
STRATEGY OF THE UNIVERSITY OF MONTENEGRO 2019-2024



Highly esteemed members of the academic community,

We are glad to be able to present you with the first comprehensive Strategy of the University of Montenegro, which defines the priority developmental directions of the University of Montenegro for the period between 2019-2024.

Taking into consideration the long and rich tradition of our University, in the following

period, we will be dedicated to strengthening the competitiveness of the University namely by focusing on the core values of higher education, science and research, as well as cultural, artistic, and innovative achievements, all in order to secure prosperity for our society and the state of Montenegro.

The strategy design incorporated a detailed analysis of all the aspects of the University's functioning and its developmental potentials and priorities, which resulted in the formulation of its strategic developmental directions and objectives with action plans and key indicators for the monitoring of their implementation and evaluation. The analysis of the current situation is contained in the documents: Self-evaluation Report; and Follow Up Evaluation Report of the Institution Evaluation Program (IEP EUA) from 2018, which represented a starting point for the making of the Strategy of the University of Montenegro. The remaining documents which were taken into consideration when the developmental strategic directions were defined are: national strategies of higher education devel-

opment in Montenegro 2016-2020; scientific and research activities and smart specializations 2019-2024; strategic documents of European Higher Education Area (EHEA); and the European Research Area, (ERA) etc.

Our strategic developmental directions have been defined in accordance with the dominant attention to the priority areas: the Teaching process; Science and Research; International Cooperation; University and Surrounding, Organization and Resources.

In order to keep up with the world trends in the areas of higher education contents, technology, and teaching methodology, the University of Montenegro will be continually working on the quality and innovation of approaches to the teaching process, as well as the development of modern study programs with market-adaptability and internationally comparable learning outcomes. Multidisciplinarity and internationalization of the study programs and the popularization of those programs from priority areas represent key tools for successful

positioning of our University in the European Higher Education Area.

The University of Montenegro represents the leading scientific and research institution in the country, but it is necessary to further work on strengthening its research capacities through: defining of scientific and research profile and priority; creating interdisciplinary centres of excellence; intensifying of innovative activities; improving the excellence of research projects results; improving the scientific publication quality; creating conditions for perspective academic careers for young researchers; and the establishing of financial mechanisms which will secure the continuity of financing research groups and the sustainability of project results.

In the area of international cooperation, the University of Montenegro will intensify its activities aimed at connecting with numerous European and world universities as well as renowned higher education institutions and associations through an increase in the number of bilateral agreements and

international credit mobility programs. A special focus will be placed on high quality participation in international projects and programs in order to promote and assist the scientific and research capacities of the University in European Research Area.

Being the central institution of Montenegrin science, culture, and art, the University of Montenegro will work on the strengthening of connections with our economic, social, and international surroundings through productive associations with private and public sector businesses as well as through active involvement with the scientific diasporas and alumni associations in joint projects and activities based on the promotion of intellectual capital, national identity, culture, and the sustainable development of Montenegro.

The University of Montenegro will work continually on the dynamics and harmonization development of all organizational units in order to: modernize and optimize infrastructural capacities; integrate research resources; digitalize teaching and adminis-

trative systems; improve the system for students' support; revitalize human resource policy; and promote a culture of academic integrity. The financial sustainability implies a higher budget support as well as the intensifying of project (EU funds) and the market activities of the University of Montenegro.

We owe our gratitude to the coordination board, working teams, international experts, and representatives from the industry and public sectors for their professional work and expert contribution to the making of the Strategy of the University of Montenegro.

I truly believe that our strategic guidelines and ambitions will make it possible for us to internationally assert and promote the University of Montenegro in European Higher Education Area and European Research Area.

This is our plan... our future!

Rector
Danilo Nikolić, PhD



MISSION AND VISION OF THE UNIVERSITY OF MONTENEGRO

The Mission

The University of Montenegro has a key role and responsibility to create and spread knowledge through its excellence in education, science, and achievements to improve international cooperation, to create successful and socially responsible university graduates, and to promote the democratic and sustainable development of the Montenegrin society and state.

The Vision

The University of Montenegro is a competitive and internationally recognized higher education facility in European Higher Education Area and European Research Area.

STRATEGIC DIRECTIONS OF THE DEVELOPMENT OF THE UNIVERSITY OF MONTENEGRO



TEACHING PROCESS

Modern requirements of the labour market, globalization, and digitalization trends as well as smart growth demand general and specific knowledge, skills, and competencies, that is, the necessity of their dynamic and efficient implementation into curricula and syllabuses. The University of Montenegro will set the development and realization of high quality and innovative studies with internationally comparable and market-implementable learning outcomes. The development of the programs which include lifelong learning, e-learning, and the implementation of innovative learning methods have a goal to experience constant market adaptations and expert training for both students and teachers. In addition to the education from the domain of modern education, special attention will be paid to the promotion and preserving of academic integrity. Interdisciplinarity and internationalization of curricula as well as the popularization of priority area studies (STEM and S3) represent key factors for the successful positioning of the University of Montenegro in European Higher Education Area.

