



CONCLUSION

on

Accreditation of Institutional Capacities of YEREVAN STATE ACADEMY OF FINE ARTS

General Information about the Institution

Full name of the Institution:	" Yerevan State Academy Of Fine Arts" State Institution
Short name:	YSAFA
Official address:	Isahakyan St., 36 Building, Yerevan, Armenia
Previous accreditation decree and date:	Not available

LEGAL BASIS

Guided by the regulation on “State Accreditation of RA Institutions and Their Educational Programs” approved by the RA Government decree N 978-N as of 30 June 2011; by RA Government decree N 959-N as of 30 June 2011 on “Approval of RA Accreditation Standards for Professional Education” as well as by the Procedure on the Formation of expert panel of “National Center for Professional Education Quality Assurance” (ANQA) foundation, ANQA discussed the ANQA's draft conclusion on the institutional capacities of Yerevan State Academy Of Fine Arts (hereinafter :YSAFA or Academy) on the basis of self-evaluation presented by YSAFA , expert panel report, YSAFA Action Plan on the elimination of shortcomings mentioned in the expert panel report as well as expert panel opinion on the YSAFA 's Action Plan with the participation of the ANQA representatives, expert panel, and ANQA coordinator of the accreditation procedure.

As a result of the discussion the following was registered:

The main phases of accreditation procedure were carried out within the following time periods:

Submission of application	23 January 2017
Submission of self-evaluation report	21 March 2017
expert panel site-visit	29-01 June 2017

Submission of expert panel report	17 November 2017
Submission of action plan on elimination of shortcomings	25 December 2017

RESULTS OF PEER REVIEW

The expertise was carried out by an independent expert panel¹ formed in compliance with the requirements set by the ANQA regulation on "Formation of expert panel". The evaluation was carried out according to the 10 criteria of institutional accreditation approved by the RA Government decree N 959-N as of 30 June 2011.

BRIEF SUMMARY

While carrying out the expertise the expert panel took into consideration the fact that the YSAFA considers "providing higher education through bachelor, master and Ph.D. academic programs in the areas of art theory, painting, applied arts, design and architecture having academic and current approaches and aligning creative and educational processes with public needs, promoting the development of national culture and economy preparing competitive and highly qualified professionals at national and international levels, as well as citizens for lifelong learning, developing art research promoting scientific thinking and national culture, promoting uniting the society and increasing aesthetic value through establishing national values" as its mission.

The expert panel highlights that the policy of the YSAFA and its operations are generally in line with the mission it has adopted. The expert panel evaluates positively the fact that the drawbacks of the SP have been evaluated; in particular the new vision, mission, values, strategic directions, aims and objectives, approaches to implementation of objectives and the KIPs per aim, the operations were foreseen for carrying out the objectives, possible challenges, people responsible, deadlines and KPIs of success of the Academy have been highlighted. At the same time that the planned values of performance indicators representing the objectives are not grounded.

The expert panel evaluates positively the fact that certain changes have been introduced in the structure of the Academy (QAC, Research Centre, Career Centre), since the latter are aimed at improvement of quality of education. Yet, the system of governance still faces improvement. The system of governance is not linked with strategic aims and objectives. Notwithstanding the fact that all infrastructures typical to TLI function at the Academy, one can witness an inefficient allocation of organizational structures, which is risky for the implementation of the Academy mission and main aims. In particular, it is not effective to

¹ Appendix 1: Expert Panel Composition and ANQA Support Staff

have an infrastructure with insufficient amount of resources (Research Centre) or extra governing circles, which can be well united (Infrastructures of Academic Department) with the aim of making more efficient use of resources. Internal and external stakeholder involvement in decision making is scarce.

8 undergraduate (BA) and graduate (MA) APs are carried out in 2 faculties of the YSAFA: Design, Computer Graphics, Fashion Design, Applied Arts, Graphics, Art History and Theory, Painting, Sculpture. There is also 1 postgraduate (Ph.D.) AP (Painting, Design, Decorative and Applied Arts). The APs of the YSAFA are generally in line with the mission; however, there are certain APs that need review. The TLI has initiated the review of 4 APs (Design, Fashion Design, Computer Graphics, and Applied Arts) following labor market demands. The remaining 4 (Graphics, History and Theory of Art, Painting and Sculpture), which are academic in nature and are the most important APs for an art TLI, are still in the cycle of initiation.

