

EDUCATION, AUDIOVISUAL & CULTURE EXECUTIVE AGENCY

ANNEX IV

**Intermediate Report on implementation of the project (IR),
Statement of the costs incurred and Request for Payment**

T E M P U S I V
(Sixth Call for proposals EACEA No. 35/2012)
Joint Project / Structural Measure

544093 / 2013-5028

(Project No. / Agreement No.)

Annex IV/10 Table of achieved/planned results

Table of achieved / planned results

<u>Title and reference number of the work package (WP)</u>	WP 1 (DEV 1) Quality assurance and funding of doctoral studies
<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Trained university staff on QA standards • QA standards for doctoral studies adopted • Bylaws on doctoral studies funding adopted

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
1.1	University staff trained on QA standards	M1	M12	EU partners (UGent, TUC, IST, BOKU)	<p>Partner country representatives paid study visits to the EU partners. Training was focused on the elaboration of procedures, systems & processes of QA in doctoral studies. Academic members from EU institutions tried share their institutional experiences with Serbian colleagues. Also, a closer examination of good practice models from EU will be provided to the partner country representatives, who actively presented the local needs and the current status in Serbian HEI's.</p> <p>The following staff re-training visits have been organized within:</p> <p>1. Visit to TUC, Chania, September 19-21, 2014. In a three day program staff from TUC gave an overview of the organization of doctoral studies with the emphasis on joint doctoral degrees. A fruitful discussion incorporating all partners was devoted to crucial aspects of organizing doctoral schools. Visits to particular departments were organized. There were 18 participants from Serbia.</p> <p>2. Visit to BOKU, Vienna, December 11-13, 2014. In a three day program, staff from BOKU gave a presentation of the University, its doctoral study programs, with a special emphasis on doctoral schools introduced in some fields. The visit was very informative and inspiring for RODOS staff. Visits to particular</p>	<p>Number of participants from Serbia at the seminars</p> <p>Number and quality of teachers from EU partners</p> <p>Agenda for the seminars</p> <p>Conclusions from seminars</p> <p>Comments and suggestions regarding process on creating new forms of doctoral studies</p> <p>Acquired competences and new experiences of all members of the team</p> <p>Ability to cope with the other Project activities</p>

					<p>departments were organized. There were 20 participants from Serbia.</p> <p>3. Visit to UGent, Ghent, March 24-27, 2015. In a very comprehensive and organized way, staff from doctoral schools from Ghent University gave a presentation of Doctoral Schools organized at UGent, in the presence of school directors and complete staff. Information covered not only academic aspects, but also organizational issues, important for administrative staff. Visits to particular departments were organized. There were 20 participants from Serbia.</p> <p>4. Visit to Lisbon University, Lisbon, April 26-28, 2015. Presentation covered important aspects of doctoral studies with emphasis on joint doctoral degrees University of Lisbon has introduced. The presentation was related to both academic and administrative aspects. Visits to particular departments were organized. There were 23 participants from Serbia.</p> <p>Within all these visits attention was paid to the problems relevant for WP1. Special attention has been paid to general quality assurance standards and to funding procedures in the cases where analogy with the system in Serbia exists.</p> <p>According to impressions of the participants expressed through the related QC questionnaire, all the visits were very well organized and represented a great help for the project implementation and realization of the main goals.</p>	
1.2	QA standards for doctoral studies evaluated	M1	M9	All partners	<p>The existing QA standards for doctoral studies have been evaluated by a specially nominated Working Group from the point of view of the current EU practice and experiences gained through the performed accreditation of all HE's in the Republic of Serbia.</p> <p>A report has been formulated, emphasizing the details related to the Salzburg principles and EUA recommendations. The obtained results have been published in the book issued and printed by RODOS "Doctoral Studies in Serbia" and discussed at different occasions in the past period of project execution.</p> <p>A workshop will be held with participation of all HE institutions</p>	All relevant materials published