Objective I.1. The University of Montenegro creates and realizes high quality and innovative curricula at all study levels with clearly defined and internationally comparable learning outcomes in European Higher Education Area, adapted to modern needs of the society and market labour

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
<p>A_I.1.1</p> <p>Performance analysis of the curricula with the proposal for the improvement of curricular structure and quality, including the revision of the connection among all the curricular elements (students workload, methods of testing and grading, organization of classes, learning outcomes)</p>	<ul style="list-style-type: none"> ▪ Annual self-evaluation report on curricula; ▪ Proposal for the improvement of curricular structure (annual); ▪ Adopted changes of the curricular content and structure (at least 2 times during the strategy implementation); ▪ Proposal for the change of syllabus structure and harmonization with the criteria within European Higher Education Area (EHEA) (at least 2 times during the strategy's implementation); ▪ Adopted changes of syllabus content and structure (at least 2 times during the strategy's implementation). 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International Projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for Quality Improvement; ▪ Centre for Information System; ▪ Structural units; ▪ Senate; ▪ Commissions for Quality; ▪ Students' Parliament. 	Continually till 2024.	<ul style="list-style-type: none"> ▪ Insufficient impartiality in the process of analyses implementation; ▪ The requirements of employers regarding knowledge and competences are the reflection of current market needs only, not the directions for a possible future development (non-stimulating regarding the revealing of potentials for further economic and societal development);
<p>A_I.1.2</p> <p>Analysis of harmonization of study programs learning outcomes with the needs of labour market</p>	<ul style="list-style-type: none"> ▪ Round table discussions and workshops have been held with the topic which included defining of knowledge, competence and skills necessary for the development of labour market and its sectors (at least one per year); ▪ Proposal of changes of learning outcomes in accordance with the identified needs of the labour market and economy (at least 2 times during the strategy's implementation); ▪ The number of study programs with learning outcomes which have been revised in accordance with the conclusions of public discussions (at least 20% of the overall number of study programs); ▪ Adjustment of entry policy for the purpose of better adjusting to the needs of labour law; ▪ The number of graduate students at all the levels of studying is a result of realistic needs of labour market. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for Quality Improvement; ▪ Structural units; ▪ Senate; ▪ Commissions for Quality; ▪ Career Centre; ▪ Students' Parliament; ▪ Ministry of Education; ▪ Chamber of Commerce; ▪ Employment Agency. 	Continually till 2024.	<ul style="list-style-type: none"> ▪ Accredited/re-accredited study programs do not sufficiently reflect the qualitative steps forward; ▪ Failing to meet deadlines of planned (previous) phases of the accrediting procedure.

Objective I.2. University of Montenegro develops the programs of lifelong learning, distance learning and innovative methods of teaching and learning

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_I.2.1 Initiation of lifelong learning program	<ul style="list-style-type: none"> ▪ Lifelong Learning Centre has been founded; ▪ Lifelong Learning Strategy has been adopted; ▪ Specialization programs have been defined (supplementing the acquired qualification level) as a formal type of lifelong learning; ▪ At least three programs have been accredited for lifelong learning in the volume up to 60 ECTS. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Ministry of Education; ▪ International project; ▪ Economic sector. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Career Centre; ▪ Centre for Quality Improvement; ▪ Senate; ▪ Structural units; ▪ AKVO. 	End of 2021.	<ul style="list-style-type: none"> ▪ Difficulties during the accreditation process and formal recognition and formal recognition of specialization concept as a form of lifelong learning; ▪ Insufficient cooperation with economic sector and the lack of communication related to the needs of labour market; ▪ Insufficient financial assets, equipment and human resources for the realization of e-learning system.
A_I.2.2 E-system learning development	<ul style="list-style-type: none"> ▪ Technical support has been provided as well as the equipment for e-learning system elements on at least 40% of organizational units; ▪ Prepared materials for e-learning on at least 40% of organizational units. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Centre for Quality Improvement; ▪ Centre for Information System; ▪ Organizational units; ▪ External experts. 	End of 2022.	<ul style="list-style-type: none"> ▪ Insufficient financial assets, equipment and human resources for the realization of e-learning system.
A_I.2.3 System development and staff training for the introduction of blended learning approach	<ul style="list-style-type: none"> ▪ Virtual classroom system has been developed, as well as collaboration learning and learning management system; ▪ At least 40% of the staff has been trained for the implementation of modern technologies, tools and approaches to teaching and learning. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Centre for Quality Improvement; ▪ Centre for Information System; ▪ Career Centre; ▪ Teaching Staff; ▪ Students; ▪ External experts. 	Continually till 2024.	<ul style="list-style-type: none"> ▪ Insufficient financial assets, equipment and human resources for the realization of e-learning system.

Objective I.3. University of Montenegro stimulates internationalization and interdisciplinarity of study programs

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_I.3.1 Forming of subject modules in English	<ul style="list-style-type: none"> At all organization levels subject modules have been introduced to be conducted in English, in order to increase the number of foreign students (incoming mobility) and “internationalization at home”, and at least 15% of the subjects per study program have been offered in English. 	<ul style="list-style-type: none"> University of Montenegro. 	<ul style="list-style-type: none"> Rector’s Collegium; Organizational units; Senate. 	End of 2020.	<ul style="list-style-type: none"> Inadequate knowledge of English language for teaching; Insufficient interest of organizational units for the organization of joint studies with partnership universities;
A_I.3.2 Initiating of study programs in English	<ul style="list-style-type: none"> At least five self-funded study programs have been accredited in English at all the study levels. 	<ul style="list-style-type: none"> University of Montenegro; International projects. 	<ul style="list-style-type: none"> Rector’s Collegium; Senate; Governing Board; Organizational Units; Ministry of Education; AKVO. 	Continually till 2024.	<ul style="list-style-type: none"> Inadequate organizational framework for the management and implementation of joint interdisciplinary studies.
A_I.3.3 Combining affiliated study programs together in order to initiate interdisciplinary studies	<ul style="list-style-type: none"> At least 10 interdisciplinary study programs have been accredited at all the study levels. 	<ul style="list-style-type: none"> University of Montenegro; International projects. 	<ul style="list-style-type: none"> Rector’s Collegium; Senate; Governing Board; Organizational Units; Ministry of Education; AKVO. 	Continually till 2024.	
A_I.3.4 Initiating of joint study programs with foreign strategic partners	<ul style="list-style-type: none"> At least 10 joint study programs has been initiated with foreign universities (dual diplomas), through the changes of existing or accreditation of new programs. 	<ul style="list-style-type: none"> University of Montenegro; International projects. 	<ul style="list-style-type: none"> Rector’s Collegium; Senate; Governing Board; Organizational Units; Ministry of Education; AKVO. 	Continually till 2024.	

