University of Montenegro

 Internationalization Strategy

 2016-2020

 Podgorica, December, 2016

 Internationalization Strategy

1. INTRODUCTION

In the era of knowledge dominance, the role of the university in the field of scientific and technological progress and in the field of human capital and society development in general, is essential.

A modern university, in the conditions of intense globalization in the sphere of high education, mobility of teachers and researchers and encouragement of research activities at the international level, has to work on the internationalization and international competitiveness more than before.

Therefore, the effort of the university in the internationalization is of the highest importance.

From the beginning of Bologna process in 2004, internationalization has become one of the strategic objectives at the University of Montenegro.

Internationalization in and on itself, is not a goal, it is more means for accomplishing the objective.

That is, in our opinion, an access to work which will enable a fulfillment of the University’s mission more effectually- improvement of the quality in all segments: education, research and cooperation with society.

Collaboration with students and researchers from all around the world indicates not only opportunities for improvement of teaching and learning quality, but also for research projects and knowledge transfer.

University of Montenegro Internationalization Concept is Based on the Following Premises:

 -Larger network of partners in the field of education, research, public sector and world-wide economy is a base for development of international teaching and learning, coordinated research and knowledge transfer.

 - Well-known values of skills and knowledge of the students, academic staff and researchers not only in the national, but also in the international field of high-education and research.

1. The results of the Internationalization Strategy of the University of Montenegro
	1. Vision

Recognition of the University of Montenegro in the European higher education and research area

Bigger internationalization is achieved through the improvement of quality and dedication of academic community to improve work in all segments.

* 1. Strategic Objectives

The objective of the strategy is defining strategic activities for further internationalization of the University of Montenegro through development of infrastructure in domain of international collaboration and mobility at the University in whole and separated university institutions and establishing coordination between different levels of universities and its separated institutions.

The definition of internationalization strategy is board and comprehensive, with a long-term objective to embrace all relevant activities of the University. The key components of the strategy can be defined by the following activities: international partnership in the domain of teaching and research, including more foreign students through better visibility of the University of Montenegro in international framework of high education, mobility of students and researchers, knowledge transfer, responsibility of society and international accredited plan and program.

* 1. Expected results

Work on the internationalization of the University should result in the following:

1. Better positioning of the University in the European Higher Education Area
2. Improved position on the ranking list of Webometrics
3. Increasing the number of the students who participate in the mobility process at the level of 2-3% of the total number of the students (current participation is 0.5%)
4. Greater number of international projects which are realized at the University of Montenegro
5. Establishment and realization of study programs in foreign language, individually or through the programs of dual/joint diploma paper.

Expected results of the realization at institutional level are:

• Further development of existing services and infrastructure of the Centar for international Affairs

•improvement of capacity of academic and administrative staff of the UOM, involved in international cooperation,

•implementation of more effective procedures for administration of projects

•implementation of more effective procedures for administration of students and researchers mobility

• Improvement of international visibility of the University of Montenegro

1. The base of realization of strategy- evaluation of existing situation
	1. Organization of the activities in the field of international cooperation

The Centar for international affairs coordinates the activities in the field of international cooperation at the level of the UOM, while these activities at the level of separated institutions are organized in the office of the faculty or they are part of sub-dean’s ingerence.

The framework of the Center for International Affairs comprehends the following business processes:

•preparation of strategic programs and plans for inter-university cooperation and international cooperation

•participation in the projects, including preparation of applications for participation of the University in international and other projects

•organization and realization of the agreements between inter-university and international cooperation

•coordination of the activities in international cooperation of the units at the level of the University

•mobility of academic and non-academic staff and students

•education of teaching and administrative staff for implementation of adopted programs regarding cooperation, including applications for project scholarships

* 1. Cooperation with partner universities

The University of Montenegro has signed the bilateral cooperation agreements with over 100 well-established international universities and 54 agreements regarding mobility of students and researchers in the framework of the Erasmus+ mobility program.

Beside the exchange of the students and researchers in the period of 2010-2016, international cooperation with many partner universities from the EU and the region was established through 173 international projects.

Also, organization of international conferences and visiting lectures create new possibilities for further improvement of cooperation with reputable European universities.