					in RS.	
1.3	Modified QA standards formulated and adopted	M10	M18	All Serbian partners	<p>According to the Proposal, an important clearly sustainable outcome had to be the formulation of modified QA standards, obtained as a result of general considerations related to the trends in the European Higher Education Area and an internal analysis based on the questionnaire and the derived results, and the real situation at Serbian higher education institutions. As early as in the PMB meeting in Belgrade, April 3rd, 2014, a related Working Group consisting of several experts has been nominated. This Working Group generated the first draft of the modified standards and presented it at the PMB meeting held on September 20th at Crete. After additional improvements of the document, it was decided at the PMB meeting on December 16th 2014 to enlarge the initial working group so as to have representatives from all the partner institutions. Such a Working Group continued the work on the elaboration of new standards, and came up with a modified version at the meeting held on May 15th, 2014. The new and complete Working Group adopted a new version of the standards, starting from the suggestions coming from the Commission for Accreditation and Quality Assurance itself.</p> <p>The proposal reflects the main general aspects of QA for doctoral studies and the situation in Serbia presented in public at the Conference in Belgrade held on December 4th 2014. In particular, changes are oriented towards:</p> <ul style="list-style-type: none"> • stronger emphasis on learning outcomes within the teaching part • stronger emphasis on the research part of the studies, requiring an original contribution • better connection with the society, requiring the related competences • more strict norms concerning the academic staff, especially in relation with the process of supervision • stronger emphasis on transferrable skills • insisting of transparency and accountability • better relation with students, especially within process of supervision. 	<p>All documents published</p> <p>All relevant decisions published</p>
1.4	Models for funding	M4	M12	All partners	An expert team formed by the PMB analyzed and evaluated	All materials published

	doctoral studies evaluated				<p>different systems for public funding of doctoral studies in EU countries, and, in particular, the existing experiences in the region. The focus was on the research part of the studies. The analysis encompasses acute problems related to the status of doctoral students, including teaching assistantship, health insurance, lodging, etc. The results have been formulated in the form of a report.</p> <p>An initial Working Group was appointed at the Project Management Board Meeting at Crete, September 20th 2014. This Working Group made a detailed analysis of the current status of funding doctoral studies in EU countries. This duty was, however, faced with essential obstacles consisting of the fact that there are many different and very specific ways of funding doctoral studies in different EU countries and at different universities. Comparisons with the actual situation in Serbia were done selectively, after choosing the cases in which parallelisms with the situation in Serbia are practically feasible, leading to opening new ways for further improvements (see the corresponding Report at the Project site).</p>	
1.5	Bylaws on funding doctoral studies adopted	M10	M18	All Serbian partners	<p>The Working Group was appointed at the Project Management Board Meeting at Crete, September 20th 2014 made the first draft of new regulations and presented it at the PMB Meeting on December 16th 2014. After a comprehensive discussion, it was decided to nominate a larger working group in which each university consortium member would be represented. The new Working Group presented the obtained results at the Project, meeting at Ghent, March 27th 2015 and at the Conference held at Novi Sad, April 3rd 2015. The final version of the proposed new regulations was analysed and adopted at the Working Group meeting held in Belgrade on May 15th 201 (see the document at the Project site).</p> <p>The main idea of the proposed regulations is to open a new possibility for students to obtain co-funding of doctoral studies which would be an addition to the existing forms and completely in line with the adopted principles of placing more emphasis to the research part of the studies. More details represented above within the general presentation of the results.</p>	All materials published

<u>Title and reference number of the work package (WP)</u>	WP 2 (DEV 2) Research policy and industry in restructuring doctoral studies
<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Bylaws on research policies of doctoral studies adopted • Role of industry and civil sector in doctoral studies formulated • Internationally reviewed Roadmap of doctoral studies adopted

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
2.1	Research policy for doctoral studies reconsidered	M7	M20	All Serbian partner institutions	<p>The existing research policy has been reconsidered in the light of doctoral studies. Attention has been paid to a delicate problem of the relationship between the research and development Institutes and Universities, inherited in RS from the former Yugoslavia. Comparisons with the research policies in EU countries have been done.</p> <p>In December 2014 the book "Science in Serbia, 2010-2013" was issued and printed within the framework of the Project. One paragraph, entitled "Students of Doctoral Studies" has been devoted directly to the topics of Activity 2.1. A critical analysis has been presented, including the main statistical indicators for the given period of time.</p> <p>The new survey book "Science in Serbia in 2014" is currently in the draft form, before having been accepted by the National Council for Science and Technological Development. Contribution of RODOS to the given analysis has been to define the role of doctoral studies. A paragraph entitled "Increase of research capacity through doctoral studies" has been included after an initiative coming from the Working Group of RODOS for Activity 2.1. New statistical indicators are presented, showing that the state has to act efficiently in order to prevent very pronounced brain drain. It has been also noticed that there is a lack of reliable data giving insight into the current status of doctoral students in Serbia. Taking care of doctoral students through better organized supervision has been pointed out as an important issue for further developments. The need for new</p>	All relevant materials published