Objective I.4. University of Montenegro works on the strengthening of academic integrity

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_I.4.1 Promotion of academic integrity principle within academic community	<ul style="list-style-type: none"> An on-line course has been created from the area of academic integrity; At least two workshops/training course have been organized a year in order to promote academic integrity for teaching staff and students; The basis of academic integrity have been implemented within the curriculum for the subject Methodology of Research Papers. 	<ul style="list-style-type: none"> University of Montenegro; International and national projects. 	<ul style="list-style-type: none"> Integrity Manager; Centre for Quality Improvement; Ethical Board; Career Centre; Representatives of organizational units for the area of academic integrity. 	Continually till 2024.	<ul style="list-style-type: none"> The lack of interest of academic community for additional improvement in the area of academic integrity.

Objective I.5. Increase in the number of graduate students in priority areas at the University of Montenegro

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_I.5.1 Defining of priority areas from STEM and S3 areas	<ul style="list-style-type: none"> The document on strategic priorities from STEM and S3 area has been adopted; The proposal for new entry policy on study programs from priority STEM and S3 areas; License supplement for study programs from priority STEM and S3 areas. 	<ul style="list-style-type: none"> University of Montenegro. 	<ul style="list-style-type: none"> Rector's Collegium; Deans; Centre for Quality Improvement; Ministry of Education; Ministry of Science. 	Mid 2020.	<ul style="list-style-type: none"> Criteria for the identification of priority national areas are not sufficiently based on real needs; Insufficient interest of high school students for studies in priority areas.
A_I.5.2 Making guidelines for the increase of studying efficiency within priority STEM and S3 areas	<ul style="list-style-type: none"> The guidelines for the increase of studying efficiency have been adopted within priority STEM and S3 areas; The efficiency of studying has been increased by 50% within priority STEM and S3 areas. 	<ul style="list-style-type: none"> University of Montenegro. 	<ul style="list-style-type: none"> Rector's Collegium; Centre for Quality Improvement; Deans; Organizational units; Senate. 	Continually till 2024.	



SCIENCE AND RESEARCH

Although the University of Montenegro represents the leading scientific and research institution in the country, it is necessary to continually work on strengthening its research capacities through: clear defining of scientific and research profile and priority; identification of the most productive research groups; creating of new interdisciplinary excellence centres; and establishing strategic partnerships with renowned scientific and research institutions in the world etc. In addition to the activities already mentioned, strengthening the excellence of research work and the quality of scientific publications will significantly contribute to better recognisability of the University of Montenegro in the European Research Area. Adequate care for financial and human resources is needed in order to provide scientific and research reproduction and excellence. It includes establishing the financial mechanisms which will secure continuity of financing for research groups and the sustainability of project results as well as the optimisation of the system of doctoral and masters studies in the sense of strengthening research components and creating conditions for employment, financial satisfaction, and perspective academic careers for young researchers.

Objective II.1. Strengthening of research capacities at the University of Montenegro

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
<p>A_II.1.1</p> <p>Evaluation of research potential and identification of the most productive science and research groups</p>	<ul style="list-style-type: none"> ▪ Science and research profile of the University has been created: <ul style="list-style-type: none"> • At least 5 and the maximum of 8 the most productive research groups have been identified; • Science and research priorities have been defined (up to 8 areas) in accordance with research groups. ▪ A plan for new interdisciplinary excellence centres has been adopted based on merging of science and research groups and areas. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Scientific Board; ▪ External experts. 	End of 2020.	<ul style="list-style-type: none"> ▪ Insufficient financing of research groups at the University of Montenegro and the lack of funding for establishing of new interdisciplinary excellence centres; ▪ Difficulties in the securing of support and funds necessary for the increase of the number of young researchers at the University; ▪ Strategic partnerships have been established but their nature is more of formal than of essential nature.
<p>A_II.1.2</p> <p>Establishing of research funds for basic financing of prominent research groups and priority areas of research</p>	<ul style="list-style-type: none"> ▪ A mechanism of continual financing of at least 5 multidisciplinary research groups has been established (with up to 10 researchers) from scientific and research areas identified as priority ones; ▪ A number of scientific projects and scientific publications has been increased through work in research groups. 	<ul style="list-style-type: none"> ▪ Government of Montenegro; ▪ Ministry of Science; ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Governing Board; ▪ Scientific Board; ▪ Vice-deans for science. 	Continually till 2024.	<ul style="list-style-type: none"> ▪ Strategic partnerships have been established but their nature is more of formal than of essential nature.
<p>A_II.1.3</p> <p>Establishing of strategic partnerships with renowned science and research institutions in the world</p>	<ul style="list-style-type: none"> ▪ Strategic partnerships with at least 3 renowned scientific and research institutions have been established; ▪ The number of publications with researchers from strategic institutions has increased (at least 10% of the total number of publications); ▪ The number of incoming and outgoing researchers' mobilities from strategic institutions has increased (the increase of at least 50% during the period of strategy implementation). 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Scientific Board; ▪ Deans/directors. 	Continually till 2024.	

