

# **The External Evaluation Report of an Institution Organizing Doctoral Study Programs (IOSUD) at the NATIONAL UNIVERSITY OF THEATRE AND FILM "I. L. CARAGIALE" OF BUCHAREST**

## **I. Introduction**

The evaluation period was 26. 7. 2021 - 30. 7. 2021. in a hybrid mode. I was participating online.

## **II. Methods used**

The methods and tools employed in the external evaluation process, before and during the evaluation visit, including the following:

- The analysis of the internal evaluation report of the doctoral study under review and some of the Annexes, because all of them were in Romanian;
- The analysis of documents, data and information available on the IOSUD School(s) website, in electronic format;
- Visiting was not possible for me, because I was a part of the virtual surrounding evaluation, but the colleagues were there on site, and the overall context was grasped from the conversation with different participants;
- Meeting/discussions with doctoral students in the doctoral study under review;
- Meeting/Discussions with the graduates of the doctoral study under review;
- Meeting/Discussions with employers of the graduates in the doctoral study under review;
- Meeting/Discussions with the school officials of the Doctoral School(s) in which the doctoral study under review is operating;
- Meeting/Discussions with the doctoral advisors in the doctoral study domain under review;
- Meeting/discussions with the representatives of the various structures of the IOSUD/Doctoral School(s) in which the doctoral study domain under review is operating: Application of questionnaires to doctoral students or academic staff.

## **III. Analysis of ARACIS's performance indicators**

### **Domain A. INSTITUTIONAL CAPACITY**

The origins of UNATC can be traced to the Bucharest Philharmonic School, established in 1834, followed by the Music and Declamation Conservatory, which later became the Conservatory of Music and Dramatic Art. Between 1948 and 1950, the Institute of Arts brought together all forms of artistic higher education, including a Faculty of Directing. In 1950, the Institute of Film Art was established, and at the same time, the "I.L. Caragiale" Theatre Institute appeared as a separate educational unit. In 1954, the two institutes were united, forming the "I.L. Caragiale" Institute of Theatre and Film, which retained this title until 1990, when it became

the Academy of Theatre and Film of Bucharest. In 1998, it was transformed into the "I.L. Caragiale" University of Theatre and Film, and, from 2001, it became the "I.L. Caragiale" National University of Theatre and Film of Bucharest.

The way in which UNATC has been structured through its historical evolution does not represent an eccentricity but the successful formula through which interdisciplinarity contributes to the development of syncretic arts by definition. When on the credits of UNATC films awarded in big festivals they find students from the specializations of film directing, acting, scenography, multimedia, digital technologies, etc. they acknowledge, in fact, the training strategy specific only to their university. Communication between students, jointly developed projects and the definition of common aesthetic and thematic criteria are essential and are the "trademark" of UNATC among similar institutions not only in Romania, but all over the world.

UNATC is a national cultural center that contributes to the shaping, development, transmission and dissemination of cultural values and is a landmark for art and culture in their country, a generator of artistic and cultural phenomena.

UNATC's mission as a national university, an absolute landmark in the study of performing arts and film, is defined on three dimensions: training, pedagogical, and artistic and fundamental research.

### **Criterion A.1. The administrative, managerial institutional structures and the financial resources**

Standard A.1.1. The institution organizing doctoral studies (IOSUD) has implemented the effective functioning mechanisms provided for in the specific legislation on the organization of doctoral studies:

1. The Doctoral School of UNATC manages the activity in the fields of THEATRE PERFORMING ARTS and FILM AND MEDIA;
2. UNATC has a single Doctoral School, with rank of department;
3. The Doctoral School of UNATC is subordinated to the Director of the department and has collegial cooperation relations with the faculties and university professorial and executive structures within UNATC;
4. The UNATC Doctoral School does not have its own teaching staff; doctoral supervisors/habilitated are course leaders or collaborators within the various departments/specializations of UNATC;
5. The Doctoral School includes interdisciplinary studies in theatre, film, audiovisual and media;
6. The Doctoral School encourages the approach of scientific research and artistic creation focused on the principle of ARTS BASED RESEARCH and is open to cooperation with other tangent doctoral university fields.
7. The Doctoral School operates on the basis of the Institutional Regulation for the Organization and Development of Doctoral Studies and the Doctoral School Regulation.

Starting with March 1, 2020, the attributions of the IOSUD Director were taken over by the Rector of UNATC, Professor PhD. Liviu Lucaci, according to the decision no. 178/02 March 2020). It is not clear why the director is not elected yet.

In accordance with the legal provisions, the CSUD is convened whenever necessary, respectively, at least three times a year. CSUD meetings are recorded in the meeting minutes.

**Performance Indicator A.1.1.1.** The existence of specific regulations and their application at the level of the IOSUD, respectively at the Doctoral School(s):

(a) the internal regulations of the administrative structures (the institutional regulations for the organization and conduct of doctoral studies programs, the regulation(s) of Doctoral School(s);

(b) the Methodology for conducting elections at the level of the Council of University Doctoral Studies (CSUD), respectively at Doctoral School(s) including elections by the students of their representatives in CSUD/Council of the Doctoral School (CSD) and the evidence of their conduct;

(c) the Methodologies for organizing and conducting doctoral studies for the admission of doctoral students, for the completion of doctoral studies);

(d) the existence of mechanisms for recognizing the status of a Doctoral advisor and the equivalence of the doctoral degree obtained abroad;

(e) functional management structures CSUD/Council of the Doctoral School with evidence of the regularity of meetings;

(f) the contract for doctoral studies;

(g) internal procedures for the analysis and approval of proposals about doctoral study programs based on advanced academic studies.

The election and appointment of CSUD members are operated in accordance with the provisions of an own methodology approved by the UNATC Senate, according to decision no. 308/08.05.2020, in accordance with the existing legislation and internal rules.

Doctoral students are represented in the CSUD, in proportion of 20%. CSUD consists of 7 (seven) members, of which one student, respectively, 20% of the CSUD members. The election of the representative of the doctoral students in CSUD is made by secret ballot.

CSUD composition: CSUD director (appointed by competition), an elected representative of the doctoral students, a member elected by the vote of the Doctoral School, respectively of the course leader doctoral supervisors and 4 (four) doctoral supervisors appointed by the Rector of UNATC.

Committee director should be appointed as soon as possible.

