



University "Mediteran" Podgorica

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University Mediterranean Internationalization Strategy 2018-2022

Podgorica, February, 2018



1. INTRODUCTION

University Mediterranean (UM) is the first private university in Montenegro which provides academic degrees in the field of tourism, hotel management, information technologies, business studies, visual arts, law and foreign languages.

Since its foundation in 2006, it functions as a single legal entity in accordance with the Bologna Declaration. The University is undoubtedly and fully committed to enhancing the quality of studies in a systematic and organized manner in order to be modern, flexible, comparable, competitive and efficient. In that sense and in compliance with the Bologna process, there is a continuous work on increasing the quality level of all activities at the University - teaching, study programs, grading system based on the introduction of the European Credit Transfer and Accumulation System - ECTS, textbooks and literature, equipment of study rooms and other areas, information system, scientific research, publishing, selection of teaching and administration staff, library, lifelong learning, international cooperation and other standards.

Since the establishment of its first faculty in 2004, the internationalization has become one of the strategic objectives at the University of Mediterranean. Montenegro.

2. Internationalization process at University Mediterranean

2.1. State of the art

Although there is significant improvement in the internationalization process since its establishment, the fact is that there are still a lot of work that should be carried out in period 2018-2022 in order to be a part of European Higher Education system.

By analyzing data regarding the participation in international projects, it may be concluded that the number of projects realized by faculties as well as the quality of projects and partnerships is at extremely satisfactory level, but most of the project actually refers to educational, not research activities (mostly Tempus projects)

Data from academic 2015/2016 leads to conclusion that the level of outgoing activities regarding students, teaching and administrative staff is not at satisfactory level (seven students mobilities, 2 teaching staff mobilities and no administrative staff mobilities) while the ingoing activities were not realized in academic 2015/2016 at all.



Regarding the established cooperation agreements with other universities, there are a lot of agreements which are signed, but most of them do not function in many different points of view.

When talking about study programs organized in English, there is only master program Master of Business administration which is held in English.

Some faculties still do not have updated web sites in English.

The position of University at Webometrics and other ranking lists is not at satisfactory level.

2.2. Vision and strategic objectives

Our vision is to be recognized in European higher education and research area.

The objective of the strategy is defining strategic activities for further internationalization of the University Mediterranean through development of infrastructure in domain of international collaboration and mobility at the University in whole and separated university institutions.

The definition of internationalization strategy is broad 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 Mediterranean in international framework of high education, mobility of students and researchers, knowledge transfer, responsibility of society and international accredited plan and program.



2.3.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 for 20% for outgoing mobility per year (all categories- teaching staff, administrative staff and students) and 20% mobilities per year (all categories) when talking about incoming mobilities.
4. Greater number of international projects which are realized at the University of Montenegro especially projects in research areas
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 Center for International Affairs
- Improvement of capacity of academic and administrative staff of the University Mediterranean 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 Mediterranean

3. Internationalization goals for period 2018-2022

3.1. 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 University Mediterranean



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

3.2. Requirements for realization of above-mentioned goals

3.2.1. 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 University Mediterranean with the study programs at the well-established European universities.



3.2.2 Increasing the number of the students and researchers participating in the mobility program

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

For that reason it is necessary to:

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 University Mediterranean will be available in English language (web site)
2. Accreditation and organization of study programs at master and doctoral 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.

3.2.3. 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.

3.2.3. 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).

4. Conclusion

One of the priorities of the reforms at the University Mediterranean is work on better position of the University 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 University Mediterranean.



Objectives and activities in the process of improvement the internationalization of the University Mediterranean 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.

 Senate
Prof. Radislav Jovović, president
