

AL4Life ↗



Alumni Strategy

University of Montenegro

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WELCOMING NOTE – RECTOR

Welcome to our vibrant alumni community!

The University of Montenegro, as the only public higher education institution in the country, has been committed to excellence in education, arts and research since 1974, striving to contribute to sustainable development and well-being of our society. Strongly confident that education represents the key pillar of societal advancement and sustainable innovation, we aim to consolidate a vibrant academic community that will create long-term prosperity and a thriving society. Hence, we are persuaded that our role as promoters of values of education, creativity and critical thought, and the creators of future professionals and leaders, make us accountable and obliged to spread and cherish an academic sense of belonging, support, and identity.

At the University of Montenegro, we believe our graduates are our best ambassadors and our most valuable resource. In that sense, the initiative to create a first Alumni Strategy comes from our commitment to fostering a vibrant and interconnected alumni community, creating opportunities for collaboration, growth, and lifelong connections. We are convinced that stronger alumni engagement in our University's development is essential in strengthening and further disseminating shared values, culture and history, and hence also an impetus for even more profound engagement with society.

The Alumni Strategy is envisioned as our contribution to society's contemporary needs and challenges, as an attempt to enhance the higher education landscape and align our teaching, arts and research efforts to



the specific societal needs. We believe that the strength of any higher education institution resides, among other, in its network of graduates, and that makes us particularly proud and excited to embark on this journey together, leveraging the collective power of our alumni community. Our alumni remain a testimony of our success, and we fully recognize the importance of maintaining strong connections with them, celebrating their success and strengthening their sense of belonging to their Alma mater.

Convinced that by consolidating our alumni community and mobilizing their knowledge, networks, and experiences, we can jointly strive to achieve our shared objective – a brighter future for Montenegro, we proudly present you the first Alumni Strategy of the University of Montenegro and hope you will join us in this fascinating journey!

RECTOR
Prof. Dr. Vladimir Božović



UNIVERSITY OF MONTENEGRO AND ALUMNI

Strong alumni engagement represents one of the core pillars of the development and modernization of higher education institutions, with often wide-reaching positive impact on both the institution and its graduates. According to the Voluntary Alumni Engagement in Support of Education (VAESE) report, alumni engagement can foster the acquisition of new emerging skills, increase student enrollment and retention rates, enhance the institution's reputation, and positively impact fundraising efforts. By fostering a sense of community and connection between alumni and the institution, higher education institutions can create a movement of support that benefits all parties involved.

University-alumni relations have been recognized as one of the key drivers of the future development of the Montenegrin higher education system. The importance of strengthening the synergy between science and economy has been addressed in the Montenegrin Strategy for Scientific-Research Activity (2017), while the Montenegrin Strategy for Lifelong Entrepreneurial Learning (2020 – 2024) defines the objectives of increasing practical content in teaching, improving specific entrepreneurial knowledge and skills through specialized training, and in general, establishing various types of university-business cooperation. Moreover, the Montenegrin Smart Specialization Strategy (2019 – 2024) emphasizes the interdisciplinary/multidisciplinary nature of future scientific endeavors, paving the way for capitalizing on the R&I potential within the Montenegro diaspora.

In order to further develop the higher education system to meet the needs of Montenegrin society and economy, it is necessary to strengthen the relations with alumni who represent a major source of professional expertise and provide access to important business networks. Engaging alumni in the teaching process, scientific projects, career development and major events can thus not only strengthen students' professional skills and facilitate their professional insertion but also contribute to bridging the gap between scientific and professional communities. Consequently, such endeavors should result in better visibility of scientific activities and developing research projects with strong socio-economic impact, thus aligning the university's research and teaching process to respond to major societal challenges and needs.

As the oldest and most influential higher education institution in Montenegro, which enrolls 3.500 students annually, around 80% of the total student population in the country, the University of Montenegro has a significant potential for contributing to the overall development of Montenegrin society and economy. Since the foundation of the University in 1974, approx. 90.000 students have graduated from all levels of studies, representing a valuable source of knowledge, expertise, and professional networks as our graduates are raised to leading positions in the country's political, economic and cultural landscape and beyond. Although the University of Montene-



gro recognizes the importance and potential value of alumni engagement, its alumni community has not been institutionalized, and most efforts in the field remain scattered and, consequently, not fully impactful. Alumni cooperation has been chiefly initiated at the level of individual faculties, and the analysis of the existing structures identified numerous efforts in the field at various stages of development. Consequently, a more holistic approach to alumni engagement is needed to fully exploit the exceptional potential of the vast community of graduates of the University and ensure its sustainability and long-term impact.

According to the Development Strategy of the University of Montenegro (2019 – 2024), the engagement of alumni is a vital instrument for achieving some of the strategic development goals of the University, such as creating the conditions for better employability of its graduates and enhancing international cooperation and collaboration with the economic sector. With a significant body of graduates and internal infrastructure for establishing strong cooperation with the alumni through the fully-operational Office for Career Development and Lifelong Learning, the University of Montenegro has already set a solid ground for capitalizing on its alumni from various aspects – including, but not limited to practical knowledge, networking, career development and fundraising.

The University of Montenegro Alumni Strategy and its 5-year Action Plan represent a framework for establishing close and effective relationships with the community and industry by setting up the Alumni Association and Committee on the central level, integrating existing alumni clubs with the new ones to be established, and creating opportunities for alumni involvement in education and development of the University.

This joint effort shall foster and nourish the University’s core values – **Integrity, Respect, Academic Freedom, Loyalty & Inclusion** and spread the impact beyond the academic community to society as a whole.





