

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.)

<u>INTERMEDIATE REPORT</u>	<u>DEADLINE</u>
<ul style="list-style-type: none">• Report on implementation of the project• Statement of the costs incurred and Request for Payment	When 70% of the 1 st pre-financing has been disbursed but <u>not later than</u> : - 1 December 2014 for 2 year projects - 1 June 2015 for 3 year projects

Structure of the Report

Annex IV/2	Declaration
Annex IV/3-5	Report on implementation of the project
Annex IV/6-8	Statistics and Indicators
Annex IV/9	Example showing how to fill in the tables of achieved/planned outcomes
Annex IV/10	Table of achieved/planned results
Annex IV/11	Summary Report for publication
Annex IV/12	Statement of the costs incurred and Request for Payment
Annex IV/13	Acknowledgement of receipt
Annex IV/14	Check-list

One original (with original signatures) and one copy are to be sent by the deadline by registered mail (date as per postmark) to:

Education, Audiovisual and Culture Executive Agency (EACEA)
Erasmus+ : Higher Education - International Capacity Building (Unit A4)
Mr Ralf Rahders
Head of Unit
BOUR 02/17
1, Avenue du Bourget
BE-1049 Brussels

Please also send the electronic version to eacea-tempus-project-management@ec.europa.eu when submitting the paper version of the report.

DECLARATION

This declaration should be completed and signed by the following people:

1. the contact person at the co-ordinator (institution);
2. the person who is legally authorised to represent the co-ordinator (institution).

We, the undersigned, certify that we have submitted all the required documentation, including the documents mentioned in the checklist.

Furthermore, we certify that the information given in this Intermediate report is correct to the best of our knowledge and complies with the requirements of the provisions of Article I.4 and II.23 (Annex VI) of the Grant Agreement.

We are aware that amendments to these documents will not be accepted after the date of submission.

Name of the co-ordinator (institution): Conference of the Universities of Serbia (CONUS)

Name of the contact person:

Srdjan Stanković

Position: Professor.....

Place: Belgrade.....

Date: May 27, 2015

Signature:

Name of the legal representative:

Vladimir Bumbaširević

Position: President.....

Place: Belgrade

Date: May 27, 2015.....

Signature:

Stamp of the co-ordinator (institution):

REPORT ON IMPLEMENTATION OF THE PROJECT

Please provide an overview on **implementation of the project**, by following the instructions below.

Overall achievements

Please provide a description of the activities carried out since the start of the project and describe to what extent, the results achieved since the beginning of the project, are contributing to the project objectives.

As stated in the Project Proposal, the main wider objective of RODOS consists of restructuring doctoral studies in RS in line with the Bologna Process and Salzburg Principles, with the emphasis on quality of research and integrative processes involving universities, institutes, industry and civil sector, and resulting in Doctoral Schools. This objective emerges from the following considerations:

The inherited pre-Bologna system of individual doctorates is not capable of achieving the mission of doctoral studies "to ensure the primary role of science at universities, to develop and improve the overall research potential, to generate teaching staff for HEI's and highest professionals for industry and civil services, contributing in such a way to the creation of new knowledge, to faster technological development and the improvement of cultural and national identity" (Strategy of the Development of Education in Serbia, SDES, 2012, Part IV). However, the new system of doctoral studies has not been sufficiently developed yet. In 2010 Serbia had 680 doctoral students and 70 doctoral graduates per million inhabitants (much less than in EU) and only 47% of doctoral students take part in organized research projects. Doctoral studies in Serbia are fragmented; some study programs are based on a small number of qualified thesis supervisors. On the other hand, SDES 2012 proclaims the overall aim of achieving 200 doctoral students per million inhabitants in 2020, with 60% of students terminating successfully their studies; also, 10% of study programs should be joint programs between different universities, 20% being taught in English.

RODOS has mobilized 19 partner organizations, 15 from Serbia and 4 from EU countries. All partners performed as planned in the Work Plan and contributed to the achievement of the given objectives. Noteworthy is the contribution from the National Councils for Higher Education (NCHE) and Science and Technological Development (NCSTD) of Serbia, the relevant student organization (Association of PhD students and young researchers of Serbia), which have contributed significantly in setting up the scene for student involvement, the Chamber of Commerce and Industry of Serbia, which provided an important support to the collaboration with industry, and the Serbian Academy of Sciences and Arts, whose role has been to give general lines of guidance and to evaluate the project results. The chosen EU partner organizations are very well known for their achievements in the domain of doctoral studies, especially from the point of view of introducing new structures (e.g., Doctoral Schools) or implementing joint degrees at a high academic level.

The methodology of RODOS has been based on the project decomposition into **three overlapping sub-projects or directions:**

- The first direction is dedicated to reconsideration of already existing standards and bylaws for doctoral studies and reformulation and adoption of new ones by relevant bodies, including:
 - (a) QA standards,
 - (b) financing models for doctoral studies,
 - (c) more comprehensive definition of the status of doctoral students (student rights, obligations, choice of supervisors, health insurance),
 - (d) research policies in the light of doctoral studies,
 - (e) formulation of roadmaps for better cooperation with industry,
 - (f) standards for joint doctoral degrees.
- The second direction is related to the concept, structures and implementation of Doctoral Schools, with the aim to increase the international and social value of the doctorate from the perspective of potential researchers, as well as from the labour market point of view, to enhance the support provided to doctoral students in the course of their doctorate research and to strengthen quality culture in doctoral studies.
- The third direction is dedicated to the implementation of several models for Doctoral Schools and formulation of selected study programs embedded in these Doctoral Schools, including the accreditation of the Schools and programs, their implementation and enrolment of students.

Presentation of the obtained results will be done in accordance with the Project Work packages.

Within the **DEV 1 Quality assurance and funding of doctoral studies** (lead partner: **National Council for Higher Education of the Republic of Serbia**), all the activities planned within this timeframe were more than completely accomplished; moreover, many new aspects were covered by the analyses performed, new insights were obtained and new lines of thought were opened.

All the activities within DEV 1 were devoted to two main subjects:

A) QA standards for doctoral studies;

B) Funding of doctoral studies.

A) Activities related to QA standards have been done following two major consecutive steps:

- Evaluation of the existing QA standards for doctoral studies both in EU and in Serbia;
- Formulation of new modified standards for doctoral studies in Serbia, overcoming the identified shortcomings and deficiencies.

The activities devoted to the state of the art of QA related to doctoral studies have been performed using:

- A vast literature devoted to this subject, including very valuable up to date state of the art published by EUA, with special emphasis on the situation at the Universities members of the Consortium;
- Principles of doctoral training;
- The actual standards currently applied in Serbia within the accreditation process carried out by the Commission for Accreditation and Quality Assurance, adopted in 2006 by the National Council for Higher Education of the Republic of Serbia.

The obtained results have been published in the **book issued and printed by RODOS "Doctoral Studies in Serbia"** and discussed at different events organized by RODOS in the past period of project execution and distributed to all Serbian HEI's.

Briefly, attention in the book has been paid within the general discussion to:

- Evaluation and monitoring as tools for quality enhancement;
- Supervision, as an important issue within doctoral studies;
- Career development of doctoral students.

Within Evaluation and Monitoring the following topics have been analyzed:

- External measures;
- Internal quality assurance;
- Specifics of doctoral studies, having in mind the importance of the research component;
- Utilization of indicators (publications, reputation, staff qualifications, influence on the society, duration of studies, satisfaction of the subjects involved, etc.

Within Supervision, the attention has been paid to:

- Relationship between the individual supervision and the institutional responsibility;
- Implementation of the reforms;
- Rules and instructions;
- Professional development of supervisors.

Within Career Development the following topics have been encompassed:

- Transferrable skills;
- Feedback to career development: tracking;
- Quality control of career development.

In relation with the actual situation in Serbia the given detailed analysis has encompassed

- An overview of doctors of science and arts in Serbia
- An evaluation of the current status of doctoral studies in Serbia.

The given evaluation has been related to:

- ✓ competitiveness of higher education institutions for realization of doctoral studies;
- ✓ analysis of teaching staff;
- ✓ distribution of students of doctoral studies within particular fields.

The presentation contains also a critical overview of the participation of doctoral students in R & D projects in the last five years, as well as an analysis of the doctorates obtained in the same period.

It is to be notified that the whole publication has been based on the formulation of a special **questionnaire** addressed to all higher education institutions of Serbia in June 2014. The decision to do so was made after an important **joint meeting of the National Council for Higher Education and the National Council for Science and Technological Development held on June 16th 2014 in Belgrade, devoted entirely to the project RODOS**, with the emphasis on restructuring doctoral studies and new concepts including Doctoral Schools. A long and comprehensive discussion indicated that any effort oriented towards restructuring doctoral studies should start from a complete and deep analysis of the current status of doctoral studies. The questionnaire was considered to be the first measure to be undertaken in order to get a closer insight into the main problems. Responses have been obtained from all the higher education institutions of Serbia at the end of the summer, so that the book has been published in October 2014. The analysis performed, together with all the conclusions for further work, represents the first comprehensive insight into doctoral studies since 2005, i.e. since the introduction of the Bologna principles. To our opinion, it surpasses both quantitatively and qualitatively the requirements coming out from the Project Proposal. Moreover, the obtained results have had a huge impact on the entire higher education scene in Serbia. One should have in mind that the results have been considered as the only rational and scientifically founded response of the whole academic community to a critically oriented public opinion caused by turbulences provoked by several questionable doctoral theses and candidates. The results have been presented in the whole Serbian press with a very high respect and positive opinion.

Within this activity, a conference entitled "**Doctoral Studies in Serbia**" was organized on December 4th 2014 in Belgrade, with more than 170 participants from all higher education institutions of Serbia as rectors, deans or vice-deans, together with all the members of the National Council for Higher Education of the Republic of Serbia and the National Council for Science and Development of the Republic of Serbia). The book **Doctoral Studies in Serbia** that was published within planned project activities, was distributed to all participants.

In the introduction, speakers from the main RODOS staff (Prof. S. Stankovic, Prof. V. Dondur, Prof. R. Marinkovic-Neducin, Prof. V. Vujcic, Prof. I. Popovic) presented the main results obtained from June to December 2014 within DEV 1 and published in the book, emphasizing the main consequences of the real situation, oriented towards establishing new forms, including the concept of Doctoral Schools. The discussion was very intensive, vivid and constructive, indicating that the obtained insights and the lines for further development are positively evaluated by the entire academic community. One of the main lines of thought was in relation with the first proposal for amendments of the current Standards for Accreditation of Doctoral Studies, presented on behalf of the working group for Accreditation standards nominated by RODOS.

According to DEV1, one of the main clearly sustainable outcomes 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.

The text of the proposal of the modified standards is given at the Project site. Briefly speaking, the proposal reflects the main general aspects of QA for doctoral studies presented above as well as the insight into the situation in Serbia presented in public at the Conference in Belgrade held on December 4th 2014. In particular, changes are oriented towards:

- 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.

B) Activities related to the problem of **Funding of Doctoral Studies were performed in two stages:**

- analysis of the existing approaches to the problem of funding doctoral studies, with the emphasis on the actual situation in Serbia
- proposal of new measures oriented towards improving the existing schemes and obtaining a new possibility for doctoral students.

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). The Working Group was able to give the first draft of new regulations 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, having in mind that specific viewpoints of different universities should be taken into account. The new Working Group continued the work 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 2015, having in mind that MESTD is in the course of organizing a call for the new project cycle (see the document at the Project site).

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. The regulations specify that each year the Ministry of Education, Science and Technological Development launches a call for proposals the number of which should be adapted to the Strategy of Education of the Republic of Serbia, and approved by the National Council for Higher Education. Special care should be taken of the number of places in specific fields of science, technology and arts.

On the other hand, Universities (and other research organizations) announces each year a list of projects, together with a list of potential supervisors and the corresponding number of students. The final choice of the candidates for co-financing is done by a special Committee nominated by the Ministry of Education, Science and Technological Development, after taking into account: success during studies, eventual research experience, quality of the potential supervisor, etc. including quality of the project itself. Co-financing includes personal earnings, expenses for technical facilities and administrative costs. Conditions are specified under which supervision is done, with the idea to harmonize the whole system with the QA criteria elaborated within the Activity 2.2. Also, criteria are specified for ranking the proposals and making the final decisions by the mentioned Committee.