Material-technical source efficiency and improvement of the academic environment are strategic objectives of the YSAFA. The implementation of the Academy APs requires environment specific to its peculiarities, which includes laboratories saturated with up-to-date technology, ateliers, art rooms, library and else. The majority of the APs are applied in nature and require specific ateliers and laboratories, which, in the majority of cases, are existent. Based on survey outcomes, the Academy has re-saturated certain laboratories, yet, internal stakeholders are not yet contented with existing conditions. The surveys carried out in the Academy showcase that both teachers and students are not contented with current laboratory resources.

The Academy has policies and procedures for the selection of teaching staff for the implementation of educational programs. There is a competitive selection for the position, which helps the Academy to have more competitive and professional staff. The fact that the overwhelming majority of the teaching staff of the Academy are core staff significantly enhances the sustainability of the teaching staff and contributes to the implementation of sustainable educational functions. Another positive trend is that former graduates of the Academy continue their work at the university. There is a process of rejuvenation of lecturers at the Academy.

The expert panel evaluates positively the fact that the YSAFA has an elaborated mechanism of allocating financial resources. The annual budget foresees certain expenditures, which are directed towards the implementation of Academy purposes; however, the said expenditures are not detailed per strategic purposes and APs, which would otherwise make financial investment more targeted. The main source of financial means is education fees, which hinders the financial stability of the Academy given the decreasing number of students.

The lion share of budget allocation to salaries (89%) can hinder the possibility of making investment in other core spheres (e.g. research, resources, internationalization) and

weaken the effectiveness of SP implementation. The Academy has student recruitment, selection and admission mechanisms that correspond to the specificities of the YSAFA. Events organized by the Academy with prospective applicants contribute the recruitment. The expert panel evaluates positively the existence of the Student Community, which tries to examine the academic needs of the students and voice the latter in higher cycles of management. The involvement of a greater number of students into the Community will encourage voicing larger scope of issues and will boost their initiative.

The Academy has elaborated research directions, yet the latter does not reflect the professional capacities of the Academy. Moreover, the lack of a holistic strategy of research field and interests weakens research operations. The resources of the Research Centre of the YSAFA are not satisfactorily planned for carrying out of corresponding research operations. The research link of the Academy and other scientific establishments is quite loose, since the said link is mainly expressed by joint scientific projects. The insufficient amount of financial sources as far as science and research is concerned is the token of the fact that the YSAFA is quite vulnerable in this respect. Irrespective of the fact that certain works are being undertaken, research works at an undergraduate level (BA) do not form an inseparable part of the academic process, which can have a negative impact on the establishment of intended learning outcomes.

The academy is involved in international projects which have their impact on an array of operations of the TLI /review of APs, elaboration of a student manual, creation of a Student Community and else/. As far as the enhancement of internationalization and cooperation is concerned, the Academy is well aware of current issues /enhancement of internal and external student and teacher mobility, enhancement of foreign language acquisition level and else/. The active involvement of the Academy in international programs provides enough experience for the coming internationalization of the Academy. The existence of the Department of External Relations, functioning in the structure of the academy and aimed at targeted development, with its resources creates a foundation for the further development of internationalization and external relations. At the same time, active operations of the Department of External Relations will enhance teacher and student involvement in myriad international projects, continuing education, and/or other operations abroad.

The implementation and the development of QA system throughout recent years have created favorable conditions for the establishment of quality culture, which, however, has not yet enveloped the Academy as a whole. The operation of the QA Centre and the existence of myriad regulations in generic terms allow for carrying out QA functions; however, there is a need for optimizing the elaborated documents and making them more targeted. The involvement of students and teachers in QA procedures is mainly ensured by means of their participation in surveys and a limited number of events. With the aim of ensuring a more targeted and effective operation, the level of their involvement must be activated.

