.3 Incoming staff mobility

The number of staff who have undertaken a teaching or training mobility at the UoM in the last three academic years showed an increasing trend up to the outbreak of the COVID 19 pandemic (Table 6). All the planned staff exchanges defined before the COVID 19 pandemic would have further increased the number of incoming staff exchanges.

Most incoming staff mobility is implemented within the Erasmus+ KA107 Action, as well as through the CEEPUS programme and bilateral cooperation projects.

University staff from Poland, Portugal and Romania were the most interested in coming to the UoM for mobility during the last three academic years 2017-2020 (see Figure 5).

Table 6 Incoming staff mobility for each academic year and programme

PROGRAMME	2017/2018	2018/2019	2019/2020	AVERAGE
Erasmus+	72	108	49	76.33
CEEPUS	0	0	3	1
Other	0	4	17	7
Total	72	112	69	84.33

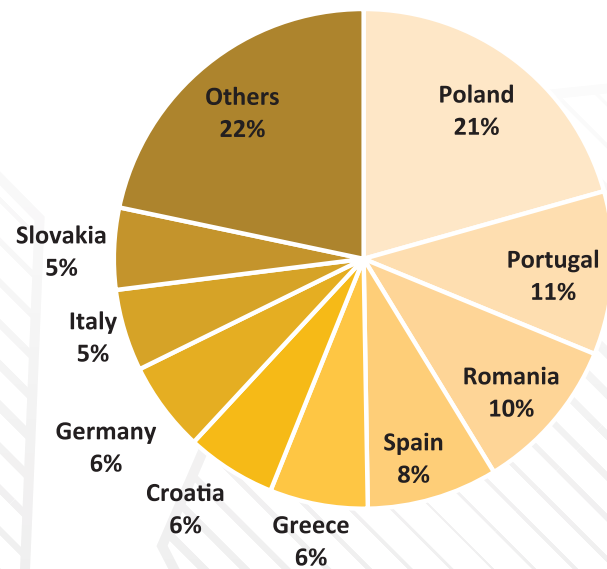


Figure 5 Incoming staff mobility by country during the last three academic years 2017-2020 (in %)

2.2.4 Outgoing staff mobility

The number of UoM staff who have undertaken a teaching or training mobility at our partner universities in the last three academic years showed an increasing trend up to the outbreak of the COVID 19 pandemic (see Table 7). Had all the planned staff exchanges taken place, there would have been a further increase in the number of outgoing staff exchanges. The majority of staff mobility was implemented within the Erasmus+ programme, including both teaching and training mobility.

Table 7 UoM outgoing staff mobility for each academic year and programme

PROGRAMME	2017/2018	2018/2019	2019/2020	AVERAGE
Erasmus+	136	148	56	113.33
CEEPUS	0	8	5	4.33
Other	2	1	4	2.33
Total	138	157	65	120
% of total UoM staff	12.2%	14.2%	6.1%	10.9%

During last three academic years 2017-2020, UoM staff have shown the most interest in outgoing mobility to Germany, Italy, France, Poland and Slovenia (Figure 6).

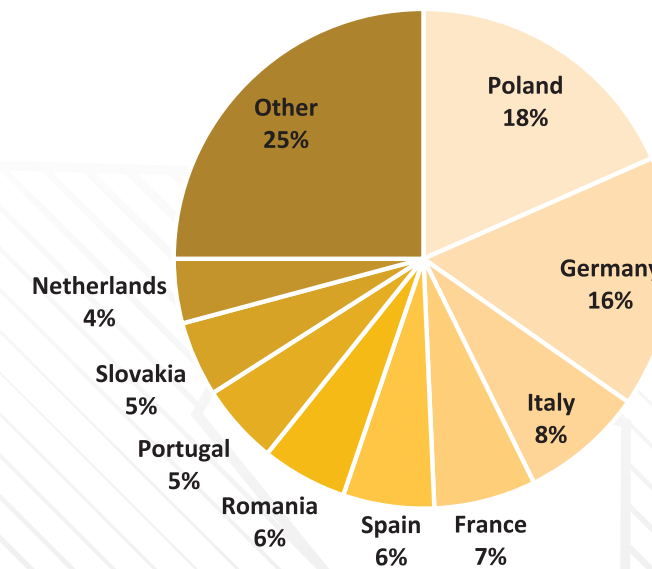


Figure 6 Outgoing staff mobility by country during the last three academic years 2017-2020 (in %)

2.3 Internationalisation in the field of international projects

In the period October 1st 2017 – October 1st 2020, the UoM participated in a large number of internationally funded projects, mostly in relation to education and structural development (Figure 7). The value of these internationally financed projects during this period was €7,566,336.56, representing 78.2% of the total contractual value of all the projects at the UoM (a total of €9,693,154.56), or 8.2% of the average annual share of total UoM income.

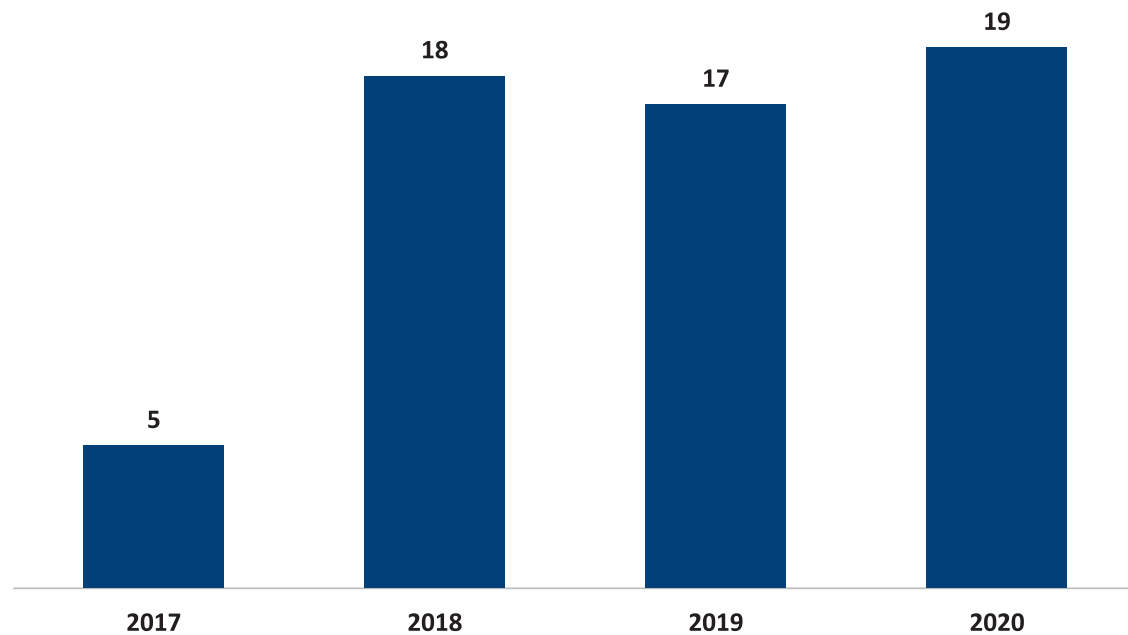


Figure 7 Number of significant international projects from 2017 until 1 10 2020

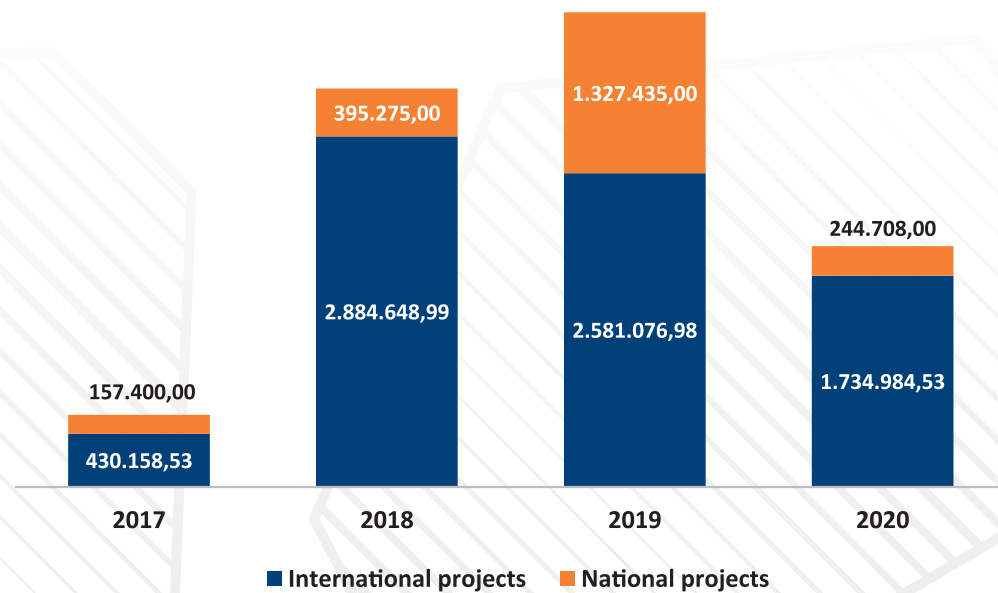


Figure 8 Value in € of all international and national projects per year from 2017 to 2020 (data for 2020 given up to 1 10 2020)

The majority of UoM staff participated in educational and developmental programmes (for example Erasmus+ and Interreg), rather than scientific programmes (e.g. H2020).