An important prerequisite for both principal outcomes of DEV1 has been **training of the university staff in QA standards and funding regulations for doctoral studies in EU** (Activity 1.1). All Consortium members participated very intensively in the corresponding mobilities, presented in more detail below. Large groups of participants from Serbian universities paid visits to the Universities of Ghent and Lisbon, as well as to BOKU in Vienna and Technical University of Crete, Chania. Intensive courses and workshops were organized, so that the corresponding outcome has been reached very successfully as expected, having in mind that EU partners were able to provide a very good insight into the corresponding topics.

Within **DEV2 Research Policy and Industry in Restructuring Doctoral Studies** attention has been paid to the following two main topics:

- A) reconsideration of the research policy of Serbia in the light of doctoral studies and preparation of a proposal of new bylaws on research policy focused on doctoral studies;
- B) analysis of the role of industry in restructuring doctoral studies and definition of a roadmap for further actions in this domain.

Activities 2.1 and 2.2 are related to first topic, while Activities 2.3 and 2.4 are related to the second. According to the Work plan, none of these activities should be terminated before June 2015; however, many results have been obtained so far, including those related to the activities that should start only in September 2015. The main reason for this has been the importance of some of the topics, as well as the desire to increase Project sustainability by adapting the Project activities to the course of events in the domain of HE and Science in Serbia and influencing corresponding decisions (formulation of Laws and bylaws in accordance with the Project goals). Therefore, all the activities described below have been performed timely, and in accordance with the Project goals.

A) According the Project Work plan, **Activity 2.1** has resulted until now into two main outcomes.

First, in December 2014 the book "Science in Serbia, 2010-2014" 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. Importance of connecting the research part of doctoral studies to the research and innovations projects funded by the MESTD has been pointed out, having in mind that this connection is crucial from the point of view increasing of the research capacity of the country. It has been emphasized that a new regulation for co-financing doctoral studies is more than important for providing a sufficient support to young researchers.

The new survey booklet "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 clarify the role of doctoral studies. In analogy with the previous survey, a paragraph entitled "Increase of research capacity through doctoral studies" has been included in the new one, after an initiative coming from the Working Group of RODOS for Activity 2.1. New aspects with respect to the survey for 2010-2013 have been covered, including a proposal of new measures that have to be undertaken in the direction of more satisfactory funding of doctoral studies (connection with Activity 1.2). 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 funding regulations oriented towards co-financing has again been pointed out.

The outcomes of Activity 2.1 are available at the Project site (much earlier than specified in the Work plan).

One of the major problems for doctoral studies in Serbia pointed out in the Project proposal has been the lack of critical mass of researchers, including both doctoral students and staff members. It has been identified that one of the possible orientations arising as a response to these needs could be a more efficient engagement of researchers working in the Institutes (Serbia has 56 Institutes, among which 28 are categorized as scientific; 14 Institutes are members of the Universities of Belgrade and Novi Sad). Namely, very often very qualified people from research and development Institutes have no possibility to be directly engaged in doctoral studies (this is a part of everlasting antagonisms between the Institutes and the HE institutions in Serbia). In order to cope directly with this problem, 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. After very intensive activities during the first half of 2014, a proposal of Amendments to the LHE was formulated by the MESTD, in which direct engagement of researchers from the Institutes in different forms of doctoral studies is legalized (teaching and supervision of the theses). After a general discussion during the summer 2014, the

Amendments to LHE have been adopted by the National Assembly of the Republic of Serbia, including a paragraph dealing with the subject. In such a way a door has been opened towards the introduction of doctoral schools, as stated in the Proposal. This result ensures sustainability of overall Project results by forming a solid basis for different modalities for restructuring doctoral studies in Serbia. Formally speaking, in the light of the formulated project activities, this activity formally belongs to **Activity 2.2** (which has to be performed later and to last from M21 to M27 of the duration of project execution).

Along the same line and within **Activity 2.2**, 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 a 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 institutions (this is important both for students and Universities as institutions). It is expected that these Amendments on the Law on Scientific Research Activity will be accepted before September 2015. Procedures of the election of supervisors are included in the proposed changes of accreditation standards for doctoral studies.

Activity 2.2 encompasses also an important activity oriented towards a contribution to the **Strategy of Research and Development of Serbia** which is under preparation. 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 including the following items: 1) research outcomes, 2) research quality 3) research environment and 4) international relations and 5) relevance. These topics are covered by a SWAT analysis of the actual situation in Serbia. Based on the derived conclusions, the following set of strategic goals is defined: 1) all Universities of Serbia should organize research activities; 2) doctoral studies should represent a part of organized research; 3) additional funding and purchase of research equipment should be stimulated; 4) the mass of research resources should be continuously increasing through different forms of integration of universities and institutes; 5) interdisciplinary, multi and trans-disciplinary doctoral study programs are to be promoted, together with joint doctoral study programs; 6) doctoral schools should be organized at the national and international levels; 7) doctoral programs in specific fields should be interconnected, forming a network, enabling an increased mobility of teachers and students; 8) the actual study programs should be modified by creating new possibilities for developing leadership, inventiveness and orientation towards entrepreneurship; 9) collaboration with industry and public sector should be much more intensive, including consultation groups for the development of new study programs; 10) industry and public sector should specify jobs and activities requiring doctoral degree; 11) post-doctoral specialization should be introduced at Serbian HE and research institutions, especially for those who intend to follow an academic career; 12) Universities should develop mechanisms for engagement of teachers at the international level; 13) joint doctoral degrees should be introduced where possible; 14) the number of students enrolled at doctoral study programs should be tuned to strategic priorities, emphasizing natural and technological sciences; 15) students of doctoral studies should be given status of young researchers; 16) it is necessary to develop mechanisms and criteria for systematic tracking, evaluation and promotion of the research part of doctoral studies, in accordance with ethical rules. It is expected that the final text be ready in two months and be given to the National Council for Science and Technological Development for final approval and formal adoption.

B) One of the main challenges of the whole project has been to try to open a more intensive collaboration with industry, having in mind that, in general, the lack of this collaboration represents one of the main strategic deficiencies of the whole HE system of Serbia. Obviously, the problem is especially acute in the case of doctoral studies. On the other hand, it is clear that fulfilment of the third mission of universities can be realized most efficiently exactly in the domain of doctoral studies, having in mind potential influence of the related outcomes to the society as a whole.

Activity 2.3 has been treated within the Project exactly according to the Proposal, but bearing also in mind potential influence of its outcomes to the profile of Doctoral Schools, which are in the focus of the whole project. The activity has been initiated as early as 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). The questionnaire contains the following chapters: 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. Concrete questions are formulated in such a way as to draw relevant conclusions about further steps to be undertaken in the sense of developing new structures for doctoral studies. For example, there are questions like: "Can you define some of the problems relevant to the firm in the form of a doctoral thesis?", "Do you think that industry can organize courses on topics

relevant to industry?" or "Do you have any intention to participate in joint R & D projects with some HE or research institution?". 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. After presentations related to the main Project goals and the obtained results, participants from industry expressed their viewpoints. A particularly important contribution was given by the representative from EPS (Electric Power Systems of Serbia), who pointed out the interest of large companies for doctors and doctoral studies. Representatives of SME expressed their opinions, indicating inherent obstacles resulting from the current status of industry in Serbia. After a fruitful discussion, it was decided to continue along the same line, and to organize two additional similar meetings in Kragujevac and Niš before September 2015. At the meeting of the Working Group for WP2 held in Novi Sad (UNS is the lead partner for DEV2) on the 6th of May 2015, the previous activities and documents were analyzed and plans for future activities adopted. It has been decided to intensify contacts with industry by focusing on large companies which have an obvious need for sophisticated technology, like NIS (Oil Industry of Serbia) or Telekom Serbia. Initial contacts have already been done. Opinion of PhD students on the possibility to conduct a part of their PhD thesis research in industrial surrounding will be evaluated by a survey through Association of PhD students and young researchers of Serbia (one of the partners of the Project). 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.

DEV3 "Doctoral schools: concept, standards, organization" is, explicitly or implicitly, in the focus of the whole project.

According to the Work Plan, **Activity 3.1** devoted to an analysis of the EU experiences in the domain of doctoral schools, had to be terminated before M18 of the project execution. A report for Activity 3.1 is given at the Project site. It gives a detailed presentation of the results achieved so far. 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 (academic and administrative) paid training visits to the EU partners. Attention was paid not only to the academic aspects, but also to the organizational and administrative aspects of doctoral schools, their accreditation and recognition of joint doctoral degrees. The starting point of the analysis was based on a comprehensive overview of the experiences in the 3rd HE cycle of PhD programmes at the Serbian universities since its introduction (2006). 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. The overall finding of the analysis raises at least the following open questions and dilemmas: is the overall structure of PhD studies in accordance with the national priorities/policies in economy and technology development; is the *research environment vs fragmentation* adequate to matching European standards; what is the quality of mentorship and monitoring of student progress leading to more efficient completion of the PhD studies; to what extent are the students within the framework of PhD study programmes prepared for future professional carriers, especially concerning transferable skills; what is the perspective of employability of PhD graduates. The analysis points out the importance of national and international cooperation, especially in the contexts of new structures of doctoral schools, the advantages being presented as the segment of the performed analysis. In the consecutive steps of the Analysis, the approach of *harmonization versus standardization* 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.

The activities are illustrated by following events (chronologically presented):

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. Based on an insight into basic European principles in the field of Doctoral studies, two examples of Joint Doctorates in Europe were presented as inter-institutional approach to high quality doctoral training: *Joint European Doctoral Programme in Materials Science and Engineering* and *PhD Fusion Science and Engineering - Erasmus Mundus Joint Doctorate* 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 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 in Serbia, underlying the advantages of doctoral school implementation as an approach to harmonisation of Serbian system with European standards and practice.

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 as a new approach of BOKU University to doctoral training programme. 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.
4. **TREND 2015 Conference, Zlatibor, February, 23-26, 2015.** The key points of the analysis of European experiences in doctoral schools were summarized in two papers presented at XX TREND 2015 Conference, the unique and traditional forum on the issues of higher education reform and modernization in Serbia, organized by the University of Novi Sad, with the participation of all universities in Serbia, other HE institutions, governmental and non-governmental organizations in the field of higher education, and also the colleagues from the region and European countries. The papers *QUALITY ASSURANCE IN DOCTORAL STUDIES: DOCTORAL SCHOOLS* and *WHY SERBIA NEEDS DOCTORAL SCHOOLS? POTENTIAL MODELS* (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, strategic lines of Serbian higher education area and institutional policies. The role of doctoral schools in the creation of an adequate research environment has been emphasized, including the achievement of a critical mass of researchers and new possibilities for learning transversal skills. Both papers are published in Conference Proceedings.
5. **Study Visit to Ghent University, March 2015** The study visit was specially focused to 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 preparing students for further professional carriers. The visit gave the opportunity to all Serbian consortium members to have detailed insight into basic goals and content of doctoral training programme, developed organizational structure of doctoral school, as very valuable experience in introducing new structures in Serbian practice.
6. **Conference organized in the Chamber of Commerce of Serbia (Belgrade, April 23, 2015)** The event organized in Chamber of Commerce of Serbia gathered representatives from different stakeholder groups in discussing the possibilities of more efficient common work of academic and research society with the business and industrial sector and society as the whole in the field of very important PhD cycle devoted to development of research and innovation potential targeting knowledge based economy. The 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.
7. **Conference "Higher Education and ICT Sector in Serbia", organized by HERE Team, Ministry of Education, Science and Technology Development, MESTD, and Tempus Foundation – Erasmus + Office Belgrade in cooperation with Chamber of Commerce of Serbia and Vojvodina ICT Cluster (University of Novi Sad, September 30, 2014)** At the Conference, gathering the representatives from both academic society and ICT sector in Serbia, in considering the overall needs, profiles and competences of ICT professionals in Serbia, and sectoral QF, Project RODOS results were presented within Conference Agenda: "Doctoral Studies in Serbia – Tempus Project RODOS" Prof Dr Srdjan Stankovic. In the Conference conclusions, special segment was devoted to the doctoral cycle. It has been underlined that joint internationally oriented programmes, are prerequisite in this very fast developing field; the intensive common work of academic and production/business sector is necessary in profiling the PhD level and introducing innovative approach, such as doctoral schools, which would offer the environment for continuous cooperation of different stakeholders in preparing young researchers for future carrier outside HE and research institutes.