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME
A_II.1.4 Creating of policy for the employment of young and perspective researchers	<ul style="list-style-type: none"> ▪ A rule book has been established which determines the requirements for post-doctoral positions; ▪ The analysis of employment needs for new researchers has been prepared; ▪ The number of researchers has increased, especially young ones at the University, and the number of active PhD students has doubled; ▪ The system of monitoring of career development for young researchers has been developed as well as the system of continual training for researchers. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Ministry of Education; ▪ Ministry of Science; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Governing Board; ▪ Career Centre; ▪ Senate; ▪ Organizational units; ▪ Ministry of Science; ▪ Ministry of Education. 	Continually till 2024.
A_II.1.5 Defining of science and research positions at faculties	<ul style="list-style-type: none"> ▪ Normative legal framework for science and research projects has been changed and it makes possible employments in accordance with the academic ranks at faculties; ▪ The criteria for the employment on research positions have been defined; ▪ People were employed based on scientific and research work, at least 10 of them a year. 	<ul style="list-style-type: none"> ▪ Government of Montenegro; ▪ Ministry of Education; ▪ Ministry of Science; ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Government of Montenegro; ▪ Governing Board; ▪ Rector's Collegium; ▪ Deans/directors; ▪ Senate; ▪ Ministry of Science; ▪ Ministry of Education. 	Continually till 2024.
A_II.1.6 Intensifying of innovative activities	<ul style="list-style-type: none"> ▪ Fund for innovation support has been established; ▪ IPR policy and a legal framework have been developed for the commercialization of the research results; ▪ The number of projects/contracts with the economic sector has increased; ▪ An office for technology transfer has been established; ▪ The number of realized patents, prototypes and innovative solutions has increased. 	<ul style="list-style-type: none"> ▪ University of Montenegro, ▪ Ministry of Science, ▪ Economic sector. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Governing Board; ▪ Scientific Board; ▪ Institute – Centre of Excellence for Research and Innovations; ▪ Ministry of Science; ▪ Economic Sector. 	Continually till 2024.

Objective II.2. Recognisability of University of Montenegro in European Research Area

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_II.2.1 Increase of the excellence of results of scientific and research work	<ul style="list-style-type: none"> ▪ Guidelines for the improvement of the quality of scientific publications have been defined; ▪ The number of publications in highly ranked scientific papers¹ has increased by 10% compared to the overall number of annual publications; ▪ The number of artistic research works at international level has increased by 10% compared to the overall number of papers a year; ▪ The quoting of scientific publications has increased by at least 15% a year; ▪ Stimulation criteria for salary increase have been introduced, based on the results of scientific and research work and excellence. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Government of Montenegro; ▪ Ministry of Education; ▪ Ministry of Science. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Scientific Board; ▪ Deans/directors. 	Continually till 2024.	<ul style="list-style-type: none"> ▪ Insufficient increase in the number and quality of publications for the evident increase of recognisability of the University because of a relatively small number of researchers compared to other universities in the region; ▪ The lack of funds for the realization of the mechanisms aimed at the development of science and research.
A_II.2.2 Increase of evidence of science and research work	<ul style="list-style-type: none"> ▪ Web portal of the University has been improved: <ul style="list-style-type: none"> • the base of scientific papers and other publications has been developed; • web-pages intended for scientific projects have been developed; • the quality of the content on web-presentations has been improved. ▪ availability of scientific papers through academic social networks has been increased. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Scientific Board; ▪ Centre of Information System; ▪ Vice-Deans for Science; ▪ Organizational units. 	Continually till 2024.	
A_II.2.3 Intensifying of cooperation with scientific diasporas	<ul style="list-style-type: none"> ▪ Fund for the cooperation with scientific diasporas has been established; ▪ Status and engagement for at least 10 prominent scientists from diasporas has been formalized. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Ministry of Science; ▪ Ministry of Foreign Affairs; ▪ Directorate for Diasporas; ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Governing Board; ▪ Scientific Board; ▪ Senate; ▪ Ministry of Education. 	End of 2023.	

¹ Scientific papers from Q1 and Q2 categories.

Objective II.3. Improvement of students' scientific activities at the levels of master and PhD studies at the University of Montenegro

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
<p>A_II.3.1</p> <p>Optimization and efficiency increase of PhD studies through the foundation of a PhD school</p>	<ul style="list-style-type: none"> ▪ The first PhD school has been founded which connects a number of scientific areas and which promotes the principle of interdisciplinarity and resource sharing; ▪ The Rules of PhD studies have been revised; ▪ The system of PhD studies has been improved in the sense of: <ul style="list-style-type: none"> • introduction of modern interdisciplinary programs and research topics; • increase of the number of scientific and research efficiency of PhD students. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Senate; ▪ Organizational units. 	End of 2022.	<ul style="list-style-type: none"> ▪ A PhD school has been opened but the number and interest of PhD students have not increased; ▪ The number of PhD students who are not among the most perspective students has increased; ▪ The insufficient number of mentors on PhD studies from certain scientific disciplines.
<p>A_II.3.2</p> <p>Creating conditions for the increase of interest for PhD studies</p>	<ul style="list-style-type: none"> ▪ Increased motivation for the enrolment of PhD studies through an increase of the efficiency of studying; ▪ Increased employment prospects for young researchers with PhDs through a direct cooperation with the economic sector; ▪ Increased number of PhD students from the economic sector. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects; ▪ Economic sector; ▪ Ministry of Science; ▪ Ministry of Education; ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Board of PhD studies; ▪ Senate; ▪ Organizational units. 	Continually till 2024.	
<p>A_II.3.3</p> <p>Introduction of learning approach through researches at the level of master studies</p>	<ul style="list-style-type: none"> ▪ Revised Rules of Post Graduate Studies; ▪ Reformed curricula at the level of master studies in order for the inclusion of research components in the amount of at least 25% of students' workload prior to master thesis completion; ▪ Students at master studies are involved in scientific and research projects; ▪ The number of students of master studies from the economic sector has increased. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Senate; ▪ Organizational units; ▪ Board for Master's Studies. 	End of 2021.	