Cooperation with the universities from France: University of Nice Sophia Antipolis and Francois Rabelais University from Tours provided programs with a dual degree in the bachelor degree of Economics and a master degree of French language.

Dual degrees are established within the University of Ljubljana at the master degree level for Political science.

Through the membership of plenty associations (Adriatic region, Mediterranean region, French-speaking areas) activities are aimed to realize mutual initiative and to carry out projects continuously.

* 1. Foreign students

All study programs at the University of Montenegro are realized in mother tongue.

This implies the fact that the majority of the students who study at the University of Montenegro come from one of the neighboring countries and speak one of the languages of the former Yugoslavia (Serbia, Bosnia and Herzegovina).

The highest number of the students is enrolled at the bachelor studies: 1-2% of the total number of the students in Montenegro.

The number of foreign students was defined by the special quota until the new High Education Law was adopted (2014) and since then, the number of domestic students is equivalent to the number of foreign students.

Foreign students enrolled at the University of Montenegro consist of the following degrees:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Levels of study |  2013/14 | 2014/15 | 2015/16 | 2016/17 |
| Bachelor degree | 346 | 328 | 193 | 274 |
| Specialist degree | 34 | 36 | 30 | 26 |
| Master studies | 11 | 6 | 7 | 9 |
| PhD studies | 36 | 11 | 11 | 7 |
| Total | 427 | 381 | 241 | 316 |

* 1. Student mobility

Student mobility is realized within mobility programs (Erasmus Mundus, Erasmus+, CEEPUS, Mevlana, JoinEU, Basileus, Sigma, Greentech, etc.) and through bilateral agreements.

Mobility of students in both directions (ongoing and outgoing) is still low. Mobility Strategy for the European Higher Education Area targets 25% of the total number of the students partaking in the mobility process, while mobility rate at the UOM is only 0.05%. Nevertheless, it should be taken into consideration that a language barrier is a very important factor, and for that reason even more developed universities from the region, for example the University of Ljubljana, cannot reach this target (mobility rate is 5% of the total number of students).

It is necessary to point out that all capacities provided by the European Commission i.e. coordinator of the program, were utilized. All determined places and scholarships were realized 100%.

MOBILITY ACCORDING TO THE EXCHANGE PROGRAMS

OUTGOING MOBILITY-STUDENTS (one month and longer)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Program/Year  | 2013/14 | 2014/15 | 2015/16 | 2016/17(winter semester) |
| Erasmus mundus | 52 | 24 | 28 | 6 |
| Erasmus+ | / | / | 22 | 67 |
| CEEPUS | 21 | 28 | 40 | n/a |
| Mevlana | 2 | 1 | 1 | / |
| Others | 17 | 26 | 10 |  |
| Total | 92 | 79 | 101 | 73 |

ONGOING MOBILITY-STUDENTS (one month or longer)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Program/Year | 2013/14 | 2014/15 | 2015/16 | 2016/17(winter semester) |
| Erasmus mundus | 5 | 3 | 2 | 1 |
| Erasmus+ | / | / | 3 | 7 |
| CEEPUS | 3 | 4 | 9 | 14 |
| Mevlana |  | 3 | / | 1 |
| Others | 5 | 7 | 2 |  |
| Total | 13 | 17 | 16 | 23 |

3.5. Researchers’ mobility

Based on the analysis of questionnaire results sent by the university units, it is obvious that teaching staff mobility rate is low. However, it is encouraging that the teaching staff mobility has been increasing since last year and there has been a significant number of researchers who applied for exchange programs within the Erasmus+ program.

The data for the winter semester of the ongoing year (2016/17) has been illustrated, and the number of researchers is higher than the total number of the researchers who participated in both programs last year.

Insufficient outgoing mobility of teachers (longer than one month) is a consequence of long negligence of one of the most fundamental features of Bologna process and the European Higher Education Area. At certain faculties mobility has not been carried out at all nor it has been significant.

OUTGOING MOBILITY-STAFF (one month or longer)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Program/Year | 2013/14 | 2014/15 | 2015/16 | 2016/17(winter semester) |
| Erasmus mundus | 5 | 8 | 9 | / |
| Erasmus+ | / | / | 11 | 30 |
| CEEPUS | / | 1 | 4 | n/a |
| Mevlana | / | / | / | 1 |
| Others | 5 | 6 | 3 |  |
| Total | 13 | 15 | 27 | 31 |

Ongoing mobility has been increasing continuously, with the larger number of ongoing researchers in the winter semester for the current year, than it was case in both semesters last academic year.