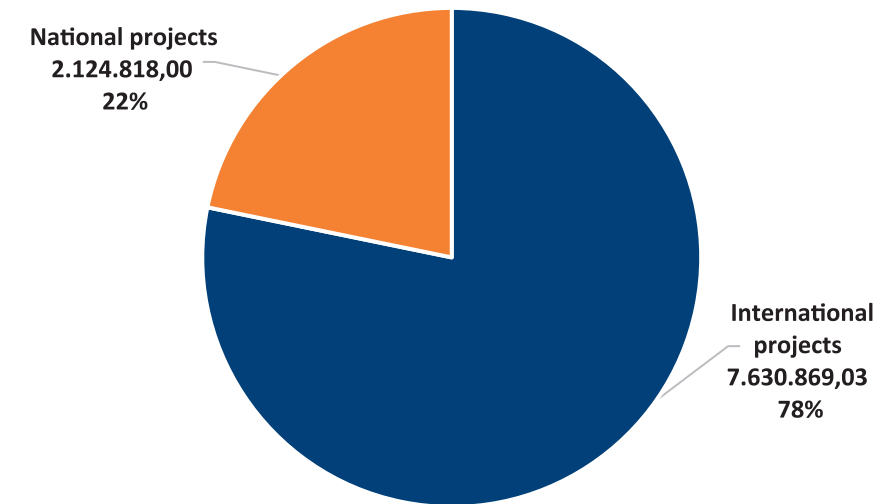


Figure 9 Share of international and national (Ministry of Science) funded projects in the period 1 10 2017 to 1 10 2020

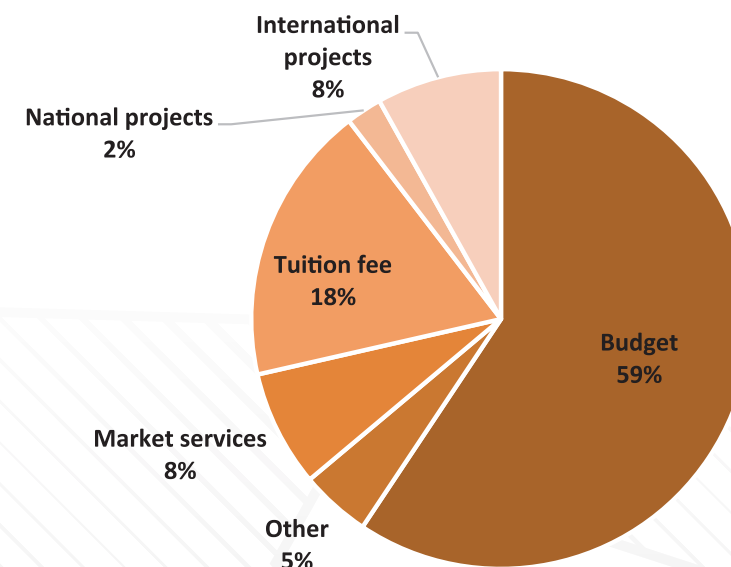


Figure 10 Share of UoM sources of income as an average in the period 2017-2020 (in %)

2.3.1 The Erasmus+ programme

Erasmus+ is an EU programme that supports cooperation projects in three areas: education, youth and sport. Erasmus+ promotes the recognition and evaluation of acquired qualifications in education, open access to educational materials, documents and media content created both within its funded projects and beyond, as well as the international dimension of various activities, multilingualism, equality and inclusive access to education.

The UoM achieved its best results participating in the “Capacity Building in Higher Education” project. In 2019, the UoM was successful in applying for Jean Monnet and Strategic Partnerships projects. In addition, since 2019, the University has been participating in Collaborative Partnerships and in Exchanges and Mobility in Sport projects. The UoM has participated in these actions both as the coordinator and as a partner in project consortia. The contract value of these projects has risen from €123,335 in 2017 to €1,123,510 in 2020, with total funding of €2,964,004, which makes this EU programme the most significant for UoM in terms of funds received.

Among the UoM’s organisational units, the largest number and value of projects within the Erasmus+ programme was granted to the Rectorate, representing 27% of total UoM awards in terms of value, followed by the Faculty of Maritime Studies in Kotor with 14.4%, the Faculty of Mechanical Engineering with 11.3% and the Faculty of Economics with 10.7% (see Figure 11).

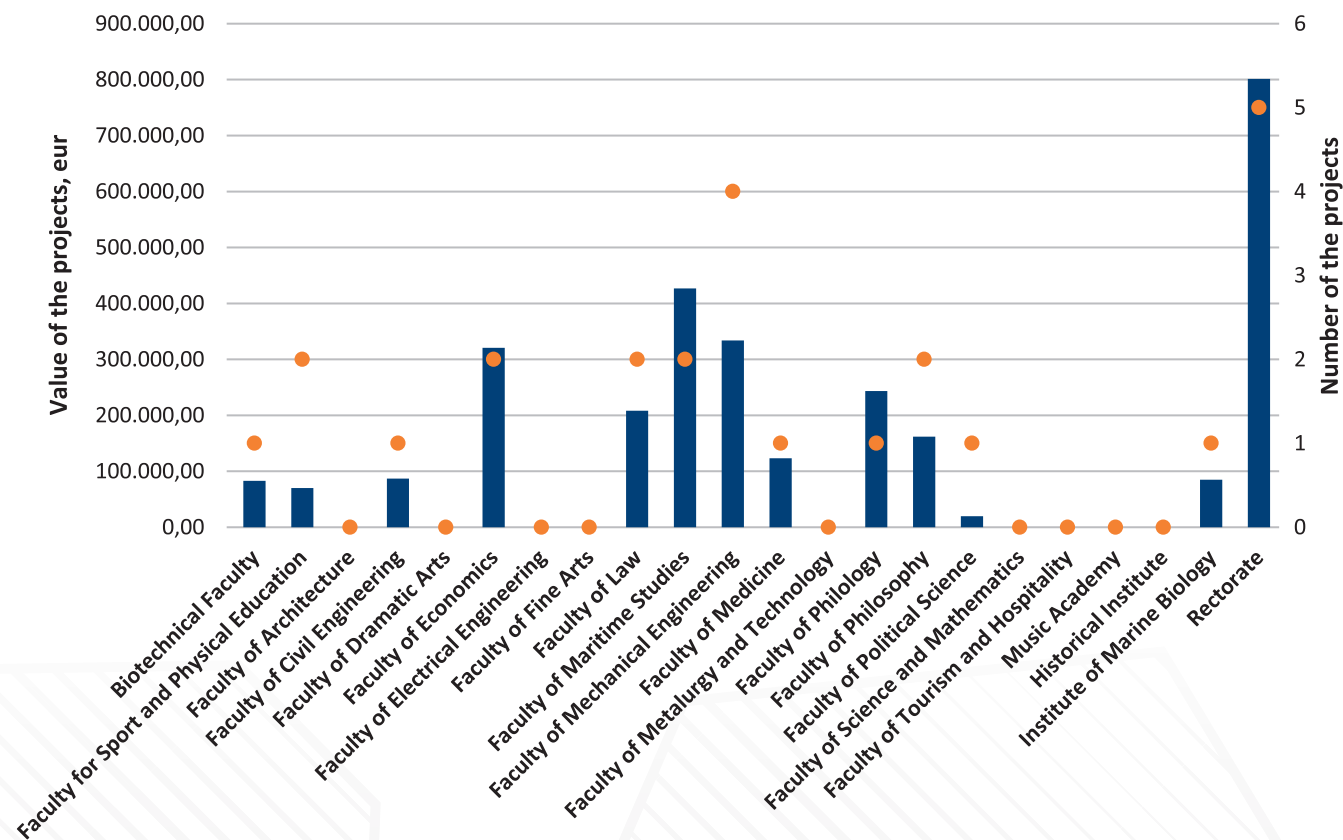


Figure 11 Overview of Erasmus+ projects per organisational unit of the UoM from 2017 to 10 2020

2.3.2 The European Territorial Cooperation Programme 2014-2020

The European Territorial Cooperation Programme, 2014-2020 aimed to encourage cooperation in Europe as well as the exchange of knowledge and best practices across EU Member States and regions. The European Regional Development Fund supported Cooperation actions through three key components: cross-border cooperation, transnational cooperation and interregional cooperation. In the 2014-2020 programme period, the UoM participated in the following Territorial Cooperation Programmes:

- Interreg IPA CBC Italy-Albania-Montenegro Programme, co-funded by the European Union through IPA II. IPA is an abbreviation for Instrument for Pre-Accession Assistance, meaning the EU framework that allows cooperation between EU Member States and candidate

and/or potential candidate countries. This programme is managed by the Puglia Region, which participates together with another Italian Region, Molise; Albania and Montenegro.