According to **Activity 3.2**, 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.

Having in mind the success of the meeting, it is planned, in addition to the Work Plan, to organize in 2015

similar conferences at the Universities of Nis and Kragujevac, as two important regional centres. Such conferences appear to be very beneficial for the Project goals not only in the sense of contributing to dissemination, but also in the sense of explaining the main goals of the Project to the whole academic community and searching for good examples for implementation of the general ideas related to doctoral schools (basis for DEV4).

Based on DEV1 and DEV2, as well as on deliverables 3.1 and 3.2, new bylaws and accreditation standards related to the establishment of Doctoral Schools have been considered, aiming at increasing 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). The idea is to discuss the proposal at the university level, and to adopt the final version at NCHE. According to the Work Plan, this activity had to start on M13 and to be terminated on M21. Undoubtedly, this activity is strongly connected to DEV4, especially after making the methodological changes in Activities 4.1 and 4.3 (to be explained later).

The activities of **DEV4 Establishment and implementation of doctoral schools with selected study programs** have been implicitly in the focus of all the activities of the Project. **Activity 4.1 Selected models for Doctoral Schools established** 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 clear consequence. However, in spite of theoretical advantages of pursuing the top-down approach, which starts from general structures and related regulations and ends up with implementation of specific study programs, 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. Therefore, this report contains an overview of a set of study programs representing candidates for doctoral schools, with concise explanations:

- **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.
- **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 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 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.

- **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.

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, an 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.

The Work Package **WP5** for **Quality Control** (lead partner University of Ghent), has reached the following main achievements, which can be considered as results of the Project Quality Control Committee (PQCC) established at the RODOS Kick off meeting on March 3rd, Belgrade:

- The PQCC work plan, the evaluation criteria, the evaluation mechanisms and the structure of the PQCC intermediate reports on internal, external and students' evaluation of the project results were adopted at 1st meeting of the PQCC;
- The report about internal evaluation of 1st six-month project results (RODOS-PQCC-Activity report table) done by the PQCC has been addressed to the Project Managers Board. Reports on completed project activities and announcement of ongoing project activities are available at the project website;
- The first meeting of the PQCC was held on July 2-4, 2014 in Ghent, while the second was on October 14, in Belgrade. The third meeting was held in Ghent, March 24-28 2015, during the visit of the partner institutions to the University of Ghent.

The main pillar and the lead partner for Sustainability in the project has been the National Council of Higher Education, together with the Commission for Accreditation and Quality Assurance and the National Council for Research and Technological Development. As far as the related Work package **WP6** related to **Sustainability** is concerned, MEST was the lead partner.

- Since the beginning of the project, there were two joint meetings of the National Council of Higher Education and the National Council for Research and Technological Development devoted to doctoral studies, and activities of RODOS in particular (June 16th 2014, December 4th 2014)
- A Sustainability Plan has been drafted in order to identify and organise the activities to be performed during the Project life time in order to facilitate exploitation of the RODOS project's results after the end of the EU's financial assistance. Drafting of this Sustainability Plan and monitoring and further developing activities related to the exploitation of Project results is the responsibility of the RODOS Exploitation Working Group (NCHE (Chair), CONUS, MESTD, UBG and SASA).
- Regular meetings of the leading staff of Serbian Universities with the RODOS project team were organized, focusing on possible forms of Doctoral. This project is highly ranked in Serbia and has been recognized as a priority for improvement of Serbian higher education system.

The **Dissemination** work package **WP7** is very important for visibility of the project and involvement all interested groups (lead partner University of Arts). The main achievements related to the proposed deliverables are:

- Website and web portal created (Serbian and English version)
- Website and visual identity of the project created
- All related document proposals created
- Databases for web portal and web galleries created
- Dissemination and coordination events web galleries uploaded
- Email accounts created
- Regular website maintenance carried out (information and documents upload)
- Monitoring of dissemination activities carried out (dissemination questionnaire)
- Regular communication with project stakeholders (with main focus on student representatives) and public audiences

Lead partner of **WP8 Management of the project** is the coordinating institution CONUS. The main outcomes

of this work package, which is very important for the whole project, are:

- Project Management Board was established at the kick off meeting with representatives from all partner Institutions. PMB has nineteen members delegated by all the participating institutions. During the Kick off Meeting, the Project Quality Control Committee and other Project bodies were established.
- PMB had 4 meetings (only one meeting per year was planned in the Work Plan), and within different work packages there were numerous coordination meetings. During the meetings all relevant issues are discussed.
- As a result of good communication and understanding among partners, all project activities have been performed timely and they have been completed according to the proposal of the project.

In summary, during the first 18 months of the project, obtained results have established a solid foundation for supporting the ultimate achievement of the final objectives of the project and its sustainability after the completion.

Coherence with the workplan and comments on deviations and modifications

Please write in this section the main changes which have occurred compared with the original project proposal. (More detailed information is requested in the relevant sections below).

The project implementation did not start immediately after the contract was signed, due to unpredictable technical reasons. In spite of a large delay (more than three months - the kick off meeting was held only on the 3rd of March 2014), all the activities were performed in coherence with the Work Plan. As a consequence, results were produced in time and in good coherence with the Work Plan. Some modifications during the project implementation were introduced - typically, new activities/contents aiming at enhancing the quality of the outcomes, as well as, some changes mainly in the execution sequence of events in implementing the planned activities.

Activities performed within the Project beyond the initial Work Plan (but in line with the main goals)

- A great part of the activities preceding the publication of the book "Doctoral Studies in Serbia" were done beyond the expected quantity and quality. Namely, the PMB decided to make a larger and more solid basis for further activities by an intensive action oriented towards getting a comprehensive insight into the current status of doctoral studies in Serbia. Therefore, a questionnaire was formulated and distributed among all Serbian HE institutions covering all relevant aspects of organization and quality control. Chapter III of the book contains all statistical indicators, together with a critical analysis, which, according to our opinion, goes well beyond the expected depth of analysis. The content of this chapter was presented and discussed at the Conference held on December 4th 2014. The Conference was treated as an open session of the National Councils for Higher Education and Science and Technological Development of the Republic of Serbia and assembled 170 representatives of all Serbian HE's. The Conference was not planned within the proposal, and represents a significant qualitative and quantitative advance with respect to the plan. Analysis of the current status encompassed, besides the quality control issues as planned, an overview of the complete data on Serbian universities, which is a value added to the original concept proposed in the project. The comprehensive analytical material is of importance for all project activities/outcomes. The range of universities participating in this Activity was broadened, encompassing also universities outside the project consortium, giving in that way wide-ranging analytical data on HE system in Serbia, including the private university sector.
- It is to be emphasized that Chapter IV of the book "Doctoral Studies in Serbia" was devoted to the presentation of doctoral studies of Serbia from the viewpoint of students. This is very important per se, but, it also represents an introductory activity, not planned in advance, for Activity 4.4, DEV 4, which has to start from M19, according to the Work Plan. Namely, the PMB decided to make this step considering student participation as a very important issue, and identifying in advance main problems in the realization of Student participation in Doctoral Schools. It is to be emphasized that both the mentioned book and the Conference represented an impatiently expected response of the academic community to numerous criticisms of the public opinion oriented towards doctoral studies in general. In this sense, it was a significant contribution to dissemination and sustainability of the Project results.
- The changes of LHE done in September 2014 represented a good opportunity to promote some of the main ideas standing behind the whole proposal, including Activities 1.2 and 1.3 themselves, dealing partially with this problem within the scope of bylaws for quality enhancement and control. Changes in the LHE done in accordance with the intervention of the Project, technically through National Councils for Higher Education and Science and Technological Development and the Working Group for law proposal, covered the important issue of involving research institutions in doctoral studies (Institutes and the Academy of Sciences and Arts). This is an important quality achieved beyond the planned activities.
- In the same way, launching of the Amendments of the Law on Scientific Research Activity in April 2015 offered a possibility of improving the legal foundations for the development of bylaws for Doctoral Schools. It is expected that the Amendments be adopted in autumn 2015 just in time for further actions in the Project. In order to adopt the project activities to the actual situation, the content of Activities 2.2 and 2.3 was upgraded, targeting both harmonization of the application of LHE changes on Serbian HE institutions and proposals for further improvement of legal environment.

Changes of the sequence of performing the planned activities

- As mentioned above, it has been realized that the planned Activities 4.1 and 4.3 should not be executed following the sequence specified in the Work Plan, but in the opposite way, which results from the bottom-up methodology, which is better adapted to reality and guarantees more efficient achievement of the Project goals. Namely, it has been found that it is necessary to approach restructuring of doctoral studies in Serbia based on Doctoral Schools starting from well-conceived case studies and specific study programs, instead of predefining general legal and substantial frameworks. One of the main reasons for this lies in great differences between the Serbian Universities, and different conditions under which they work. Therefore, as explained above, Activity 4.3 started much earlier, at least at the level of general concepts; selected models of Doctoral Schools will be accepted later in their final form. It is to be emphasized that all necessary preparations for establishing specific Doctoral Schools have been performed within DEV1 and DEV2. Clearly, this modification does not change the main outcomes; on the contrary, as explained above, this offers good chances to implement more Doctoral Schools than predicted, having as a consequence better understanding of the of the main concept in the academic community and, consequently, better sustainability.

Obstacles and shortcomings

Please describe any obstacles and/or shortcomings experienced during the period covered by the report and the measures taken by the project team to address them.

RODOS represents a challenge for HE and research community in Serbia. The main goal of the Project is to restructure doctoral studies in such a way as to achieve good harmonization between teaching and research, and to develop new forms adequate for better communications HE - industry, able to enhance the third mission of universities. The main obstacle until now, somewhat initially underestimated, but introduced in the LFM, has been "resistance to change, especially with regard to institutional integration". Such a resistance has been identified at all university levels, but particularly in some HEI's (or their departments), where university staff has a pronounced intention to keep their formally acquired positions and not to allow any changes, or any external insight into their practice and results. Such behaviour is typical for HEI's with insufficient number of qualified supervisors, or for departments where for some reasons there is a tendency of keeping the actual situation unchanged. After becoming aware of this phenomenon, the RODOS staff realized that it is necessary to undertake much more intensive actions of explaining the main goals of the Project than it was expected. The main message should be that the main mission of the Project is to OPEN NEW POSSIBILITIES, rather than to introduce any new regulation by force. It has been decided by the PMB to organize conferences at all Universities partners in the Project, to present the Project goals and ideas and initiate open and comprehensive discussions. One such Conference was organized in Belgrade on December 4th 2014 and another in Novi Sad on April 3rd 2015. It has been planned to continue the sequence of conferences in Nis, Kragujevac, Novi Pazar, Singidunum, Megatrend and University of Arts, although this has not been planned by the Work Plan. These conferences will also be opportunities for better identifying HEI's which could be new candidates for organizing a Doctoral School. It is also very important to stimulate students to participate much more actively in quality assurance of doctoral studies.

Communications with MESTD are very important for the Project, having in mind that sustainability of many Project results depends on the reaction of MESTD (Activities 1.3, 2.2 for example). Until now, MESTD had positive attitude with respect to the Project, although it might appear desirable to have more active contribution of the staff of MESTD (especially of experts in some specific domains). More active contribution of MESTD has been often restricted because of the lack of disposable experts. One of the problems causing a large delay in purchasing equipment has been a consequence of very slow responses of MESTD within communications related to the utilization of a part of equipment money for installation of software for central PhD repository. Only after a couple of months MESTD was able to formulate its requirements in an appropriate way, sufficiently precise for organizing a tendering procedure.

One of important current obstacles for project functioning, which can cause unexpected delays, is the fact that all Serbian HEI's are in the course of electing new governance and management staff (rectors, deans, etc.). Introduction of new structures requires a high level of understanding between Serbian HEI's and a strong support from their governance.