Recommendations:

**The indicator is partially fulfilled.**

**Performance Indicator A.1.1.2.** The doctoral school' Regulation includes mandatory criteria, procedures and standards binding on the aspects specified in Article 17, paragraph (5) of the

Government Decision No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions.

UNATC operates based on the legislation in force in the field of education and culture: the Romanian Constitution, the National Education Law no. 1/2011 (with subsequent amendments), the Government Emergency Ordinance no. 75/2005 on quality assurance of education, approved by Law no. 87/2006 with subsequent amendments and in accordance with internal regulations and decisions.

The institution's activity is based on the UNATC Charter, first adopted in 1995 and subsequently revised whenever legislative or academic strategy changes have made it necessary. The current version was revised and reconfirmed in 2012 by the UNATC Senate and validated by the Ministry of National Education and Scientific Research.

The Doctoral School (establishment, structure, evolution, research mission, quality certification level, a presentation of the specific measures of quality management and promotion of ethics and deontology implemented at the doctoral school level, a presentation of the human resource and of the existing research infrastructure at the level of the doctoral school, a presentation of the elements of educational effectiveness at the level of the doctoral school, etc.) is well coordinated.

The Doctoral School of UNATC "I.L. Caragiale", in accordance with the specifics of education of UNATC, acts in the university-artistic sphere in the fields of THEATRE PERFORMING ARTS and FILM AND MEDIA.

The doctoral school of UNATC "I.L. Caragiale" is the oldest structure of doctoral studies oriented in the fields of THEATRE PERFORMING ARTS and FILM AND MEDIA in Romania and confirms the existence and practice of a successful doctoral experience, which has represented and continues to represent a model for the other Romanian university institutions with artistic profile, at the level of the third cycle of university studies, according to the recommendations of the Bologna Process.

The Doctoral School, in its various forms of development of the current UNATC, had the honor and privilege of being the first university institution of artistic education that trained and guaranteed doctoral promotions of professors and creative personalities active in the university sphere, important personalities in all university areas with artistic profile of Theatre Performing Arts and aspirants in the field of Film and Media (UBB Cluj, Tg. Mureş, Iaşi, Timișoara, Craiova, Constanța, Sibiu, etc.).

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator\*A.1.1.3.** Doctoral schools included in IOSUD are organized as disciplinary or interdisciplinary disciplines/thematic, according to Article 158, paragraph (7) of the Law of National Education No. 1/2011 with subsequent amendments and additions.

U.N.A.T.C. „I.L.Caragiale” has its own legal status resulting from the final confirmation of the institution by H.G. no. 369/29.03.2021 on the organization and functioning of the Ministry of Education, Appendix 3, point 10. UNATC is an institution with legal personality, operating in accordance with the provisions of the Romanian Constitution, the education legislation, its own University Charter and regulations. Higher education is coordinated by the Ministry of Education, with respect for university autonomy. UNATC is identified with the name "I.L. Caragiale" National University of Theatre and Film of Bucharest.

UNATC comprises two faculties: Theatre and Film, corresponding to specific legal university fields of activity. It also has in its composition the Department of Doctoral Studies and the Centre for Pedagogical and Didactic Training, both subordinated to the Rectorate.

The special character of UNATC in the Romanian academic environment consists in a suite of specializations, original and rare, both at the bachelor's and master's level.

The Faculty of Theatre administers 7 (seven) specializations / study programs for the first cycle of university studies (BA) and 12 (twelve) specializations for the second cycle of university studies (MA). The Faculty of Film administers 6 (six) specializations / study programs for the first cycle of studies (BA) and 13 (thirteen) specializations for the second level of university studies (MA).

The Doctoral School, under the name of "Department of Doctoral Studies" has been operating since 2008, under the tutelage of IOSUD/UNATC as an educational, training and continuing education factor for the third cycle of university studies. The Doctoral School of UNATC continues, at a level of excellence, the study and specialty vectors of its traditional faculties, being focused on two fields: Theatre Performing Arts and Film and Media. For these reasons, the Doctoral School of UNATC is distinguished by its own specific mark, very difficult to fit into the standards of the university classroom system and of the education in the field of exact sciences.

UNATC is a university with a distinct national and international profile, with particularities that come from the way it was shaped in its modern era, through the merger between a theatre institute and a film institute, as well as through its subsequent historical development.

In the first period, the mission of the IATC (Institute of Theatre and Film) was to train artists of the highest professional level in the field of theatre and film. The level of professional studies at university level was confirmed by the performance of successive generations of great actors, directors, operators, but also by the graduates of the theatre and film studies departments.

After 1990, IATC, renamed ATF (Academy of Theatre and Film) entered a period of rapid, horizontal development, of its two fields (theatre and film) by establishing new specializations, without changing the training mission characteristic of the previous period.

Since 1998, the acquisition of university status has led to profound changes, produced gradually, partly accompanied by those imposed by the accession to the Bologna process and inclusion in the united European educational environment. Following these developments, UNATC operates today as a university with three cycles (bachelor's, master's, doctorate), with

specific academic rigors. The mission of the university is no longer just professional-training. UNATC is today a university with a mission of artistic and scientific research in two fields of knowledge (Theatre Performing Arts, respectively Film and Media) and with a strong openness to the field of specific artistic pedagogy. UNATC manages those fields both through training and research, but also through the development of artistic pedagogy using its own methods, validated in artistic practice and general education.

Recommendations:

**The indicator is fulfilled.**

Standard A.1.2. The IOSUD has the logistical resources necessary to carry out the doctoral studies' mission.

**Performance Indicator A.1.2.1.** The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.

An appropriate system exists, with all PhD thesis, correlations between them etc., accessible to all students. Anti-plagiarism software also exists, accessible to everyone.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator A.1.2.2.** The existence and use of a software program and evidence of its use to verify the percentage of similarity in all doctoral theses.

IOSUD - UNATC has the necessary logistical resources to fulfill the mission of doctoral studies, using in this sense a software program to verify the percentage of similarity in all doctoral theses.

The results of the similarity checks are examined by a commission of 3 (three) professors, of which one is the doctoral supervisor, one is the password holder and the software user, and the third is from the field of reference.

The results of the similarity tests are questioned in relation to the text of the thesis, and the defense admission is made only after the removal of any suspicion of plagiarism.

Since the legal date of the implementation of the similarity software, 66 theses in the field of Theatre Performing Arts, and 49 theses in the field of Film and Media have been verified.