					<p>funding regulations oriented towards co-financing has again been pointed out.</p> <p>The outcomes of Activity 2.1 are available at the Project site (much earlier than specified in the Work plan).</p>	
2.2	Bylaws on research policy modified and adopted	M21	M27	All Serbian partners	<p>Members of the project team have been very active in proposing and promoting the idea to change the Law on Higher Education in such a way as to allow easier communications between Institutes and HE institutions. Amendments to LHE have been adopted by the National Assembly of the Republic of Serbia in September, including a paragraph dealing with the subject. In such was a door has been open towards this introduction of doctoral schools, as stated in the Proposal. This result ensures sustainability of overall Project results</p> <p>Along the same line the academic staff of RODOS in 2015 participated actively in the preparation of a Proposal for Amendments of the Law on Scientific Research Activity. Currently, a draft of the text has been adopted by the Government of Serbia and a public discussion has been initiated. Doctoral studies have been treated in two paragraphs of the document. First, the need for program for co-financing of doctoral studies has been stated, and, second, a possibility has been opened to engage students of doctoral studies in teaching activities at HE. It is expected that these Amendments on the Law on Scientific Research Activity will be accepted before September 2015.</p> <p>Activities encompass a contribution to the Strategy of Research and Development of Serbia. This contribution is concerned with doctoral studies, as formulated in the Work plan. A draft of the paragraph related to doctoral studies has been formulated by a Working Group, and presented and discussed at the meeting of WP2 in Novi Sad on the 6th of May 2015. Starting from the mission of doctoral studies which consists of ensuring the leading role of research at Serbian Universities and developing the research potential of the country, contributing at the same time to a faster technological development improvement of culture and preservation of the national identity, the text gives a vision of the development of doctoral studies.</p>	<p>All documents published</p> <p>Minutes of the meetings published</p> <p>Relevant decisions published</p>
2.3	Role of industry and civil	M10	M20	All Serbian	The Activity has been treated within the Project exactly	Relevant materials published

	sector analyzed			partner institutions	<p>according to the Proposal. The activity has been initiated in June 2014 at several meetings organized in the Chamber of Commerce and Industry of Serbia. Project coordinator participated at a workshop on HE-Industry relationship held at the Chamber of Commerce and Industry in October 2015. At the PMB meeting held on December 4th 2014 it was decided, after a comprehensive analysis of all the relevant aspects, to start the activity by launching a questionnaire addressed to all the members of the Chamber of Commerce of Serbia (more than 1000 addresses).</p> <p>The questionnaire contains the following chapters:</p> <ol style="list-style-type: none"> 1) Current situation in the enterprise; 2) Desirable qualifications of PhD bearers; 3) Collaboration with HE and research institutions; 4) Opinion about doctoral studies in Serbia; 5) Trends of the development of industry of Serbia and potential influence of doctoral studies. <p>Responses have been assembled and analyzed by a Working Group nominated by the PMB. The results have been presented and discussed at an important Conference held at the large hall of the Chamber of Commerce on April 23rd 2015. Participants from academia and from industry expressed their viewpoints. It is expected to build an atmosphere of common interest between industry and HE, and to try to start Activity 2.4 (devoted to the related road map) for further actions on a unified common basis.</p>	<p>Results of the questionnaires published</p> <p>Number of participants from industry</p> <p>Conclusions from the meetings</p>
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<u>Title and reference number of the work package (WP)</u>	WP 3 (DEV 3) Doctoral schools: concept, standards and organization
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<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Conference on Doctoral Schools organized • Bylaws on Doctoral Schools adopted • Trained university staff providing administrative support to efficient management of Doctoral Schools • Accreditation standards for joint doctoral degrees adopted
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Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
3.1	EU experience in Doctoral Schools analyzed	M7	M12	All partners	<p>The existing EU experiences in the domain of doctoral schools and joint doctoral degrees have been thoroughly analyzed and evaluated. The university staff from Serbia paid training visits to the EU partners. Attention was paid not only to the academic aspects, by also to the organizational and administrative aspects of doctoral schools, their accreditation and accreditation and recognition of joint doctoral degrees. The analysis on the doctoral study level in Serbia, performed within the RODOS Project and published (Doctoral Studies in Serbia, Conference of Universities of Serbia, CONUS, November 2014), gives a comprehensive overview of analytical data and quality assurance procedures and standards. In the Analysis, the approach of <i>harmonization versus standardization</i> is underlined, showing different structures and organisation of doctoral schools in HE systems in European countries (France, Belgium, Austria, Germany, Hungary, Estonia, Spain), as well as examples of international joint doctoral programmes, defining the overlapping areas of interest which could be useful in further development of the PhD cycle in Serbia on both system and institutional levels. The experiences and examples of practice of EU Project partners are an important part of the analysis, enabling direct exchange of experiences and detailed insight in the practical examples.</p> <p>The activity encompasses the following events:</p> <ol style="list-style-type: none"> 1. Study visit to Technical University of Crete, September 2014 - PhD Studies /European Experiences Some Examples was the topic of a special session of all Serbian Consortium members with the TU Crete delegation. Two examples of Joint Doctorates in Europe were presented as inter-institutional approach to high quality doctoral training: <i>Joint European Doctoral Programme in Materials Science and Engineering</i> and <i>PhD Fusion Science and Engineering - Erasmus Mundus Joint Doctorate</i> were analysed, especially concerning standardized supervision guidelines as an example of a comprehensive approach to structuring studies at the III cycle. 2. Common meeting of the National Council for Higher 	All relevant materials and decisions published