VISION

Strong, loyal, and engaged alumni network that provides support to students and the wider academic community, building lifelong relationships and enhancing the visibility, relevance, and impact of the University.



MISSION

Establish a dynamic and engaged alumni network and a framework for lifelong cooperation, building excellence and innovation at the University of Montenegro, and facilitating the continuous development of knowledge, skills, and opportunities for the community.



Strategic Directions for
University-Alumni Cooperation



ALUMNI & TEACHING



Why?

Alumni represent an essential asset to every academic community. As former students, active and influential in various sectors (including academia), alumni become ambassadors of university culture. Representing a valuable repository of experience in their respective fields, alumni can and should be engaged as lecturers, thus bringing valuable professional experiences into classrooms, making an educational system more practice-oriented and ensuring business-to-academia knowledge transfers. This would ensure that students obtain valuable insights into the latest trends and professional practices while granting them access to influential professional networks that can greatly facilitate their career development.

The University of Montenegro holds great pride in our extensive record of successful graduates who, over time, rose to leading positions in the country's political life, across different economic sectors and businesses, and within reputable international organizations. Hence, their involvement can provide significant **BENEFITS** to the modernization of the University, including:

- **Practical knowledge** that complements the theoretical concepts taught in the classroom.
- **Industry-specific expertise** of alumni as lecturers/guest lecturers.
- Insights into the **latest trends, technologies, and practices**.
- Enhanced networking opportunities for students and **personalized career development**.



Goals!

- Provide alumni with a **SYSTEM AND INFRASTRUCTURE TO REMAIN CONNECTED** to the university.
- Foster a **SENSE OF COMMUNITY AND ENGAGEMENT** between alumni and the University by creating opportunities for alumni to share their expertise and encouraging their support of the institution.
- Create a more **DIVERSE AND PRACTICE-ORIENTED LEARNING ENVIRONMENT** by incorporating practical experiences into the curricula.
- Provide students with **ROLE MODELS AND MENTORS** who can guide them and support their professional integration and career development.
- **EXPAND THE UNIVERSITY NETWORK OF CONTACTS AND RESOURCES** by leveraging the expertise and connections of alumni.
- Provide opportunities for **ALUMNI TO DEVELOP THEIR PEDAGOGICAL SKILLS**, which can benefit their respective careers.
- **IMPROVE THE OVERALL QUALITY OF EDUCATION** at the University by incorporating the latest industry trends and practices into the curricula by organizing guest lectures of reputable and relevant alumni with industry-specific professional expertise.

How?

The key to creating long-lasting partnerships and engaging alumni in the teaching process is to provide a clear and dynamic **collaboration framework**. In the initial phase, it will be necessary for the University **to identify potential lecturers with relevant expertise**, reaching out to career services and academic departments. Additionally, it would be essential to ensure the alumni-lecturers are **adequately prepared for this role**, which shall involve providing resources to help them develop their pedagogical skills. Finally, it is important to ensure that the **University remains open to different formats and styles of lecturers** and **flexible in scheduling**, as most alumni hold non-academic positions. This may involve scheduling guest lectures outside regular class hours or offering online options.





ALUMNI & SCIENCE



Why?

Universities are increasingly expected to foster the development of innovations and contribute to sustainable development and overall societal well-being through research and science. The economic challenges that the country is facing should be addressed through research and science-based decision-making. Hence, as representatives of various industries, alumni can become valuable partners in designing and disseminating research outcomes that create meaningful socio-economic changes. In that sense, alumni engagement in research projects can lead to the diversification of the publication of scholarly works and innovative solutions, as well as enhanced university visibility through affiliations and partnerships, giving more visibility to the scientific achievements of the academic community. By working together, alumni and academic communities can create a vibrant research environment that fosters creativity, innovation, and collaboration. Most importantly, alumni involvement in scientific projects will ensure that research endeavors address real-life problems and challenges and that the obtained results remain highly relevant to society as a whole.

Furthermore, the alumni can become valuable partners in fund-raising for research and development activities. The funding provided through their networks and businesses can be crucial for the sustainability and innovation capacity of the University, fostering the integration of science and industry.



Goals!

- **INCREASE NUMBER OF ALUMNI INVOLVED IN RESEARCH** initiatives.
- Create **OPPORTUNITIES FOR ALUMNI TO SUGGEST RESEARCH TOPICS** important for the industry/society.
- Foster a **SENSE OF COMMUNITY AND COLLABORATION** among alumni involved in science and research.
- Increase **ALUMNI PARTICIPATION IN THE UNIVERSITY SCIENTIFIC PROJECTS** and motivate alumni to **FUNDRAISE** and ensure sustainability and practical impact of the research results.
- **RECOGNIZE AND CELEBRATE THE CONTRIBUTIONS OF ALUMNI** to the university community and research.



How?

To enhance and foster alumni involvement in research and science, the University should **establish collaborative research platforms, inter-sectoral working groups, brainstorming events**, and remain responsive to societal needs and alumni suggestions. Besides addressing alumni-specific collaboration proposals and using targeted research to respond to the real-life problems they suggest, the University can also leverage the potential of the alumni to disseminate and **ensure the commercialization of research activities and results**. Finally, alumni may provide support to scientific projects and fund particular research that is of relevance to their respective industries.