They specify that there are no express legal provisions regarding the proportion of plagiarism, respectively minimum and maximum standards. That is why they can only afford to act within the limits of common sense, and, especially, of the specific cultural and academic knowledge for each subject pursued in the doctoral research. The results of the similarity tests are questioned in relation to the text of the thesis, and the admission to defense is made only after the removal of any suspicion of plagiarism. Since the legal date of the implementation of the similarity

software, 62 theses in the field of Theatre Performing Arts and 48 theses in the field of Film and Media have been verified.

Recommendations:

**The indicator is fulfilled.**

## **Criterion A.2. Research infrastructure**

Standard A.2.1. The IOSUD/doctoral schools have a modern research infrastructure to support the conduct of doctoral studies' specific activities.

### **A.2. Research infrastructure**

**A.2.1. IOSUD / Doctoral schools have a modern research infrastructure that supports the development of activities specific to doctoral studies.**

**A.2.1.1. IOSUD / Doctoral School provides evidence of the existence or rental of space for research activities specific to the doctoral program (laboratories, experimental spaces, research facilities, etc.).**

Regarding the material base that supports the activities of the university, depending on the objectives of the activities - teaching, research and artistic creation, administrative - IOSUD has spaces that correspond to the needs, in terms of quality and quantity (surface, facilities, condition technique, safety systems, hygienic-sanitary norms, etc.).

IOSUD owns and manages two buildings for educational, creative and research spaces. A third space is currently in dispute, although it is an emblematic building for the Romanian theatre school: the Casandra Studio.

Approximately 200 seats are offered to bachelor, master and doctoral students in the UNATC Dorm, which is 86% owned and run by the university.

There are several buildings in the IOSUD headquarters. Thus, apart from the main body (which includes educational spaces, administrative spaces, laboratories and performance / projection halls, library, etc.) another is arranged as a film studio, another construction is a multifunctional hall (theatre, film, conferences). All the spaces for education, research and creation are adequate, in terms of the number of seats, the size of the study formations (classes, groups, subgroups). The space indicators (sqm / student) comply with the standards for the two fields.

IOSUD has a diverse structure of teaching laboratories and research and creation spaces. Each field has lecture and seminar rooms equipped with multimedia equipment: computer, video projector, overhead projector, projection screen, flipchart, sound equipment - detailed in the self-evaluation files of the study programs.

Each field has computer labs, with computer networks connected to the Internet. The licensing policy has been geared towards multi-user licenses for widely used software. At the same time, the departments and employees of the administrative service have computers connected to the Internet and have the related office equipment (copiers, printers, scanners, etc.).

The UNATC Library has a book fund of over 100,000 volumes (Appendix UNATC Library), periodicals (Appendix Subscriptions, collections - Publications), doctoral theses, audio and audiovisual material - corresponding to the study programs and specializations offered by the two faculties and the requirements of doctoral studies, intended for the fields of Theatre Performing Arts and Film and Media.

Currently, the UNATC library catalogs are being digitized through the (purchased) TINREAD program. The library space is expanding (with two additional rooms) to provide better study and storage conditions.

Students can also access the EBSCO (theatre and film) databases, recently purchased by the university for the library. The databases contain thousands of scientific articles, chapters from various theatre and film books.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator A.2.1.2.** The IOSUD/doctoral school(s) has/have collaboration agreements with higher education institutions, research institutes, research networks for joint partnerships and have access for using various research infrastructures; the offer for research services is presented publicly using a dedicated platform.

A wide network of institutions and contracts with them is established and a climate of international fellowship, guest-professorships, students exchange etc. functions on a very high level.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator A.2.1.3.** The IOSUD/doctoral school(s) proves that it is/are concerned with permanent renewal of the research infrastructure to provide doctoral students access to updated research resources, by applying to various funding competitions and using own university resources for acquiring new research infrastructure.

For carrying out research and artistic creation activities on the principle of ARTS BASED RESEARCH, IOSUD has spaces and facilities that meet high standards - not only at the CINETC centre but also in the laboratories within the faculties.

Since 2000, the acquisition of equipment from research funds obtained through funding competitions has been supplemented by the contribution of UNATC. This approach allowed the institution to gradually improve its research base to ensure conditions at the highest level, especially in the field of film, ensuring the premises for achieving the University's objectives in the area of Research and Artistic Creation on the principle of ARTS BASED RESEARCH. And this is a continuous process.

Recommendations:

**The indicator is fulfilled**

### **Criterion A.3. Quality of Human Resource**

Standard A.3.1. At the level of each Doctoral School there are sufficient qualified staff to ensure a quality educational process.

**Performance Indicator \*A.3.1.1.** The share of Doctoral advisors coordinating simultaneously more than 8 doctoral students but not more than 12 during their doctoral studies does not exceed 20%.

The condition is fully implemented. But the need for more doctoral advisors is obvious, so we recommend involving it in sufficient number.

**The indicator is fulfilled.**

**Performance Indicator A.3.1.2.** At least 50% of all teaching/research staff involved in teaching/research activities related to training programs for advanced university studies or in individual research/art creation programs have a full-time employment contract for an indefinite period with the IOSUD.

Fully fulfilled, according to the contracts seen.

Recommendations: **The indicator is fulfilled.**

### **Domain B. EDUCATIONAL EFFECTIVENESS**

**Criterion B.1. The number, quality and diversity of candidates enrolled for the admission contest**

Standard B.1.1. Candidates admitted to doctoral studies demonstrate academic, research and professional performance and are diversified as social representation and by gender.

**Performance Indicator \*B.1.1.1.** Admission to doctoral study programs is based on selection criteria including: previous academic, research and professional performance, their interest for scientific or arts/sports research, publications in the domain and a proposal for a research subject. Interviewing the candidate is compulsory, as part of the admission procedure.

The competition registration dossier contains, among other documents, the List of published scientific papers and / or, as the case may be, the presentation of the artistic activity (creation and / or interpretation), as well as the RESEARCH PROJECT/ESSAY - proposal of a research theme (in writing) in accordance with the artistic field of reference (theatre or film).

The admission competition to doctoral studies contains relevant tests specific to the field of study and an examination of linguistic competence for a language of international circulation.

The admission competition to doctoral studies consists of two stages.