ONGOING MOBILITY-STAFF (one month and longer)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Program/Year | 2013/14 | 2014/15 | 2015/16 | 2016/17(winter semester) |
| Erasmus mundus | 7 | 4 | 9 | 1 |
| Erasmus+ | / | / | 4 | 12 |
| CEEPUS | / | / | 1 | 7 |
| Mevlana | / | / | / | / |
| Others | 2 | 4 | 2 |  |
| Total | 9 | 8 | 16 | 20 |

3.6. International projects

The University of Montenegro participates in international research area through the projects funded by the European commission, World Bank and governmental funds.

In the period from 2010 to 2016, the majority of the projects were structured projects (65%), while 34% of the total number of the projects were scientific and educational projects. However, the analysis of the number of the realized projects shows that scientific projects are more numerous, but their average value is significantly lower than the value of the structured projects.

Table 1. The value of the projects divided by the type of project (2010-2016)

|  |  |  |
| --- | --- | --- |
| Type of project | Number of project | Value of project |
| Scientific project | 107 | 3,091,476.21 |
| Educational project | 24 | 1,416,986.28 |
| Students and staff mobility project | 14 | 58,007.00 |
| Structured project | 32 | 9,617,254.20 |
| TOTAL: | 179 | 14,830,701.94 |

Analysis of the projects at the faculties that carry out the projects shows significant heterogeneity in the research activity inside the UOM.

Table 2. demonstrates the number, and values of the projects at the university units from 2010 to 2016.

Table 2.

|  |  |  |
| --- | --- | --- |
| University unit | The number of projects | The value of the projects |
| Faculty of Architecture | 1 | 84,561.03 |
| Biotechnical Faculty | 46 | 2,213,652.51 |
| Centar for Information System | 6 | 369,293.09 |
| Faculty of Economics | 9 | 503,118.72 |
| Faculty of Electrical Engineering | 15 | 5,180,795.03 |
| Faculty of Dramatic Art | 2 | 309,376.52 |
| Faculty of Political Sciences | 9 | 199,409.00 |
| Maritime Faculty | 7 | 1,174,974.56 |
| Faculty of Tourism and Hospitality | 3 | 11,000.00 |
| Faculty of Philology | 3 | 25,451.40 |
| Faculty of Philosophy | 3 | 157,885.00 |
| Faculty of Civil Engineering | 1 | 60,887.60 |
| Institute of Marine Biology | 9 | 480,726.11 |
| Institute for Foreign Languages | 6 | 131,003.25 |
| Historical Institute  | 5 | 67,670.00 |
| Faculty of Mechanical Engineering | 9 | 278,857.12 |
| Faculty of Metallurgy and Technology | 7 | 18,700.00 |
| Music Academy | 1 | 58,984.02 |
| Faculty of Law | 2 | 362,825.58 |
| Faculty of Science and Mathematics | 3 | 13,100.00 |
| Rectorate of the UOM | 33 | 2,922,086.15 |
| TOTAL: | 173 | 14,830,701.94 |

Graphical scheme of the number of projects at the university units:

The analysis of the funds for realization of projects shows that more than 90% of the projects are financed by the EU, while bilateral agreements cover the significant number of the projects. However, it has to be pointed out that these are not high-cost projects(the analyzed period shows that the number of these projects presents almost 50% of the total number of projects, but the value of these projects is 2.5% of the total amount of the realized projects).

Table 3. The number and value of the projects according to the program of the projects from 2010 to 2016