				<p>Education and the National Council for Research and Technology Development, Belgrade, December 4th, 2014. The topic related to doctoral school experiences in EHEA was a part of meeting agenda. The presentation PhD studies / Challenges and Dilemmas, summarized the analytical data on development of doctoral studies.</p> <p>3. Study visit to BOKU University, December, 2014. A special session within the study visit agenda was devoted to the structure, programme and additional facilities offered by Doctoral Schools. Meeting with co-ordinators of the Doctoral Schools of BOKU gave additional details of organisation, training and new opportunities for students within new structure in comparison to traditional doctoral programmes.</p> <p>4. TREND 2015 Conference, Zlatibor, February, 23-26, 2015. The papers <i>QUALITY ASSURANCE IN DOCTORAL STUDIES: DOCTORAL SCHOOLS</i> and <i>WHY SERBIA NEEDS DOCTORAL SCHOOLS? POTENTIAL MODELS</i> (authors RODOS team members) presented new trends in organisation and quality assurance of doctoral studies in the EHEA, with emphasis on new structures of doctoral schools and possible flexible models which would rely on the general European standards. Both papers are published in Conference Proceedings.</p> <p>5. Study Visit to Ghent University, March 2015 The study visit was specially focused on the experiences of Ghent University Doctoral Schools, as an example of additional Doctoral Training Programme, encompassing both advanced specialist courses, related to the field of doctoral project, and transferable skills seminars</p> <p>6. Conference organized in the Chamber of Commerce of Serbia (Belgrade, April 23, 2015). A presentation of doctoral schools experiences and general intentions based on versatile examples in Europe gained special attention of the auditorium. It initiated very active discussion supporting the idea of doctoral schools as a new structure underpinning the continuous contacts between employers and academic/research sector.</p>	
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3.2	Conference on Doctoral Schools organized	M13	M13	UNS	<p>A Conference on Doctoral Schools was organized in the large hall of the University of Novi Sad on April 3rd 2015 (participation of more than 50 representatives of all HE institutions of Serbia, including deans and vice-deans of the University of Novi Sad). A comprehensive overview of European experiences was presented using different characteristic examples (University of Ghent, BOKU University, as partners in RODOS Project, University of Brussels, University of Luxemburg, University of Helsinki, University of Szeged, all HEI's in France and Estonia), emphasizing the overlapping areas of interest (new structure supporting quality and excellence in research, supporting students during the whole PhD cycle, carrier development support by gaining intellectual and transferable skills, continuous contacts with labour market, opened space for national and international mobility of students and staff). A very intensive discussion resulted into important conclusions for further actions within RODOS.</p>	<p>Number of conferences Number of participants Structure of participants Agendas of the conferences Presentations from the conferences</p>
3.3	Bylaws on founding Doctoral Schools adopted	M13	M21	All Serbian Universities	<p>Based on deliverables 3.1 and 3.2, new accreditation standards and bylaws for establishment of Doctoral Schools, have been discussed. Their aim is to increase international and social value of the doctorate, teaching and research quality culture and support to doctoral students in all respects (supervision, guidance, student rights, insurance). Initial discussions related dominantly to special case studies will lead in the next period to a more comprehensive insight into the problem. The main intention is to find the most efficient ways of introducing Doctoral Schools, not requiring too many changes of legal regulations.</p>	<p>All relevant materials and decisions published</p>
3.4	Staff trained on doctoral school organization	M10	M24	EU partners	<p>In order to fulfill all the requirements resulting from deliverable 3.3 and to organize establishment of models for Doctoral Schools in an efficient way, task force from Serbia, including academic and management staff and administration, has been trained in EU countries on Doctoral School organization and functioning within the following visits:</p> <p>1. Visit to TUC, Chania, September 19-21, 2014. In a three day program staff from TUC gave an overview of the organization of doctoral studies with the emphasis on joint</p>	<p>Number of participants from partner institutions Agenda of the meetings</p>