One of the major problems in realisation of this project is complicated requirements from the side of the EU in providing the equipment. Namely, all the equipment is supposed to have certification on the origin in Europe. Having in mind that not only IT equipment but also other goods are being produced outside Europe, the actual number of vendors who can provide this certificate is very limited and therefore there are not much opportunities to find optimal ratio between quality and price. After long and exhausting consultations with Tempus office in Belgrade, with administrative staff at the University and many professionals, we managed to find a solution.

Development of programmes and courses

Please provide a description of the teaching/training programme(s) (undergraduate/postgraduate programmes, intensive courses, training modules to academic or non-academic staff, etc.) that the beneficiaries are developing or

of the introduction of the new programme(s) and the state-of-play of these developments at the time of submitting the report. If unforeseen changes in the original plans occurred, please describe the type of changes and the measures taken to address them. Please also indicate the activities you plan to carry out before the end of the project. If this section is not relevant for your project, please write 'Not Applicable'.

As mentioned above, activities aimed at formulating study programs for selected Doctoral Schools have been started much earlier than planned in the Work Plan. The guiding idea, based on a deeper insight into the needs of Universities and their policies, has been to organize Doctoral Schools within the following three main types:

- **Interdisciplinary studies,**
- **Joint study programs,**
- **Common organization of courses of transversal skills.**

Study programs for the following Doctoral Schools have been under consideration:

- **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.

- **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 DEVI, 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 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.

- **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.

As mentioned above, RODOS decided to develop a number of courses devoted to transversal skills, which will start being taught in autumn 2015 to all doctoral students at the University of Belgrade.

Restructuring: university management and governance

Please provide information on the institutional changes that the project is introducing in the Partner Country beneficiaries (institutions), the state-of-play of project activities and any changes which occurred compared with the original plans. Please also indicate the activities you plan to carry out before the end of the project. Examples: establishment of new units/faculties, establishment/upgrading of libraries, establishment/restructuring of

international relation offices, introduction of reforms to university governance (i.e. decision process, autonomy, accountability). If this section is not relevant for your project, please write 'Not Applicable'.

The overall impact of the project at the system/institutional level could not be fully justified in the middle of project development with activities being in progress or about to start in accordance to the Work Plan, but some changes in governance and management were already introduced based on the project results up to now (changes of LHE, harmonized approach to the changes in the university statutes, improved accreditation standards), or the solid basis for further improvement were developed (analysis and systematic evaluations performed, model of doctoral schools developed). As mentioned earlier, RODOS is already offering a major impact in change and reform of HE institutions in Serbia.

More specifically, RODOS is concerned with introducing new structures for doctoral studies in the form of doctoral schools. From this point of view, the performed analyses were concerned with management and governance issues connected to the implementation of doctoral schools. Depending on specific form of doctoral school, it is necessary to change different aspects of the actual system of governance and management. However, the intention has been to try to realize the main ideas of the Project at the level of minimal requirements in the domain of governance and management, having in mind efficiency of implementation and sustainability issues. In the next phase it will become much clearer which aspects of governance and management will be the most important for implementation of doctoral schools.

Staff (re-)training

Please provide a description of the activities carried out in order to train the staff of the partner country participating institutions. Please also provide an outline of the selection criteria for the different groups of people who have participated in the implementation of these activities. Please describe any change in comparison with the original proposal and indicate the activities that you plan to carry out before the end of the project.

As described above, there were four major events related to staff re-training:

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.

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.

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.

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.

Staff mobility

Please provide an outline of the staff mobility scheme and the selection criteria used for the different groups of people that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the project.

Staff mobility are visits presented within Staff Retraining and encompassed many staff members from partner institutions who used these opportunities for different particular contacts oriented towards implementation of project activities. At the same time, these visits were opportunities for organizing Project meeting and discussing important issues together with EU partners (the visit to TUC was concerned to Activities 1.1 and 1.2, visit to BOKU to Activity 3.1 and the visit to UGent to Activity 1.2).

The number of mobilities and staff was planned according to needs to accomplish certain outcomes. Therefore, the following selection criteria were used for the different groups of people to participate in mobility:

- (1) Interest and willingness to participate in specific RODOS activities;
- (2) Professional background.

Besides, there were several staff mobilities with specific goals (visit of a Serbian delegation to UGent 2-4 July 2014 as a preparatory meeting for Quality Control and further retraining actions, a visit of the contact person from

TUC to Belgrade for Quality Control issues (May 20-22 2015), a visit of the contact person from UGent to Belgrade, October 14th 2014).

After completion of mobility, a project member submitted a mission report with a detailed presentation of the activities during the period in question, achievements reached, and conclusions about the success of the mobility. In order to fulfil the compliance with the project plan and to provide full insight into different schemes of doctoral school in EU countries, members of the project, several training visits were organized for staff members. The aim was to train a certain number of staff from Serbian partner institutions who will have necessary information and skills that will be applicable to newly established doctoral schools in Serbia and therefore, this period was recognized as full time engagement in the corresponding institution.

All in all, available travel money from the first instalment has been spent almost entirely. The realized trips were planned in detail and have had a very important role in the sense of realizing the Project goals and achieving an atmosphere of collaboration and mutual understanding.

Student mobility

Please provide an outline of the student mobility scheme and the selection criteria for the different groups of students that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility (credit transfer, double diploma, diploma supplement, etc.) should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the project. If this section is not relevant for your project, please write 'Not Applicable'.

Student representatives participated in the visits presented within Staff Retraining. Visits encompassed members of the Association of PhD students and young researchers of Serbia who used these opportunities for different particular contacts oriented towards implementation of project activities. At the same time, these visits were opportunities for organizing Project meeting and discussing important issues together with EU partners (the visit to TUC was concerned to Activities 1.1 and 1.2, visit to BOKU to Activity 3.1 and the visit to UGent to Activity 1.2.) One student's mobility was with specific goals – visit of a Serbian delegation to UGent 24-28 March 2015 as a meeting of the Quality Control Committee. Also student representatives participated in all management/coordination/quality control meetings and had active role in decision making process in the Project.

All in all, participation of student representatives in those visits were in line with organized management/coordination meetings and quality control activities taking place in European Union and Partner Countries participating in the project, with duration of less than two weeks and the rates for staff costs of stay were applied.

Academic co-ordination and administrative management

Please describe how the division of labour is managed between the various beneficiaries, for both academic co-ordination and administrative management. Particular attention should be paid to the description of how this division of labour is managed in areas such as communication and the decision-making process used. Please also describe how day-to-day project activities are managed, indicating what kind of administrative support or other support you have received from the beneficiaries (institutions). If you encountered difficulties related to the management of the project, please indicate the type of problems and the solutions found to address them.

Academic coordination and administrative management was planned in details in the project proposal already. All partners have recognized that good management is a crucial prerequisite for the success of the project, timely performing of the activities, adequate financial flow and sustainability of the project results. CONUS is in charge of academic coordination of the project, administrative management as well as of financial management of the project. CONUS is also responsible for sending intermediate and final report based on reports from all partner institutions in the project.

Project Management Board (PMB) was established at the Kick off meeting in Belgrade, March 3rd 2014 with representatives from all partner institutions. In spite of the ideas to have PMB with 5-7 members, the participants felt that in such a way all the partners should have direct access to management, an insight into all the activities in the project and full responsibilities for all the actions within the project. The main role of the PMB is the project policy design and overall decision making, including directing and coordinating actions planned in the project. All decisions of the PMB are done by consensus.

Lead partners are responsible for the coordination of the activities related to the respective work package and communication with partners within the packages. They are responsible for writing regular reports for the coordination meetings and to the PMB that include activities planned and performed, outcomes achieved and possible suggestions for further activities. Project coordinator provides assistance to lead partners and chair persons in all issues related to the implementation of the project. Management and administration teams are responsible for day by day administration and assist in provision of administrative and technical support, financial issues, communication, mailing and filing of documents. Representative of the partner institution is responsible for sending

scanned documents to the coordinating institution, file up and keeping the originals for five years after the project duration.

MEETINGS OF THE PMB

Belgrade, Kick off Meeting, March 3rd, 2014

Conclusions

- Program Management Board and Quality Control Committee will be formed
- Defined roles of coordinators and the partners during the project and in writing intermediate and final report
- Every partner institution was presented during the meeting, with outline of the structure of the University/institution and major activities related to participation of students in governance and management of the respective organization and activities of student services
- Management of the project was defined through forming Project Management Board and Quality Control Committee
- Operational management of the project was discussed
- Activities to be carried out during the first project year were presented and discussed in detail
- The initial amount of 3000 euros will be transferred to the bank account of each of the partners. As soon as every partner will claim the total expenses, the next amount will be transferred to the partner based on the projected costs of the activities in the following six months period.

Belgrade, June 19th, 2014

Conclusions

- All partner institutions presented their views on further activities in the light of the conclusions of the joint meeting of the National Council for Higher Education and the National Council for Research and Technological Development held on June 16th 2014. A Working Group is nominated for formulating, sending and evaluating the questionnaire about doctoral studies. A large Conference should be devoted to the presentation of the results and discussions.
- All partner institutions have to keep their original documents in the next five years, while copies will be sent to the project coordinator
- Costs of staff will be financed or co-financed up to the maximal amount proposed by Tempus rules for managers, teachers, researchers, technical and administrative costs.
- All travels will be covered up to the maximum, as proposed by the Guidelines in the net amount. Copy of completed and signed Individual Mobility Reports, together with relevant supporting documents, will be sent to the grant coordinator while the originals will be kept in the possession of the partner five year after the completion of the project.
- Money in the subheading Other costs has to be spent for internal audit of the project and therefore will not be used for some other purposes.
- Indirect costs will be used appropriately among the partners. Suggested distribution is that 50% of the amount will be granted to University of Belgrade, while other 50% will be divided among all partners including University of Belgrade
- Printing and publishing money will be spent as appropriate.
- Co-financing of the project activities will be appropriate to the total amount that every partner receives.

Chania, Crete, September 20th, 2014

Conclusions

- Activities related to DEV1 and DEV3 were analyzed. Two Working Groups were nominated: one for Activity 1.2 and 1.3, one for Activity 1.4 and 1.5 and one for Activity 3.1. All Working Groups should come up with drafts of their results before December 2014.
- All missing documents to support mobilities and staff costs have to be presented and sent to the project coordination institutions.
- Next instalment of the grant will be transferred only when all costs will be completely justified with supporting documents. Also, proportionally to the actual payment by Tempus, co-financing should be declared as a way of sustainability of the project.
- All partners that are entitled to get equipment will send proposed equipment as per the needs and current situation in their home institutions and organizations. Initially, equipment will be purchased for the amount up to 70% of this budget heading. All equipment will be exempt from tax. It is expected that all equipment will be purchased by the time of the intermediate report.
- All lead partners are responsible for web presentation of work package where they are the lead partner. Documents, photos, relevant documents and suggested literature should be posted on the website.

Belgrade, December 16th, 2014

Conclusions

- Coordinator presented the results obtained so far in the light of the conclusions of the Monitoring visit done on December 4th 2014. All consortium members expressed positive opinion about the obtained results, which go beyond the outcomes planned in the Proposal (having especially in mind large Conference organized on December the 4th and the publications distributed at the Conference)
- On order to comply with the conclusions made at the Monitoring visit, new Working Groups consisting of representatives of all Consortium members should be nominated asap in order to continue the activities as efficiently as possible.
- Lead partners of work packages presented activities done so far as well as plans for the second project year. There was no significant delay in project activities that would affect success of the project or the final outcomes/outputs.
- Web presentation of the project is not adequate and should be improved. All partners are urged to send the documents on the project results to CONUS, which is in charge of maintaining the web portal.