- The Interreg IPA Cross-border Cooperation Programme Croatia – Bosnia and Herzegovina – Montenegro 2014-2020, co-funded by the European Union through IPA II. This programme is managed by Croatia, which participates together with Bosnia and Herzegovina and Montenegro.
- The Interreg MED Programme, is a transnational programme which promotes cooperation between Mediterranean Sea regions of the EU Member States as well as three EU Candidate Countries, including Montenegro.
- The Interreg ADRIION Programme is a transnational programme which promotes cooperation between the Adriatic and Ionian Sea regions of the EU Member States as well as EU Candidate Countries, including Montenegro.
- The Interreg Danube Programme 2014 – 2020 is a transnational programme which promotes cooperation between EU Member States and EU Candidate Countries, including Montenegro.

During the 2017-2020 programme period, the UoM participated in 21 European Territorial Cooperation projects with total contractual value of € 2,649,861.75.

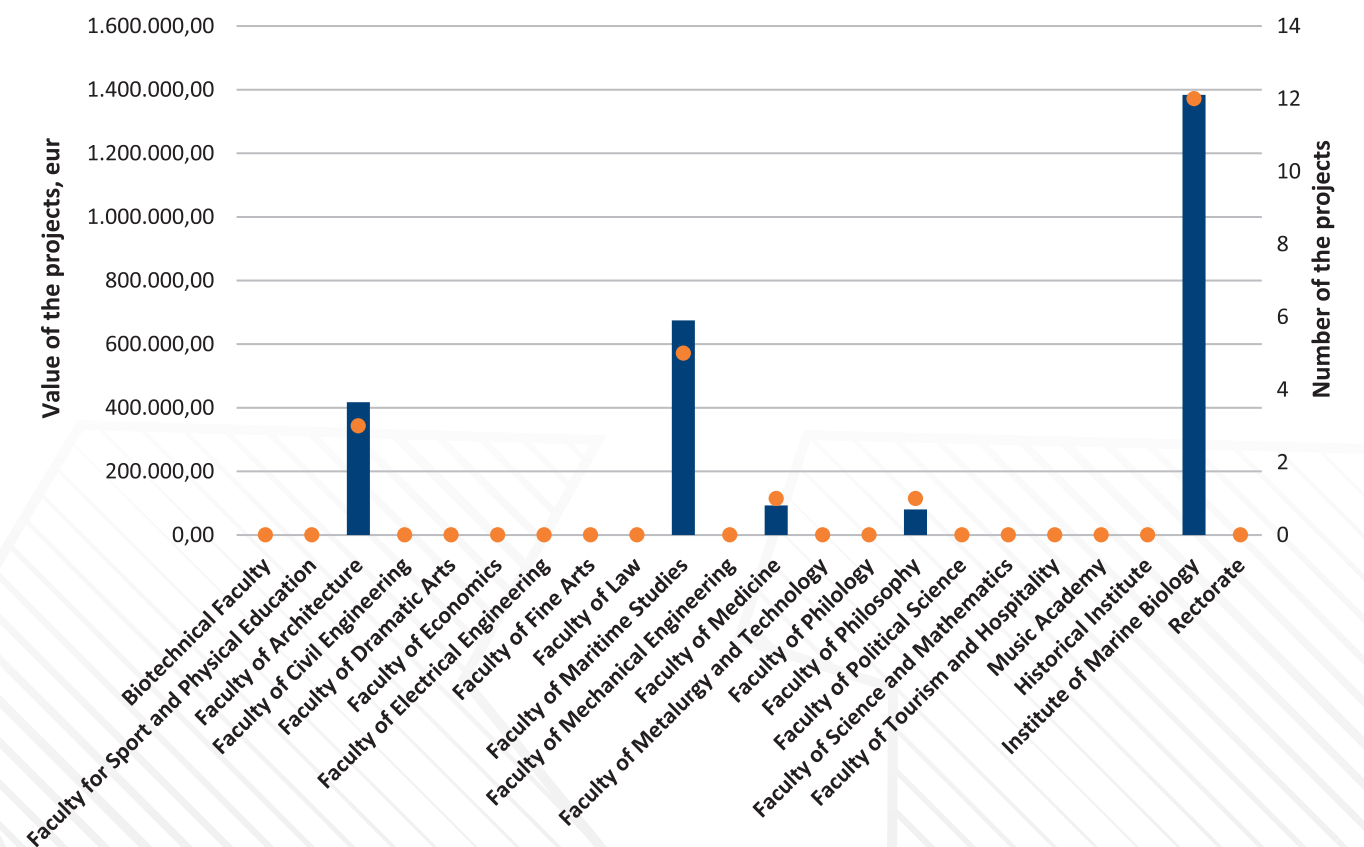


Figure 12 Overview of the number and value of Interreg projects per organisational unit of the UoM from 2017 to 10 2020

Only five organisational units of UoM participated in Interreg programmes in the 2017-2020 period. Among them, the largest number and value of projects was granted to the Institute of Marine Biology, representing 54% of the total value to the UoM, followed by the Faculty of Maritime Studies with 25% and the Faculty of Architecture with 16% (Figure 12).

2.3.3 Horizon 2020 (H2020)

Participation by the UoM in H2020 has increased but remains below the desired level. The Ministry of Science provides an additional mechanism to encourage participate in current H2020 projects as a third party. The total contractual value of all Horizon 2020 projects in which the UoM participated from 2017-2020 was €629,287.

Only four organisational units of the UoM participated in the H2020 programme in 2017-2020. Among them, the largest number and value of projects was granted to the Faculty of Electrical Engineering, representing 46% of total value to UoM, followed by the Biotechnical Faculty with a share of 39.5% (Figure 13).

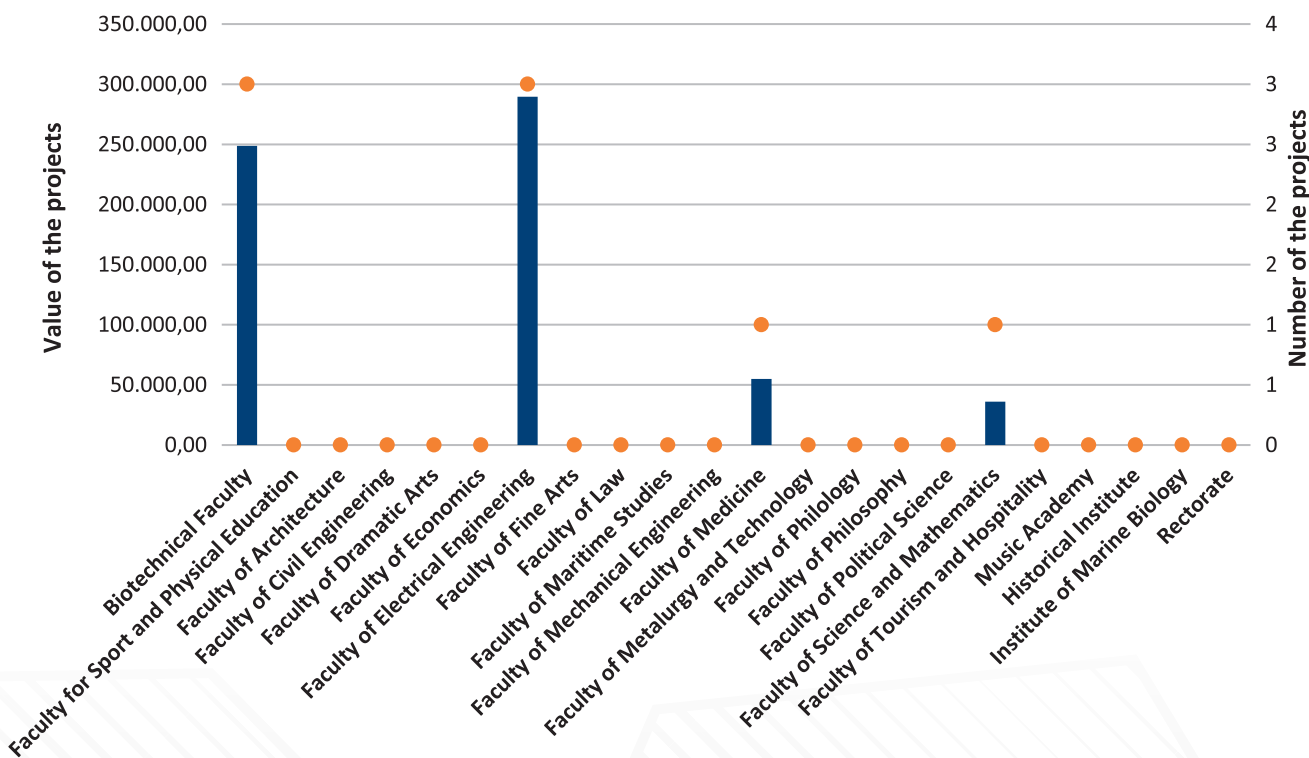


Figure 13 Overview of H2020 projects per organisational unit of the UoM from 2017 to 10 2020