By involving the alumni in the University's scientific and research activities, project fundraising and project implementation, the University of Montenegro will create significant **BENEFITS**:

- Provide research projects with **industry-related expertise and networks**.
- **Respond to concrete societal issues** and target challenges relevant to the community.
- Alumni can enable valuable communications and connections that would lead to **funding resources** for particular scientific and/or artistic projects and other initiatives.
- Collaboration leads to **new ideas, partnerships, and opportunities for innovation**.
- **Enhanced reputation of the University** in terms of the real-world impact and **positive change in communities**.



ALUMNI & CAREER DEVELOPMENT



Why?

As recognized professionals in their field, alumni can significantly enhance the career development of current students and recent graduates. By sharing their knowledge, experience, and insights, alumni can provide valuable guidance and support to students entering the job market. Besides providing guidance on specific career paths and opportunities, alumni can facilitate students' professional integration by helping them build their professional networks and presenting them with new job opportunities.

University would **BENEFIT** from alumni organization infrastructure, knowledge, and professional networks in several aspects:

- **Access to industry knowledge and expertise** providing students with valuable **insights into the skills, knowledge, and experience that are required** to succeed in specific fields.
- **Improvement of transversal skills.**
- **Improvement of entrepreneurial skills.**
- **Networking opportunities and access to alumni professional networks**, helping students to build valuable connections and benefit from new job and competence-building opportunities through open (business) days, company visits, career fairs, etc.
- **Career guidance and mentorship**, including assistance in refining CV/motivation letter writing skills, job interview simulations, etc.



Goals!

- **EXPOSE STUDENTS TO INDUSTRY-SPECIFIC KNOWLEDGE AND EXPERTISE** and support their professional integration.
- **PROVIDE NETWORKING OPPORTUNITIES** and access to alumni professional networks.
- **STRENGTHEN STUDENTS' CAREER DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES** with greater access to industry, internships and volunteer engagements.
- **PROVIDE CAREER GUIDANCE AND MENTORSHIP** to students and graduates, helping them navigate the challenges of the job market.

How?

The University of Montenegro shall provide opportunities for encounters between students and alumni through **career fairs and mentoring sessions, organizing events (workshops, training) for the development of students' professional, entrepreneurial and transversal skills, creating online job-seeking platforms for sharing vacancies and matching students with employers, mobilizing alumni for students' company visits, job interview simulations, etc.** This will be facilitated by **connecting the activities of the Office for Career Development and Life-long Learning with the Alumni Association, which will be established at the central level of the University.**





DIASPORA & INTERNATIONAL ALUMNI



Why?

Maintaining relationships with alumni, scientific diaspora and international students is critical to the success of universities in a contemporary globalized world. Strong engagement of international alumni shall bring numerous **BENEFITS** to the University of Montenegro, notably:

- **Increased diversity of teaching and education.** Diaspora brings a range of perspectives, teaching and professional experiences, and international expertise to the University community, enriching classroom discussions, research projects, and other academic activities. This diversity cultivates a more inclusive and welcoming environment for all staff and students, preparing them to thrive in an increasingly diverse and interconnected world.
- Maintaining relationships with scientific diaspora and international alumni will also **enhance the University's global reputation.** By attracting and retaining top talents from around the world or 'claiming' their merits in cultivating the academic pathway of internationally recognized experts in various fields, universities confirm their commitment to excellence and innovation. In the process, the University also establishes new collaborations and partnerships with international institutions. This is important in attracting international students and researchers, creating new opportunities for knowledge exchange and cross-cultural learning, and designing and implementing joint international projects.
- **Expanded research opportunities.** Diaspora can broaden the scientific horizons of the university by bringing new research opportunities, including access to international data sets, research facilities, and funding sources. In that sense, cooperation with the scientific diaspora can significantly improve the quality, international visibility, and relevance of research at the university. Furthermore, by collaborating with international researchers, the University can contribute to global challenges and participate in developing internationally relevant solutions and innovations.



Goals!

- **ENRICHING THE UNIVERSITY ACADEMIC ENVIRONMENT AND LEARNING EXPERIENCE, DIVERSE PERSPECTIVES, EXPERIENCES, AND KNOWLEDGE** through the engagement of scientific diaspora and international alumni.
- **PROMOTING CROSS-CULTURAL UNDERSTANDING AND AWARENESS** essential for the internationalization of the university.
- **BUILDING INTERNATIONAL NETWORKS** that can facilitate research collaborations, knowledge exchange, and global partnerships.
- **PREPARING DOMESTIC STUDENTS FOR GLOBAL CAREERS** through exposure to different cultures and languages.
- **MORE DIVERSE AND INCLUSIVE ACADEMIC COMMUNITY** that values and respects differences in culture, language, and origin.



How?

The following activities shall contribute to establishing new and maintaining existing relationships with the scientific diaspora and international alumni, thus creating a diverse and globally connected University:

- Creating an interactive **web platform for communication with and among alumni**.
- Establishing and maintaining scientific **diaspora and international alumni database**.
- **Orientation program** for international students that provides them with information on the University, local area, and cultural norms and facilitates their integration into the local academic community.
- Hosting **conferences** and organizing “**Days of scientific diaspora**” in order to maintain the diaspora engaged with the local academic community. Organizing **specific thematic events** (meetings, seminars, training, round tables, etc.) in which the scientific diaspora will also be involved.
- Creating and sharing **electronic newsletters** with scientific diaspora and international students to inform them about the University’s achievements and opportunities.
- Creating the **Alumni Association web page** and dedicating part of the content to the alumni in the diaspora and mechanisms for their engagement.
- **Providing language support** to international students who may be struggling with the language of instruction.
- Establishing **international student associations** that provide a platform for international students to connect and share their experiences.
- **Fostering study abroad programs** that allow domestic and international students to study in other countries.



