

Executive summary

Report

Institutional Quality Enhancement Review

Faculty of Music, University of Arts (Belgrade, Serbia)

Site-visit: 27-30 October 2019

Introduction

The Faculty of Music, University of Arts in Belgrade has requested an institutional quality enhancement review as part of the DEMUSIS project which is coordinated by The Faculty of Music, University of Arts in Belgrade. This is a three-year capacity-building project co-funded by the European Commission's Erasmus+ programme. The main objective of the project is to introduce forward-looking curricula that will offer sustainable careers for musicians and provide them with knowledge, skills and understanding on how to work alone and manage their career.

The MusiQuE quality enhancement review is part of the DEMUSIS project application in the Working Package (WP) 1: Preparation and Analysis. The main objective of this WP is to conduct the internal assessment of the existing programmes at national HMEIs and to develop new modernised curricula by introducing digital and entrepreneurial skills. The MusiQuE review is the first step in this process.



The review followed a three-stage process:

1. The Faculty of Music wrote a self-evaluation report (SER) based on, and structured according to, the *MusiQuE Standards for Institutional Review* (see MusiQuE Standards for Institutional, Programme and Joint Programme Review, pp. 18-29).
2. An international Review Team studied the self-evaluation report with annexes and conducted a site visit at the Faculty of Music from 28-30 October 2019. This comprised meetings with the Senior Management, members of the academic and artistic faculty, Chair/members of Academic Council and relevant boards, students, former students, representatives of the profession, senior administrative officers and representatives for the DEMUSIS project. The Review Team also conducted a guided tour of the building and attended two music performances as well as a few classes. The Review Team used the *MusiQuE Standards for Institutional Review* noted above as the basis of its investigations.
3. The Review Team produced the report that follows, structured following the *MusiQuE Standards for Institutional Review*. The report reflects the situation at the time of the site-visit. The Review Team acknowledges that further developments have taken place, but these are not included in the report.

The Review Team consisted of:

- Gustav Djupsjöbacka, University of the Arts (Sibelius Academy), Helsinki, Finland (Chair)
- Lies Colman, Royal Conservatoire Antwerp, Belgium
- Ana Čorić, Academy of Music, University of Zagreb, Croatia
- Ondřej Daněk, Faculty of Music and Dance, Academy of Performing Arts, Prague, Czech Republic
- Ingrid Maria Hanken, Norwegian Academy of Music, Oslo, Norway (Review Team Secretary)

Summary of the compliance with the Standards and recommendations

The review team concludes that the Faculty of Music complies with the *Standards for Institutional Reviews* as follows:

1. Institutional mission, vision and context	
<p>Standard 1. The institutional mission and vision are clearly stated.</p> <p>In order to achieve full compliance, the Review Team recommends (1) that the different versions of the mission in different documents are synchronized, and that the mission clearly states the identity, philosophy, activities and position of the institution, (2) that a clearer distinction between (present) mission and (future) vision is established, and (3) the vision formulations captures the ambitions of the leadership, especially concerning internationalisation.</p>	Partially compliant
2. Educational processes	
<p>Standard 2.1. The goals of the institution are achieved through the content and structure of the study programmes and their methods of delivery</p>	Fully compliant
<p>Standard 2.2. The institution offers a range of opportunities for students to gain an international perspective.</p> <p>In order to achieve full compliance, the Review Team recommends the Faculty of Music (1) to continue its efforts to have more study programmes accredited in English, (2) to provide more information about the institution and its programmes in English, (3) increase support for teachers' international activities.</p>	Substantially compliant
<p>Standard 2.3. The assessment methods are clearly defined and demonstrate achievement of learning outcomes.</p>	Fully compliant
3. Student profiles	

Standard 3.1. Clear admission criteria exist, which establish artistic/academic suitability of students.	Fully compliant
<p>Standard 3.2. The institution has mechanisms to formally monitor and review the progression, achievement and subsequent employability of its students.</p> <p>In order to achieve full compliance, the Review Team recommends the Faculty of Music (1) to further formalise the monitoring and review of student progression and achievement, (2) to continue its efforts to establish a database on alumni and their careers, (3) to involve representatives from the profession in curricular development to ensure relevance, and (4) to monitor trends in the international labour market in line with the vision expressed.</p>	Partially compliant
4. Teaching staff	
Standard 4.1. Members of the teaching staff are qualified for their role and are active as artists/pedagogues/ researchers.	Fully compliant
Standard 4.2. There are sufficient qualified teaching staff to effectively deliver the programmes.	Fully compliant
5. Facilities, resources and support	
<p>Standard 5.1. The institution has appropriate resources to support student learning and delivery of the programmes.</p> <p>In order to achieve full compliance, the Review Team recommends the Faculty of Music (1) to continue its efforts to secure the financing of a new campus with the appropriate number and standard of concert halls, teaching and practice rooms as well as technological infrastructure in line with the expressed ambitions of the Faculty and, (2) to continue its efforts to acquire musical instruments and other equipment of the number and standard necessary to support the studies.</p>	Partially compliant
Standard 5.2. The institution's financial resources enable successful delivery of the study programmes.	Partially compliant