The exam tests the candidate's level of knowledge in the field of competence, based on the respective literature and issues (recent research related to the proposed theme for the doctoral thesis, the candidate's ability to take theoretical, experimental and methodological initiatives of the subject of the thesis). The knowledge specific to the field of study is verified on the basis of a bibliography containing specialized works.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator B.1.1.2.** The IOSUD/doctoral school(s) have a policy for stimulating enrollment of doctoral students coming from disadvantaged social environments, by allocating reserved positions in the admission procedure and/or granting special scholarships, as well as organising support programs to prevent drop-outs.

IOSUD and the Doctoral School do not practice discriminatory university policies. The fundamental mission of their doctoral studies in the fields of Theatre Performing Arts and Film and Media refers to the refinement and improvement of the intellectual, cultural and creative qualities of those who aspire to doctoral studies in the mentioned fields of study. Access to the admission exam, based on clear procedures, does not block but opens the path for all categories of talented individuals willing to improve.

The doctoral school operates on the principle of universal diversity. Unlike the bachelor's and master's degree cycles, doctoral university education is aimed at improving a single doctoral student, each time a different one, each time with a different experience, each time with a different professional, social status, each time with a different research and artistic creation subject. This is not mass education.

Recommendations:

**The indicator is fulfilled.**

## **Criterion B.2. The content of doctoral programs**

Standard B.2.1. The training program based on advanced university studies is appropriate to improve doctoral students' research skills and to strengthen ethical behavior in science.

**Performance Indicator B.2.1.1.** The training program based on advanced academic studies includes at least 3 disciplines relevant to the scientific research training of doctoral students; at least one of these disciplines is intended to study in-depth the research methodology and/or the statistical data processing.

The Faculty of Theatre administers 7 (seven) specializations / study programs for the first cycle of university studies (BA) and 12 (twelve) specializations for the second cycle of university studies (MA). The Faculty of Film administers 6 (six) specializations / study programs for the first cycle of studies (BA) and 13 (thirteen) specializations for the second level of university studies (MA).

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator B.2.1.2.** At least one discipline is dedicated to Ethics and Intellectual Property in scientific research or there are well-defined topics on these subjects within a discipline taught in the doctoral program.

There are more than three disciplines relevant to the training of doctoral students in scientific research and ethics relation. There is at least one discipline dedicated to ethics in scientific research and intellectual property - a compulsory course.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator B.2.1.3.** The IOSUD has mechanisms to ensure that the academic training program based on advanced university studies addresses “the learning outcomes”, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities.

"Learning outcomes" is a very fair pedagogical concept at pre-university level, undergraduate and master's degree. Training for the labor market is an honorary obligation of UNATC. IOSUD and the Doctoral School in Theatre Performing Arts and Film and Media work with PhD students who generally come from professional backgrounds (already existing in the labor market) or from educational spheres of different levels of training (already existing in the labor market). They enclose the list of "learning outcomes" - the nominal doctoral theses of all graduates of their doctoral studies (and broken down, by doctoral fields), books published at UNATC Press or other publishing houses, other achievements in the field of research and artistic creation.

Doctoral standards are not bachelor's and master's standards. There are usually two categories of doctoral students: the very young who follow the development path recommended by the Bologna Process, respectively reach the doctorate without personal work and without a consolidated horizon of professional success; those who already have maturity and professional experience and artistic creation. In both cases, the doctoral students have the competencies and aptitudes recorded by the preliminary studies they have completed and graduated. The doctoral school perfects competencies and skills. In this case, the learning outcomes consist of intellectual performance and artistic creation in accordance with the ARTS BASED RESEARCH principle.

Recommendations:

**The indicator is fulfilled.**

### **Criterion B.3. The results of doctoral studies and procedures for their evaluation**

Standard B.3.1. Doctoral students capitalize on the research through presentations at scientific conferences, scientific publications, technological transfer, patents, products and service orders.

**Performance Indicator B.3.1.1.** For the doctoral school there are in place mechanisms for valorification of the results of doctoral studies in accordance with the specificity of the particular domain (i.e. technological transfer, products, patents in the case of exact sciences; products and services for social sciences and humanities; festivals, contests, recitals, sports competitions; cultural-arts orders in the vocational domain; presentations at national and international

conferences, publication of research results in national and international publications, engaging doctoral students in writing research-development projects etc.)

Doctoral students are involved in their own projects of scientific research and artistic creation at a professional level (capitalization of results takes place in ways specific to the artistic fields of reference - specialized press, books, specialized publications, specific events - performances, films, media shows, roles, participation in workshops, festivals, seminars, conferences, significant contributions of national and international relevance).

The Doctoral School has its own research plan that brings together the plans for conducting individual research of doctoral students segmented by major thematic directions in the fields of reference.

The PhD students involved in the doctoral university studies carry out scientific research and artistic creation activities at professional level (capitalization of the results takes place in ways specific to the artistic fields of reference - specialized press, books, specialized publications, specific events - performances, films, media broadcasts, roles, participation in workshops, festivals, seminars, conferences, significant contributions of national and international relevance).

Doctoral students are involved in their own projects of scientific research and artistic creation at professional level (capitalization of the results takes place in ways specific to the artistic fields of reference - specialized press, books, specialized publications, specific events - performances, films, media broadcasts, roles, participation in workshops, festivals, seminars, conferences, significant contributions of national and international relevance).

Another pertinent and significant argument regarding the quality of the process of conducting doctoral studies within the UNATC Doctoral School is the concern for disseminating the elements of research and artistic creation focused on the ARTS BASED RESEARCH principle, on knowledge and novelty of doctoral thinking in the fields of reference through UNATC Press Publishing House, an editorial entity within the IOSUD / UNATC Doctoral School. the special intellectual emulation that has as a concrete effect the realization of 5 journals of theatre, film and pedagogy profile of doctoral level must also be taken into account:

- 4 journals written in English: "UNATC Journal of Drama Teaching", "Close Up Film and Media Studies", "Cinematographic Art & Documentation", "Romanian Performing Arts Journal";
- 1 magazine written in Romanian: "Notebooks of Theatre Pedagogy"
- together with the traditional UNATC journal "Concept", all these publications have the endorsement of the UNATC Press publishing house, an intellectual instrument of the Doctoral School and of IOSUD / UNATC.
- publications: 195, of which 141 theatre, 54 film;
- projects: 41, of which 37 theatre, 4 film;

- participation in conferences, festivals, internships, trainings, workshops: 354, of which 288 theatre, 66 film;
- awards and distinctions: 58, of which 40 theatre, 18 film;
- board member of journals, conferences, organizing committees, juries, guests: 13, of which theatre 8, film 5;
- research and artistic creation doctoral activities in the field of Theatre Performing Arts: 476;
- research and artistic creation doctoral activities in the field of Film and Media: 293.