ALUMNI NETWORKING & ENGAGEMENT EVENTS



Why?

Alumni engagement is a critical aspect of university development that can significantly strengthen the University's impact on the community and society. By building a strong alumni network and nurturing close relationships with alumni, universities can create a more engaged, diverse, and inclusive academic community that values and respects its alumni community and contributes to society. By creating targeted LLL programs, training and workshops, a university can, on its own terms, act to support the alumni and provide them with additional skills and competences needed to advance their careers.

BENEFITS of alumni networking and engagement events are numerous, including:

- **Providing infrastructure and opportunities for exchange of knowledge, skills and networks**, bringing together professionals from various industries and giving them a platform for cross-sectoral collaboration and exchange.
- **Creating tailor-made programs** for strengthening the capacities of alumni in various fields.
- **The University remains connected with its alumni and keeps them engaged.**
- **Promoting the University and strengthening its reputation.**



Goals!

- Foster a **SENSE OF COMMUNITY AMONG ALUMNI**, creating a shared identity and connection to the University.
- Encourage **ALUMNI TO STAY CONNECTED AND CONTINUOUSLY INVOLVED** in the University's activities.
- Encourage **PHILANTHROPY** and encourage alumni to support the University through donations, scholarships, etc.
- Enhance the reputation of the University and **SHOWCASE THE ACHIEVEMENTS**, attracting prospective students, faculty, and donors.
- Inaugurate events that **PROMOTE ARTISTIC AND CULTURAL ACHIEVEMENTS** of the alumni, fostering a sense of shared identity.



How?

The following **activities shall contribute to the alumni engagement through networking and events:**

- Setting the alumni operational structure, which includes the Alumni Association at the central level of the University, i.e., **connecting activities of the Office for Career Development and Life-long Learning with the Alumni Association.**
- **Create targeted events** specifically designed for certain groups of alumni, such as alumni who graduated from a particular program or within the same graduation year, or alumni who work in a specific industry, to enhance the impact of networking.
- **Organizing annual ALUMNI DAYS**, where during one week, a number of events will be organized by and for the alumni, including training, guest lectures, round table discussions, business presentations, networking cocktails, fundraising dinners, etc.
- Leverage technology to **create virtual events and networking opportunities** for alumni unable to attend in-person events - webinars, online networking groups, and virtual career fairs.
- **Host events at relevant locations significant to the alumni group**, such as a networking event at a popular alumni-owned business.
- **Create targeted professional development opportunities (notably LLLs)** for the alumni and provide them with new skills through workshops and training sessions.
- **Promotion of University-Alumni relations and alumni activities** through the Alumni Association web page and electronic magazine.
- Creation of an interactive **web platform for communication with and among alumni** (which will contain an alumni database).



CLOSING REMARKS

A dynamic, engaging, and inclusive Alumni Strategy is a vital aspect of the future development of the University of Montenegro and its successful positioning in the national and international higher education landscape. Engagement with alumni through networking, teaching, science and career development should foster a sense of community, encourage alumni to stay connected, provide new professional development and mentorship opportunities, support philanthropy, and enhance the University's reputation.

A successful Alumni Strategy requires a targeted approach: hosting events, leveraging technology, partnering with alumni associations, and offering professional development opportunities. By implementing these activities, the University of Montenegro will build a strong alumni network and community that benefits the institution, its graduates, and the broader community.

We hope this Alumni Strategy provides a valuable framework to engage our alumni community and build a strong network of graduates. By working together, the University of Montenegro and its alumni can create a lasting impact on the country's economy and society and contribute to the success of future generations beyond the borders of Montenegro.



Alumni

Action Plan



I ALUMNI & TEACHING

GOAL I-1. INTEGRATING ALUMNI IN EDUCATION PROCESS

No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. I-1.1.	Setting up an institutional framework for alumni integration in the institutional activities (development and/or update of existing policy documents)	<ul style="list-style-type: none"> ▪ Institutional policies and Alumni association and/or club strategy ▪ Guidance on clear and inclusive criteria for selecting alumni in the organizational bodies (associations and clubs) 	<ul style="list-style-type: none"> ▪ UoM Statute ▪ Rules of Studies ▪ Data about existing Alumni and unit clubs ▪ UoM Strategy 2019-2024 ▪ Records of graduates and alumni contacts 	<ul style="list-style-type: none"> ▪ Rector/Rector’s Collegium ▪ Governing Board ▪ Deans ▪ Legal Department 	February 2024	<ul style="list-style-type: none"> ▪ Administrative barriers
A. I-1.2.	Establishment of Alumni operational structure: Alumni association at the UoM and Alumni club at each faculty; designation of Alumni Coordinator focal point at the UoM and Alumni officer at each faculty	<ul style="list-style-type: none"> ▪ Alumni association/clubs establishment decision ▪ Alumni coordinator/officer nomination decision 	<ul style="list-style-type: none"> ▪ UoM Statute ▪ Data about existing Alumni and unit clubs 	<ul style="list-style-type: none"> ▪ Rector/Rector’s collegium ▪ Governing Board ▪ Deans ▪ Legal Department 	July 2024	<ul style="list-style-type: none"> ▪ Administrative barriers
A. I-1.3.	Development of Guidelines for involving alumni as guest lecturers at the UoM	<ul style="list-style-type: none"> ▪ Guidelines for engaging alumni as lecturers, with comprehensive and merit-based criteria for the selection/election 	<ul style="list-style-type: none"> ▪ UoM Statute ▪ UoM Development Strategy 2019-2024 ▪ UoM Internationalization Strategy 2021-2026 ▪ Rulebook on Diaspora engagement ▪ Data on existing Alumni and unit clubs 	<ul style="list-style-type: none"> ▪ Rector/Rector’s Collegium ▪ Governing Board ▪ Deans ▪ Legal Department 	Mid-2024	<ul style="list-style-type: none"> ▪ Lack of understanding or oversight of relevant legal regulations and requirements ▪ Integration and compatibility with existing systems
A. I-1.4.	Creation of a database of potential guest lecturers amongst alumni, including primary expertise/professional experience, short biography, and the specific courses to which they may contribute	<ul style="list-style-type: none"> ▪ Alumni-Lecturer database (at least 15 potential alumni lecturers yearly) 	<ul style="list-style-type: none"> ▪ Alumni database ▪ Job market ▪ Online forums and social media platforms 	<ul style="list-style-type: none"> ▪ Deans ▪ Vice-deans for Education ▪ Central Information System (CIS) ▪ Alumni operational structure 	Continuous	<ul style="list-style-type: none"> ▪ Lack of interest ▪ Lack of alumni experience in teaching/lecturing