Novi Sad, April 3rd, 2015

Conclusions

- Documents for the intermediate report were sent by some of the partners, the rest are kindly requested to send what is necessary to present the project result.
- Equipment will be purchased after completing tendering procedure. However, due to lengthy administrative procedure, it will not be actually paid before the intermediate report will be submitted.
- It is decided to use all the money planned for software for purchasing software for the repositorium for doctoral theses organized in the MESTD (15.000 Euros + appropriate server).
- Lead partners of work packages presented activities done so far as well as plans for the second project year. There were no significant delays in project activities that would affect success of the project or the final outcomes/outputs.
- Also, an external expert for project evaluation should be nominated. Prof. Petar Maric from Banja Luka, Bosnia and Herzegovina, was proposed. Project coordinator should contact him, ask EACEA for permission and organize his evaluation of RODOS project activities.

COORDINATION MEETINGS

Ghent, July 3, 2014

Aims

- The meeting was organized with the aim to organize activities within the WP5.
- The final version of the questionnaire for quality control is formulated.
- Analysis of current situation in UGent from the point of view of organizing Doctoral Schools.

Belgrade, October 14th, 2014

Aims

- Planning further activities in DEV1, DEV3 and WP 5.

Vienna, December 12th, 2014

Aims

- Defining roles of partners in DEV3 especially in relation to participation of BOKU and UNS, having in mind initial ideas for selected Doctoral Schools.

Ghent, March 27-28, 2015

Aims

- Organisation of the visits of Serbian staff/student representatives to EU university partners with aim to be acquainted with the experience and best practice related to doctoral studies (DEV1, DEV2, DEV3).
- Analysis of the results related to WP5 (Quality Control)

Novi Sad, May 6th, 2015

Aims

- Analysis of the results obtained within DEV2
- Conclusions for further actions beyond the planned activities and the related deadlines

Belgrade, May 15th, 2015

Aims

- Analysis of the draft version of the proposal for new funding regulations for doctoral studies (Activity 1.5)
- Analysis of the draft version of the proposal for new standards for doctoral studies (Activity 1.3)
- Conclusions for further actions

Lisbon, May 20th, 2015

Aims

- Plan of further actions of DEV3 related to joint doctoral degrees.
- Preparations for the second Monitoring visit planned for the 2nd of June 2015.
- Preparation of the Intermediate Report.

Equipment

Please outline the equipment purchased, explain where the equipment has been installed, who will benefit from it and have access to it and plans for future maintenance. Please also describe the activities that you plan to carry out before the end of the project, in relation to the equipment purchased/installed. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. If this entry is not relevant for your project, please write 'Not Applicable'.

In purchasing the equipment the new procedure recommended by EACEA and the Tempus Office Serbia has been followed. A common commission, with members appointed by all Serbian partner universities was established.

The procedure for purchasing equipment described in the Proposal and in the LFM is in process; detailed descriptions/technical data on the equipment needed for each partner are prepared and it is expected that the tendering procedure will be started in June 2015.

The open call for the software package for PhD theses repository will be realized at the same time. As stated elsewhere, substantial delay in purchasing equipment is due to a very slow reaction of MESTD which had to define its needs. The intention of the RODOS team was all this time to give a general contribution to the quality enhancement of doctoral studies, having in mind the importance of transparency for the quality of doctoral theses.

The equipment for implementation of IS/software (as proposed in the project) will be purchased later, based on the characteristics of IS developed.

Dissemination

Please describe what has been done to disseminate the results of the activities carried out to date, both within the framework of the project and outside the project. In particular, you should refer to the definition of tasks and the dissemination channels used to make the project results available to larger beneficiary groups. If a web site for the project has been created, please provide the address. If there have been any unexpected positive secondary effects from project activities, please describe them in this section. Please indicate any change which occurred in comparison with the original plans for dissemination and the activities you plan to carry out before the end of the project, to disseminate the project results.

Project dissemination strategy has been based on four main pillars: opening of the main project events to all stakeholders (representatives of wider academic community/Serbian universities outside project consortium, faculties, schools of applied sciences, state authorities, experts in HE, NGOs, non-academic institutions), media campaign, project web site regularly updated, publishing of promotional and other information materials.

Dissemination activities started at the very beginning of the project, at the Opening Conference of the project, held on March 3rd, 2014 in Belgrade. Besides, delegated persons from the partner institutions, representatives of other stakeholders were invited to participate, together with media representatives. The project achieved wide media attention/coverage and was well presented in main Serbian newspapers and on TV and radio stations. This strategy was continuously implemented to other project events, giving good results in attracting the attention both in media and especially in wider academic community, the results of the project being available to all universities in Serbia as one of the solid pillars for expected project results.

The Conference held on December 4th, was also open to different stakeholders was well presented in media, as well as the Conferences in PKS held on April 23rd 2015 and the Conference in Novi Sad held on April 3rd 2015. As mentioned above, it is the intention of the PMB to continue actively with conferences about doctoral studies in all University centres of Serbia.

RODOS was very active and successful in the dissemination domain in the first 18 months of project duration. It has almost become a synonym for future endeavours in doctoral studies. The period June - December was a period of very intensive communications not only with all HEI's in Serbia, but also with media, in general. There were numerous articles appearing in newspapers devoted to RODOS, having in mind its essential contribution to HE at the moment when it was expected to obtain a balanced and constructive reaction of HE to numerous criticisms that appeared in public. Books published and distributed in public, covering Research in Serbia and Doctoral Studies in Serbia represent reference publications for the subjects.

The panel on doctoral studies, organized on February 23-26 2015 in the ambient of the TREND conference (national conference on HE with international participation), brought about the synergy of academic community and Project RODOS Consortium, disseminating the project results and getting the feedback from broader academic community on the issue of Doctoral Schools, being on the very top of agenda on further modernization on national level. There were also two papers on Doctoral Schools presented at the Conference.

Project Coordinator was invited to give a presentation of the Project results at the Workshop about Science in Serbia held on November 4th 2014 at the Serbian Academy of Sciences and Arts.

It is important that the Project coordinator gives regularly reports about the achieved results at the meetings of the Rectors Conference of Serbia; such a report was presented at the plenary meeting of CONUS in January 2015.

Project coordinator gave a presentation of the main goals of RODOS at the Conference Technology and Society held in Tivat, Montenegro, in September 2014 (under special permission of EACEA).

The TEMPUS visibility is fully respected at the website and in all dissemination materials and activities. In the first half of the project period, project website was created (www.rodos.edu.rs). CONUS developed the content for the first version of the website, both in English and Serbian language. More than 100 documents, photos and other materials have been uploaded on the website by now. In the next period, further promotion of website is planned, e.g. through the social networks, workshops and meetings, printed materials.

Also, the dissemination team created:

1. Project logo in AI, CDR, EPS, JPG, PNG, TIFF formats (monochrome and in colour),
2. Project memo,
3. Project banner,
4. PPT template,
5. Word template and all other relevant document templates (available at the website),
6. Guidelines for documents development and project visual identity protection,

RODOS team carried out also various dissemination activities:

- one to one communication
- meetings with the relevant stakeholders
- meetings with decision makers
- regular meetings with student representatives
- social networks
- email lists (partners mailing list, mailing lists of PMB, etc.)
- printed materials distribution
- student conferences
- coordination meetings
- communication with media

The RODOS website has been regularly updated. WP coordinators are accountable for the information and results content related to their work packages, both in English and Serbian. Partners are occasionally reminded to check website content and send their suggestions for its improvement.

Also, EU partners had dissemination activities both at the institutional and regional levels. At the University of Ghent dissemination activities started from the very beginning at different levels of University governance (decision bodies, university authorities, administrative staff) by reporting the Project results. Project Coordinator was invited to present the Project results at the level of the Board of Directors. TUC was very active in promoting RODOS among doctoral students, while BOKU informed all Doctoral School Boards about RODOS, with the idea to intensify collaboration in specific domains.

Sustainability

A project is 'sustainable' when it continues to deliver benefits to the project beneficiaries and/or other target groups for an extended period after the EU's financial assistance has ended. Sustainability may not be relevant for all aspects of a project; in each project some activities or results may be continued, while it may not be necessary to continue others. Sustainability is relevant for issues such as: academic/socio-economic/institutional support (describe the measures undertaken to formalise or institutionalise any links with local non-university partners, to obtain official accreditation of new curricula, etc.), involvement of members from the beneficiaries (institutions)(ownership/motivation), effective management and leadership, active participation of the target group, forecast of needs, availability of resources to continue, making the most of results achieved and a measurable medium/long term impact (long-lasting effects of project cooperation, as well as impact on the beneficiaries (institutions) and target groups). Please explain which of your planned activities and results must be maintained to

make your project sustainable. Describe which measures have been taken so far to realistically ensure the continuity of those activities and results beyond the original life-cycle of the project (even when the project is no longer financed by Tempus). Please indicate any changes which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project in order to ensure sustainability.

Generally speaking, the project seems to be highly sustainable since the performed activities and the outcomes already delivered evidently provide benefits to the project beneficiaries. Also, RODOS involves outstanding experts in the area of education from all Universities in Serbia, both public and private. All participants have a very strong commitment to the goals of the project at the Serbian Universities either by providing know-how experience or as world-wide recognized experts in certain areas. Also, it is to be mentioned that the project is highly sustainable owing to the fact that it embraces the leading organizations in the Serbian HE, such as the National Council for Higher Education of Serbia (NCHE) and the Ministry of Education as consortium members. In addition to this, students take an active part in the legislative changes that will be applied in the future and, therefore, their participation is another pillar of sustainability. Higher Education institutions recognize the need to reform the system of doctoral studies as it raises awareness among student population on their role in various aspects of the entire higher education system. The ultimate test for sustainability lies in the adoption of the developed concepts in practice. The enthusiasm RODOS has generated across students coupled with the willingness of university authorities and the NCHE to help and sustain all the actions, provides the best guarantee that project objectives will continue to flourish after the formal completion of the project.

Brief List of Project Outcomes to Ensure Sustainability:

- Project sustainability plan
- Further meetings of the Exploitation Working Group
- Expert network (for continuous monitoring and reporting on the student participation processes in Serbia beyond the project life time)
- Discussion Panels on higher education reform (to provide a platform for internal national discussion on higher education structural reform and student participation)

Having in mind the great importance of the sustainability of this project, special measures will be undertaken within the planned activities, oriented towards enhancing long lasting effects of the results of the project:

- Permanent networking within academic community and open forums for reform issues consideration
- Permanent information and involvement of university and faculty management and decision making bodies
- Consultative and coordination role of NCHE in evaluation and formulation of HE policies
- The cooperation between partner universities and all partner institutions and experts will continue after the project and the established network will contribute to permanent exchange of experiences and evaluation of the practice. The other universities from the region will be welcomed to the network.
- Workshops and conferences on strategic issues will be organized after the project.
- Involvement of student organizations in all activities related to new teaching paradigm and the student representatives in all quality assurance and management bodies.

Quality control and monitoring

Please describe what monitoring activities the beneficiaries carry out, in order to assess whether the project proceeds according to the workplan. Please describe the strategy for internal and external evaluation of project results and include measurable quality indicators for progress. In addition to the project results (courses, publications, new institutional structures, etc), you should also pay attention to the project management strategy. In particular, explain what instruments you use to ensure effective quality control (i.e. the Logframe approach, feedback questionnaires for evaluations or surveys, swot analysis, etc.) and who is involved in evaluation (i.e. committee(s), validation commission(s), accreditation board(s), etc.). For external evaluation, please mention the role of independent experts or peer reviewers providing a summary of their evaluation plan and report(s). Please indicate the activities carried out to date, any change which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project.

The Project Quality Control Committee (PQCC) has been established at the RODOS Kick off meeting on March 3rd, 2014 in Belgrade. The members of the PQCC are: 1) the contact person from the partner university leading the quality plan package (UGent), 2) Project Coordinator from CONUS, 3) Contact person from TUC, Chania, Crete, 4) Contact person from the student organization (PhDSS) 5) Contact person from SU, as a private University.

The PQCC work plan, the evaluation criteria, the evaluation mechanisms and the structure of the PQCC intermediate reports on internal and external evaluation of the project results were adopted at 1st meeting of the PQCC, held on July 3rd in Ghent.