2.3.4 Other programmes

Other international programmes are also important to the UoM, but relatively little interest in participation was expressed. During the period 2017 – 2020, UoM organisational units participated in the EUREKA Programme, the AUF Agence Universitaire de la Francophonie Programme, the WHO World Health Organisation Programme, the IAEA International Atomic Energy Agency Programme and so on. In addition, the Institute of Marine Biology received a grant in 2018 from the Ministry of Foreign Affairs of the Kingdom of Norway in the amount of €752,000 to develop the first public aquarium in Montenegro.

2.4 The Internationalisation of research

2.4.1 The scientific achievements of UoM researchers

In 2016, the UoM established the incentive mechanism to encourage publication in renowned journals, especially those journals indexed in SCI/SCIE/SSCI/AHCI databases. Over the last four years, these mechanisms have been constantly improved, mainly by extending and improving the awarding rules, which resulted in a significant increase of the number of publications per year (Figure 14).

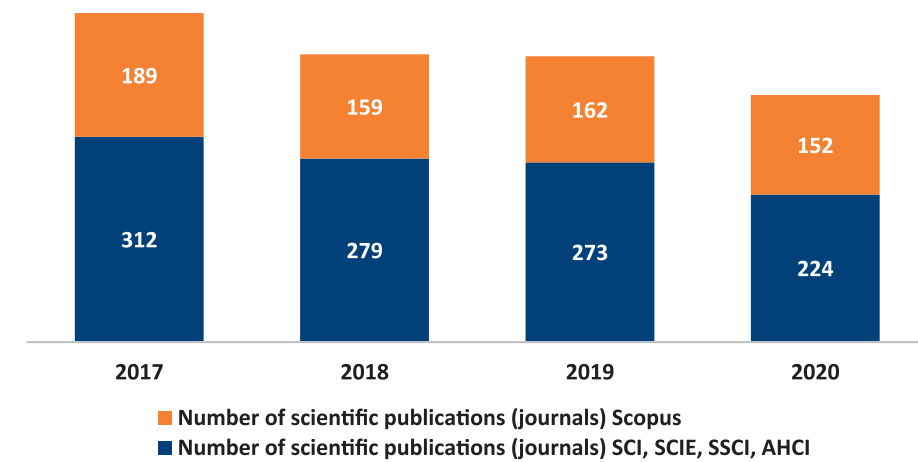


Figure 14 Total number of published papers by UoM researchers from 2017 to 10 2020

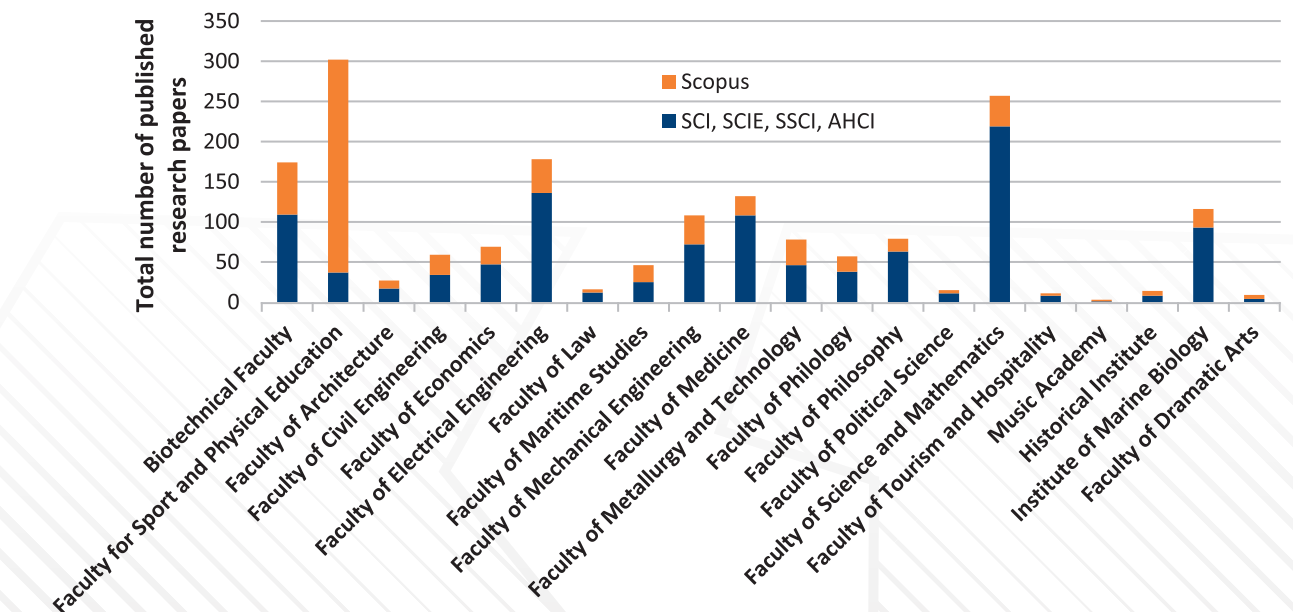


Figure 15 Overview of total published papers by organisational unit of the UoM from 2017 to 10 2020

In parallel, in the second half of 2016, the Criteria for Promotion to Academic Titles were adopted by the Council for Higher Education, which were then amended in 2019. In both versions, the minimum criteria for the election to academic title are defined in terms of the number of papers or the number of points achieved in the category of SCI/SCIE/SSCI/AHCI journals. It is evident that some units at the UoM are much more active in these areas than others, which is often a result of the specifics of the research areas (Figure 15).

The most intensive research activities were realised through research projects, of which there have been very few lately. In particular, the lack of continuous research funding has been identified as one of the main obstacles and shortcomings affecting scientific performance, which has resulted in a slight decline in publications during the observation period.

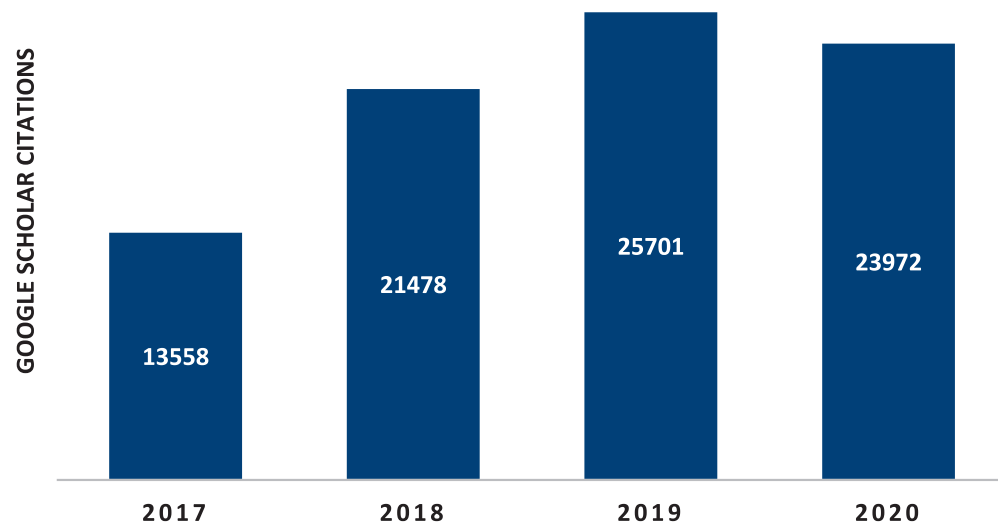


Figure 16 Total number of Google Scholar citations by UoM researchers from 2017 to 1 10 2020

Since 2017, the UoM has recorded a significant increase in the number of citations as a result of intensified activities carried out at the University. The unique use of the new @ucg.ac.me institutional domain has been introduced, as well as the obligation to register a Google Scholar account for all employees at the University. Moreover, measures rewarding citation results have been put in place. As a result, the total number of citations has been increased from approximately 20.000 citations recorded in mid 2017 to approximately 140.000 citations recorded in October 2020 (see Figures 16 and 17).