Strong points of the University:

1. The Academy's Strategic Plan has been improved as a result of the analysis, and the Strategic Plan has performance indicators for the tasks.
2. Within the framework of international projects the YSAFA has gained certain experience of AP review.
3. The YSAFA has a Student Community, which ensures that students' needs are revealed.
4. Celebrated artists of the republic are involved in the teaching staff of the Academy.
5. The Academy has necessary resources assisting its academic operations.
6. The YSAFA has an accountability system which ensures transparency.
7. The Academy has certain experience participating in international projects which enhances the process of fostering its external relations.
8. The YSAFA has an internal QA system which enhances the establishment of quality culture.

Weak points of the University:

1. The SP of the YSAFA is not based on precise analyses of external environment. As far as performance indicators are concerned, they are not grounded.
2. The YSAFA structure is not adapted to the implementation of strategic purposes. There is an issue of optimal allocation of administrative resources.
3. External stakeholders have not participated in the process of AP review and the core APs have not yet undergone reforms.
4. Professional training of the teaching staff are but scarce in number.
5. The YSAFA Research Centre does not have necessary human and material resources to enhance the development of research operations.
6. The YSAFA library resources are not enriched with modern literature and there is no electronic library.
7. The accountability reports elaborated at the Academy are more informative in nature and include but a few analyses.
8. The level of foreign language acquisition both among teachers and students is not high.
9. The majority of Academy operations is in Plan and Do cycles and hence the PDCA cycle is not yet closed.

EXPERT PANEL SUGGESTIONS:***Mission and Goals***

1. To make the YSAFA strategic objectives more precise by making the latter in line with the opportunities of the Academy. Moreover, to involve external stakeholders in the process of implementing strategic aims and ensure feedback.
2. It is necessary to determine grounded KPIs, with the implementation of which it will be possible to evaluate whether or not strategic aims have been carried out.
3. To improve regulations applied with the aim of implementing the strategic plan by making the latter more operational.
4. To improve the structure of the TLI by making the latter more in line with strategic objectives.
5. To ensure a more active participation of internal and external stakeholders in governance.
6. To elaborate and implement precise mechanisms evaluating the effectiveness of the system of governance.
7. To increase the reliability level of surveys.

Academic Programs

8. To elaborate and implement a timetable of AP review.
9. To increase the participation of alumni and employers in the procedures of AP elaboration, review and implementation.
10. To carry out benchmarking for all APs.
11. To reflect the specificities of teaching and learning methods and the link of assessment methods with the intended learning outcomes in the APs.
12. To elaborate and implement a policy of academic honesty and struggle against plagiarism specifically for the APs of the field of art.
13. To elaborate grounded approaches towards credit calculation.

Students

14. To improve the mechanisms used for revealing academic needs of students and examine the effectiveness of the said mechanisms.
15. To develop research operations of the students and strengthen the link of research and teaching.
16. To increase the level of awareness as far as the operations of the Career Centre are concerned among vast masses of students.

Teaching and Support Staffs

17. To elaborate and implement a system of professional training of the teaching staff.
18. To involve professional requirements put forward to the teaching staff in AP packages.

19. To elaborate mechanisms via which the process of saturating the Academy with young specialists will be carried out.
20. To evaluate the effectiveness of the works carried out by the support staff.

Research and Development

21. To elaborate directions of research operations for all specializations taking into account the scientific experience accumulated in the chairs and current resources.
22. To improve the operations of the Research Centre by allocating corresponding human, material and financial resources.
23. To enhance research operations at an international scale by putting the accent on the implementation of joint projects.
24. To implement research element in undergraduate (BA) APs and to foster the latter in graduate (MA) APs.

Infrastructure and Resources

25. To carry out financial planning and resource allocation taking into account SP purposes and objectives, AP requirements.
26. To improve library fund by saturating the latter with new and up-to-date literature in line with the APs.
27. To create special conditions for people with special needs with the aim of turning academic environment accessible.
28. To ensure external sources of financing and expand the number of grant projects with the aim of reaching financial independence and stability.

Social Responsibility

29. To improve the website of the YSAFA and make it more functional.
30. To make feedback mechanisms with the society more precise and to develop the latter.
31. To elaborate and implement a stable system of services rendered

External Relations and Internationalization

32. To enhance the level of foreign language acquisition among internal stakeholders with the aim of carrying out external cooperation and implementing APs taught in a foreign language.
33. To allocate corresponding resources to ensure outgoing mobility among teachers and students.
34. To involve invited/flying international professors via short-term projects.
35. To regularly organize events with the aim of involving foreign students.