GOAL I-1. INTEGRATING ALUMNI IN EDUCATION PROCESS						
No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. I-1.5.	Establishment of a formal mentorship program connecting experienced alumni with students based on shared interests / thesis topic and career aspirations (Alumni mentorships/co-mentorships)	<ul style="list-style-type: none"> List of identified subjects/programs involving alumni mentorship (at least 10 potential courses/programs yearly) Number of alumni as mentors/co-mentors (at least 10 potential alumni mentors/co-mentors every year) Number of students having alumni as mentors/co-mentors (at least 10% of students, yearly, who have practice and/or internship in the mentor's organisation) Number of defended final assignments (thesis, dissertations) in which alumni co-mentored the candidate Final work success/grade Feedback and evaluation surveys from students and their mentors (at least 50% feedback received) 	<ul style="list-style-type: none"> Alumni database Teaching staff and students 	<ul style="list-style-type: none"> Rector/Rector's Collegium Governing Board Deans Vice-deans for Education Legal Department Alumni operational structure Alumni mentors 	Continuous	<ul style="list-style-type: none"> Lack of cooperation between teaching staff and alumni Lack of alumni's interest and availability for mentorship Lack of alumni's pedagogical skills for mentorship
A. I-1.6.	Alumni as guest lecturers and consultants for curricula development	<ul style="list-style-type: none"> Number of alumni as guest lecturers (at least 15 alumni guest lecturers every year) Number of newly developed or upgraded curricula with alumni involvement (at least 20 curricula evaluated/developed until the beginning of the academic year 2025/26) Feedback and evaluation surveys from students, alumni, and industry (at least 30% feedback received) 	<ul style="list-style-type: none"> Alumni database Teaching staff and students 	<ul style="list-style-type: none"> Rector/Rector's collegium Governing board Deans Vice-deans for Education Alumni operational structure 	Continuous	<ul style="list-style-type: none"> Lack of cooperation between teaching staff and alumni Lack of long-term alumni commitment Lack of effective feedback mechanisms



GOAL I-2. PROVIDING HIGH-QUALITY EDUCATION AND RESEARCH FOCUSED ON SUSTAINABLE DEVELOPMENT AND COUNTRY-SPECIFIC NEEDS						
No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. I-2.1.	Organization of Alumni associations and club events that contribute to the institutional development and students' support initiatives (national and international)	<ul style="list-style-type: none"> Number of events/meetings (at least 2 events organized/ participated in per year) 	<ul style="list-style-type: none"> Alumni Coordinator focal point Alumni officers Alumni Association Alumni Clubs 	<ul style="list-style-type: none"> Office for Career Development and Life-Long Learning CEF Alumni operational structure Deans PR 	Continuous	<ul style="list-style-type: none"> Lack of alumni's interest in participating in alumni events Different expectations regarding the goals and outcomes of events by alumni, the institution, and students Lack of funds and resources to organize events
A. I-2.2.	Convening roundtables and workshops on industry-innovation trends (with representatives from various industries)	<ul style="list-style-type: none"> Number of roundtables and participants (at least 2 roundtables-workshops organized/ participated per year) Number of participants from different sectors (at least 20 participants per event) 	<ul style="list-style-type: none"> Alumni Coordinator focal point Alumni officers Alumni Association Alumni Clubs 	<ul style="list-style-type: none"> Office for Career Development and Life-Long Learning CEF Alumni operational structure Deans PR 	Continuous	<ul style="list-style-type: none"> Lack of alumni's interest in participating in alumni events Different expectations regarding the purpose and outcomes of the roundtables and workshops Lack of active engagement in discussions Lack of real-time examples to enhance relevance
A. I-2.3.	Initiating debates/discussions with students and young researchers in specific areas of alumni expertise/professional capacities	<ul style="list-style-type: none"> Number of meetings (at least 2 debates/discussions organized/ participated in per year) Number of participants (at least 40 participants per event) 	<ul style="list-style-type: none"> Alumni Coordinator focal point Alumni officers Alumni Association Alumni Clubs 	<ul style="list-style-type: none"> Deans Office for Career Development and Life-Long Learning CEF Alumni operational structure PR 	Continuous	<ul style="list-style-type: none"> Limited and overlapping schedules with alumni professional engagement Lack of alumni's interest in participating in alumni events Lack of student interest in participation