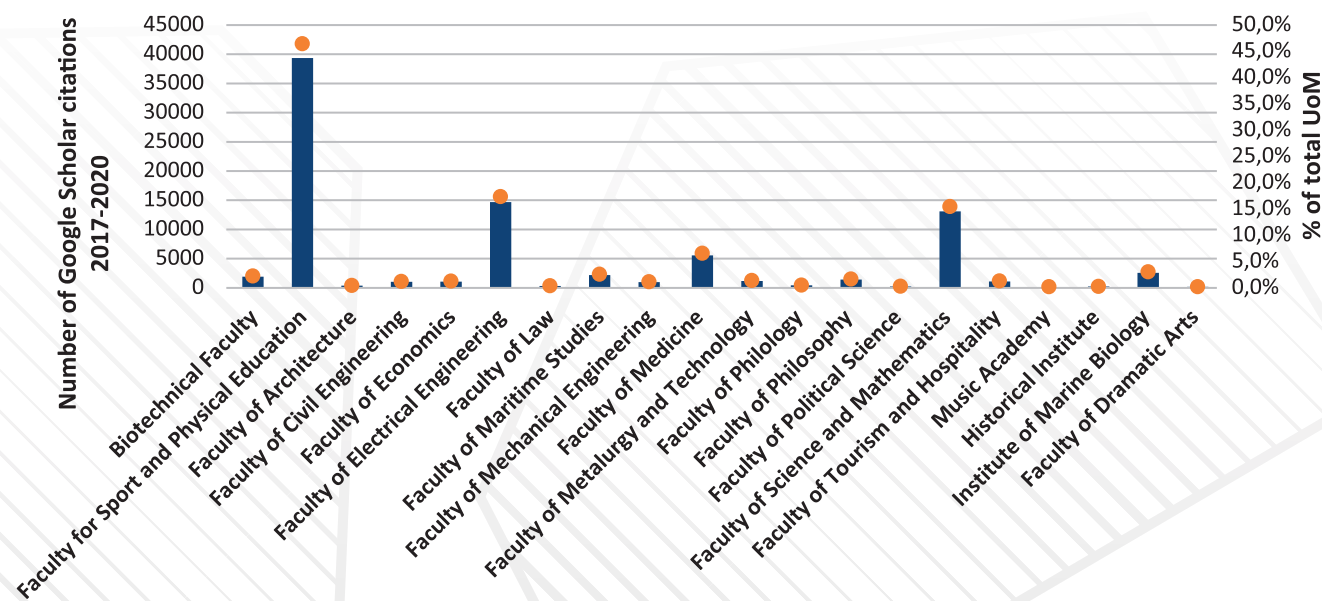


Figure 17 Overview of the total number of Google Scholar citations per organisational unit of the UoM from 2017 to 1 10 2020

2.4.2 Start-ups, licences, patents, patent applications and their internationalisation

There is a significant lack of activities and results in the field of innovation and commercialization at the UoM. There were barely a dozen patent applications before 2017 as a result of several projects granted by the Ministry of Science funded through a World Bank loan. Therefore, most of the activities in this segment are project-based and there are no funds to prolong activities after the project is completed. Moreover, the UoM does not have a proper IPR strategy, does not have qualified IPR experts or a plan for the commercialization of research results, nor funds to support these activities. On the other hand, there are a few developed mechanisms for commercialization at the state level and an encouraging framework for establishing start-up companies. All employees at the University are fully engaged in the teaching process at the University, so there is also a lack of full-time research staff to deal with these issues.

2.4.3 The Internationalisation of Doctoral Studies

The UoM does not offer any doctoral programmes accredited in English or any other international language at the UoM, although the teaching of certain courses can be carried out in English, which depends on the language competencies of the teaching staff. The lack of doctoral programmes in English or other international languages is due to the fact that the procedures for their accreditation were developed by the relevant Agency for Quality Control in Higher Education in 2019 and were approved by the Ministry of Education only recently, in July 2020.

According to the Rules on Doctoral Studies, a doctoral thesis at the UoM may be written and presented in English even when the doctoral programme is not implemented in English if the members of the Commission for the Evaluation and Commission for Defence of Doctoral Thesis are fluent in English. If that is the case, the expanded abstract of a maximum of 25 A4 pages must be written in one of the official languages of Montenegro. From the academic year 2017/2018 to 2019/2020, there were not such cases.

A doctoral dissertation is written both in one of the official languages of Montenegro and in English if there is a member of any of the aforementioned commissions who does not speak any of the official languages in Montenegro.

From the academic year 2017/2018 to 2019/2020 there were no international lecturers outside the ex-Yugoslavia region employed, either on a part time or full time basis, at the level of doctoral studies.

The Senate of the UoM can nominate professors from other universities as doctoral thesis supervisors or as members of the Commission for the Evaluation and the Commission for the Defence of a Doctoral Thesis, but they are not engaged through an employment contract.

UoM regulations ensure that international professors can be doctoral thesis supervisors. There is also the possibility of joint mentorship (co-tutelage), which can be realized with another international university. However, the number of such contracts is rather low and in the previous three academic years, there were only three such cases.

The Commission for the Defence of a Doctoral Thesis has at least three members, of which at least one, who is an expert in the scientific field relevant for the doctoral thesis, must not

be employed at the UoM. However, in these cases there is in fact no language barrier since these experts are mostly from neighbouring countries, i.e. ex-Yugoslav republics.

2.4.4 International openness for the exchange of researchers

In order to provide the conditions for its staff to network as much as possible with other European organisations and researchers, the UoM has signed a significant number of bilateral agreements and is an active member of several international associations.

The UoM continuously expands the network of its partners by signing bilateral agreements on cooperation, be those at the central level or at the level of individual university units. In the period 2017-2020, the UoM has signed 30 new agreements.

The UoM is a member of various international university associations including the European University Association (EUA), the Agence Universitaire de la Francophonie (AUF), the Association of Universities of the Adriatic-Ionian area (UNIADRION), the Balkan Universities Association (BUA), the Rectors' Forum of the Western Balkans and South East Europe, and so on.

Following EU, national and institutional strategic streamlining towards openness and accessibility, in October 2020, the UoM developed and adopted its Policy for Open Access to Research Infrastructures, as a principle guiding document to expand the role of research and academia in fostering sustainable and socially responsible contributions to the democratic reform and development of the country.

In January 2019, the UoM adopted its Human Resources Strategy in line with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and was granted the right to use the European Commission's 'HR Excellence in Research' logo.

The UoM, as the Service Centre and national Bridgehead Organization within the European EURAXESS network (a unique pan-European initiative providing information and support to researchers in their mobility and career development in Europe and beyond), has broadened the basic set of services, offered within the operative national infrastructure for the support of incoming, outgoing and intersectoral mobility of researchers and their engagement, with a set of services for the support in the area of the career orientation of researchers, thus providing more comprehensive support in each area of interest for international and UoM researchers.

2.5 University Rankings

The ranking of higher education institutions has been common for some time. Universities are ranked according to various factors. The UoM is ranked in two university ranking lists, the Times Higher Education ranking and Webometrics ranking.

2.5.1 The Times Higher Education (THE) Ranking of World Universities

The Times Higher Education World (THE) University Rankings is an annual publication of university rankings by the THE magazine (<https://www.timeshighereducation.com/>). The THE Rankings are often considered one of the most widely recognised university rankings. They take into account more than 1500 universities worldwide. The THE rankings are based on 13 indicators

providing an overview of university positioning in the following fields: teaching (the learning environment), research (volume, income and reputation), citations (research influence), international outlook (staff, students and research), and industry Income (knowledge transfer).

The UoM was ranked for the first time in the overall category 1001+ for 2020, achieving its best results in the categories of international outlook and citations. When it comes to specific scientific fields, the UoM was ranked highest in the field of Engineering & Technology.

The UoM is also ranked within the Times Higher Education Young University Rankings, the world's best universities under the age of 50, where it was classified in the category 351-400 in 2020.

2.5.2 The Webometrics Ranking of World Universities

The Webometrics University Ranking is a ranking system based on university web presence, visibility and web access (<http://www.webometrics.info/en>). This ranking system measures how strongly a university is present on the web with its own web domain, sub-pages, rich files, scholarly articles and so on. Webometrics uses a certain methodology to construct a site-ranking algorithm based on four criteria: Presence, Visibility, Openness or Transparency, and Excellence. Visibility represents the number of unique external links and domains that link to a resource. The Presence criterion determines the number of indexed pages of the university portal in the Google search engine. The Openness/Transparency criterion counts the number of citations from its top 210 authors (excluding the top 20 outliers). The Excellence criterion takes into account 10% of the most widely cited scientific publications of the university in various disciplines. The weighting coefficients of four criteria differ significantly: Presence 5%, Visibility 50%, Openness 10% and Excellence 35%. It provides Web indicators for more than 30,000 universities worldwide.