Research and scientific creation activity at international level, related to the number of CVs known in the last 5 years:

- publications: 12, of which 11 theatre, 1 film;
- projects: 9 of which 6 theatre, 3 film;
- participation in conferences, festivals, internships, trainings, workshops: 102 of which 51 theatre and 51 film;
- awards and distinctions: 24 of which 5 theatre, 19 film;
- board member of journals, conferences, organizing committees, juries, guests: 10 of which 3 theatre, 7 film;
- international research and artistic creation doctoral activities in the field of Theater Performing Arts: 86;
- international research and artistic creation doctoral activities in the field of Film and Media: 39.

Recommendations:

**The indicator is fulfilled.**

#### **Criterion B.4. Quality of doctoral theses**

Standard B.4.1. Doctoral theses fulfil high quality standards

**Performance Indicator B.4.1.1.** At the level of IOSUD, the percentage of theses non-validated, at the level of General Council of the National Council for Attestation of University Degrees, Diplomas and Certificates (CNADTCU), without the right of further amendments and re-organizing the process of public defending, is not exceeding 5% in the last 5 years.

There were no non-validated thesis.

Recommendations:

**The indicator is fulfilled.**

## **Domain C. QUALITY MANAGEMENT**

### **Criterion C.1. Existence and periodic implementation of the internal quality assurance system**

Standard C.1.1. There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.

**Performance Indicator C.1.1.1.** The IOSUD shall demonstrate the continuous development of the evaluation process and its internal quality assurance following a procedure developed and applied at the level of the doctoral school(s), the following assessed criteria being mandatory:

- (a) the scientific work of Doctoral advisors;
- (b) the infrastructure and logistics necessary to carry out the research activity;
- (c) the procedures and subsequent rules based on which doctoral studies are organized;
- d) the academic and social services (including participation to various events, publication of papers etc.) and counselling made available to doctoral students.

The functioning of the internal quality assurance system at the level of IOSUD is closely related to that of the Doctoral School that manages the evaluated doctoral fields of study: Theatre Performing Arts and Film and Media.

There are policies for quality assurance and definition of working procedures in accordance with the fundamental documents of IOSUD / UNATC (Charter, Code of Ethics, Management Plans, specific methods and procedures, etc.).

The efficiency of the internal quality assurance procedures and structures and their effect on the development of activities within the doctoral studies; the use of information produced by the internal quality assurance system as a tool for quality management and improvement of education and other activities and the monitoring, evaluation and continuous development of the internal quality assurance system are part of the constant and efficient concerns of IOSUD / UNATC management.

The fulfillment of the specific standards, indicators and criteria mentioned in Appendix 2 to the Order of the Minister of Education and Research no. 3200 / 07.02.2020 regarding the approval of the Methodology for the evaluation of doctoral studies and of the systems of criteria, standards and performance indicators used in the evaluation, in respect to the specifics of the field of Theatre Performing Arts.

Also, beyond the changes of meaning or detail of the official indications and recommendations regarding the evaluation of doctoral schools and doctoral fields, they want to respond, in perspective, to all requests involving the optimization and improvement of doctoral activity within the analyzed field.

Internal quality assurance covers:

- the type of doctoral university study programs, respectively the plans for scientific research and artistic creation and the programs for advanced doctoral studies;
  - research / development and innovation activities focused on the Arts Based Research principle in close connection with the IOSUD / UNATC research structure;
  - interaction and impact in society along with the support and services offered to students (see the interest shown for IOSUD / UNATC and the Doctoral School by a constant number of candidates at all levels of university study);
  - regarding the professional development of the leaders of doctoral programs, they mention that all of them are at a level of excellence in their career (see the info relating to the quality of the human resource);
  - the objectives, the general structure and the coherence of the internal quality assurance system, together with the policies and procedures are found in the specific documents of IOSUD / UNATC;
- 
- they aim to develop and systematize access to information specific to the internal quality assurance system within IOSUD / UNATC;
  - they aim to optimize the efficiency of internal quality assurance procedures and structures regarding their effect that must be found in the development of activities in doctoral studies;
  - they intend to use the information produced by the internal quality assurance system applied to improve the activity of the field as a tool for quality management and improvement of education and other activities within IOSUD / UNATC;
  - they aim to improve the system of monitoring, evaluation and continuous development of the internal quality assurance system.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.1.1.2.** Students' associations and, according to the case, representatives of students organise elections in the community of doctoral students, for positions in the CSUD, by universal vote, direct and secret, all doctoral students having the right of electing or being elected.

Students have these possibilities and are perfectly aware of this.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.1.1.3.** Students' associations and, according to the case, representatives of students organise elections in the community of doctoral students at the level of each doctoral school, for positions in the councils of doctoral schools, by universal vote, direct and secret, all doctoral students having the right of electing or being elected.

Students have these possibilities and are perfectly aware of this. They should be acquainted more in the benefits of such positions, regarding projects, finances, etc.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator \*C.1.1.4.** Following the internal evaluation, IOSUD and the doctoral schools draft strategies and policies aiming to eliminate the identified deficiencies and to stimulate scientific and academic performance of IOSUD.

Here are some strategies from the self-evaluation document:

- They aim to develop and systematize access to information specific to the internal quality assurance system within IOSUD / UNATC;
- They aim to optimize the efficiency of internal quality assurance procedures and structures regarding their effect that must be found in the development of activities in doctoral studies;
- They intend to use the information produced by the internal quality assurance system applied to improve the activity of the field as a tool for quality management and improvement of education and other activities within IOSUD / UNATC;
- They aim to improve the monitoring, evaluation and continuous development of the internal quality assurance system with application to the specifics of the UNATC Doctoral School together with the development and systematization of access to information specific to the internal quality assurance system within IOSUD / UNATC.

Recommendations:

**The indicator is fulfilled.**

## **Criterion C.2. Transparency of information and accessibility of learning resources**

Standard C.2.1. Information of interest to doctoral students, future candidates and public interest information is available for electronic format consultation.