|  |  |  |
| --- | --- | --- |
| Program | The number of projects | The value of projects |
| Bilateral  | 82 | 329,575.09 |
| COSME | 1 | 19,037.00 |
| COST | 6 | 0.00 |
| COST(European Cooperation in Science and Technology) | 1 | 0.00 |
| Donation by American Embassy | 1 | 18,350.00 |
| Erasmus Mundus | 1 | 5,000.00 |
| Erasmus Mundus | 11 | 54,000.00 |
| Erasmus + | 7 | 705980,50 |
| Erasmus+ Programme | 1 | 52,000.00 |
| FCO Programme | 1 | 6,513.58 |
| FP 7 | 1 | 1,112,797.00 |
| FP 7 | 8 | 1,805,578.88 |
| Grant by the Ministry of Defense of the United Kingdom | 1 | 39,600.00 |
| H2020 | 4 | 269,678.00 |
| HERD | 5 | 1,106,466.90 |
| HERIC | 6 | 4,375,404.44 |
| IAEA | 1 | 6,000.00 |
| IPA | 13 | 2,126,809.64 |
| Jean Monnet Module | 2 | 70,200.00 |
| MAREA MEDITERRANEAN HALIEUTIC RESOURCES EVALUTION AND ADVICE | 1 | 27,552.11 |
| International  | 2 | 134,241.00 |
| National  | 1 | 38,106.00 |
| RAC SPA | 1 | 15,000.00 |
| Roma Education Fund IPA | 1 | 69,564.00 |
| RRPP Western Balkans | 1 | 111,612.00 |
| SCOPES | 1 | 33,156.79 |
| SEE-ERA.NET PLUS | 1 | 27,224.00 |
| SEE-ERA.NET Plus Joint Call | 1 | 0.00 |
| TEMPUS | 17 | 2,064,909.76 |
| Tempus IV | 1 | 0.00 |
| WUS Austria  | 1 | 0.00 |
| TOTAL: | 173 | 14,830,701.94 |

Programs marked by 0 imply that the exact number of the value of the projects was not received.

3.7. Science activities-work published in international system

Visibility of research work at the University of Montenegro has been increased by research results published in relevant international journals. A lot of effort has been done to improve the situation, and as a result the rate of published work increased for 100% in 2016 than it was a year before (there were 97 studies published in referent international systems, and more than 20 in the journal from Scopus base).

Some of the faculties are extremely productive with publication of scientific and artistic work, but also individual publications are on the same level.

There is an increasing trend in the last three years, especially at the university units that have constant publications and a positive increasing trend at the faculties which had a low rate of published work.

3.8. International activities of the Academies of Arts

Faculties of Arts participate more intensely in activities at international level, especially through international visits, exhibitions, performances and competitions.

International activities of the Academies of Arts

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2012 | 2013 | 2014 | 2015 |
| **International performances/lectures of teachers and assistants** | 1 | 14 | 14 | 22 |
| Faculty of Fine Arts |  | 3 | 3 | 14 |
| Faculty of Dramatic Arts |  | 1 | 1 |  |
| Music Academy | 1 | 10 | 10 | 8 |
| **International performances of students** | 0 | 14 | 7 | 3 |
| Faculty of Fine Arts |  | 14 | 7 | 3 |
| Faculty of Dramatic Arts |  |  |  |  |
| Music Academy |  |  |  |  |
| **International teacher, assistants and students awards** | 4 | 2 | 6 | 5 |
| Faculty of Fine Arts |  |  | 1 | 3 |
| Faculty of Dramatic Arts |  |  | 1 | 1 |
| Music Academy | 4 | 2 | 4 | 1 |
| **Visiting professors** | 6 | 8 | 7 | 4 |
| Faculty of Fine Arts |  | 1 |  | 2 |
| Faculty of Dramatic Arts |  |  | 1 | 1 |
| Music Academy | 6 | 7 | 6 | 1 |
| **Exhibitions, festivals, shows performed by the guests**  | 7 | 25 | 45 | 53 |
| Faculty of Fine Arts |  | 2 | 1 | 3 |
| Faculty of Dramatic Arts-Shows |  | 2 | 1 | 3 |
| Faculty of Dramatic Arts-exhibitions |  |  |  | 1 |
| Faculty of Dramatic Arts-festivals and visits |  | 11 | 26 | 27 |
| Music Academy-students | 4 | 2 | 1 | 1 |
| Music Academy-professors | 3 | 9 | 16 | 18 |
| **International competitions, jury work** | 1 | 7 | 6 | 8 |
| Music Academy | 1 | 7 | 5 | 8 |
| Faculty of Dramatic Arts |  |  | 1 | 8 |

3.9. Advantages and disadvantages of present practice

The University of Montenegro has been building its international position since its establishment, but more intensively since implementation of the Bologna declaration in 2004. Being a part of the European Research Area, through the mobility of students and researchers and involvement in international research projects, has been one of the priorities.