The PQCC assesses the project results according to the Project work plan based on the Activity report tables of individual project partners. Also, PQCC adopted two forms which have to be filled by the partners: 1) after each event; 2) after each year of Project duration. In this sense, the partners carried out continuous self-evaluation and reporting on their project activities to the PQCC. An assessment procedure on the project results is done by the PQCC on the basis of Activity report tables and questionnaires filled by partner institutions. So far, the PQCC gave

its evaluation through the reports on internal evaluation of the intermediate project results to the Project Management Board for the next corrective decision-makings.

The main project results should periodically (once per year) be assessed by an external expert (a person outside the consortium). The external expert should report on his/her external evaluation of the project results to the PQCC. During the last PMB meeting, the external expert was proposed (Prof. Petar Maric, Banja Luka).

Representatives from partner institutions carry out every-day monitoring of the work plan realization in a close cooperation with the contact person from the Applicant organization, through project web site monitoring and by sharing information about the work. The internal system of accountability is developed.

Gender balance

Please explain to what extent the principle of equal opportunities has been taken into account in the project implementation (i.e. gender analysis carried out, presence of women in decision-making bodies, balanced percentage share of women among the teachers or the enrolled students, etc.). Describe how the project helped to promote gender balance and to identify and address factors influencing gender discrimination.

Equal opportunities are given to both women and men starting from the very beginning of the project. Since the project is addressing general issues of reform and modernization at the HE system level, good gender balance in the project becomes even more important. By including female participants, the project is promoting gender balance in University governance and management and in wider high education and research areas. The quantification of the presence of women in the decision making and other key bodies within the project realizations could quantitatively support gender analysis. In the Project Management Board and Partner teams female participation is about 30 %. However, the majority of leaders of many concrete tasks related to the activities carried out so far are women.

All in all, it can be concluded that a good gender balance do exist at the level of project decision making, as well as in the national institutional teams.

On the other hand, the main expected outcomes of the project is a step forward concerning the HE development, the principal of equal opportunities, universal access to studies, positive discrimination of marginalized groups including disabled students have been always underlined when targeting further reform steps in order to achieve not only good gender balance in student and staff population, but also at the level of HE institutional management and key decision making system bodies.

Any other comment

Please provide in this entry, any relevant information you think might be useful for the assessment of your project's implementation (i.e. synergies with other projects, any support from external environment, networking with professional bodies, etc.).

Strong collaboration has been established with the Tempus Project INCOMING (Interdisciplinary Curricula in Computing to Meet Labour Market Needs) 530155-TEMPUS-1-2012-1-EE-TEMPUS-JPCR. Namely, a common Working Group has been working on the study program for doctoral studies Artificial intelligence as a joint program of the University of Belgrade. This study program has been accredited by the Commission for Accreditation and Quality Assurance. As mentioned above, the next common endeavour would be in the direction of establishing a Doctoral School starting from the accredited study program as a basis. Special care will be taken of connections with industry and civil sector, as well as of courses related to transversal skills. Also, supervision and student position will be solved according to the general statements given in the publication "Doctoral Studies in Serbia".

Similarly, connections have been made with the Tempus Project "Strengthening of Internationalisation Policies at Universities in Serbia – SIPUS", having in mind the importance of international relations for doctoral schools.

Statistics and Indicators

This section aims to gather statistical data and indicators of performance for the period covered by this Intermediate Report

Main targets

YES NO N/A

Teacher training

Please indicate whether your project has links, targets or objectives related to teacher training

X		
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VET

Please indicate whether your project has links, targets or objectives related to Vocational Education and Training

	X	
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Qualification levels addressed by the project

Please indicate whether your project has links, targets or objectives related to programmes at :

- Bachelor level
- Master level
- Doctorate level

	X	
	X	
X		

Training and mobilities

Enter the code of the partner country concerned in the first lines and figures in the second and third:

Training of partner country staff and students

(Country of origin)

Number of academic staff from the partner country's Higher Education Institutions trained/retrained

Please indicate the number of teaching staff (professors, assistants with teaching tasks, etc.) trained and/or retrained to the date of the report submission:

	RS	Country Code:	Country Code:	Country Code:	Country Code:
Number Male	<u>17</u>				
Number Female	<u>13</u>				

Number of non-academic staff from the partner country's Higher Education Institutions trained/retrained

Please indicate the number University administrative staff (librarians, staff from the International Office, IT specialists, etc.) trained to the date of report submission:

	RS	Country Code:	Country Code:	Country Code:	Country Code:
Number Male	<u>3</u>				
Number Female	<u>1</u>				

Number of staff from the partner country's non Higher Education Institutions trained/retrained

Please indicate the number of staff of non HEI (enterprises, NGOs, Chambers of Commerce, Government, local administration, etc.) trained to the date of report submission:

	RS	Country Code:	Country Code:	Country Code:	Country Code:
Number Male	<u>2</u>				
Number Female	<u>2</u>				

Number of students from the partner countries who have attended programmes/courses developed in the framework of the project

Please indicate the number of students from the partner countries that have been trained and/or retrained in the programmes/courses developed by the project to the date of report submission:

	RS	Country Code:	Country Code:	Country Code:	Country Code:
Number Male	<u>2</u>				
Number Female	<u>0</u>				

Academic/administrative Staff mobility

(Country of origin)

Number of partner country - EU mobility flows of more than 2 weeks

Please indicate the number of partner country staff mobility flows from the partner country to the European Union to the date of report submission:

	Country Code:				
Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

Number of EU - partner country mobility flows of more than 2 weeks

Please indicate the number of European staff mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:				
Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

Number of partner country – partner country mobility flows of more than 2 weeks

Please indicate the number of staff mobility flows within the same partner country to the date of report submission:

(Country of origin)

	Country Code:				
Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

And between two different partner countries:

Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

Student mobility

Number of partner country - EU mobility flows of more than 2 weeks

Please indicate the number of partner country student mobility flows from the partner country to the European Union to the date of report submission:

(Country of origin)

	Country Code:				
Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

Number of EU - partner country mobility flows of more than 2 weeks

Please indicate the number of European student mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:				
Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

Number of partner country – partner country mobility flows of more than two weeks

Please indicate the number of student mobility flows within the same partner country to the date of report submission:

(Country of origin)

	Country Code:				
Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

And between two different partner countries:

Number Male	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>
Number Female	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>	<u>n/a</u>

Links to European Higher Education policies

Diploma supplement

Please indicate whether the project contributes to the introduction of diploma supplements in the Partner Country university/ies.

YES	NO	N/A
X		

Adoption of a system based on three main cycles, undergraduate (Bachelor), postgraduate (Master) and Doctorate

Please indicate whether your project contributes to the achievement of the adoption of a system based on three main cycles.

X		
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Introduction of double/multiple or joint degrees

X		
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Please indicate whether in the framework of your project the institutions involved plan to develop/issue double/multiple or joint degrees.

Establishment of an ECTS system

X		
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Please indicate whether your project contributes to the introduction and/or development of the European Credit Transfer System at the co-beneficiary partner university(ies).

Promotion of quality assurance procedures at institutional or national level

X		
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Please indicate whether the project contributes to the enhancement of the Partner Country university/ies' quality assurance strategies. For information on the 'Standards and guidelines for quality assurance in the European higher education area' : http://www.bologna-bergen2005.no/Docs/00-Main_doc/050221_ENQA_report.pdf

Qualification frameworks

X		
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Please indicate whether the project contributes to developing of national qualifications frameworks and implementation at university level.

Lifelong learning policies and approaches

		X
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Please indicate whether your project contributes to developing lifelong learning approaches

Modular curriculum structure

X		
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Please indicate whether your project contributes to the promotion of modular curriculum structure.

New teaching and learning methods

X		
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Please indicate whether the project contributes to the development of new teaching/learning methods at the Partner Country university/ies.

E-Learning

		X
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Please indicate whether the project contributes to the development of an e-learning strategy at the Partner Country university/ies.

University/Enterprise cooperation

X		
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Please indicate whether the project plans to encourage co-operation between the Partner Country university/ies and the private sector.

Links between the labour market and degree programmes

X		
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Please indicate whether the new/restructured curriculum/curricula responds directly to the needs of the local and national labour market through internships, intensive training in the field, etc.

Links with other EU education programmes

	X	
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Please indicate whether your project is directly linked to other EU education Programmes (other than Tempus) such as Erasmus Mundus or the Life Long Learning Programme.

If yes, please indicate with which EU educational programme your project is linked:

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
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<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
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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
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

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
1.3	Modified QA standards formulated and adopted	M10	M18	CONUS, NCHE, SASA	The adopted proposal for QA standards will be considered by the Commission for Accreditation and Quality assurance; it is expected that the Commission will adopt the proposal before Autumn 2015	Standards adopted by the Commission for Accreditation
1.5	Bylaws on funding doctoral studies adopted	M10	M18	CONUS, NCHE, SASA	The adopted text of the proposal for new funding regulations for doctoral studies will be addressed to the National Council for Higher Education for final approval in June 2015.	New funding regulations adopted by the National Council for Higher Education

Changes that have occurred in this result since the original proposal:

Changes were directed towards performing a much deeper and more comprehensive analysis of the current status of doctoral studies in Serbia than it was planned in the proposal. Conference held on December 4th 2014, together with the publication distributed to the participants, are beyond the planned outcomes and represent obvious proofs of the important role of RODOS in Serbian higher education. The Project teams considers these changes as very beneficial for the rest of Project Activities, especially for the establishment of Doctoral Schools as a new entity.

Please add as many tables as necessary.

<u>Title and reference number of the work package (WP)</u>	WP 2 (DEV 2) Research policy and industry in restructuring doctoral studies
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<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
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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
2.1	Research policy for doctoral studies reconsidered	M7	M20	All Serbian partner institutions	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	All relevant materials published

					<p>and Universities, inherited in RS form 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 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</p>	<p>All documents published</p> <p>Minutes of the meetings published</p> <p>Relevant decisions published</p>

					<p>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>	
2.3	Role of industry and civil sector analyzed	M10	M20	All Serbian partner institutions	<p>The Activity has been treated within the Project exactly 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; 	<p>Relevant materials published</p> <p>Results of the questionnaires published</p> <p>Number of participants from industry</p> <p>Conclusions from the meetings</p>

					<p>4) Opinion about doctoral studies in Serbia;</p> <p>5) Trends of the development of industry of Serbia and potential influence of doctoral studies.</p> <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>	
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Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
2.2	Bylaws on research policy modified and adopted	M21	M27	NCHE, Serbian Universities	Continuation of the performed activities will go along the adopted line towards sustainable documents adopted by the relevant bodies (National Assembly, National Council for Research)	Modified Research policy defined and published
2.3	Role of industry and civil sector analyzed	M10	M20	All Serbian partners	At the Conference held at the large hall of the Chamber of Commerce on April 23rd 2015 participants from academia and from industry expressed their viewpoints concerning the relationship between HE and industry. It was decided to organize two additional similar meetings in Kragujevac and Niš before September 2015. At the meeting of the Working Group for WP2 held in Novi Sad (UNS is the lead partner for DEV2) on the 6th of May 2015, the previous activities and documents were analyzed and plans for future activities adopted. It has been decided to intensify contacts with industry by focusing on large companies which have an obvious need for sophisticated technology, like NIS (Oil Industry of Serbia) or Telekom Serbia.	Conclusions from meetings printed
2.4	Roadmap for doctoral studies defined and adopted	M4	M12	All Serbian partners	Based on deliverables 2.1, 2.2 and 2.3, strategies for HE, research institutions and industry will be formulated as a function of emphasizing the role and improving the quality of doctoral studies. Possibilities for applied research will be opened for HEI's and Industry, including joint planning of subjects, financial	Roadmap published

					support and utilization of the research results in direct production. Roadmaps will be formulated by NHCE and adopted by the universities and Chamber of Commerce.	
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Changes that have occurred in this result since the original proposal:

<p>Activity 2.1 has been terminated before the planned deadline, in spite of a large delay of the Project kick off.</p> <p>Activity 2.2 has encompassed much more aspects of legal regulations than expected and started much earlier than planned (Law on Higher Education, Law on Scientific Research Activity, Strategy of Research). It is expected to finalize this activity much earlier than planned.</p> <p>It has been decided to continue the activities beyond the planned termination date, having in mind the importance of the subject.</p> <p><i>Please add as many tables as necessary.</i></p>