**Performance Indicator C.2.1.1.** The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as:

- (a) the IOSUD/Doctoral School regulation;
- (b) the admission regulation;
- (c) the doctoral studies contract;
- (d) the study completion regulation including the procedure for the public presentation of the thesis;
- (e) the content of the training study program based on advanced academic studies;
- (f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data;
- (g) the list of doctoral students within the domain with necessary information (year of registration; Advisor);
- (h) information on the standards for developing the doctoral thesis;

(i) information on the opportunities for doctoral students aiming to attend conferences, to publish articles, awarding scholarships etc.

(j) links to the doctoral theses's summaries to be publicly presented and the date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation.

Information about the Doctoral School is uploaded on the UNATC website. The information is also publicly displayed. The internal beneficiaries, namely the doctoral students, are up to date in the full university process of doctoral improvement.

External beneficiaries, i.e. extra-institutional partners, have access to all the desired information either on the site or on request.

The efficiency of the internal quality assurance procedures and structures and their impact on the activities within the doctoral studies:

Student feedback (see evaluation form compiled and processed by doctoral students).

The use of information produced by the internal quality assurance system as a tool for quality management and improvement of education and other activities:

CSUD can intervene in this regard. Please note that the terms "quality and improvement of education" may refer to the pre-university educational universe. Nobody educates doctoral students anywhere. Doctoral students specialize.

Recommendations:

**The indicator is fulfilled.**

Standard C.2.2. The IOSUD/The Doctoral School provides doctoral students with access to the resources needed for conducting doctoral studies.

**Performance Indicator C.2.2.1.** All doctoral students have free access to one platform providing academic databases relevant to the doctoral studies domain of their thesis. IOSUD and the Doctoral School are considering the implementation and diversification of access for information in digital regime.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.2.2.2.** Each doctoral student shall have access, upon request, to an electronic system for verifying the degree of similarity with other existing scientific or artistic works.

Upon request, doctoral students may have access to verify the degree of similarity with other existing scientific or artistic creations, via software. The question arises who is helping them interpret results. Usually mentors.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.2.2.3.** All doctoral students have access to scientific research laboratories or other facilities depending on the specific domain/domains within the Doctoral School, according to internal order procedures.

IOSUD has a diverse structure of teaching laboratories and research and creation spaces. Each field has lecture and seminar rooms equipped with multimedia equipment: computer, video projector, overhead projector, projection screen, flipchart, sound equipment - detailed in the self-evaluation files of the study programs.

For carrying out research and artistic creation activities on the principle of ARTS BASED RESEARCH, IOSUD has spaces and facilities that meet high standards - not only at the CINETC centre but also in the laboratories within the faculties.

Since 2000, the acquisition of equipment from research funds obtained through funding competitions has been supplemented by the contribution of UNATC. This approach allowed the institution to gradually improve its research base to ensure conditions at the highest level, especially in the field of film, ensuring the premises for achieving the University's objectives in the area of Research and Artistic Creation on the principle of ARTS BASED RESEARCH.

Each field has computer labs, with computer networks connected to the Internet. The licensing policy has been geared towards multi-user licenses for widely used software. At the same time, the departments and employees of the administrative service have computers connected to the Internet and have the related office equipment (copiers, printers, scanners, etc.).

The university is constantly concerned with ensuring optimal living, study, research and creation conditions for students and teachers. All these are certified by the fact that the endowment of the lecture and seminar rooms, of the didactic and research laboratories, of the library and of the performance and film workshops corresponds to the current stage of development of the scientific knowledge. They state unequivocally that the IOSUD / UNATC base is the best at national level and is comparable to that of similar higher education institutions at international level.

Recommendations:

**The indicator is fulfilled.**

### **Criterion C.3. Internationalization**

Standard C.3.1. IOSUD/Doctoral school has a strategy in place and it is applied to enhance the internationalization of doctoral studies.

**Performance Indicator \*C.3.1.1.** IOSUD, for every doctoral school, has concluded mobility agreements with universities abroad, with research institutes, with companies working in the field of study, aimed at the mobility of doctoral students and academic staff (e.g., ERASMUS agreements for the doctoral studies). At least 35% of the doctoral students have completed a training course abroad or other mobility forms such as attending international scientific conferences. IOSUD drafts and applies policies and measures aiming at increasing the number of doctoral students participating at mobility periods abroad, up to at least 20%, which is the target at the level of the European Higher Education Area.

Some of the contracts are the following: Memorandum of Understanding (collaboration protocol) with different universities, STT mobility, practical mobility (SMP) etc.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.3.1.2.** IOSUD supports, including providing financial support, to the organization of doctoral studies in international co-tutelage or invitation of leading experts to deliver courses/lectures for doctoral students.

Doctoral partnerships in international co-supervision have been difficult to sustain, primarily due to differences in criteria and those of practice, tradition and experience in research and artistic creation. IOSUD and the Doctoral School have had initiatives and developed international partnership relations within the university system of training and professional development of doctoral students, of young professors. In this context, the new UNATC leadership has structured relevant projects and procedures to optimize the level of internationalization. Workshops, masterclasses, conferences and seminars were organized, with the invitation of personalities from abroad.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator \*C.3.1.3.** At least 10% of the doctoral theses of every doctoral schools of the IOSUD are drafted and/or submitted in an international foreign language or are organised in international co-tutelage.

At least 10% of the doctoral theses within the Doctoral School are written and/or presented in an international language. They believe that this percentage does is not representative for the university because it was imposed at the end of 2018, for a 5 (five) years retrospective analysis during which such a requirement was not officially recommended. Starting with the 2017/2018 academic year, CSUD has opened ways for the organization of doctorates in international co-supervision, respectively the invitation of top experts to hold courses / lectures for doctoral students, by discussing and validating by vote in the Senate the initiative of the Doctoral School to internationalize the doctoral activity.

The UNATC Senate, at the proposal and support of the CSUD, approved the possibility for certain doctoral dissertations to be written and defended in an international language. They agree to develop the international visibility side of their doctoral dissertation, but starting from this moment on.

In these conditions (they emphasize, in accordance with the legal provisions in force), they mention the research of doctoral students Beatrice Meda Găurean, Ștefan Damian and Marina Hanganu which will be completed in English.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.3.1.4.** The internationalization of activities carried out during the doctoral studies is supported by IOSUD through concrete measures (e.g., by participating in educational fairs to attract international doctoral students; by including international experts in guidance committees or doctoral committees etc.).

