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Pursuant to Articles 12, 15, and 26 of the Statute of the College of Professional Medical Studies ICEPS, Kotor (hereinafter: ICEPS), and upon the proposal of the Academic Council and the Dean of ICEPS, the Council of ICEPS hereby adopts the following document:

**INTERNATIONALISATION STRATEGY
of the College of Professional Medical Studies ICEPS, Kotor**

1. Importance and Mission of Internationalization

Internationalization is the process of integrating international and intercultural elements into the teaching, professional, and institutional activities of the College of Professional Medical Studies ICEPS, Kotor (hereinafter: ICEPS Kotor), with the aim of gradually integrating the institution into regional and European higher education frameworks in the field of medical sciences.

ICEPS Kotor views internationalization as a developmental process that involves building institutional and human capacities, as well as enhancing the quality of education in the field of medical sciences through gradual integration into European educational frameworks, in accordance with the applicable regulatory framework of Montenegro.

Special emphasis is placed on participation in activities within European Union programs such as Erasmus+, the development of partnerships with related higher education institutions in the region and across Europe, as well as involvement in mobility schemes and international projects that contribute to the academic and institutional development of the institution.

2. Strategic Positioning

The institution is clearly committed to partnership-based cooperation founded on the principles of mutual respect, professional responsibility, and equality.

The activities of the institution is based on the values of the European Higher Education Area, while respecting the applicable legislative and strategic framework of Montenegro, with special focus on the development and advancement of healthcare education.

2.1. Regional Positioning

In the regional context, the institution is oriented towards strengthening cooperation with related higher education institutions in the Western Balkans, with the aim of gradually establishing sustainable partnerships that foster the exchange of knowledge, experience, and best practices.

Special emphasis is placed on engaging in cooperation opportunities within European Union programmes such as Erasmus+, as well as regional academic mobility schemes, including CEEPUS, as key mechanisms for institutional networking and integration within Central and South-Eastern Europe.

2.2. Positioning in Europe

Within the European educational space, ICEPS Kotor aims to gradually strengthen its visibility and recognition through cooperation with related institutions and participation in European cooperation and mobility programmes. In this regard, the Erasmus+ programme stands out as a key framework for the development of cooperation and the positioning of the institution, in line with Montenegro's status within the programme at a given time and the opportunities for participation.

2.3. Global Positioning

At the broader international level, the positioning of the higher education institution ICEPS Kotor is viewed as a long-term process of gradual integration into international developments in the field of medical education and knowledge exchange.

3. Strategic Partnerships, Agreements and Networking

Strategic partnerships with related institutions will be developed, where conditions allow, towards stable and long-term forms of cooperation based on mutual interests and opportunities for joint activities.

Such forms of cooperation involve the gradual strengthening of mutual trust and coordination in areas of shared interest, as well as the possibility of joint participation in project activities and other forms of collaboration that contribute to the development of institutional and human capacities.

ICEPS Kotor will seek to gradually expand the range of institutions and international organizations with which it establishes bilateral or multilateral cooperation in the field of medical education and professional work.

In the selection of partners, attention will be given to geographical diversity, academic compatibility, and alignment of cooperation with the institution's development priorities.

Cooperation will also be encouraged through the organization of guest and online lectures, as well as through the exchange of teaching and non-teaching experiences and practices, in accordance with the institution's stage of development.

ICEPS Kotor will seek to gradually engage in relevant networks of educational institutions, universities, and international organizations, with the aim of exchanging information, experience, and good practices in the field of medical education and knowledge transfer, thereby supporting the strengthening of international cooperation and the professional development of the institution.

4. Strategic Objectives

4.1. In the Field of Higher Education

Strategic objectives in the field of higher education are aimed at the gradual strengthening of the educational and institutional capacities of ICEPS Kotor and include:

- the development of cooperation with related institutions in the region and Europe, with the aim of exchanging experience and good practices in the field of medical education;
- the establishment of cooperation with academic staff and lecturers from other countries and their involvement in the teaching activities of ICEPS Kotor, primarily through guest and online lectures;
- enabling the participation of ICEPS Kotor teaching staff and associates in educational activities of partner institutions, in line with institutional capacities;
- the gradual development and improvement of online and hybrid forms of teaching, in accordance with applicable regulations and the accreditation framework in Montenegro;
- the gradual development and introduction of selected programmes in English, in line with development needs and accreditation standards.

4.2. In the Field of Knowledge Transfer

Strategic objectives in the field of knowledge transfer are aimed at strengthening institutional capacities and improving the teaching process, and include:

- strengthening the educational potential of ICEPS Kotor through cooperation with related institutions in the region and Europe;
- familiarization with and gradual adoption of contemporary approaches, learning methods, and educational practices that contribute to the improvement of teaching within study programmes in the field of medical sciences;
- gradual integration into international educational and professional developments in the field of medical sciences and professional (clinical) practice, including activities within Erasmus+ and CEEPUS programmes, in line with the institution's development capacities;
- participation in international projects aimed at improving teaching and strengthening institutional capacities.

5. International Cooperation

The priorities of international cooperation are focused on the gradual development and strengthening of cooperation with related institutions in the region and Europe and include:

- the development and deepening of cooperation with institutions that are compatible in terms of study programme areas, with the aim of exchanging experience and good practices in the field of medical and healthcare education;
- familiarization with European programmes aimed at the development of higher education (such as Erasmus+), along with their gradual implementation in institutional practice, in order to align with European educational developments and principles and to establish a solid foundation for the further development of the internationalization process;
- the promotion of mobility of students, academic and administrative staff through bilateral agreements and academic exchange programmes, including Erasmus+ and CEEPUS;
- the development of project-based cooperation and participation in international calls in partnership with institutions in the region and Europe, as part of the process of strengthening institutional capacities.

6. Principles of Sustainable, Digital, and Inclusive Development

ICEPS Kotor recognizes the importance of digital solutions in the organization and implementation of international cooperation and will seek to gradually enhance the use of digital tools in the management of mobility and project activities.

Special attention will be given to improving electronic communication, simplifying administrative procedures, and developing the digital competencies of staff involved in international cooperation processes.

In the implementation of international projects and mobility activities, ICEPS Kotor will strive to act responsibly and sustainably, taking into account the importance of environmental protection. In organizing activities, efforts will be made, wherever possible, to use solutions that contribute to more efficient use of resources and the reduction of unnecessary administrative and environmental burden.

The process of internationalization is based on the principles of openness, equal opportunities, and non-discrimination. Participation in mobility programmes and international cooperation projects will be ensured under equal conditions, in accordance with applicable regulations and institutional rules. Special attention will be paid to encouraging the inclusion of individuals with fewer opportunities and ensuring access to activities in line with their needs.

ICEPS Kotor recognizes the importance of social responsibility within international activities and encourages students and staff, during their participation in mobility and projects, to develop awareness of the broader social and cultural environment. Activities will, where appropriate, be connected with the local community and professional environment, with the aim of mutual contribution and exchange of experience.

7. Organizational Support and Responsibility for Strategy Implementation

The Dean of ICEPS is responsible for the coordination and implementation of the Internationalization Strategy.

Activities in the field of international cooperation will be carried out within the existing organizational structure and available human resources, with the gradual strengthening of institutional capacities in line with the development of the internationalization process.

Kotor,

College of Professional Medical Studies ICEPS, Kotor
President of the Council



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