II ALUMNI & SCIENCE

GOAL II-1. BUILDING STRONGER & UP-TO-DATE RESEARCH AND INNOVATION CAPACITY

No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A.II-1.1.	Engagement of prominent alumni in research projects and activities	<ul style="list-style-type: none"> Number of new scientific/research activities that engage alumni (at least 7 new activities/projects started until 2029) 	<ul style="list-style-type: none"> Deans Office for Career Development and Life-Long Learning Project Office Alumni operational structure 	<ul style="list-style-type: none"> Vice-Rector for Science and Research Deans Office for Career Development and Life-Long Learning Project Office Alumni operational structure 	Continuous	<ul style="list-style-type: none"> Limited Alumni time availability Different research goals of the institution and the interests/ priorities of alumni or industry actors
A.II-1.2.	Organizing funding events/auctions for research activities and research dissemination events for alumni to commercialize and increase the socio-economic impact of research results	<ul style="list-style-type: none"> Number of events (at least 1 event organized/ participated in per year) Number of participants from different organizational units (at least 80 participants per event) 	<ul style="list-style-type: none"> Office for Career Development and Life-Long Learning Alumni operational structure Deans Vice-deans for international cooperation Vice-deans for research 	<ul style="list-style-type: none"> Vice-Rector for Science and Research Deans Office for Career Development and Life-Long Learning Alumni operational structure PR Sector 	Continuous	<ul style="list-style-type: none"> Low alumni attendance at research dissemination events Challenges in transferring academic findings into tangible socio-economic benefits
A.II-1.3.	Provide alumni with access to research infrastructure and establish new collaborations with University research groups	<ul style="list-style-type: none"> Upgrading and modernizing research departments (at least 5 upgraded research departments until 2029) 	<ul style="list-style-type: none"> Alumni operational structure Deans Legal Department 	<ul style="list-style-type: none"> Vice-Rector for Science and Research Deans Alumni operational structure Legal Department 	Continuous	<ul style="list-style-type: none"> Lack of policy framework for the opening of research infrastructure Conflicting scheduling of the use of research infrastructure



GOAL II-2. SCIENCE-BASED DEVELOPMENT & COMMUNITY POSITIONING						
No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. II-2.1.	Establishing a Research Chair	<ul style="list-style-type: none"> ▪ Appointing Research Chair (at least 1 Chair established) 	<ul style="list-style-type: none"> ▪ Vice-Rector for International Co-operation ▪ Vice-Rector for Science and Research ▪ Alumni operational structure 	<ul style="list-style-type: none"> ▪ Rector/Rector’s Collegium ▪ Governing Board ▪ Deans ▪ Legal Department ▪ Alumni operational structure 	October 2025	<ul style="list-style-type: none"> ▪ Lack of funding ▪ Lack of long-term commitment from either the academic institution or alumni
A. II-2.2.	Establishing a UoM Alumni Scholarship Club/Fund for doctoral and postdoctoral studies	<ul style="list-style-type: none"> ▪ Decision on establishing Alumni Scholarship Fund for doctoral and postdoctoral studies 	<ul style="list-style-type: none"> ▪ Rector/Rector’s Collegium ▪ Governing Board ▪ Doctoral Studies Board ▪ Legal department ▪ Alumni operational structure 	<ul style="list-style-type: none"> ▪ Rector/Rector collegium ▪ Governing board ▪ Doctoral board ▪ Legal Department ▪ Research Chair ▪ Alumni operational structure 	October 2025	<ul style="list-style-type: none"> ▪ Sustaining the scholarship fund over the long term ▪ Meeting the financial needs of all eligible candidates ▪ Complex administration for selection of candidates and administration of scholarship funds
A. II-2.3.	Organizing open days with alumni to promote their work and research needs to the academic community	<ul style="list-style-type: none"> ▪ Number of events (at least 1 event organized/participated in per year) ▪ Number of alumni and industry participants (at least 50 participants per event) 	<ul style="list-style-type: none"> ▪ Rector/Rector collegium ▪ Office for Career Development and Life Long Learning ▪ Alumni operational structure ▪ Research Chair 	<ul style="list-style-type: none"> ▪ Rector/Rector’s Collegium ▪ Office for Career Development and Life-Long Learning ▪ Research Chair ▪ PR ▪ Alumni operational structure 	Continuous	<ul style="list-style-type: none"> ▪ Lack of alumni interest in participation in open days ▪ Imbalance in representation of various alumni and their fields of work ▪ Lack of follow-up actions or collaborations within the academic community and/or with alumni



ALUMNI & CAREER DEVELOPMENT

GOAL III-1. BOOSTING ENTREPRENEURIAL ENVIRONMENT AND CAPACITIES

No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. III-1.1.	Establishing an alumni platform for summer jobs/ internship programs for students	<ul style="list-style-type: none"> ▪ Number of summer jobs/ internship programs offered by alumni (at least 50 jobs/ internship programs provided by alumni per year) ▪ Number of students applying for summer jobs/ internship programs (at least 50 students applying per year) ▪ Number of successfully realized programs (at least 50 successfully realized programs until 2029) 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure ▪ Research Chair ▪ The University’s online platform - JOBIRI ▪ Student Parliament 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Deans ▪ Alumni operational structure ▪ Student Parliament 	Continuous	<ul style="list-style-type: none"> ▪ Lack of interest from one or both parties ▪ Slow adoption of the platform and insufficient understanding of its benefits ▪ Lack of appropriate mentorship during programs ▪ Lack of effective communication and cooperation with the industry
A. III-1.2.	Convening round tables and collecting alumni testimonies to give students insights into job market needs, career prospects, successful stories, etc.	<ul style="list-style-type: none"> ▪ Number of meetings/events and number of students attending (at least 1 event organized/ participated per year) ▪ Feedback and engagement from students (at least 30% feedback received) 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure ▪ Research Chair ▪ Job market statistics ▪ Online forums and social media platforms 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ CEF ▪ Alumni operational structure ▪ Research Chair ▪ PR ▪ Student Parliament 	Continuous	<ul style="list-style-type: none"> ▪ Lack of interest from one or both parties ▪ Lack of objective information on current market trends and job opportunities