INTERNATIONAL COOPERATION

International scientific research activities, international project activity, and the mobility of researchers, teachers, and students are the foundations of excellence in studies and research at the University, and the basis of its international visibility. In the coming five-year period, the University will intensify international cooperation with renowned higher education institutions through activities aimed at better implementation of bilateral cooperation and credit mobility agreements, increasing the number of contracts, as well as increasing the outgoing and incoming mobility of teaching and non-teaching staff and students. The intensification of the international project ac-

tivity of the University is the second strategic direction in the field of international cooperation, which implies improved administrative support in the process of application and realization of international projects, as well as an increase in the number of applied projects. Through its activities in the field of international cooperation, the University of Montenegro strives to achieve the position of a university internationally recognized as an educational and scientific research institution that provides education to a significant number of international students, thanks to the internationalisation of its courses into English. With its openness, transparency of procedures, staffing and infrastructure potential, it provides attractive conditions for scientific and artistic work, thus attracting international lecturers and researchers to short or long-term periods of mobility and / or work.



Objective III.1. Intensifying cooperation with reputable higher education institutions

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
<p>A_III.1.1</p> <p>Intensification of cooperation with renowned higher education institutions through the signing and implementation of bilateral cooperation and mobility agreements</p>	<ul style="list-style-type: none"> ▪ Developed mechanism for monitoring the implementation of the agreement; ▪ Regular reporting on the implementation of the agreement; ▪ Increase the number of active bilateral agreements by at least 10% per year; ▪ Increase the number of credit mobility agreements by at least 10% per year. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for International Cooperation. 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Insufficient understanding of the importance of internationalization of the University; ▪ Inadequate number of subject modules and / or study programs in English; ▪ Insufficient financial resources for realization of planned activities.
<p>A_III.1.2</p> <p>Intensifying of cooperation with renowned higher education institutions through association memberships</p>	<ul style="list-style-type: none"> ▪ Increasing the number of associations with active involvement. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for International Cooperation. 	Continuously to 2024.	
<p>A_III.1.3</p> <p>Establishing broader support for outgoing mobility</p>	<ul style="list-style-type: none"> ▪ Promotion of annual mobility programs; ▪ Improvement of procedures in order to facilitate the mobility and recognition of student credit mobility; ▪ Professional English courses for teaching and non-teaching staff are available at the upper-intermediate and advanced levels; ▪ The number of outgoing teaching and non-teaching staff, as well as students participating in mobility programs, is increased by at least 5% annually at each organizational unit. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors; ▪ Centre for International Cooperation; ▪ Students Parliament; ▪ Vice-deans for international cooperation; ▪ Faculty of Philology. 	Continuously to 2024.	
<p>A_III.1.4</p> <p>Establishing broader support for incoming mobility.</p>	<ul style="list-style-type: none"> ▪ The Montenegrin language course at basic and elementary levels available to all foreign students, teaching and non-teaching staff; ▪ At least 3 English summer schools organized annually; ▪ The number of incoming teaching, non-teaching staff and students in mobility programs is increased by at least 5% annually on each unit. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International projects. 	<ul style="list-style-type: none"> ▪ Centre for International Cooperation; ▪ Deans/Directors; ▪ Vice-deans for international cooperation; ▪ Faculty of Philology. 	Continuously to 2024.	

Objective III.2. Strengthening institutional capacity at the University of Montenegro in the process of applying for and implementing international projects and programs within the framework of international cooperation

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_III.2.1 Establishing broader support for project activities and international cooperation programs	<ul style="list-style-type: none"> Expanded capacity of the Office for International Cooperation through increased staffing and training; A network of administrative support for the implementation of international cooperation projects and programs established at all organizational units. 	<ul style="list-style-type: none"> University of Montenegro; Government of Montenegro; Ministry of Education. 	<ul style="list-style-type: none"> Rector's Collegium; Centre for International Cooperation; Deans/Directors; Vice-deans for international cooperation. 	End of 2020.	<ul style="list-style-type: none"> Insufficient commitment of teaching staff to participate in project activities due to overload of teaching responsibilities; Insufficient financial resources to expand the capacity of the Centre for International Cooperation and increase the number of employees.
A_III.2.2 Encouragement to apply for projects at international and national competitions	<ul style="list-style-type: none"> Formed training team for project writing and administration; Training of staff to write and administer projects annually; Established fund for project refinancing; Number of applications submitted each year increased by at least 20% at the University level. 	<ul style="list-style-type: none"> University of Montenegro. 	<ul style="list-style-type: none"> Rector's Collegium; Centre for International Cooperation; Organizational Units. 	Continuously to 2024.	