				<p>doctoral degrees. A fruitful discussion incorporating all partners was devoted to crucial aspects of organizing doctoral schools. Visits to particular departments were organized. There were 18 participants from Serbia.</p> <p>2. Visit to BOKU, Vienna, December 11-13, 2014. In a three day program, staff from BOKU gave a presentation of the University, its doctoral study programs, with a special emphasis on doctoral schools introduced in some fields. The visit was very informative and inspiring for RODOS staff. Visits to particular departments were organized. There were 20 participants from Serbia.</p> <p>3. Visit to UGent, Ghent, March 24-27, 2015. In a very comprehensive and organized way, staff from doctoral schools from Ghent University gave a presentation of Doctoral Schools organized at UGent, in the presence of school directors and complete staff. Information covered not only academic aspects, but also organizational issues, important for administrative staff. Visits to particular departments were organized. There were 20 participants from Serbia.</p> <p>4. Visit to Lisbon University, Lisbon, April 26-28, 2015. Presentation covered important aspects of doctoral studies with emphasis on joint doctoral degrees University of Lisbon has introduced. The presentation was related to both academic and administrative aspects. Visits to particular departments were organized. There were 23 participants from Serbia.</p>	
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<u>Title and reference number of the work package (WP)</u>	WP 4 (DEV 4) Establishment and implementation of doctoral schools with selected study programs
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<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Four fully operative integrated and institutionally accepted Doctoral Schools • New doctoral programs prepared and adopted by respective University Senates • Rules and regulations for Doctoral Schools • Accreditation of the study programs for the operative Doctoral Schools
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Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
4.1	Selected models for Doctoral Schools established	M10	M18	All Serbian partner Universities	<p>Activity 4.1 has been conceived and formulated in the Proposal following from the top-down methodology, in which general aspects and rules are predefined, and then implementation of study programs follows as a consequence. However, in spite of theoretical advantages of pursuing the top-down approach, the inverse bottom-up approach has been found to be more adequate, having in mind versatility of structures and ideas connected to the establishment of doctoral schools and different conditions for their implementation at different universities and within different fields. In this sense, Activity 4.3 Formulation of Selected Study Programs for Doctoral Schools, which has to start, according to the Work Plan, in M16 and ends up in M27, appears to be, in some sense, a prerequisite for Activity 4.1. The PMB has concluded several times at its meetings (December 16th, April 3rd) that these two activities have to be merged and be considered as one unified general activity aimed at forming Doctoral Schools with selected study programs. Indeed, specific doctoral schools have to result from specific study programs, given at least in their draft form, and not vice versa (see the text within Activity 4.3 below).</p>	<p>All relevant material published Minutes of relevant meetings Decisions of relevant institutions</p>
4.3	Selected study programs formulated	M10	M20	All partners	<p>In the sense of the explanations done within Activity 4.1, the following study programs have been considered as candidates for doctoral schools, with concise explanations:</p> <ul style="list-style-type: none"> ▪ Doctoral School of Mathematics. Faculties of Mathematics of the Universities of Belgrade, Novi Sad, Kragujevac, Nis and Belgrade, together with the Institute of Mathematics of the Serbian Academy of Sciences and Arts, have an intention to make a doctoral school of mathematics, which would offer a set of courses taught by the best teachers in Serbia, and organize doctoral research projects supervised by the best researchers in particular domains. The School will result from an mutual agreement between different Universities, without any need for changing legal regulations. Students will enrol at the particular Faculties as earlier. The School will better take care of the students, increase quality of supervision and offer diverse transversal skills to its students. Such a School would not require new or modified bylaws as a prerequisite. 	<p>All relevant material published All relevant decisions published</p>