GOAL III-1. BOOSTING ENTREPRENEURIAL ENVIRONMENT AND CAPACITIES						
No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. III-1.3.	Preparation and development of an Action plan for integration and cooperation of the Office for Career Development and Life-long Learning activities with those of the Alumni Association	<ul style="list-style-type: none"> Alumni engagement in Career Development (Action plan) 	<ul style="list-style-type: none"> UoM Statute UoM Development Strategy 2019-2024 Existing cooperation and activities of the Office for Career Development and Lifelong Learning with industry representatives Data from existing Alumni associations and unit clubs 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning 	February 2024	<ul style="list-style-type: none"> No major risks
A. III-1.4.	Organizing business and innovation student competitions (with alumni as co-creators of competition theme terms, providers of business challenges, mentors, etc.)	<ul style="list-style-type: none"> Number of participating teams of students (at least 20 teams participating per event) Feedback and engagement from students (at least 50% feedback received) Number of attendance certificates issued (at least 40 attendance certificates issued per event) 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning Alumni operational structure Experts and professional speakers Social media Different learning platforms such as Moodle 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning Alumni operational structure PR 	Continuous	<ul style="list-style-type: none"> Lack of Alumni interest in participating actively in the competition Limited student participation in the competition Lack of financial resources for organizing competition



GOAL III-2. CONTINUOUS LEARNING AND WORK OPPORTUNITIES						
No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. III-2.1.	Promotion of entrepreneurial mindset and building students' soft skills	<ul style="list-style-type: none"> Number of workshops and number of students attending (at least 2 workshops organized and 80 students participating per year) Feedback and engagement from students (at least 50% feedback received) 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning CEF Alumni operational structure Job market statistics 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning CEF Alumni operational structure Research Chair Student Parliament PR 	Continuous	<ul style="list-style-type: none"> Lack of interest from alumni or students to participate
A. III-2.2.	Organization of Career fairs/career days, company visits and other events aiming to provide students the opportunity to network with prospective employers	<ul style="list-style-type: none"> Number of events/visits (at least 2 events organized per year) Feedback and engagement from participants/labor force (at least 50% feedback received) 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning CEF Alumni operational structure Research Chair Job market statistics 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning CEF Alumni operational structure Research Chair Student Parliament PR 	Continuous	<ul style="list-style-type: none"> Lack of interest of company representatives to participate in fairs Mismatch of employer/student expectations Imbalance in the representation of certain industries



IV DIASPORA & INTERNATIONAL ALUMNI

GOAL IV-1. CREATING NEW INTERNATIONAL NETWORKS

No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. IV-1.1.	Creating and maintaining a database of international alumni/students (as one segment of the overall database of all alumni)	<ul style="list-style-type: none"> ▪ Data on international alumni/students ▪ Number of alumni/diaspora and international students (at least 100 alumni/diaspora and international students registered in the database) 	<ul style="list-style-type: none"> ▪ Vice-Rector ▪ Centre for International Cooperation and Mobility ▪ Deans ▪ Alumni operational structure ▪ Western Balkans Alumni Association 	<ul style="list-style-type: none"> ▪ Vice-Rector for International Cooperation ▪ Centre for International Cooperation and Mobility ▪ Office for Career Development and Life-long Learning ▪ Deans ▪ Alumni operational structure ▪ CIS 	To be created until February 2024, updated and maintained continuously	<ul style="list-style-type: none"> ▪ Lack of alumni, diaspora and international students interested in participation
A. IV-1.2.	Creating a semi-annual electronic magazine in order to inform alumni/students of the university-alumni relations, events, achievements, etc.	<ul style="list-style-type: none"> ▪ Number of alumni/diaspora and international students reached with the e-magazine (at least 30% of international alumni and students subscribe to e-magazine) 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure ▪ Research Chair ▪ Vice-Rector for International Cooperation ▪ Centre for International Cooperation and Mobility UoM 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure ▪ PR 	Continuous	<ul style="list-style-type: none"> ▪ No major risks
A. IV-1.3.	Organizing study visits and/or exchanges for international students and alumni and inviting them to host Montenegrin researchers/students at their departments	<ul style="list-style-type: none"> ▪ Number of alumni/diaspora members and international students interested (at least 4 visits until 2029) ▪ Number of new projects (at least 2 new projects until 2029) 	<ul style="list-style-type: none"> ▪ Vice-Rector for International Cooperation ▪ UoM Centre for International Cooperation and Mobility ▪ Alumni operational structure ▪ Research Chair 	<ul style="list-style-type: none"> ▪ Vice-Rector for International Cooperation ▪ UoM Centre for International Cooperation and Mobility ▪ Alumni operational structure ▪ Research Chair 	Continuous	<ul style="list-style-type: none"> ▪ Lack of alumni, diaspora and international students interested in participation ▪ Lack of funding