At the time of writing this Report, they must specify that the legal provisions regarding university education do not recommend this indicator except under special conditions and without obligation in this regard. There is an action plan to remedy any deficiencies and stimulate performance, both at the level of IOSUD and at the level of the Doctoral School and the analyzed field of doctoral studies, arising from the fact that the methodology formulated in November 2018, as well as the methodology reformulated in February this year refers to action vectors that were not mandatory five years ago.

Recommendations:

**The indicator is fulfilled.**



#### **Criterion C.4. System for assurance of ethical and academic integrity**

Standard C.4.1. IOSUD/Doctoral school has a functional and efficient system in place for prevention and assuring ethical and academic integrity norms

**Performance Indicator C.4.1.1.** IOSUD, applies the current provisions regulating ethics, deontology/academic integrity, respectively to academic freedom and has developed:

- policies based on prevention regarding possible violations of the Code of ethics and academic integrity, demonstrated by public positionings, studies, analyses or measures taken;
- practices and mechanisms for preventing fraud, from an institutional perspective as well as from the perspective of the doctoral students;
- practices for preventing possible fraud in academic activity, research or any other activity, including active measures for preventing and avoiding plagiarism of any kind, as well as promoting ethical and integrity/deontology principles or observing intellectual property norms, authors' rights and other related rights, among all members of the academic community;
- administrative instruments which allow applying effective and eliminatory sanctions;
- mechanisms and measures to assure equal opportunities and protection against intolerance and discrimination of any kind;
- IOSUD monitors and permanently evaluates these practices and can prove they are applied to all activities and engagement of students in all these processes, and the results of the monitoring is made public yearly or whenever it becomes necessary.

IOSUD / doctoral school has a policy based on prevention regarding the possible violation of the code of ethics and academic integrity, proving this through public positions, studies, analyzes or measures.

IOSUD / The doctoral school implements the provisions of a Code of ethics and deontology / academic integrity, which defends the values of academic freedom and integrity, of university autonomy.

IOSUD / UNATC is guided justly and perfectly according to the provisions of the Code of Ethics, a code that is the foundation of the entire Romanian university existence. Without it, there can be no education, intellectual training, artistic creation performance, originality and excellence, in the process of conquering the quality of spiritual expression, which offers the chance of enlightenment in spirit and openness to educate the general public.

The UNATC Code of Ethics refers to the activity of university education within UNATC, as a whole. It is a fundamental document of their university. Its positive reflection, but not Robespierian or inquisitorial, is active throughout their small university. The doctoral school does not have the resources to permanently maintain tribunals of research ethics and deontology in a



preventive way. The provisions of the methodology and the annexes invoked are part of a guide addressed to large universities that have the opportunity to maintain such ethical forums (staff, technology, infrastructure, etc.).

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.4.1.2.** All intimations regarding suspicion of plagiarism related to doctoral theses have been analysed and resolved by the IOSUD within the time interval legally established for expressing in writing its position regarding the intimation received.

In extreme cases of turbulence, such as the only case of tension in the doctoral history of UNATC in this regard, in the last year, caused by a habilitated professor, the contribution of the Ethics Commission is requested. The CSUD does not rule in the event of ethical "turmoil". The CSUD deliberates and requests, in the worst case, the intervention of the UNATC Ethics Commission if the reported problem cannot be solved by consensus. There are practices and mechanisms for fraud prevention both from an institutional perspective and from the perspective of doctoral students. Doctoral students, through their representative, duly elected in CSUD, take note and are present in the process of plagiarism prevention (similarity test).

These can be found in the similarity test procedures carried out in full consensus with the current legal provisions. IOSUD / UNATC provides similarity testing in accordance with software recognized by the ministry.

Regarding practices to prevent possible fraud in academic, research or other activities, including active measures to prevent and eliminate any form of plagiarism, and to promote the principles of ethics and integrity or respect for property intellectual property, copyright and related rights among all members of its academic community, it should be emphasized that the official IOSUD / UNATC similarity test is legal, under legal conditions, under the supervision of doctoral supervisors. CSUD can be notified under this aspect in extreme conditions.

In extreme cases of violation of doctoral ethics and deontology (events that do not exist in the history of their doctoral school) the doctoral school uses the support of the UNATC Ethics Commission for the application of effective and eliminatory sanctions.

If discriminatory and intolerant manifestations of any kind are reported, the Doctoral School addresses the Ethics Commission to ensure equal opportunities and protection against intolerance and discrimination of any kind.

IOSUD (respectively UNATC) constantly monitors and evaluates these practices and can demonstrate their application to all activities and the involvement of students in all these processes, and the results of monitoring are made public annually or whenever necessary. So far, the Doctoral School has had no reason to address IOSUD in this regard.



IOSUD has a policy based on prevention regarding the possible violation of the code of ethics and academic integrity, demonstrating this through public positions, studies, analyzes or measures.

Until now, IOSUD and the Doctoral School have not had the opportunity to publicly manifest in this regard.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.4.1.3.** Annual Reports of the Ethics commission of the IOSUD contain information on the stage of solving each case of intimation or own-initiative intimation regarding violation of norms or ethical aspects relevant for university doctoral studies. description of the facts, the findings from the assessed institution's documents and the evaluation visit itself.

The annual reports of the IOSUD Ethics Commission contain information on resolving cases where there have been complaints and which have been resolved within the legal deadline.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.4.1.4.** The measures taken by IOSUD after the final decision of CNADTCU to withdraw the title of "doctor" following accusations of plagiarism have addressed all the aspects mentioned in CNADTCU's decision and in the current legislation.

There have been no such cases.

Recommendations:

**The indicator is fulfilled.**

**Performance Indicator C.4.1.5.** The measures aiming to prevent academic fraud in the doctoral studies, taken by IOSUD, could be:

- a) Suspension of the right to advise newly enrolled doctoral students, for a period of 3 years, in the case of doctoral advisors having coordinated a doctoral thesis with a definitive decision of withdrawal of the "doctor" title for plagiarism;
- b) Exclusion from the IOSUD of the doctoral advisor having coordinated at least two doctoral theses with definitive decisions of withdrawal of the "doctor" title for plagiarism;
- c) Suspension of the right to organize the admission process of new doctoral students in the Doctoral studies domain, for a period of 2 years, if in the respective domain a doctoral thesis has been finalized and defended with a definitive decision of withdrawal of the "doctor" title for plagiarism.