				<ul style="list-style-type: none">▪ Doctoral School of Arts. University of Arts in Belgrade, which is a partner in the Project, has an intention to organize a Doctoral School of Arts, in which the particular Faculties (Music, Painting, Applied Arts, Theatre) will formally continue functioning as before, but in which transversal skills would be taught within the School, with an intention to better connect Doctors of Arts with real life and improve their carrier development.▪ Doctoral School of Artificial Intelligence. This Doctoral School will be formed around the study program of Artificial Intelligence already accredited at level of the University of Belgrade (one of the results of the Tempus Project INCOMING). Doctoral School will take care of supervision, which should be done in accordance with the results of DEV1, as well as of courses covering transversal skills, in order to make the whole study program more attractive for industry and contribute to the carrier development of doctoral students.▪ Doctoral School of Bio photonics. This Doctoral School will be formed and accredited at level of the University of Belgrade. The School will provide high quality courses and supervision, together with transversal skill characteristic for the field of Photonics.▪ Doctoral School for Material Science. This Doctoral School will be based on an agreement between the Faculties of Physical Chemistry and Electrical Engineering at the University of Belgrade, arising as a consequence of the intention to formulate a new study program in the field of Material Sciences and Nanotechnology. Students would formally enrol at the particular faculties. An agreement between the mentioned Faculties would provide a basis for improved supervision (multiple supervisors, education of supervisors) and for formulation of courses providing transversal skills. Realization of the plans does not require any modification of the existing Faculty/University bylaws.▪ Doctoral School for Agriculture. Faculty of Agriculture at the University of Novi Sad will be the pivot of a Doctoral School for Agriculture, which would incorporate Faculties of Agriculture at other Serbian Universities. The Doctoral School will give joint degree (the corresponding regulations will be considered within Activity 3.5.) The School will provide	
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				<p>common laboratory space, high quality courses and supervision, together with transversal skill characteristic for the field of Agriculture. This Doctoral School is of special interest for Serbia, having in mind the strategic importance of Agriculture.</p> <ul style="list-style-type: none">▪ Doctoral School of Biology. This Doctoral School will be centred around the Faculty of Biology at the University of Belgrade and the Institute of Molecular Genetics and Genetic Engineering, member of the University of Belgrade, as an example of a fruitful collaboration between Universities and Research Institutes. The Scholl will primarily take care of the laboratory facilities and research, trying to put together Faculty and Institute staff and to improve supervision. The Scholl will also take care of the organization of transversal skills needed for biologists.▪ Doctoral School of Medicine. The envisaged Doctoral School will take care primarily of transversal skills, by organizing specific courses for all doctoral students at the Faculty of Medicine, University of Belgrade, which is by far the largest faculty at the University of Belgrade with many different Divisions (study programs). It will also organize supervision in a more efficient way. <p>It was decided at the PMB to add an additional value to the Project (in particular, to the Activity 4.3) by organizing in Autumn 2015 short (two or three day) courses related to transversal skills (research methodology, project management, composition of scientific papers, research ethics, etc.). These courses would be financed by the Project, and kept open for all doctoral students at particular Universities (nucleus for the organization of these courses was made at the PMB meeting at Novi Sad on April 3rd 2015. Organization of these courses will start in September 2015. It is expected to achieve in such a way two main goals: 1) to get more experience in organization of short courses for doctoral students (similar to those organized in UGent); 2) to show in an evident way advantages provided by Doctoral Schools.</p>	
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<u>Title and reference number of the work package (WP)</u>	WP 5 (QPLN) Quality Plan
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<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Assessment of self evaluation • Assessment and conclusions of CQCM • Assessment and conclusions of external experts • Conclusions of peer reviews
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Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
5.1	Report on self evaluation	M12, M24, M36	M12, M24, M36	All partners)	Self evaluation questionnaire was defined in accordance with methods and procedures defined by the Consortium members and in compliance with the EU academic values. Self evaluation assessment was performed once on M18. The analyzed results will be included in the annual reports of the CQCM. The questionnaires will not only ascertain satisfaction levels, but will also serve for wider research purposes, e.g. for measuring awareness of certain topics.	Published results of self-evaluation
5.2	Report of the Committee for QC and Monitoring	M7	M7	UGent	Members of the CQCM continuously performed monitoring of the work plan realization and shared information about the progress. They prepared an intermediate reports about internal quality control and monitoring of the intermediate project results to the PMB. The quality control entailed both the content of the project and publication and dissemination of the results of the project. These reports are available at the project website, as well.	<p>Detailed description of QPLN work package</p> <p>Minutes of the meetings</p> <p>Structure of the PQCC reports adopted</p> <p>The report about evaluation of the project results presented by the PCQCM board to the Project Management Board</p> <p>The document about evaluation criteria and mechanisms done by the PQCC</p>
5.3	Report of external experts on QC	M12	M12	CONUS	External expert will evaluate project and write a report that will be publically available on the project website. Methodology of this quality control will include assessment not only on timely	Published evaluation results.