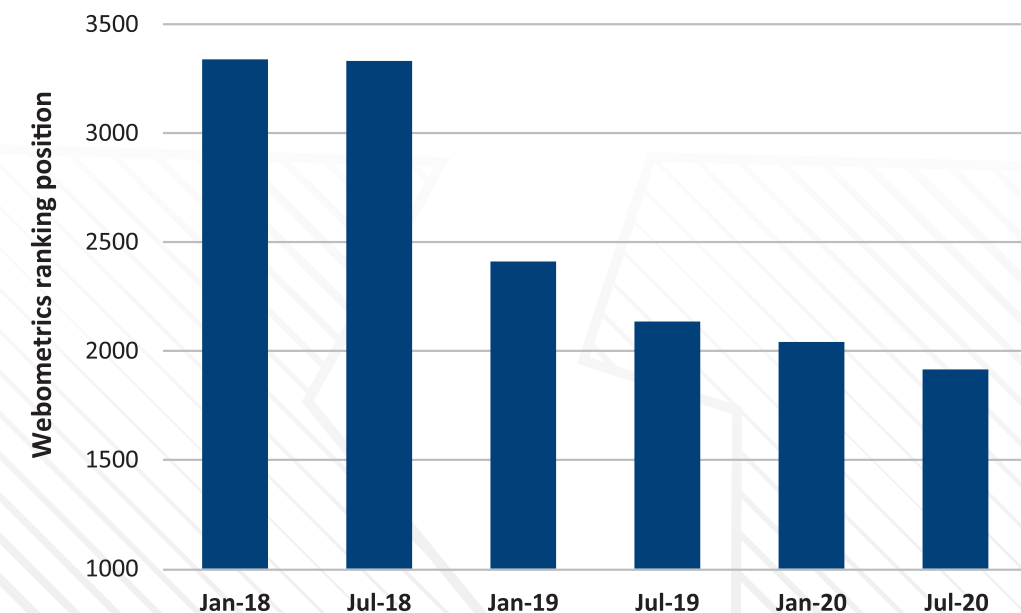


Figure 18 Overall webometrics ranking position of the University of Montenegro
 (source: <http://www.webometrics.info/en>)

Within the Webometric university ranking, the UoM has improved its position from 3338th in January 2018 to 1915th in July 2020. Among the 4 criteria, the UoM is best ranked in Openness, being placed 1590th for this criteria.

3. SWOT ANALYSIS OF INTERNATIONALISATION AT THE UOM

The SWOT analysis of internationalisation at the UoM was designed on the basis of previous SWOT analysis of the UoM conducted for the purposes of the development of the UoM Strategy 2019-2024, which included academic staff, administration, students, the business sector and the scientific diaspora, on the basis of an overview of the current state of internationalisation at the UoM, and benchmarking analysis of the UoM against the University of Ljubljana delivered within the Erasmus+ project Fostering Internationalisation at Montenegrin HEIs through Efficient Strategic Planning (IESP), Table 8.

Table 8 Advantages, disadvantages, opportunities and threats in the development of internationalisation

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The leading university in Montenegro with the largest student and researcher population • The institutional strategy for development 2019-2024 has been adopted • Most of the mechanisms for full participation in EHEA and ERA are established • Institutional commitment to strengthening the process of internationalisation • Institutional legislation for the mobility of staff and students has been adopted • A significant number of established bilateral links with regional and EU universities • A number of research groups with international experience • Experience in the management of national and international projects • Experience in the staff and student mobility process • Access to WoS for UoM staff and students • Financial support for excellence in research for UoM staff • Financial support for including the scientific diaspora and alumni in research and teaching • HR Excellence in Research logo • Financial support for staff teaching in a foreign language 	<ul style="list-style-type: none"> • Lack of accredited study programmes at all levels and summer schools in international languages • Negligible number of joint and double degree programmes with EU universities • Low number of courses in international languages offered to incoming students and internationalisation at home • Problem of international language skills of academic staff, administrative staff and students • Lack of international staff outside of ex-Yugoslavia region • Limited capacities of the International Relations Office • Inadequate integrated database on internationalisation activities at the university level • Inadequate support system for international students and researchers • Low level of incoming and outgoing mobility of students and staff • Lack of academia / (international) business cooperation • Inadequate visibility of activities with regard to internationalisation within the university as a whole • Lack of internationalisation in home activities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Access to major national and international funds supporting internationalisation • Inter-institutional networking • Montenegro being an attractive destination within the Euro-Atlantic integration process • Significant opportunities thanks to online technologies and distance learning 	<ul style="list-style-type: none"> • Unpredictable national and international/external funding due to the global economic crisis • Increasing competition in the region for access to EU funding • Administrative barriers to enhanced internationalisation

4. THE INTERNATIONALISATION STRATEGY OF THE UOM 2021 – 2026

4.1 The vision of internationalisation 2021 – 2026

The UoM aims to achieve academic excellence in education, science and art through the enhancement of international cooperation and the implementation of modern practices in the area of higher education internationalisation.

4.2 Objectives of internationalisation and action plan

The Internationalisation Strategy of the UoM 2021 – 2026 and its action plan represents the framework for increasing the international visibility and recognition of the University of Montenegro. This Strategy defines sustainable objectives within four priority areas:

1. The internationalisation of teaching
2. The internationalisation of research
3. Student and staff mobility
4. International positioning

The implementation of the objectives within these fields of action aims to strengthen and develop the UoM's profile as an internationally recognized and attractive centre of knowledge and research. The main strategic objectives, activities, measures and indicators require the support and active participation of the Rectorate and all the organisational units of the university. The internationalisation of the UoM is a continuous and ongoing process, since active and systematic participation in the international academic environment is of great importance for ensuring the high-quality education, scientific research and artistic achievements of the university and has a valuable impact on its contribution to Montenegrin society.

4.2.1 Strategic activities within Priority field 1: The internationalisation of teaching

In the context of a globalised world, the importance of internationally-oriented education is indisputable. For students to be able to become active participants in the global employment market they need to be equipped with the relevant knowledge and skills that make them internationally active and ready for international challenges. The UoM aims to provide its students with such knowledge and skills through an increasingly internationalised academic environment that encompasses study programmes at all three levels and the teaching activities accompanying them. The process of making our study programmes more international incorporates various activities, such as the introduction of course modules realized in English, the accreditation of interdisciplinary summer schools in English, the accreditation of study programmes realized in English, and the establishment of joint/double degree programmes with our partner universities from abroad, especially in those study areas that are of particular interest to international students wishing to study in Montenegro. The introduction of this international dimension in studying and teaching makes it possible for all students, whatever their specialized field of study may be, to have a change in perspective and to acquire new ways of thinking via intercultural exchange.

Objective 1.1. Increase the number of courses offered in English

Courses in English can be seen as a first step towards attracting more international students to spend their mobility period at the UoM, and create an environment for the development of “internationalisation at home” for UoM students. In the next five years, the UoM will strive to increase the currently low number of courses realized in English at all study levels and at each university unit.

ACTIVITY	INDICATOR	RISK
1.1.1 • The creation of modules (a set of courses) in English out of the existing courses with the aim of increasing the number of international students (incoming mobility) and creating the conditions for the development of “internationalisation at home”.	• At least 30 ECTS per study programme offered in English.	• Inadequate knowledge of English for teaching; • Lack of language knowledge or motivation among the students for “internationalisation at home” which may significantly lower the number of course attendees and hinder the inclusion of incoming students; • Lack of motivation due to overload with the regular teaching process.

Objective 1.2. Initiating study programmes in English

The organization of study programmes in a foreign language is an indispensable tool to make a higher education institution more visible internationally and to attract international students. One significant contribution in this area can be made through the organization of short educational courses in the form of summer or winter schools, that form part of the wider field of lifelong learning (LLL). Since study programmes in English and LLL programs in a foreign language are not part of our academic offer at the moment, we aim to launch the process of their accreditation as soon as possible.

ACTIVITY	INDICATOR	RISK
1.2.1 • Accreditation of study programmes in English aiming to increase the number of international students (incoming mobility) and to create the conditions for the development of “internationalisation at home”.	• At least five study programmes accredited in English at each study level.	• Low motivation due to the lack of English language knowledge; • Possible obstacles during the accreditation process; • Lack of motivation due to overload with the regular teaching process.
1.2.2 • Accreditation of lifelong learning programs (LLL) in English aiming to increase the number of international students (incoming mobility) and to create the conditions for the development of “internationalisation at home”.	• At least three interdisciplinary summer schools accredited in English; • At least one accredited summer school teaching Montenegrin for international students.	• Low motivation due to the lack of English language knowledge; • Possible obstacles during the accreditation process; • Lack of motivation due to overload with the regular teaching process.

