

No: 182/2026

Date: 09/07/2026

INTERNATIONALIZATION POLICY OF FACULTY OF INTERNATIONAL TOURISM AND HOTELMANAGEMENT MILOČER 2026–2030

INTRODUCTION

The aim of this policy is to systematically encourage and coordinate the internationalization activities of the HEC Faculty (hereinafter: the Faculty). Internationalization is defined as the integration of international, intercultural and global dimensions into teaching and research activities.

Special focus will be placed on:

- active participation of students and academic staff in international exchange programs and strengthening international capacities;
- attracting and supporting mobility of foreign students and engagement of international academic staff.

VISION AND MISSION

Vision: The Faculty becomes a recognizable regional center for education and research in hospitality and gastronomy with strong international partnerships, a high level of mobility and a multicultural academic environment.

Mission: Improving the quality of education and research through international cooperation, exchange of knowledge and experience, increasing the visibility and competitiveness of study programs.

POLICY OBJECTIVES

General objectives:

- Increase participation of students and academic staff in international programs
- Increase the enrollment of foreign students and engagement of international (staff)
- Establish new strategic partnerships with related institutions

Specific objectives:

- Develop and accredit at least 2 study programs in English;
- Implement a system for institutional mobility support (international office);
- Increase the number of international joint projects and publications.

PRINCIPLES AND VALUES

- Quality and relevance of education;
- Openness and inclusiveness (support for international students and people from different cultures);
- Transparency and fairness in selection and rewards;
- Sustainability and responsible resource management;
- International cooperation based on mutual respect and benefit.

TARGET GROUPS

- Students (undergraduate and master's)
- Academic and research staff
- Administrative staff involved in mobility and international cooperation
- Foreign students and academic staff
- Partners: universities, tourism and hospitality companies, local community

KEY ACTIVITIES AND MEASURES

A. Encouraging active student involvement

- Mobility and exchange
- Promotion of Erasmus+/similar programs, bilateral exchanges and short study/professional visits
- Financial support: scholarships for outbound mobility and travel/accommodation subsidies
- Flexibility in recognition of ECTS credits and a clear procedure for credit/exam recognition
- International courses and programs
- Introduction of English modules and intensive summer/winter schools in hospitality, management and gastronomy
- Development of joint degree programs with partner universities
- Support for student initiatives
- Funds for student projects with international partners (conferences, competitions, projects)
- Mentorship (academic and student mentors) for preparation and support of mobility

B. Encouraging involvement of academic staff

- Promoting international mobility of teachers and researchers
- Grant system for short- and long-term visits, guest lectures and research exchanges
- Academic workload adjusted for mobility and recognition of international activities in promotion procedures
- Attracting international staff
- Visiting professors and Visiting Scholar programs (semester and annual)
- CEEPUS FREEMOVER programs
- Promoting international research projects

- Internal funds for initial co-financing of applications for international grants
- Support for project writing, project management and dissemination of results

C. Attracting and supporting foreign students and academic staff

- Tailored programs and language support
- English programs, as well as intensive language courses (Montenegrin + English)
- Accessible information on applications, recognition of diplomas and visa procedures
- Administrative and living support
- International office: assistance with visa, accommodation, health insurance and integration
- Partnerships with local accommodation providers for favorable prices and services
- Marketing and recruitment
- Targeted campaigns on social media, international fairs and an English-language faculty website
- Involvement of the alumni network and student recruitment agents

D. Strengthening institutional capacities

- International office
- Establishment of an office for international cooperation responsible for strategy, partnerships, mobility and support
- Clear procedures, forms and internal policies (credit recognition, cooperation agreements, etc.)
- Digital infrastructure and teaching resources
- Online platforms for international cooperation, virtual exchanges (online mobility) and bilingual resources
- Investment in modern equipment for international projects and hybrid teaching
- Data and evaluation
- System for collecting data on mobility, recruitment and cooperation outcomes
- Annual reports and strategy review
-

ORGANIZATION AND RESPONSIBILITIES

- Teaching council: adoption of the policy and oversight of implementation
- International office: operational implementation of activities, coordination with students and academic staff
- Departments and programs: development of international courses and partnerships, national and EU programs (Erasmus+, Horizon), international and local projects
- Student service and career center: support for internships and employment
- Financial department: budget and scholarship management

KEY PERFORMANCE INDICATORS:

- Number of mobile students (outgoing/incoming) per year
- Number of academic staff mobilities

- Number of international partnerships and signed agreements
- Number of foreign students enrolled in programs
- Number of joint research projects and international publications
- Participant satisfaction in exchanges and mobility (evaluations)

IMPLEMENTATION PLAN

Year 2026/2027:

- Establish International Office – office for international cooperation
- Analysis of existing capacities and needs
- Accreditation of study programs in English
- First cycle of marketing activities for recruitment of foreign students

Year 2027/2028:

- Implementation of study programs in English
- Expansion of the partner network and introduction of scholarships
- Visiting professors and joint projects / courses
- Proposal for joint degree programs

Years 2028–2030:

- Implementation of joint degree programs
- Improvement of the scholarship system and visiting lectures
- Evaluation and revision of the policy according to success indicators

CONCLUSION

The proposed policy is a comprehensive framework that enables the Faculty to systematically develop international capacities, increase student and staff mobility, and increase attractiveness for foreign students and academic staff.

Implementation requires clear commitment from management, appropriate financial resources and coordinated action of all involved parties.

For the HEC Faculty

Dean

Assoc. prof. dr. Zlatibor Milić