					<p>execution of the activities, but also on the efficiency of achieved outcomes and outputs and implementation of the project results. The reports might include comments about possible discrepancies between the planned and the accomplished activities and suggestions how to achieve the planned goals. Prof. Petar Maric from Banja Luka University was elected as an internationally renowned expert to make an external assessment of the Project results.</p>	
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<u>Title and reference number of the work package (WP)</u>	WP6 (DISS) Dissemination of the project results
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<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Web site created and properly utilized • Dissemination conference organized • Internal and external dissemination realized • Dissemination conference with doctoral students • Flyers, leaflets distributed to academic institutions, industry and representatives of labour market
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Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
6.1	Project promoted by Web site	M2	M36	CONUS	The project website was created within 45 days from the beginning of the project. It gives a complete insight into the background and objectives of the project, the planned and realized activities and the expected outcomes/outputs. Links to participating institutions are provided with contact information of representatives. All project material has been posted on this website and is available to public.	<p>Website created</p> <p>Web portal created</p> <ul style="list-style-type: none"> - Number of visits to the Website - Quality and relevance of data on the Website <p>All information and results concerning ongoing activities</p>

6.2	Dissemination conference with industry and society	M12	M12	UBG	Dissemination Conferences were organized three times in the last period (December 4th 2014, UBG, April 3rd 2015, UNS, April 23rd 2015, Chamber of Commerce of Serbia. A wider aim of these conferences (described above from different aspects) is to invite industry and civil sector representatives to encourage cooperation with universities in order to support the envisaged reforms of doctoral studies. At each conference the results of the reform activities were presented. Also, adequate information material was distributed to the participants (as described).	Dissemination conference Number of participants from different stakeholders from Serbia and abroad Number of attendees to conferences Number of dissemination conference and workshops
6.3	Dissemination documents	M7	M36	CONUS	An information leaflet, containing basic information on the aims and deliverables of the project, was distributed during the Dissemination conferences. All documents are available on the website; they are also sent to target groups, such as University authorities, teaching staff, doctoral students, industry and civil sector.	Project logo in AI, CDR, EPS, JPG, PNG, TIFF formats (monochrome and in color) Project memo Project banner PPT template Word template and all other relevant document templates Manual for web portal use dissemination questionnaire Dissemination activities: - one to one communication - meetings with the relevant stakeholders - meetings with decision makers - regular meetings with student representatives - social networks (Facebook page) - email lists - printed materials distribution - student conferences - coordination meetings - communication with media

6.4	Dissemination conference with doctoral students	M10	M10	UNS	In all three conferences within activity 6.2 PhDSS participated as one of the main organizers. Their representatives had the opportunity to address the audience through introductory presentations. The aim of the active participation of students is to get an insight into the actual status of doctoral students and to get directly their response to the results obtained within the project. Also, it is anticipated that students from EURODOC and some other national PhD student organizations will participate and will share experience in the organization of doctoral studies in their countries.	Number of participants from different stakeholders from Serbia and abroad Number of attendees to conferences Number of dissemination conference and workshops
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<u>Title and reference number of the work package (WP)</u>	WP 7 (EXP) Sustainability of the project results
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<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Conclusions and plans for the development of doctoral studies • Interconnections and collaboration of the Universities in Serbia in the domain of doctoral studies • Interest of industry and civil sector for doctoral studies • Conference for the promotion of Doctoral Schools • Wide-spread knowledge and acceptance of university quality standards and procedures for doctoral studies
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Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
7.1	Reports of meetings with University representatives with conclusions and further sustainability plans	M6 M18	M6 M18	All Serbian partners	Numerous formal and informal meetings with the University representatives (deans, department heads, directors of the institutes, etc.) were organized in the last 18 months. It is important that the contact persons for partner institutions are, in majority, at high positions in the University hierarchy. In addition, deans and vice deans of all faculties were invited to the large RODOS conferences organized in Belgrade and Novi Sad They represent a firm basis for further planning and monitoring of the project activities. The target groups were students, teaching staff, higher education authorities, as well as interested civil sector organizations.	Minutes from the meeting Conclusion for further planning