UNIVERSITY AND ENVIRONMENT

IV

The University of Montenegro is the nucleus of social and economic activities in the country, which, through the development of activities aimed at cooperation with the economic and public sectors, is constantly striving to strengthen its educational, scientific, research, artistic, and innovation potentials. Careful analysis of the needs of the labour market in accordance with the needs of both economic and public sector will result in an adjusted enrolment policy, updating the programs to the optimal way of organizing student practice with employers, that is by involving employers and prominent representatives of the public and private sectors, alumni and representatives of the scientific diaspora, the University will be more strongly profiled as an engine and incubator of ideas and innovations in Montenegrin society. With an awareness of responsibility, as one of the central institutions of Montenegrin science, culture, and art, the University will continue to be a bridge that connects the tradition of Montenegrin science and art with modern times through the study and promotion of the principles of sustainable development of Montenegrin society and state, as well as the preservation of Montenegrin identity, tradition, culture, heritage, history, and multiculturalism.

Objective IV.1. Cooperation strengthening with the economic and public sector

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_IV.1.1 Strengthening cooperation with the economic and public sectors	<ul style="list-style-type: none"> ▪ Adopted Platform for cooperation with the economic and public sector; ▪ Formed think-tank, consisting of representatives of the University and institutions of economic and public sector; ▪ New memorandums on cooperation with institutions from the economic and public sector concluded; ▪ Increased number of contracts for the realization of student internships in teaching bases in the economic and public sectors by at least 5% annually; ▪ Involvement of experts from teaching bases in the process of preparation of final and master thesis; at least 10% of the total number of thesis ▪ At least 50% of organizational units include representatives of the public and economic sectors in the teaching process; ▪ At least 25% of organizational units apply for joint projects with economic and / or public institutions; ▪ Regular promotion of the cooperation of the University, organizational units and teaching staff with economic and public sector institutions through the media and the University website. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Economic and public sector. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors; ▪ Chamber of Economy; ▪ Professional chambers and associations. 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Lack of adequate mechanisms for participation of economic entities, government institutions and NGOs in the activities of the University; ▪ Problem in communication and cooperation with partners / teaching bases due to different working methods, expectations and ideas.

Objective IV.2. Support cooperation with alumni associations and the scientific diaspora

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_IV.2.1 Active involvement of alumni associations and representatives of the scientific diaspora in supporting the development of the University	<ul style="list-style-type: none"> ▪ Adopted Rulebook on cooperation with alumni associations at the level of the University and organizational units; ▪ Formed alumni associations at the University level and all organizational units; ▪ Involvement of members of alumni associations and representatives of the scientific diaspora in: <ul style="list-style-type: none"> • drafting strategic documents, • revision of existing and development of new study programs, lifelong learning programs, etc., • project preparation and implementation. ▪ At least 50% of organizational units include in the teaching process alumni and / or scientific representatives; ▪ At least 50% of organizational units apply for joint projects with alumni and / or scientific diaspora institutions. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Donations from alumni associations. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Career Centre; ▪ Deans/Directors; ▪ Organizational Units. 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Underdeveloped mechanisms of collaboration between alumni and the scientific diaspora with the University.

Objective IV.3. Support for social and cultural development

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_IV.3.1 Profiling the University in public as the nucleus of social activities in the country	<ul style="list-style-type: none"> ▪ New communication strategy adopted by the University; ▪ Stronger profile of the University in public as the core of social activities in the country according to the adopted communication strategy. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ PR Centre; ▪ Organizational Units; ▪ Centre of Information System. 	End of 2020.	<ul style="list-style-type: none"> ▪ Excessive politicization of cultural, historical and identity issues in Montenegrin society; ▪ Students' lack of motivation for sustainable development, culture, history, identity and multiculturalism.
A_IV.3.2 Encouraging the study, promotion and critical analysis of issues relevant to national identity	<ul style="list-style-type: none"> ▪ At least one scientific meeting / roundtable per year related to the study of cultural and historical heritage and Montenegrin identity; ▪ At least one project submitted annually by the University and public institutions aimed at promoting and preserving national identity and heritage; ▪ Introduced new or reformed existing subjects to study issues relevant to Montenegrin identity. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Organizational Units; ▪ Ministry of Culture; ▪ Ministry of Education; ▪ Academy of Science and Art. 	Continuously to 2024.	
A_IV.3.3 Encouraging learning and promoting nurturing a culture of diversity and tolerance, as authentic values of Montenegrin society	<ul style="list-style-type: none"> ▪ At least one scientific meeting / roundtable per year related to the study of multiculturalism; ▪ At least one project submitted annually by the University and public institutions aimed at promoting and preserving multiculturalism; ▪ Introduced new or reformed existing subjects to study issues relevant to multiculturalism. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Organizational Units; ▪ Ministry of Culture; ▪ Ministry of Education; ▪ Academy of Science and Art. 	Continuously to 2024.	
A_IV.3.4 Encouraging the study and promotion of sustainable development of Montenegrin society and the state	<ul style="list-style-type: none"> ▪ At least one scientific meeting / roundtable per year related to the study of sustainable development of Montenegrin society and the state; ▪ At least one project submitted annually by the University and public institutions aimed at promoting sustainable development; ▪ Introduced new or reformed existing subjects to study issues of importance for sustainable development. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ International and national projects. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Organizational Units; ▪ Ministry of Science; ▪ Ministry of Education; ▪ Academy of Science and Art. 	Continuously to 2024.	