<u>Title and reference number of the work package (WP)</u>	WP 3 (DEV 3) Doctoral schools: concept, standards and organization
<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

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	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	All relevant materials and decisions published

				<p>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 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. 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. 4. TREND 2015 Conference, Zlatibor, February, 23-26, 2015. The papers <i>QUALITY ASSURANCE IN DOCTORAL</i> 	
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					<p><i>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>	
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</p> <p>Number of participants</p> <p>Structure of participants</p> <p>Agendas of the conferences</p> <p>Presentations from the conferences</p>

3.3	Bylaws on founding Doctoral Schools adopted	M13	M21	All Serbian Universities	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.	All relevant materials and decisions published
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 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</p>	<p>Number of participants from partner institutions</p> <p>Agenda of the meetings</p>

					<p>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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Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
3.3	Bylaws on founding Doctoral Schools adopted	M13	M21	Serbian Universities	Based on deliverables 3.1 and 3.2, new accreditation standards and bylaws for establishment of Doctoral Schools will be formulated, aiming at increasing 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). The proposal will be discussed at the university level. The final version will be considered by the NCHE, and adopted by the MEST.	Relevant documents published Relevant decisions published
3.5	Accreditation standards for joint degrees adopted	M19	M27	NCHE, CONUS	A committee nominated by the Project Consortium, will formulate the accreditation standards for Doctoral Schools and the inter-university and joint doctoral degrees on the basis of the LHE and the best EU practice, including both teaching and research parts of the studies. These standards will be evaluated and adopted by the NCHE and the MEST. The University Senates in the partner institutions will adopt and implement the standards.	All relevant materials and decisions published

Changes that have occurred in this result since the original proposal:

There were no significant with respect to the Project proposal. It is, however, probable that some changes will be made in relation with Activity 3.3 from the point of view of achieving realizable structures with minor changes in the legal regulations (having in mind time constants and inertia of administration, resistance to changes, etc.). New regulations will be formulated in a pragmatic and more flexible way.

Please add as many tables as necessary.

<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
<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

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	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).	All relevant material published Minutes of relevant meetings Decisions of relevant institutions

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. ▪ 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 	<p>All relevant material published All relevant decisions published</p>
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				<p>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.</p> <ul style="list-style-type: none"> ▪ 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 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. ▪ 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</p>	
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					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.	
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Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
4.1	Selected models for Doctoral Schools established	M10	M18	All Serbian partners	The Activity will continue in parallel with Activity 4.3, having in mind the given explanations.	All relevant material and decisions published
4.2	Doctoral School Offices opened and equipped	M19	M30	All Serbian partners	Based on deliverable 4.1, selected Doctoral School Offices will be opened and equipped (two at BU, one at UNS and one at UAB). HEI's will provide adequate working space for the setup of Offices where nominated/ employed administration staff will work starting from the project tasks and activities. These units will be equipped with basic office equipment (laptops, beamers, printers, fax machines, etc.). These offices will serve as an administrative support to university staff and students.	Offices opened and equipped
4.3	Selected study programs formulated	M10	M20	All Serbian University partners	The activity will continue along the lines specified above. The given potential Doctoral Schools will be analyzed with more details	All relevant materials published
4.4	Rules and regulations for students formulated	M19	M30	All Serbian partners, PhDSS	Starting from Deliverables 1.4 and 1.5, devoted to general aspects of student status, efforts will be done to formulate rules and regulations specific for Doctoral Schools, enhancing the support offered to students, increasing their creativity, quality of supervision and the social value of the doctorate. The proposal will be formulated by PhDSS and the Working Groups for 4.3,	Questionnaires published Decisions by student authorities published

					evaluated by EU partners, discussed at an International Workshop and adopted by NCHE and University Senates.	
4.5	Selected study programs accredited and implemented	M28	M36	NCHE, MESTD	Based on the results from deliverables 4.1 – 4.3, the established Doctoral Schools and the formulated study programs will be accredited by CAQA, based on the material prepared according to the rules and standards formulated by the NCHE and the MEST. Finally, the selected study programs will be implemented, and the first students enrolled according to the newly established rules (around 10 per Doctoral School). The EU partner institutions will provide the expert and administrative support.	All relevant material published

Changes that have occurred in this result since the original proposal:

The main changes are related to Activities 4.1 and 4.3. Namely, it has been realized that the approach adopted in the Proposal, which starts from the establishment of predefined Doctoral Schools in 4.1 and continues in 4.3 by elaborating the corresponding study programs, is not sufficiently realistic. Namely, it is difficult to expect success of such a top down approach in the situation characterized by the lack of financial support and strictly defined regulations representing the legal background. Rather, it has been adopted to pursue the bottom up approach, which starts from concrete study programs and people willing to collaborate in some constructive way, and will end up with the establishment of Doctoral Schools (including their offices) organized in one of numerous possible ways. In this sense the Project mission is to open doors for different ways of thinking and different structures leading to harmonization with EHEA and EUA directions. Moreover, all additional conferences, workshops and contacts mentioned above are oriented towards changing the entire atmosphere in the HE space of Serbia and enabling efficient realization of the Project goals.

Please add as many tables as necessary.

<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,	M12,	All	Self evaluation questionnaire was defined in accordance with	Published results of self-

		M24, M36	M24, M36	partners)	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.	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.	Detailed description of QPLN work package Minutes of the meetings Structure of the PQCC reports adopted The report about evaluation of the project results presented by the PCQCM board to the Project Management Board The document about evaluation criteria and mechanisms done by the PQCC
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 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.	Published evaluation results.

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
5.1	Report on self evaluation	M24,	M24,	All partners	Self evaluation questionnaire was defined in accordance with	Published results of self-

		M36	M36		methods and procedures defined by the Consortium members and in compliance with the EU academic values. Self evaluation assessment will be done twice in the next period. 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.	evaluation
5.2	Report of the Committee for QC and Monitoring	M19, M31	M19, M31	UGent, UBG, CONUS	Members of the CQCM will continuously perform monitoring of the work plan realization and shared information about the progress. They will prepare reports about internal quality control and monitoring of current project results to the PMB. The quality control will entail both the content of the project and publication and dissemination of the results of the project. These reports will be 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> <p>Recommendations for the project coordinator from the PQCC</p> <p>Report about evaluation of the project results presented by the PCQCM board to the Project Management Board</p>
5.3	Report of external experts on QC	M24, M36	M24, M36	CONUS	External experts will evaluate project and write report that will be publically available on the project website. Methodology of this quality control will include assessment not only on timely 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.	Published evaluation results
5.4	Peer reviews of the study programs	M28	M30	CONUS, EU partners	The study programs formulated for the selected Doctoral Schools will be evaluated by the academic staff from the EU institutions.	Published review results

					The reports will be written and disseminated to all Consortium members, CQCM and PMB. The PMB will take all necessary measures oriented towards taking into account all the suggestions and ensuring quality of the study programs. The contact person of CSU will monitor all the necessary actions. .	
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Changes that have occurred in this result since the original proposal:

A slight delay is related to activity 5.3 Report of an external expert. The delay has been intentional, having in mind that PMB had an intention to organize an external evaluation which would coincide with the Intermediate Report and finalization of many of Project activities.

Please add as many tables as necessary.

<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.	Website created Web portal created - Number of visits to the Website - Quality and relevance of data on the Website All information and results concerning ongoing activities

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).	<p>Dissemination conference</p> <p>Number of participants from different stakeholders from Serbia and abroad</p> <p>Number of attendees to conferences</p> <p>Number of dissemination conference and workshops</p>
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.	<p>Project logo in AI, CDR, EPS, JPG, PNG, TIFF formats (monochrome and in color)</p> <p>Project memo</p> <p>Project banner</p> <p>PPT template</p> <p>Word template and all other relevant document templates</p> <p>Manual for web portal use dissemination questionnaire</p> <p>Dissemination activities:</p> <ul style="list-style-type: none"> - 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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Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
6.2	Dissemination conference with industry and society	M24 M36	M24 M36	UNS, UNI	Dissemination Conferences will be organized at least two times in the second half of the project duration. Their wider aim will again be 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 will be presented. Also, adequate information material will be distributed to the participants.	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, will be distributed during the Dissemination conferences. All documents will be available on the website; it will also be sent to target groups, such as University authorities, teaching staff, doctoral students, industry and civil sector. Also, a Manual on the development and implementation of the concept and standards of doctoral studies will be published and distributed at the end of the project.	Documents published
6.4	Dissemination conference with doctoral students	M22 M34	M22 M34	UNI,UKG	PhDSS will be the main organizer in at least one of the two forthcoming conferences. 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	Number of participants from different stakeholders from Serbia and abroad Number of attendees to conferences Number of dissemination

				doctoral studies in their countries.	conference and workshops
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Changes that have occurred in this result since the original proposal:

PMB decided to increase the number of general Conferences organized within the Project, especially of those related to the cooperation with industry and civil sector (as explained above). Having this in mind, it has been found inappropriate to organize three conferences with students as main organizers (having in mind their more than active participation in all the organized events).

Please add as many tables as necessary.

<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

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
7.1	Reports of meetings with University representatives with conclusions and further sustainability plans	M18 M30	M18 M30	All Serbian partners	Formal and informal meetings with the University representatives (deans, department heads, directors of the institutes, etc.) will be organized. It is important that the contact persons for partner institutions are, in majority, at high positions in the University hierarchy. Deans and vice deans of all faculties of the Serbian Universities will continue being invited to the large RODOS which will be organized in Niš, Kragujevac and Novi Pazar. They will represent a firm basis for further planning and monitoring of the project activities. The target groups will be students, teaching staff and 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	The university network will continue functioning, enabling continuous contacts between the partner institutions and facilitating permanent exchange of information. In such a way it will be ensured that the cooperation among consortium members will continue after the project duration. The established network	Number of institutions participating in the 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.	
7.3	Conference for the promotion of Doctoral Schools	M21 M33	M21 M33	UBG,UNS, UNI, UKG, SUNP	<p>All future conferences organized within RODOS will aim at promoting doctoral schools. The main task is to give information on the concept of doctoral schools, advantages over the existing PhD programs Report on student evaluation of the first and second year project results.</p> <p>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.</p>	Minutes from the meeting Conclusion for further planning

Changes that have occurred in this result since the original proposal:

No substantial changes

Please add as many tables as necessary.

<u>Title and reference number of the work package (WP)</u>	WP 8 (MNGT) Management of the project
<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

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
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		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.	Minutes from the meetings
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Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
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 I consulted SC, or eventually PMB, by organizing virtual meetings. In such a way, smooth running of the project has been ensured.	Smooth running of the project All other indicators already mentioned
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	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

					number of staff involved in the project activities and the related costs and, therefore, represent a good basis for further planning.	
8.5	External financial audit	M31	M31	CONUS	As per EACEA and Tempus IV application guidelines, an external financial audit should be foreseen with the aim to evaluate cost-efficiency of the project implementation. Copies and originals of all the supporting relevant documents will be kept at the University of Belgrade as the grant applicant institution in the next five years.	Independent audit report of factual findings published

Changes that have occurred in this result since the original proposal:

Changes made in relation with WP8 are explained above, in relation with Activity 8.4. The PMB has been chosen to be a more flexible body than planned, whose decisions are by definition more democratic, enabling active and direct participation of all Consortium members. This is a structure in which more emphasis is laid on academic and technical arguments, exposed to the PMB by the leaders of particular Work Packages.

Please add as many tables as necessary.

Summary Report for Publication

Project title

Restructuring of doctoral studies in Serbia – RODOS

Objectives

Wider Objective:

Restructuring doctoral studies in RS in line with the Bologna Process and Salzburg Principles, with the emphasis on **quality of research** and **integrative processes** involving universities, institutes, industry and civil sector and resulting in **Doctoral Schools**

Specific Project Objective/s:

What are the specific objectives, which the project shall achieve?