There have been no such cases. But all these measures are defined by the anti-plagiarism elements of the legal documents of the Institution.

Recommendations:  
**The indicator is fulfilled.**

**Performance Indicator \*C.4.1.6.** The scientific reviewers members in the commissions for public defense of two or more doctoral theses with definitive decisions of withdrawal of the “doctor” title for plagiarism, have not been nominated in other commissions for public defence of doctoral theses for a period of at least 3 years.

Fulfilled, according to self-evaluation.

Recommendations:  
**The indicator is fulfilled.**

**Performance Indicator C.4.1.7. IOSUD has a database open to the public containing all the** doctoral theses defended in the institution beginning at least in 2016 in a format including: the domain, author, doctoral advisor, title of the thesis and the thesis in electronic format (if there is an agreement of the author).

All the information on the doctoral theses defended and their complete versions in the university can be consulted at the following links, available online.

<https://www.unatc.ro/doctorat/index.php>

[https://www.unatc.ro/doctorat/documente/2017/AbsolventiDoctorat2012\\_2016.pdf](https://www.unatc.ro/doctorat/documente/2017/AbsolventiDoctorat2012_2016.pdf)

[https://www.unatc.ro/doctorat/documente/2020/teze\\_de\\_doctorat\\_finalizate.pdf](https://www.unatc.ro/doctorat/documente/2020/teze_de_doctorat_finalizate.pdf)

Recommendations:  
**The indicator is fulfilled.**

#### IV. SWOT Analysis

<b><u>Strengths:</u></b>	<b><u>Weaknesses:</u></b>
<p>the doctoral tradition of excellence in the fields of Theatre Performing Arts and Film and Media in Romania;</p> <p>the result quantified and proven by the seriousness and professional</p>	<p>too much shyness and tolerance towards the fluctuating and formal policies regarding the doctorate profession, especially in the situation when they are operated by third parties with too little</p>

<p>and teaching competence of the graduates of this doctoral school during almost 30 years of doctoral activity;</p> <p>the doctoral school of UNATC contributed to the training, existence and development of the university teaching staff in the reference fields, in Bucharest and in other university centers;</p> <p>the ability to concentrate the interest and trust of the candidates for doctoral studies on the current Romanian university-doctoral competitive market; for now, Bucharest is preferred;</p> <p>a competent, professionally and didactic active teacher, in accordance with the ARTS BASED RESEARCH principles;</p> <p>capacities and tools for research and artistic creation of the best quality and performance in Romania;</p> <p>openness and courage of interdisciplinary and avant-garde research and artistic creation;</p> <p>the usual practice of the fundamental principle of general management: "with very little investment, very efficient result";</p>	<p>experience, knowledge and real mastery of the phenomenon;</p> <p>suspicion towards the collaboration with the other Romanian and international doctoral entities in perspective projects (co-supervision, partnership, etc.);</p> <p>reduced cooperation between the university fields of doctoral study within the UNATC Doctoral School;</p> <p>defining a strategy for university action and cooperation on a European and international scale;</p>
<p><b><u>Opportunities:</u></b></p> <p>human potential (students and teachers) marked for innovation, exploration and creation of innovation and creation systems; CINETiC but also the base and logistical endowment of IOSUD / UNATC for starting, developing and finalizing research and artistic</p>	<p><b><u>Threats:</u></b></p> <p>the stress caused by the frequent and aggressive changes in the sphere of the legislation regarding the Romanian university education; more and more young individuals fail to complete their baccalaureate studies; the dropout rate and school disinterest is increasing, which</p>



<p>creation projects on the principle of ARTS BASED RESEARCH; the orientation and capacity for creative communication in new training environments (theatre pedagogy and educational training through creative methods); an interdisciplinary interest at student / doctoral level for drawing and developing new vectors of creation, research and artistic performance; in the conditions in which the interest of young individuals (high school, university) is decreasing, IOSUD / UNATC manages to exercise interest and attractiveness;</p>	<p>jeopardizes the investment in the university and doctoral system; chronic underfunding of the Romanian university system; regarding the doctorate, they signal the fact that the wave of habilitations, from a quantitative and qualitative point of view, does not replace the wave of retirements - a lack of experience and expertise of doctoral management; competition from new doctoral study centers in Romania;</p>
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## V. Overview of judgments awarded and of the recommendations

All are fulfilled, except A.1.1.1. partially fulfilled.

### The overall recommendations:

1. Regarding the institutional framework, director should be appointed as soon as possible. On the institutional level, there are some discrepancies in the organization structure. This should be cleared in the self-evaluation, because foreign readers cannot understand this so clearly.
2. Students are not aware of the benefits they can have when participating in different institutional committees, They should be acquainted with this, especially in regard to their own projects, finances, etc.
3. Most of the students are not aware of the benefits of the anti-plagiarism software.
4. There should be more attention given to training of the ethical committee and mentors in different specific issues, such as plagiarism, integrity, breaking of different academic standards and norms, etc.
5. Encouragement for international publishing activity should be set as a priority.
6. Coutoutelage should be encouraged.



7. The Doctoral School, as far as understood here, does not have its own staff. There are no course leaders and employees. The doctoral institution depends on the management standards of the departments in which the doctoral supervising professors are employed. Their individual evaluation depends on the university evaluation and management systems. The evaluation of the habilitated/doctoral supervisors is ensured by the departments of which they are part of. This sometimes creates confusion. Maybe it should be considered to restructure.
8. IOSUD provides doctoral students with an advanced training program that includes disciplines likely to provide high-performance knowledge skills in their own research directions, on the principle of Arts Based Research. This is visible. Openness towards interdisciplinarity should be encouraged even more, towards STEAM, STEM, IT etc.
9. Quality management is separated according to schools, even in a sense that they are different entities, with different technical leadership. We suggest joining them and coopting more members.
10. In project teams, committees etc., there should be more younger experts included.
11. Students should convey the evaluation of the teachers in a written and well documented format.
12. Quality insurance strategy should be implemented and validated by the institutional authorities.
13. Some of the internal regulations are not in accordance with the university charter that is being renovated and modernized, as we understand.