7.2	Network of Universities in Serbia	M4	M36	All Serbian partners	A university network has been created, enabling continuous contacts between the partner institutions and facilitating permanent exchange of information. In such a way it has been ensured that the cooperation among consortium members will continue after the project duration. The established network will contribute to the exchange of experiences and evaluation of practice, with a possible involvement of other Universities from Serbia and the entire region.	Number of institutions participating in the network
7.3	Conference for the promotion of Doctoral Schools	M9 M21 M33	M9 M21 M33	UBG, UNS, UNI, UKG, SUNP	All conferences organized within RODOS have been for the promotion of doctoral schools. The main aim has been to give information on the concept of doctoral schools, advantages over the existing PhD programs at different universities, necessity of link with industry and their needs, exploring possibility to involve more countries from the region with similar historical background in education and therefore to ensure long term widespread sustainability of this concept.	Minutes from the meeting Conclusion for further planning

<u>Title and reference number of the work package (WP)</u>	WP 8 (MNGT) Management of the project
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<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	<ul style="list-style-type: none"> • Correct project development • Clearly defined responsibilities of all consortium members • Efficient and effective implementation of the project, in line with proposed objectives and activities • Quality and timely information on project progress, and internal project QA, enabling proactive task management and coordination of • Activities to the aim of achieving project objectives and indicators. • Conclusions and actions of PMB • Conclusions from SC coordination meetings • Correct financial management
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Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
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8.1	Daily management of the project	M1	M36	CONUS	Daily management of the project will be done by CONUS, under the supervision of the appointed contact person. He has taken care of all events, helped by the administrative staff, with the emphasis on the financial activities. CONUS has ensured coordination of all activities and adequate preparation for the planned events. If necessary, CONUS 1 consulted SC, or eventually PMB, by organizing virtual meetings. In such a way, smooth running of the project has been ensured.	Minutes from the meetings Number of participants Timely performing and completing of all activities Smooth running of the project Successful financial management of the project
8.2	Instructions for financial management	M1	M2	CONUS	CONUS published within 45 days after the beginning of the project written instructions for financial management of the project. All the Consortium members got this document with the corresponding explanations. This deliverable has been very important for efficient financial management of the project and fulfillment of the obligations with respect to EACEA.	Minutes from the meetings Number of participants Timely performing and completing of all activities Smooth running of the project Successful financial management of the project
8.3	Report on the activity of the PMB	M10	M20	CONUS	The PMB was founded at the kick off meeting which was organized much later than planned because of technical reasons. However, meetings of the PMB have been organized more frequently than planned, having in mind the importance of analyzing the planned and achieve activities much more frequently in the situation where the Steering Committee has not been formally appointed. Indeed, all the planned and the achieved activities have been analyzed based on reports from all the consortium members and the lead partners of the work packages. These reports included, among other things, the number of staff involved in the project activities and the related costs and, therefore, represent a good basis for further planning.	Minutes from the meetings

8.4	Report from SC coordination meetings	M7 M19 M31	M7 M19 M31		<p>At the kick off meeting the decision was made not to elect formally any Steering Committee for the Project. Such a decision was motivated by experiences gained within previous Tempus projects and suggestions of the National Tempus office to enhance democratic ways of making decisions involving all Consortium members. Therefore, PMB gained much more importance, and its meetings had to be more frequent than planned. On the other hand, the coordinator had to intensify everyday consultations with leaders of the Work Packages and other leading persons responsible for partner institutions in order to ensure efficient and smooth functioning of the project. From this point of view it is very important that CONUS is the grant holder institutions, involving all Serbian HE institutions. Informally, a group of leaders of WP's actual for the past period of time played the role of a formal SC very effectively.</p>	Minutes from the meetings
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