

**University "Mediterranean" Podgorica**  
**Rector of the University**  
**No: R-51-06**  
**Podgorica, 7.11.2006.**

Pursuant to Article 41 paragraph 3, indent 8 of the Statute of the University, in the procedure for determining the guidelines for making the Development Strategy of the University, Rector of the University "Mediterranean" Podgorica, hereby adopts the

**Guidelines for making the Development Strategy of the University  
"Mediterranean" Podgorica**

**I** Globalization processes are getting more intense. Fast and big changes are happening in science and technology, which is a challenge for both small and big countries. Regardless of the level of economic development of a country, it is essential to keep pace with these changes.

Montenegro, a small country with an open market economy, is dedicated to rapid economic development and to the development of a democratic and modern knowledge society. It has to make up for the delay in development in order to ensure stable economic survival, high standard of living and self-sustainability.

**II** In order to keep pace with the changes it is important to follow the democratic standards of developed countries as well as the standards of the European education system, taking into account the tendencies of rapid Europeanization and the dynamics of the processes of economic and other integration.

It is important to devise the future of the country by respecting new, modern knowledge and skills. Modern knowledge economy promotes the resources of intangible character (time, quality, speed, information, know-how...), which imposes the need for a modern man to constantly learn and improve himself.

**III** Education is a crucial factor in the development of any country. Investments in education are the most important national investments with long-term effects. By developing creativity and the creative spirit among young generations, the competitive ability of an economy is developed. Therefore, this factor of development will be given due attention, given its impact on a country's development.

**IV** Montenegro is on track to build a new, more modern economic structure which relies on the development of tourism, healthy food production, broad service sector etc. The need has arisen to consolidate the entrepreneurial initiatives with the trends of modern education for the purpose of preparing experts for the new millennium!

Such economic structure requires more recent knowledge, managers, marketing specialists, businessmen, efficient entrepreneurs, experts in banking and stock business, experts in accounting and auditing, good computer scientists and designers. Therefore, the mission of the University "Mediterranean" will be directed towards the

advanced future and towards the acquisition of new knowledge and skills, especially those which will as quickly and as efficiently as possible integrate young people into the modern world, a world of knowledge and prosperity.

It is expected that the Ministry of Education and the Council for Higher Education make the development strategy of higher education in Montenegro.

**V** Private Initiative in the field of higher education in Montenegro does not have a long tradition. For this reason, the emergence of a private university has been an important event in Montenegro on its development path towards a modern society. When the social conditions became ripe, the private initiative in this field was given equal treatment under the pressure of reform processes. This is both an opportunity and a challenge!

**VI** When establishing the university units, labour market needs will be met. Curricula will be obliged to adapt to such needs, bearing in mind the increasing internationalization of the education market.

Accommodation capacities (in Bar and Podgorica) will be given due attention.

**VII** All study programmes shall be subject to the legally prescribed procedure of accreditation or re-accreditation and licensing. They should reflect the development needs of Montenegro which aspires to wider regional and European spaces and integrations.

**VIII** All study programmes are created to comply with the spirit and system of the Bologna Declaration.

**IX** The University shall adhere to the principle of integrated and modern education, the needs for permanent education as an expression of the support for the economic development of Montenegro.

**X** There exists a need and obligation:

- to continuously modernize curricula;
- to equip the classrooms with modern computer equipment;
- to apply new teaching methods and work in smaller groups in order to raise the standard of education;
- to introduce e-learning and distance learning systems;
- to build a unique information system;
- and so on

**XI** The University shall be open to the people of knowledge and creation so that the teaching process can function well at the undergraduate, postgraduate and doctoral level. Responsibility and professionalism in the work of all, from teaching assistants to full professors, have to lead to the high-quality performance of educational function. For new generations this will be the best recommendation for the enrolment in the University "Mediterranean".

**XII** The University will pay special attention to the personnel structure, the selection of personnel, pedagogical preparation etc.

**XIII** The University will prepare a specialization programme for young experts and give this matter a lot of attention.

**XIV** The University will organize ongoing practical training of students so that they can more quickly engage themselves in the work process.

**XV** The University will have a specialized scientific-research unit to deal with projects, analyses, projections, consulting services etc.

**XVI** Inter-university cooperation will be given special attention due to the importance which the mobility and exchange of teachers, assistants and students at the regional and wider international level has for the University. The experiences of the universities with longer tradition should be used more in our work so that we can live and create, keeping pace with the trends of modern Europe that we aspire to.

**XVII** University will give due attention to international cooperation on research projects, participation in expertise, the establishment of cooperation between national and related institutions and researchers etc. for promoting the work at the University.

**XVIII** Interactive relationship between teachers and students will be developed at the University. Student Parliament will be formed, and the elected student trustees on each unit will be enabled to participate in the work of relevant working bodies at the University.

**XIX** The University will establish a Career Centre to help the recruitment and follow the course of employment of its graduates.

**XX** The University will find a way to inform the public about its work in an appropriate form.

**XXI** These guidelines are a starting point for creating the documents which will define more precisely the development of the University.

**To be delivered to**

- **Faculties**
- **Archive**

**R E C T O R**

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**Professor Janko Radulović, PhD**