

Study visit report

I was a member of Montenegrin delegation participating in study visit to Berlin on May 17-19.

The official title of the study visit was **"Institutional structures for the management of internationalization and mobility"**.

Two-days workshop gave us an outstanding view of the institutional managing of internationalization which is very much in line with the national interests. We have been witnessing the national strategies for the internationalization of HE which predict 50% of all the students in Germany participating in any kind of mobility during their study. Concerning the fact that EU prediction is 20% of students involved in mobility up to 2020 we have been surprised with such an ambitious German goal. Germany has already 37% of all the students involved in some kind of short or long-term mobility.

The concept of the workshop was given such as to introduce the institutional strategies as the first topic. We got acquainted with the strategies of four universities in the city of Berlin, different among themselves but still with very much common aspects. The conclusion was that all the universities suffer from the disbalance between the incoming and outgoing students and staff, so the future objective will be to create the measures to encourage the outgoing mobility. The second point was the existence of strategic partners for all the Berlin universities. They all have numerous cooperation agreements but strategic partnerships are formed with the most suitable universities and they mean not only cooperation and mobility but also joint institutional organizations as off- shore campuses and joint universities as well as degrees. They pay very much attention to joint degrees, much bigger than individual mobility itself.

We have also heard about their experience to establish centralized services needed for the support of growing internationalization. We have presentations from international relations office as well as office for the strategic partnerships. DAAD has also presented all its efforts in supporting the mobility within its specific directorates. Some experiences from the Faculty perspective have also been demonstrated to us, so we had complete picture of the institutional strategy for internationalization.

Second day was dedicated to the presentations of the global mobility initiatives, global networking and international partnerships. Here we heard about three different models of off shore campus, joint campus of joint programmes that TU Berlin has. It was clear that institutional policy depends very much on national interest and it is strongly supported by national policy makers as we have heard during the session in BMBF dedicated to the policies and programmes for mobility and internationalization. At the end we have wrapped up the impressions about the close links between the institutional and national strategies completely aware of the whole process.

Montenegrin delegation actively participated in all the sessions and exercises discussing the position of small countries vs internationalization especially in the context of global networking.