- To reconsider in detail the existing **national policies/standards for doctoral studies** in RS and to develop new ones, better adapted to the current experiences and needs, including a new **bylaw on public funding of doctoral studies** based on doctoral research projects
- To restructure doctoral studies in RS in order achieve a synergy between **scientific research Institutes and Universities** and compatibility with the **needs of industry**
- To develop the concept of **joint doctoral studies** at intra university and inter university levels in the form of **Doctoral Schools**, and to implement four models in selected fields (Material Sciences, Cyberphysical Systems, Arts and Humanities, Natural Sciences)

Outcomes

WP 1 (DEV 1) Quality assurance and funding of doctoral studies

WP 2 (DEV 2) Research policy and industry in restructuring doctoral studies

WP 3 (DEV 3) Doctoral schools: concept, standards and organization

WP 4 (DEV 4) Establishment and implementation of doctoral schools with selected study programs

WP 5 (QPLN) Quality plan

WP6 (DISS) Dissemination of the project results

WP 7 (EXP) Sustainability of the project results

WP 8 (MNGT) Management of the project

Activities

WP 1 (DEV 1) Quality assurance and funding of doctoral studies

- 1.1. Training of university staff in QA standards for doctoral studies in EU
- 1.2. Evaluation of the existing QA standards for doctoral studies in Serbia
- 1.3. Formulation and adoption of modified QA standards for doctoral studies
- 1.4. Evaluation of models for public funding of doctoral studies
- 1.5. Formulation and adoption of bylaws on public funding of doctoral studies

WP 2 (DEV 2) Research policy and industry in restructuring doctoral studies

- 2.1. Analysis of the research policies in Serbia in the light of doctoral studies
- 2.2. Adoption of modified bylaws on research policies for doctoral studies
- 2.3. Analysis of the role of industry and civil sector in doctoral studies
- 2.4. Definition and adoption of roadmaps for doctoral studies

WP 3 (DEV 3) Doctoral schools: concept, standards and organization

- 3.1. Analysis and evaluation of EU experience in the domain of Doctoral Schools
- 3.2. Organization of a conference on doctoral schools
- 3.3. Formulation and adoption of bylaws for establishment of Doctoral Schools
- 3.4. Training of the university staff on Doctoral School organization and joint doctoral degree accreditation
- 3.5. Formulation and adoption of accreditation standards for joint doctoral degrees

WP 4 (DEV 4) Establishment and implementation of doctoral schools and selected study programs

- 4.1. Concept and establishment of selected models for Doctoral Schools
- 4.2. Provision of space and equipment for Doctoral School Offices
- 4.3. Formulation of selected study programs for Doctoral Schools
- 4.4. Formulation of rules and regulations for the status of students at Doctoral Schools
- 4.5. Accreditation and implementation of selected study programs for Doctoral Schools

WP 5 (QPLN) Quality Plan

- 5.1. Self evaluation by consortium members
- 5.2. Internal quality control by Committee for Quality Control and Monitoring
- 5.3. External quality control by external experts
- 5.4 Peer review of the study programs

WP6 (DISS) Dissemination of the project results

- 6.1. Creation and updating project Web site
- 6.2. Organizing dissemination conference with industry and society at large
- 6.3. Distribution of project documents through web site, information leaflets and reports
- 6.4. Organizing dissemination conference with PhD students

WP 7 (EXP) Sustainability of the project results

- 7.1. Meetings with University representatives
- 7.2. University networking
- 7.3. Promotion of Doctoral Schools in Serbia

WP 8 (MNGT) Management of the project

- 8.1 Daily management of the project
- 8.2 Formulation of the instructions for financial management of the project
- 8.3 Regular meetings of the PMB
- 8.4 Regular coordination meetings of SC
- 8.5 External financial audit

Progress to date

The project has delivered good results so far, since all the important activities planned in the Proposal were successfully performed in time, in spite of a delay of the Project start and difficulties that are inevitable consequences of an ambitious system oriented project with large consortium. Moreover, some activities are well beyond the planned level and depth. More specifically, the following results are to be notified:

- Conclusions about the Project resulting from a joint meeting of the National Council for Higher Education of the Republic of Serbia and the National Council for Research and Technological Development devoted entirely to RODOS and its mission
- Definition of a questionnaire related to doctoral studies, distribution to all Serbian HE institutions and critical analysis of the obtained results
- In depth evaluation of the status and perspectives of doctoral studies in Serbia
- Publication and distribution of a book "Doctoral Studies in Serbia" written by RODOS staff, containing the obtained results
- Organization of large Conference at UBG with more than 170 participants where findings of the whole analysis were presented and discussed
- Evaluation of the existing Quality Assurance standards in EU and Serbia
- Discussion about possibilities for improvement of QA standards for doctoral studies at several workshops
- Adoption of proposal for amendments of the existing accreditation standards for doctoral studies
- Analysis of the existing approaches in EU to the problem of funding doctoral studies
- Critical analysis of the existing system for funding doctoral studies in Serbia
- Discussions on funding doctoral studies done at different HEI's
- Formulation of a proposal of new possibilities for co-funding doctoral studies based on dedicated doctoral research projects
- Very successful training of Serbian academic staff in the domain of QA standards and funding regulations in EU, organized by EU partner organizations
- Reconsideration of the research policy of Serbia in the light of doctoral studies
- Publication of two books "Science in Serbia 2010-2013" and "Science in Serbia 2014" with special chapters devoted to doctoral studies
- Formulation and proposal of a part of the Action Plan of Strategy of Research and Technological Development of Serbia devoted to doctoral studies
- Successful changes of the Law on Higher Education and the Law on Scientific Research Activity oriented towards one of the project goals to increase critical mass of researchers by incorporating researchers from the Research Institutes and Academy of Sciences and Arts
- In depths analysis of the current status of the collaboration industry- HE
- Distribution of a questionnaire about the relationship industry - HE among all Serbian firms
- Organization of a conference devoted to the synergy doctoral studies - industry and civil sector in the light of the third mission of Universities
- Comprehensive analysis of concepts, standards and organization of doctoral schools in EU
- Presentation of a concept of Doctoral Schools in Serbia at scientific Conferences
- Discussions about the concept of Doctoral Schools in Serbia at several Conferences at different Serbian Universities
- Study visits to EU partner organizations oriented towards getting acquainted with Doctoral School organization and the corresponding legal regulations
- Several models for Doctoral Schools elaborated in different domains (Arts and Humanities, Natural Sciences, Technical Sciences, Medicine, Agriculture)
- Models for implementing courses on transversal skills in future doctoral Schools elaborated
- Regular meetings of the PMB (four meetings during the first 18 months) with minutes, reports and other relevant documents, which are very important for the development of mutual understanding and successful cooperation.
- Regular communications with project stakeholders (with main focus on student representatives) and public audiences
- Dissemination documents have been created (website, web portal, document models, project logo).
- Website and web portal have been created with website and visual identity of the project and with regular website maintenance (information and documents upload).
- Regular meetings of the Project Quality Control Committee (PQCC) with conclusions for further quality control assessment
- Coordination meetings related to specific work-packages, of importance for synchronizing project activities, planning and achievement results with optimum use of manpower and financial support

Future developments

Future project development will be carried out targeting successful achievement of main project outcomes through the following activities, as planned:

- Tendering procedure for purchasing equipment is going to be initiated in June 2015; it is expected that the ordered equipment will be distributed to the eligible partners by September 2015
- Software tools for the PhD theses repository will be installed at the Ministry of Education, Science and Technological Development
- Regular meetings of the PMB, as well as coordination meetings for specific activities will be continued following the adopted methodology
- Functioning of the Project Quality Control Committee (PQCC) will continue in the same way as before
- Dissemination activities will continue in the way planned in the Work Plan
- Reports on internal evaluation will be done at the end of each project year based on the adopted self evaluation forms
- External evaluations will be done by an external expert
- Promotions of Doctoral Schools will be done actively at all Serbian Universities
- Retraining of Serbian academic and administrative staff will continue with a much lower intensity
- Activities related to the relationship industry-HE will continue; according to the plan these activities will result a relevant road map
- Dissemination conferences will be organized with Association of PhD students and young researchers of Serbia
- Concept of selected Doctoral Schools will be defined in the light of the conclusions made so far within PMB
- Selected models of Doctoral Schools will be established
- Doctoral School Offices will be established and provided with space and equipment
- Study programs will be formulated for the Selected Doctoral Schools
- Legal regulations for Doctoral Schools will be elaborated, resulting into recommendations depending on specific situations
- Report on student evaluation at the end of each project year.
- Rules and regulations for doctoral students will be elaborated in the light of the concept of Doctoral Schools
- New rules and regulations for doctoral students will be proposed
- Specific bylaws related to Doctoral School founding will be proposed and adopted by relevant institutions
- Accreditation standards for joint doctoral degrees will be elaborate
- New standards will be proposed for joint doctoral degrees in the domain of doctoral studies; the proposals will be adopted by the Commission for Accreditation and Quality Assurance
- Selected study programs designed for Doctoral Schools in different domains will be accredited
- Final evaluation of the Project results will be done at a Conference at the level of CONUS, with all Serbian HEI's participating

Other remarks

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STATEMENT OF THE COSTS INCURRED

Tempus project no. 544093/2013

- Column “1. Project Costs” and Column “3. Project Finance”: please input the estimated budget of the project as indicated in Annex II of your Grant Agreement or in subsequent amendments to Annex II.
- Columns under “2. Project Expenditure to date”: please indicate the expenditure made to date (paid directly from the Tempus grant and/or co-financed). The declared amounts must represent AMOUNTS ACTUALLY PAID (meaning that a disbursement has been made) and NOT committed amounts.

		1. PROJECT COSTS € Estimated budget of the project (Annex II)	2. PROJECT EXPENDITURE TO DATE €		
			Declared Paid from Tempus	Declared Co-financed	TOTAL Declared
I	Staff costs	312.637,50	50.338,51	13.372,00	63.701,51
II	Travel costs and Costs of Stay	240.786,00	100.942,18	2.066,18	103.008,36
III	Equipment	212.525,00	0,00	0,00	0,00
IV	Printing and publishing	30.636,00	5.481,01	0,00	5.481,01
V	Other costs	22.180,00	7.192,79	0,00	7.192,79
VI	Indirect costs ¹	57.313,52	12.435,00		12.190,00
TOTAL ELIGIBLE COSTS²		876.078,02	Total	Total	TOTAL
			176.389,49	15.438,18	191.827,67

		3. PROJECT FINANCE €
Co-financing		88.560,66
Total from the Tempus grant		787.517,36
TOTAL PROJECT FINANCE³		876.078,02

¹ Indirect costs may not be co-financed (point 8.4, Guidelines for the use of the grant).

² As indicated in art. I.3 of the Grant Agreement and Annex II.

³ As indicated in art. I.3 of the Grant Agreement and Annex II.

REQUEST FOR PAYMENT

In accordance with Article I.4 and II.23 (Annex VI) of the Grant Agreement of this project and on the basis of the amounts declared in the statement of the costs incurred (Annex IV/12), I hereby confirm that:

I have already spent%⁴ of the first installment of pre-financing, and thus **request** the second installment of pre-financing to the following bank account:

IBAN⁵ _____

Date and signature of the **legal representative** of the co-ordinator (institution):

Date: _____

Signature: _____

⁴ Percentage to be filled in by the project Coordinators.

⁵ BIC code for countries where the IBAN code does not apply.

ACKNOWLEDGEMENT OF RECEIPT

Your name: Srdjan Stanković

Complete address: Conference of the Universities of Serbia
(CONUS), Studentski trg 1

RS..... - 11000..... Belgrade
Country code Postal code City

This page of the form will be returned to you on receipt of your Intermediate Report. Therefore please enter your name and address in the box above. Please remember to send in this page with each of your reports.

For internal use only

Tempus Project No. **544093/2013**

under the Tempus programme.

Yours sincerely,

Done at

Date

CHECK-LIST

WHAT INFORMATION NEEDS TO BE SENT?

- Declaration, duly signed by the contact person and the legal representative of the coordinator (institution) – Annex IV/2**
- Report on implementation of the project – Annex IV/3-22**
- Statistics and Indicators – Annex IV/23-25**
- Table of achieved/planned results – Annex IV/26-56**
- Summary Report for Publication – Annex IV/56-59**
- Statement of the costs incurred and Request for Payment – Annex IV/60-61**
- Acknowledgement of receipt – Annex IV/62**