ORGANIZATION AND RESOURCES



The University of Montenegro is continuously working on dynamizing and harmonizing the development of all organizational units in terms of modernization and optimization of infrastructural capacities, digitization of teaching services and equipment, revitalization of personnel policy, as well as improvement to the student support system and culture of academic quality. The University of Montenegro faces numerous operational, technical, and financial challenges, starting with the adaptation and reconstruction of unconditional and insufficient university buildings, improvement of material status, and quality (re)production of teaching staff, and further digital transformation of the University, all with the aim of improving the conditions for theoretical teaching, scientific research, but also practical and entrepreneurial trainings for students. Strengthening the functional, infrastructural, and institutional capacities of the University entails significant appropriations and growth of required budgetary, with the efforts of the University and its organizational units to contribute to financial sustainability through EU project funds and market activity plans.

Objective V.1. Integration and optimal utilization of all University resources in the function of efficient performance of the University's activities and sustainable development

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_V.1.1 Adaptation and reconstruction of existing infrastructure and construction of new facilities	<ul style="list-style-type: none"> ▪ Developed operational and financial plan for the adaptation, reconstruction and construction of infrastructure facilities in accordance with the teaching and research needs and in accordance with the principles of sustainable growth and development of the University. ▪ Annual allocation of at least 5% of the University's budget for investment in infrastructure facilities; ▪ All infrastructure facilities of the University adapted, with adaptation to the needs of individuals with disabilities; ▪ Significantly reconstructed, with energy efficiency improvements, at least 5 University infrastructure facilities; ▪ Construction of at least 2 new University infrastructure facilities initiated. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors. 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Inability to meet the target due to lack of funding. ▪ Inadequate monitoring of resource integration.
A_V.1.2 Integration of scientific and artistic resources	<ul style="list-style-type: none"> ▪ Developed integrated research equipment base at the University. ▪ Arranged system of sharing and using the research equipment, human resources, research methods, between organizational units, laboratories, groups, etc., has been arranged. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors. 	Continuously to 2024.	

Objective V.2. Improvement of personnel policy at the University of Montenegro

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_V.2.1 Systematic monitoring of needs and human resources management	<ul style="list-style-type: none"> ▪ Developed short-term and long-term personnel policy strategy at the University; ▪ Completion of the teaching process with at least 85% of its own staff; ▪ Increased number of teaching / research associates by at least 25%. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Inability to meet the target due to lack of funding; ▪ Inability to meet the target due to lack of adequate staff; ▪ Inadequate training and development of human resources; ▪ Lack of appropriate career development services / mechanisms.
A_V.2.2 Improving the competences of teaching and non-teaching staff	<ul style="list-style-type: none"> ▪ A system for monitoring the qualifications and competences of employees introduced; ▪ Model of admission of teaching / research associates into employment established; ▪ Model for teacher training, scientific and artistic work established; ▪ Model of employment of non-teaching staff established; ▪ Model of training for non-teaching staff established. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Lack of appropriate career development services / mechanisms.
A_V.2.3 Introducing measures to improve the standards of employees at the University	<ul style="list-style-type: none"> ▪ Regulations adopted to improve the standards of employees at the University; ▪ Allocation of funds for improvement of housing conditions of employees pursuant to the Regulations; ▪ Assignment of housing units on favourable terms to employees pursuant to the Regulations; ▪ Assignment of housing units for use under favourable conditions to young staff (teaching assistants with doctorate and associate professors) pursuant to the Regulations; ▪ Increased employee earnings through modification of the Collective Agreement. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors 	Continuously to 2024.	

Objective V.3. Improving student support systems

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
<p>A_V.3.1</p> <p>Providing support to students in order to facilitate employment and start their own businesses</p>	<ul style="list-style-type: none"> ▪ Organization of at least two events on an annual basis such as “Open Days”, “Summer job”, etc. .; ▪ Organization of at least two seminars / two workshops annually with the aim of further training of students to start their own businesses; ▪ Organization of at least one seminar / workshop annually on the needs of the economy and the public sector for different profiles of highly educated staff; ▪ Establishment of an entrepreneurial incubator at the University to support students in starting their own businesses. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Career Centre; ▪ Student Parliament. 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Lack of adequate career development services; ▪ Insufficient financial resources; ▪ Insufficient student interest in cultural and sports activities; ▪ Insufficient student interest in humanitarian work and volunteering.
<p>A_V.3.2</p> <p>Improvement of students’ cultural and sports activities</p>	<ul style="list-style-type: none"> ▪ Active involvement of students in cultural and sports activities at and outside the University; ▪ Organization of at least two cultural manifestations of students annually; ▪ Promotion of healthy lifestyles of the student population through the organization of at least two events per year; ▪ Introduce at least two new sports disciplines in student inter-college competitions. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector’s Collegium; ▪ Deans/Directors; ▪ Student Parliament. 	Continuously to 2024.	
<p>A_V.3.3</p> <p>Supporting humanitarian activities and student volunteering</p>	<ul style="list-style-type: none"> ▪ Student participation in humanitarian and volunteering activities; number of students volunteering – at least 5% of the total number of active students. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector’s Collegium; ▪ Student Parliament. 	Continuously to 2024.	