Objective 1.3. Increasing the number of joint study programmes with international partner institutions

The number of joint study programmes with international higher education institutions is one of the key aspects of international cooperation that universities can focus on in an attempt to diversify their academic processes and make themselves more international, becoming thus more attractive to both international and Montenegrin students.

The UoM has, in this respect, had only two such programmes so far and over the next five years we aim to increase this number.

ACTIVITY	INDICATOR	RISK
1.3.1 • Creation of new study programmes with joint or double/multiple degree diplomas, in line with demand, especially with strategic partner universities.	• At least 5 study programmes with joint or double/multiple diplomas accredited through the modification of existing or the accreditation of new study programmes.	• Low motivation due to the lack of English language knowledge; • Lack of financial resources to support the implementation of programmes with joint or double/multiple diplomas; • Possible obstacles during the accreditation process; • Lack of motivation due to overload with the regular teaching process.

4.2.2 Strategic activities within Priority field 2: The internationalisation of research

Internationalisation has become one of the key issues for the research policy agenda. More specifically, nowadays there are several rationales toward the internationalisation of science and research. To begin with, this means the increase in the research performance and enhancement of research excellence through collaboration and the exchange of scientific opinions, resources and infrastructure. In that sense, the internationalisation of researchers and research groups, the better visibility and attractiveness of scientific and artistic work, as well as the availability of international research funds all become major priorities. Within this context, the UoM aims to intensify its cooperation with its strategic partners, i.e., eminent individual researchers and research groups performing research activities compatible with our research interests. Our research potential strongly depends on the available human resources and thus it is of particular importance to strengthen our capacities through the engagement of young researchers, especially at the level of PhD studies, and to attract international researchers and members of the scientific diaspora. Finally, in order to achieve efficient knowledge circulation and the international flow of resources, the UoM has to constantly put efforts into improving the visibility and attractiveness of our research activity and to create a recognisable research profile of our institution.

Objective 2.1. Enhancing scientific and artistic cooperation with individuals and research institutions from abroad

Academic activities worldwide are becoming more and more extensively based on international collaboration between scientists through strategic partnerships or individual collaborations in research fields of mutual interest. Consequently, the UoM aims to intensify its

scientific collaborations, striving to improve the quality of our research results and increase creativity by exchanging ideas, to increase the visibility and impact of the undertaken research, to ease the burden of research funding or to share knowledge and access to resources and infrastructure. The most relevant and measurable indicators of the internationalisation level of research activities at the University are defined in terms of the number of high quality journal publications and artistic research works with international co-authors, as well as the number of submitted/approved research projects with an evident international dimension. Montenegro has a very diverse and successful scientific diaspora, the potential of which has not been adequately exploited so far, but indeed the scientists in diaspora may represent a very powerful network of connecting points with their host institutions abroad.

Activity	INDICATOR	RISK
2.1.1 • Excellence in scientific, research and art results in cooperation with international co-authors.	<ul style="list-style-type: none"> • The number of publications in highly ranked scientific papers has increased by 10% compared to the overall number of annual publications; • Citations of scientific publications has increased by at least 15% annually; • The number of artistic research works at international level has increased by 5% in relation to the overall number of papers a year. 	<ul style="list-style-type: none"> • Insufficient compatibility of research teams to achieve the expected results; • Difficult cooperation between research teams due to the global epidemiological situation.
2.1.2 • Incentives to apply for projects via international calls.	<ul style="list-style-type: none"> • Training of staff to write and administer international projects, annually; • Established a UoM support fund for project activities; • The number of applications as a lead partner increased by at least 10% at the university level, annually; • The number of applications as a partner institution in consortia submitted each year increased by at least 20% at the university level. 	<ul style="list-style-type: none"> • Reduced opportunities and stricter criteria for financing international research projects due to possible global economic instability.
2.1.3 • Intensifying cooperation with the scientific and art diaspora.	<ul style="list-style-type: none"> • Status and engagement for at least 10 prominent scientists from the diaspora to be formalized. 	<ul style="list-style-type: none"> • Cooperation with scientists from the diaspora has been established, but not substantially intensified.
2.1.4 • Support for the internationalisation of scientific journals from the UoM and their indexing in renowned international databases (Scopus and/or WoS).	<ul style="list-style-type: none"> • Training of editors aiming to increase the international visibility of scientific journals of the UoM, at the annual level; • Establishing a UoM support fund for the internationalisation of UoM scientific journals; • At least 3 UoM scientific journals are indexed in international databases (Scopus and/or WoS). 	<ul style="list-style-type: none"> • Limited international cooperation and visibility in research fields for a certain journal; • Lack of IT-administrative support to strengthen journal visibility.

Objective 2.2. The promotion of the internationalisation of doctoral research

The internationalisation of PhD programmes is an important aspect of the university's internationalisation, especially in relation to research activities. PhD students represent the main research power that provides critical research support to achieve the high intensity of research work expected from universities. The promotion of international recruitment at the level of PhD studies is a strong international mechanism for enhancing the research capacities of the institution and creating long-term international links. In that sense, it is of particular importance to offer, promote and increase the attractiveness of PhD programmes in English and to intensify our activities to attract international PhD candidates to our university.

ACTIVITY	INDICATOR	RISK
2.2.1 • Promotion of PhD programmes in English.	<ul style="list-style-type: none"> • Attend international mobility and educational fairs at least once per year (virtually or in person). 	<ul style="list-style-type: none"> • Lack of international opportunities for promotional activities; • Insufficient flow of information about promotional events.
2.2.2 • Increase the number of PhD programmes offered in English.	<ul style="list-style-type: none"> • At least 3 interdisciplinary PhD programmes accredited in English. 	<ul style="list-style-type: none"> • Accreditation of study programmes in the areas with the best performing capacity, but with lower potential for internationalisation; • Accreditation of study programmes with high internationalisation potential but with low research capacity.
2.2.3 • Increase the number of international PhD candidates.	<ul style="list-style-type: none"> • Number to be increased by at least 5% annually. 	<ul style="list-style-type: none"> • Lack of interest from international PhD candidates; • Lack of high-quality candidates; • Lack of scholarships and other financial resources to support the living and housing costs of the PhD candidate.
2.2.4 • Motivate research at renowned universities within PhD studies.	<ul style="list-style-type: none"> • Support mechanisms are developed to enable research at renowned universities for a period of at least 3 months. 	<ul style="list-style-type: none"> • Lack of interest among PhD candidates in performing research abroad; • Low number of international programmes dedicated to research mobility.

Objective 2.3. Increasing the international visibility of the scientific, research and artistic potential of the UoM

In order to ensure that our research and artistic activities reach the widest possible audience and to increase the attractiveness of our research portfolio, it is necessary to properly promote our research results through scientific conferences, workshops, art exhibitions and plays, research networks and the internationalized services on the website of the UoM. The promotion of research is an important prerequisite to increase the number of researchers and artists who can acquire information and knowledge on the scientific and artistic achievements at the university, which should lead to the establishment of new collaborations and publication opportunities, an increase in paper citations, and an increase in the quality of research as a qualification for further financing.

ACTIVITY	INDICATOR	RISK
2.3.1 • Promotion of international research and art networking.	• Provided funds to UoM research/teaching staff for international scientific conferences, workshops, art exhibitions and plays, projects and so on.	• Lack of state funds due to the deterioration of the economic situation in the country.
2.3.2 • Improving the website of the UoM in English in order to increase the visibility of the scientific, research and artistic potential of UoM staff.	• Redesigned over a five-year period.	• Lack of motivation for updating information on the website due to the lack of knowledge of English; • Lack of information from the academic community at the UoM; • The content on the website is not updated in a timely manner; • Lack of mechanisms to foster the internationalisation of web content.

4.2.3 Strategic activities within Priority field 3: Student and staff mobility

Student and staff exchanges between higher education institutions represent another segment of internationalisation, which improves both the international openness and the quality of institutions.

Taking opportunities to establish direct contact with other nations and cultures and their educational systems can bring multiple benefits to both students and staff and make them more competitive within the international labour market. Mobility helps to increase the value of both domestic and international higher education institutions and fosters the development of the skills and knowledge required in a modern working environment, such as intercultural competences, intercultural awareness, interpersonal collaboration, adaptability, flexibility, problem solving skills, and so on. Thus, the establishment and continuous improvement of a supportive environment for student and staff mobility is of critical importance for the further development of the UoM. In order to assure and enhance the quality of international mobility we aim to put additional efforts into the creation of an even more supportive environment for the realization of both incoming and outgoing mobility among students and staff.