Former experience shows that mobility needs to be improved.

Teachers’ mobility (longer than one month) is insignificant, and the teachers from six faculties have not participated in any mobility program.

Although the outgoing student mobility is low, it has been realized continuously, while the ongoing student mobility is at alarmingly low rates. Absence of teaching process realized in English language is one of the reasons for such low rate of ongoing student mobility. This can be overcome by mentoring acts at some departments. However, some faculties have not participated in the mobility process at all.

4. Internationalization goals for period 2016-2020

4.1. Internationalization goals:

Work on improvement of international position of the University is profiled by the accomplishment of the following goals:

1. International accreditation of study programs at the UOM
2. Building larger partnership networks through cooperation with more universities from Shanghai ranking list, but also with the universities from region.
3. Greater number of international professors
4. Larger number of students and researchers participating in the mobility program
5. Increasing the number of international projects
6. Organization of international conferences in cooperation with partner universities
7. Establishing master studies in English language
8. More programs organized according to the concepts of dual diploma paper
9. Organization of international summer schools
10. Development of regional doctoral studies
11. A continuous grow of the number of published articles in relevant international journals

4.2. Requirements for realization of above-mentioned goals

**4.2.1. International accreditation of study programs**

An elaboration regarding accreditation is in the process of evaluation and adoption by the Higher Education Council.

All study programs are reformed and structured as 3+2+3 years which implies that they are harmonized with the dominant practice in the European Research Area.

Besides the change of the model, the content of the study programs was significantly reformed taking into consideration the best international experience and practice and assuring compatibility of the study programs at the UOM with the study programs at the well-established European universities.

**4.2.2 Increasing the number of the students and researchers participating in the mobility program**

Improvement of institutional capacities at the UOM and organizational units is activity directed to all segments of internationalization.

For that reason it is necessary to:

1. Establish the Office for International Affairs at all faculties

(Jurisdiction: faculties in cooperation with the Rectorate)

1. Realize continuous trainings for deans of international affairs and employees at the office
2. Develop the software for tracking student mobility
3. Develop the internet application for ongoing students and researchers
4. Create effective procedures for directing student mobility
5. Increase the international visibility of the University

With the aim to increase ongoing mobility it was planned to realize the following activities:

1. In order to increase the visibility of the University in the international educational area, the all information about the UOM will be available in English language (web site)
2. Accreditation and organization of study programs at master and doctorial study programs in English language, through individual and multidisciplinary study programs and organization of studies according to the concept of dual diploma paper from the well-established international universities.
3. Define the system of awarding the professors who realize the teaching process in English language.

In order to increase the outgoing mobility it is planned to realize the following activities:

1. Improving the students’ foreign language competence at the bachelor degree through mandatory obtaining of B2 language level competency,
2. More intensive work on promoting mobility programs,
3. Harmonized the curriculum with the curriculum of the European universities enabling compatibility, which is essential for mobility process.

**4.2.3. Increasing the number of international projects**

With the aim to increase the number of applications and approved international projects, the following activities will be realized:

1. Organization of continuous trainings for academic staff in the field of applications and coordination of projects;
2. Determine the finance in the framework of faculties’ research development fund for projects co-financing in cooperation with the Agency for mobility and the EU programs and the Ministry of Education.

**4.2.4. A continuous growth of the published articles in relevant international journals**

With the aim to increase the number of publications and articles through the criteria for selection in academic and scientific ranks, standards which encourage academic staff to publish their work in international journals have been defined, and the mechanism for financial support is based on the system of awarding research work.

Additionally, financial support for publications will be provided through the research potential development funding (development funding at the level of the University and organizational units).

5. Conclusion

One of the priorities of the reforms at the University of Montenegro is work on better position of the UOM and intensive involvement in the European research area.

Internationalization is not a goal in itself, but a means to enhance the quality of teaching and research process. Therefore, all activities in this direction are realized complementary with the reform processes and other segments of work at the UOM.

Objectives and activities in the process of improvement the internationalization of the UOM is in accordance with the Strategy for the Development of Higher Education in Montenegro (2016-2020), which was adopted by the Government of Montenegro in June 2016.