Objective V.4. The University of Montenegro implements the principles of nurturing a culture of quality

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
<p>A_V.4.1</p> <p>Establishment of an internal quality improvement system (IQAS) based on European standards and guidelines for quality assurance in the European Higher Education Area – ESG</p>	<ul style="list-style-type: none"> ▪ Developed and adopted ESG-based internal quality improvement system; ▪ Prepared annual self-evaluation report of each university unit; ▪ Internal annual audit system established based on self-evaluation reports for all organizational units. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for quality improvement; ▪ Students Parliament. 	<p>Continuously to 2024.</p>	<ul style="list-style-type: none"> ▪ Lack of commitment and resistance of organizational units to perform annual audit due to significant workload of employees; ▪ Delay of self-evaluation due to considerable staff workload; ▪ The lack of interest of the academic community to actively participate in the promotion of a quality culture.
<p>A_V.4.2</p> <p>Conducting an external evaluation of the University</p>	<ul style="list-style-type: none"> ▪ The University organizes an external evaluation. 	<ul style="list-style-type: none"> ▪ University of Montenegro; ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for quality improvement; ▪ Deans/Directors; ▪ External Experts. 	<p>Every third year.</p>	
<p>A_V.4.3</p> <p>Improving access to student surveys and mechanisms for obtaining quality feedback</p>	<ul style="list-style-type: none"> ▪ Increased percentage of active student turnout for surveys by at least 50%. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for quality improvement; ▪ Vice-deans for Teaching; ▪ Students Parliament. 	<p>End of 2020.</p>	

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME
A_V.4.4 Active involvement of the academic community in promoting a culture of quality	<ul style="list-style-type: none"> ▪ At least two meetings of the Quality Committee organized annually with the Rector's Collegium in order to coordinate the work of the Quality Committee at units more effectively. ▪ At least two workshops organized annually on the topic of quality improvement and academic integrity with external and internal experts. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Centre for quality improvement; ▪ Students Parliament; ▪ External Experts. 	Continuously to 2024.
A_V.4.5 Provision of training in strategic management	<ul style="list-style-type: none"> ▪ Conducted annual training in strategic management of the organizational units and the Rectors' Office. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Centre for quality improvement; ▪ External Experts. 	Continuously to 2024.
A_V.4.6 Development of organizational unit development strategies	<ul style="list-style-type: none"> ▪ Adopted strategic plans for the development of organizational units in accordance with the development strategy of the University of Montenegro 2019-2024. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors; ▪ Organizational Units; ▪ Senate. 	End of 2019.

Objective V.5. Digitization and improvement of information and document management systems

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_V.5.1 Developing a student user portal	<ul style="list-style-type: none"> Email account available for all students; Student portal launched with e-index functionality. 	<ul style="list-style-type: none"> University of Montenegro. 	<ul style="list-style-type: none"> Centre of Information System; Students Parliament. 	Continuously to 2024.	<ul style="list-style-type: none"> Inaccessibility and / or unreliability of data in an integrated information system;
A_V.5.2 Developing an integrated digital data management system	<ul style="list-style-type: none"> Implemented central system for monitoring the University's fixed assets; Initiated DMS on all organizational units connected with the Rector's Office; Launched innovative student service, personnel records and accounting modules. 	<ul style="list-style-type: none"> University of Montenegro. 	<ul style="list-style-type: none"> Centre of Information System; Deans/Directors. 	Continuously to 2024.	<ul style="list-style-type: none"> Limited resources to maintain and introduce new activities in the IT sector.
A_V.5.3 Introduction of the EDUROAM wireless internet network	<ul style="list-style-type: none"> EDUROAM introduced on all campuses. 	<ul style="list-style-type: none"> University of Montenegro. 	<ul style="list-style-type: none"> Centre of Information System. 	End of 2020.	

Objective V.6. Increase of the budget of the University of Montenegro

ACTIVITIES	INDICATORS/TARGET VALUE	RESOURCES	RESPONSIBILITY	TIME	RISKS
A_V.6.1 Implementation of the University of Montenegro Strategy	<ul style="list-style-type: none"> ▪ For the teaching and scientific research component of University development, increased budget in accordance with the objectives of the University Strategy by at least 75% compared to 2019; ▪ For infrastructure reconstruction and development of the University, allocation of funds through the Capital Budget of the Government of Montenegro in accordance with the objectives of the University Strategy. 	<ul style="list-style-type: none"> ▪ University of Montenegro, ▪ Government of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Governing Board. 	Continuously to 2024.	<ul style="list-style-type: none"> ▪ Insufficient budget increase for the implementation of the development strategy; ▪ Insufficient percentage of success in applying for EU funds; ▪ Inadequately developed model of cooperation with the economic sector.
A_V.6.2 Stimulating organizational units to implement lifelong learning programs and programs in English	<ul style="list-style-type: none"> ▪ Increased income of the University through the organization of study programs in English; ▪ Increased University revenue through the organization of lifelong learning programs. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors. 	Continuously to 2024.	
A_V.6.3 Encouraging academic community to participate in projects from EU funds	<ul style="list-style-type: none"> ▪ Introduced incentive model for applying with EU funds; ▪ Increased University revenue from international project activities by at least 5% annually. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors. 	Continuously to 2024.	
A_V.6.4 Stimulating the academic community to cooperate with the economy in providing professional services and commercializing research results	<ul style="list-style-type: none"> ▪ Introduced incentive model for cooperation with economic sector; ▪ Increased University revenue from providing professional services and commercializing research results by at least 5% annually. 	<ul style="list-style-type: none"> ▪ University of Montenegro. 	<ul style="list-style-type: none"> ▪ Rector's Collegium; ▪ Deans/Directors. 	Continuously to 2024.	

Coordination Board

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 Prof. Dr. Duško Bjelica, President of the Governing Board
 Prof. Miran Begić, MA, Vicepresident of the Governing Board
 Prof. Dr. Đurđica Perović, Vicerector
 Prof. Dr. Irena Orović, Vicerector
 Prof. Dr. Nataša Kostić, Vicerector
 Prof. Dr. Boris Vukićević, Vicerector
 Prof. Dr. Sanja Peković, Head of the Center for Studies and Quality Control

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