Objective 3.1. Enhancing support for outgoing mobility

The outgoing mobility of students and staff can bring many benefits to its participants and their home institutions as well. The ability to work successfully in an intercultural and international environment is of the utmost importance to everyone in today's world. Over the next five years, the UoM will strive to offer even more mobility placements than before. In order to facilitate outgoing mobility, we will create even more favourable conditions for the realization of mobility programmes and the recognition of the achievements obtained in the course of mobility, and support our employees in the acquisition of the linguistic and intercultural competencies needed for successful participation in mobility programmes. Further facilitation of the administrative procedures will follow.

ACTIVITY	INDICATOR	RISK
3.1.1 • Regular promotion of outgoing mobility programmes at the UoM, with a more active role for the Student Parliament.	• Promotional activities to be organized at least twice a year at each university unit and at the Rectorate by the International Relations Office (IRO) and the Student Parliament.	• Insufficient understanding of the importance of mobility; • Insufficient financial resources for the realization of activities; • Administrative obstacles; • Insufficient capacities of the IRO.
3.1.2 • Improvement of institutional mobility rules in the sense that they facilitate outgoing international mobility.	• Adoption of amendments to the Rulebook on International Student Mobility and the Rulebook on International Staff Mobility.	• Insufficient understanding of the need to facilitate the conditions for outgoing student mobility at certain university units; • Inability to foresee in the regulations all the potential situations that students face before, during and after mobility, which may later be the subject of different interpretations.
3.1.3 • Free courses of professional English – medium and advanced level, are made available for UoM academic and administrative staff.	• Courses of professional English language are held twice a year, within the newly established Language Department for Internationalisation Support.	• Lack of interest by course attendees or teachers; • Inability to sustain interest in courses over a longer period of time; • Insufficient financial resources for the realization of activities.
3.1.4 • More student, academic and administrative staff mobility through greater participation in available mobility programmes.	• Outgoing student, academic and administrative staff mobility is increased by at least 5% annually at each university unit.	• Reduced opportunities for mobility caused by external factors; • Students retain a certain degree of mistrust regarding the likelihood of the recognition of courses and ETCS acquired during the mobility despite the facilitated rules; • Lack of interest among academic and administrative staff due to their regular obligations at UoM, teaching, a lack of adequate replacement for them during the mobility period.

Objective 3.2. Providing support for incoming mobility

Incoming student and staff mobility creates opportunities for an intensified cultural diversity and international experience for both the participants in mobility programmes and their host institutions. With this in mind, the UoM is committed to build an international campus and attaches great significance to attracting international students and having academic staff that is international in character. Along with the existing welcome services available to our international students and staff, we aim to create an even more welcoming climate at the university so as to ensure the successful implementation of mobility programmes and activities and the full integration of all mobility participants.

ACTIVITY	INDICATOR	RISK
3.2.1 • Promotion of incoming mobility programmes at the UoM	• The UoM's offer to international students and staff is presented at international educational fairs at least once a year (online or in person).	• Inadequate number of subject modules and/or study programmes available in English; • Insufficient financial resources for the realization of activities.
3.2.2 • Redesign and regular update of the English version of the UoM website.	• English version of the UoM website is redesigned and regularly updated.	• Lack of staff engaged to update the website regularly.
3.2.3 • Montenegrin language course at basic and elementary levels are available to all international students, academic and administrative staff.	• Montenegrin language courses are organized twice a year for students, academic and administrative staff.	• A small number of course participants with lower motivation that does not justify the expenses of course organization.
3.2.4 • Establishment of an Erasmus Student Network (ESN), in cooperation with the Student Parliament.	• Foundation of ESN Montenegro.	• Insufficient financial resources for the realization of activities; • Possible administrative obstacles.
3.2.5 • Increase in the number of incoming students, academic and administrative staff.	• Incoming student and staff mobility is increased by at least 5% annually at the university level.	• Insufficient interest among students in incoming mobility due to the partial or complete incompatibility of study programmes, the limited availability of internationalisation courses, language barriers; • Lack of interest in mobility among academic staff to work with incoming students due to overload with regular teaching obligations at the UoM.

4.2.4 Strategic activities within Priority field 4: The international positioning of the UoM

The UoM strives to be a competitive and internationally recognized higher education institution in both the European Higher Education Area and the European Research Area. The internationalisation of studying, research and project activities with an international focus, and the mobility of researchers, teachers and students are the foundations of our international visibility. In our efforts to increase that international visibility, we must emphasise the intensification of international cooperation with partner universities and the establishment of new partnerships with selected partner universities and networks. In that way, we aim to ensure our active involvement in the global scientific community.

Objective 4.1. Enhancing partnerships with renowned higher education institutions worldwide

The UoM strives to establish closer collaboration with renowned international partners, especially those whose relevance can extend across different faculties and that can include various activities within the chosen fields of cooperation.

ACTIVITY	INDICATOR	RISK
4.1.1 • Intensification of cooperation with renowned higher education institutions through mobility agreements, and the establishment and implementation of bilateral cooperation.	• Increased number of active bilateral agreements by at least 10% annually.	• Delayed activities and difficulties in communications with partner institutions due to the global epidemiological situation; • Bilateral agreements are signed but insufficiently exploited; • Lack of IRO staff to manage bilateral agreements in a systematic manner.
4.1.2 • Intensification of cooperation with renowned higher education institutions through strategic partnerships.	• Mechanisms for the identification of strategic partner universities are developed; strategic partnerships are established with at least 3 renowned higher education research institutions.	• Difficulties in identifying optimal strategic partners due to the differences between the units and diversification of aspirations coming from the units within the UoM; • Insufficiently defined objectives of the strategic partnerships; • Lack of financial resources to support activities within the cooperation.
4.1.3 • Intensification of cooperation with renowned higher education institutions through membership of international university associations.	• The number of international university associations in which we actively participate is increased.	• Lack of interest on the part of the associations to expand membership; • Lack of IRO staff to support the following and implementation of various initiatives within international associations.
4.1.4 • Regular reporting on the implementation of international agreements.	• Developing a mechanism to monitor the implementation of agreements.	• Lack of staff engaged in the monitoring of agreements and their implementation; • Lack of information coming from the units involved in the implementation of the agreements.

Objective 4.2. Improving the position of the UoM in international university rankings

In order to achieve better international visibility for the UoM, we aim to significantly improve our international profile over the next five years and to establish ourselves as an institution that demonstrates a continuous improvement in our position in relevant international rankings of universities.

ACTIVITY	INDICATOR	RISK
4.2.1 • Development of various mechanisms to support the better positioning of the UoM in international university rankings.	• Improved the position of UoM in world university rankings.	• Some university units may not value the importance of internationalisation to the same extent; • Insufficient financial means to realize all the activities.

4.3 Implementation of the Internationalisation Strategy of the UoM 2021 – 2026

4.3.1 Responsibility for the implementation of the Internationalisation Strategy of the UoM 2021 – 2026

Every activity envisaged by the Internationalisation Strategy will be continuously implemented until 2026. The management of Faculties/Institutes and the UoM, as well as the International Relations Office where applicable, will be responsible for the fulfilment of these activities.

The management of the UoM is particularly responsible for coordinating activities between different university units, improving the framework for internationalisation and the relevant UoM rules, coordinating the process of the accreditation of study programmes in foreign languages, and improving web tools for internationalisation (in cooperation with the Centre for Information Technologies of the University). The management of the UoM will inform the Senate and Governing Board of the university, while their activities will be supported by the Centre for Doctoral Studies and the Scientific Board.

The management of the university units is responsible for the realization of activities within their unit, particularly for the coordination of activities in preparation of curricula and teaching plans and courses created that are aimed towards strengthening internationalisation, as well as for other activities conducted by academic staff at each university unit.

The International Relations Office is responsible for the implementation of the Strategy, in terms of administration, support, the promotion of international events, international project calls, as well as the administration and promotion of student and staff mobility. The Office directly reports to the Rector's Collegium and closely cooperates with the university units and their international relations representatives (the Vice deans for International Cooperation).

4.3.2 Financing activities within the Internationalisation Strategy of the UoM 2021 – 2026

Every activity envisaged by the Internationalisation Strategy 2021 – 2026 will be financed from the state budget, from the university's own resources and from international projects. It is of crucial importance to secure financial support from the relevant Ministry. The implementation of certain activities will depend on the availability of funds for research and innovations (both national and international funds). In addition, certain part of the promotional activities will be financed through ongoing and future international projects (notably projects within the Erasmus+ programme and potential future projects within the programme for joint and double degrees). Other necessary funds for the implementation of the Internationalisation Strategy will be provided from the university's own resources.

4.3.3 Monitoring the implementation of the Internationalisation Strategy of the UoM 2021 – 2026

An internal system for monitoring the implementation of the Internationalisation Strategy will be established. The aim of this monitoring is to evaluate the progress in the implementation of activities in order to prevent possible difficulties or obstacles that could have a negative impact on the realization and sustainability of the strategy.

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