GOAL IV-1. CREATING NEW INTERNATIONAL NETWORKS						
No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A.IV-1.4.	Establishing the Alumni Diaspora Advisory Committee to manage close collaboration	<ul style="list-style-type: none"> Alumni Diaspora Advisory Committee established Decision on establishment/appointment 	<ul style="list-style-type: none"> UoM Centre for International Cooperation and Mobility Alumni operational structure Research Chair 	<ul style="list-style-type: none"> Rector/Rector’s collegium Governing Board Legal Department Alumni operational structure Research Chair 	August 2024	<ul style="list-style-type: none"> Lack of clear governance structure of Alumni Diaspora Advisory Committee Difficulty in identifying and maintaining effective leadership within the committee Lack of active participation from members of the diaspora community Ineffective communication channel
A.IV-1.5.	Organizing yearly Diaspora Encounters (conference) and inviting researchers/international students to participate in the conference and roundtables	<ul style="list-style-type: none"> Number of participants from diaspora (at least 1 Diaspora Encounters per year, at least 20 participants from diaspora per event) Media coverage of the event 	<ul style="list-style-type: none"> Rector/Rector’s Collegium UoM Centre for International Cooperation and Mobility Alumni operational structure Research Chair 	<ul style="list-style-type: none"> Rector/Rector collegium UoM Centre for International Cooperation and Mobility Alumni operational structure Research Chair 	Continuous	<ul style="list-style-type: none"> Limited active participation from members of the diaspora Lack or limited budget for the organization



V ALUMNI NETWORKING & ENGAGEMENT EVENTS

GOAL V-1. BRANDING UNIVERSITY AS SCIENCE-BUSINESS ALUMNI ENGAGEMENT HUB

No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. V-1.1.	Branding the Alumni Association of UoM and creating an interactive web platform for managing University-Alumni relations, which contains a database for gathering data about alumni	<ul style="list-style-type: none"> ▪ Designed and created distinctive alumni sign/logo and/or badge ▪ Developed and instituted a platform for managing the University-Alumni relations ▪ Appointment of responsible person at the University and unit level (faculties) for coordinating alumni relations 	<ul style="list-style-type: none"> ▪ UoM website ▪ Existing data about alumni (alumni clubs, etc.) and UoM graduated students 	<ul style="list-style-type: none"> ▪ Rector/Rector’s Collegium ▪ Governing Board ▪ Legal Department ▪ Office for International Cooperation and Mobility ▪ University and Unit-level appointed responsible person ▪ Central Information System (CIS) 	February 2024	<ul style="list-style-type: none"> ▪ Delay in data gathering and integration into the platform software ▪ Lack of data on existing alumni professional careers
A. V-1.2.	Creating an Alumni Association page on the UoM’s website and sharing content on the University’s social media accounts	<ul style="list-style-type: none"> ▪ Alumni Association web page created 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure ▪ Research Chair ▪ CIS 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure ▪ Research Chair ▪ CIS 	February 2024	<ul style="list-style-type: none"> ▪ No major risk is envisioned
A. V-1.3.	Promoting the alumni community through various channels: traditional and social media campaigns (radio, billboards, flyers, TV shows), Publishing interviews / articles about prominent and successful representatives of the alumni community on the Alumni Association web page and in other social/media	<ul style="list-style-type: none"> ▪ Number of Social/ media campaigns (at least 10 media campaigns until 2029) ▪ Number of interviews and Social/ media posts (at least 10 social media posts per year) 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure 	<ul style="list-style-type: none"> ▪ Office for Career Development and Life-long Learning ▪ Alumni operational structure ▪ PR 	Continuous	<ul style="list-style-type: none"> ▪ Insufficient use of diverse media channels for promotional activities



GOAL V-1. BRANDING UNIVERSITY AS SCIENCE-BUSINESS ALUMNI ENGAGEMENT HUB

No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. V-1.4.	Creating a semi-annual electronic magazine in order to inform alumni/students of the university-alumni relations, events, achievements, etc.	<ul style="list-style-type: none"> Number of alumni reached with the e-magazine (at least 30% of alumni subscribe to e-magazine) 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning Alumni operational structure Research Chair Vice-Rector for International Cooperation Office for International Cooperation and Mobility 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning Alumni operational structure PR 	Continuous	<ul style="list-style-type: none"> No major risks

GOAL V-2. PROMOTING PHILANTHROPY

No.	Activity	Performance Indicator	Resources	Responsibility	Deadline	Risks
A. V-2.1.	Organizing Alumni Association Yearly Festival/Cocktail Event, including award ceremony for best alumni “ambassadors”	<ul style="list-style-type: none"> Number of participants (at least 50 participants per event, at least 1 event per year) 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning Alumni operational structure Research Chair Job market statistics Online forums and social media platforms 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning Alumni operational structure Research Chair PR 	Continuous	<ul style="list-style-type: none"> Lack of interest from one or both parties Lack of funding
A. V-2.2.	Organizing charity events for the local community (sports competitions, etc.)	<ul style="list-style-type: none"> Number of events (at least 2 charity events per year) Number of participants (at least 60 participants per event) 	<ul style="list-style-type: none"> Office for Career Development and Life-Long Learning Alumni operational structure Research Chair Job market statistics Online forums and social media platforms 	<ul style="list-style-type: none"> Office for Career Development and Life-long Learning Student Parliament Alumni operational structure Research Chair PR 	Continuous	<ul style="list-style-type: none"> Lack of interest in these kinds of events



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