Standard 5.3. The institution has sufficient qualified support staff.	Fully compliant
6. Communication, organisation and decision-making	
Standard 6.1. Effective mechanisms are in place for internal communication within the institution.	Fully compliant
Standard 6.2. The institution has an appropriate organisational structure and clear decision-making processes.	Fully compliant
7. Internal quality culture	
Standard 7.1. The institution has a strong internal quality culture, supported by clear and effective quality assurance and enhancement procedures.	Fully compliant
8. Public interaction	
Standard 8.1. The institution engages within wider cultural, artistic and educational contexts.	Fully compliant
Standard 8.2. The institution actively promotes links with various sectors of the music and other artistic professions.	Fully compliant
Standard 8.3. Information provided to the public about the institution is clear, consistent and accurate.	Fully compliant

Conclusion

The Faculty of Music has a proud tradition dating back to 1937. The institution is actively involved in all aspects of cultural life in Serbia, emphasising artistic, pedagogical and research activities, within the field of music. The vast majority of musicians and music teachers for all educational levels in Serbia are alumni from the Faculty of Music in Belgrade.

The institution has an ambitious vision and mission for modernisation, but the vision and mission of the Faculty of Music as stated in the Self-evaluation report does not fully capture these ambitions as expressed by the leadership and staff of the institution. There is, therefore, a need to revise the written version.



The Faculty of Music has an extensive programme portfolio. There are rigorous procedures for the establishment of new programmes as well as changes to the curriculum, and the quality is closely monitored. The curriculum is well structured and course descriptions express intended learning outcomes. The methods of delivery are appropriate to the different types of content.

The Faculty of Music has ambitions for becoming a more international institution, and important steps have already been taken to provide students with an international perspective. Having more study programmes accredited in English and providing more information about the institution and its programmes in English would contribute further to the internationalisation of the institution.

The assessment methods, procedures and criteria are precisely and thoroughly described, and students are well informed about them. The methods used are well suited to assess learning outcomes.

There are some formal mechanisms in place for follow-up of student progression, as well as some mechanisms and statistics for follow-up of student achievement. There is, however, a lack of systematic knowledge about the labour market and how well graduates adapt to the market.

There are transparent and robust procedures in place to secure the qualifications of teaching staff, and about two-thirds of the teaching staff are professors. Faculty of Music has an impressive artistic and scientific research output.

The number of qualified teaching staff is sufficient for delivering the programmes effectively, but the limitations on employing additional staff constitutes a challenge when it comes to future substantial developments and changes in the curriculum or programme portfolio.

There are serious concerns about the size and quality of the building housing the Faculty of Music as well as the number and quality of instruments available. The lack of adequate concert halls within the Faculty of Music also creates limitations in terms of gaining authentic concert experiences for students.

The Faculty of Music is in a very difficult financial position due to insufficient State funding. The Faculty of Music is, however, very resourceful in finding additional funding from international programmes, and in making good use of whatever funds available. The lack of funding nevertheless impedes on planning for the future and also on the delivery of programmes to some extent.

The number of support staff should preferably be increased, but it is sufficient and capable of supporting the diverse activities of the institution. Internal communication works well, but the need for information in English should be considered to fulfil ambitions to recruit students and staff internationally.

The organisational structure of the Faculty of Music is appropriate and the decision-making processes are clear and transparent. Students and staff have a clear understanding of how and where initiatives are taken forward. The lack of State appointed members of the Academic Council is a concern, but outside the control of the institution.

There are clear and effective quality assurance and enhancement procedures. There is also a strong quality culture within the institution with a commitment to support students and address any concerns or needs for change in curriculum or procedures.

The Faculty of Music is well integrated into wider cultural, artistic and educational contexts in Serbia, with a strong commitment to contribute in different ways to the cultural and educational sectors. It is also very well connected to the artistic professions in Serbia. This enables students to gain valuable experiences from professional life during their studies.

The Faculty of Music provides clear consistent and accurate information to the public, but more information should preferably be in English to support the institution's international ambitions.