Internal Quality Assurance

36. To ensure the continuity of professional development of the QA staff and involve internal stakeholders to activate QA operations at faculty and chair levels.
37. To implement a policy, procedures and mechanisms aimed at enhancing the participation of external stakeholders in QA operations.
38. To elaborate mechanisms of QA system monitoring, assessment and improvement.

PEER-REVIEW FROM THE PERSPECTIVE OF EDUCATION INSTITUTION'S INTEGRATION INTO EUROPEAN HIGHER EDUCATION AREA

The international expert ascertains that this part of the general expert panel report will be useful for the Academy and its stakeholders from the perspective of internationalization and continuous development of the activities of the Academy.

1. YSAFA should define what kind of research an academy of fine arts can pursue and what artistic research implies.
2. It would be necessary to define key performance indicators that are suitable to assess whether the strategic goals are reached or not and to explain why the specific indicators were chosen.
3. The annual operational plans should take the specific needs and goals of the different Chairs and degree programs into account.
4. YSAFA needs to fully establish and guarantee the effectiveness of general standards of quality assurance and needs to involve all relevant stakeholders in the quality management system.
5. The Quality Assurance Center needs more support from YSAFA's management and the acceptance of quality assurance tools should be increased.
6. A plan when the remaining degree programs are going to be reviewed should be developed.
7. All external and internal stakeholders should be systematically involved in further developing the degree programs.
8. The alumni and the employers should get more involved with the implementation of the degree programs; the students should have the opportunity to spend some time abroad, and should get acquainted with modern approaches, materials, and techniques in the area of fine arts.
9. YSAFA should address the well-known reasons for the limited academic mobility of the teachers and the students. The English proficiency is not sufficient and needs to be improved; the scholarships for students taking part at exchange programs should be better endowed.

10. The range of examination forms should be larger and the conduct of the final assessment needs to be in accordance with YSAFA's regulations.
11. The rules for the recognition of achievements should be based on learning outcomes rather than acquired credit points in order to take into account a student-centered, outcome-oriented approach to recognition.
12. YSAFA should inform its students better about the possibilities to receive scholarships for spending some time abroad and should try to establish international cooperation that are in demand by the students.
13. YSAFA should try to acquire additional external funds and should continue with improving the workrooms; the library needs to be digitalized and the students need access to modern literature and to international databases.
14. The priorities with respect to updating technical equipment should be defined and made transparent, as well as the procedure to balance possible conflicting interests.
15. Hiring new qualified staff members should be a primary focus and YSAFA needs to develop an action plan as how to achieve this goal.
16. YSAFA needs to motivate all of its members to make use of development opportunities and should develop a plan as how to involve all stakeholders in trainings and courses.
17. YSAFA should define what research means for an academy of arts and what kind of research is possible. The budget for research activities must be made transparent and must be sufficient for adequately fostering the research activities. A concept how to combine research and teaching needs to be developed.
18. YSAFA should try to identify future challenges for the effective organization and operation of the administration in teaching and learning.
19. The teaching staff and students should be asked about if there is any need for further developing the existing documents.
20. YSAFA should redesign its homepage and update its electronic presentations.

YSAFA's COMMENTS AND SUGGESTIONS ON DRAFT REPORT OF EXPERT PANEL

The academy sent its remarks and comments on the report to ANQA on 08.08.2017. In 23 October 2017 ANQA organized a meeting for the representatives of the Academy's and the expert panel during which the expert panel gave its feedback. On October 23, 2017 ANQA organized a meeting of YSAFA representatives and the Expert Panel where the two parties discussed the feedback of the Academy.

Taking into consideration the Academy's comments, the expert panel compiled the final version of the report which was confirmed by the Panel on 16.11.2017. In the text of the final report the footnotes include the changes made by the group.

ACTION PLAN ON THE ELIMINATION OF SHORTCOMINGS MENTIONED IN THE EXPERT PANEL REPORT

Academy accepts that the recommendations provided by the expert panel are within the scope of the Academy's strategy, and it has submitted the action plan and time-schedule on the elimination of shortcomings.

Having examined the Academy's action plan the expert panel comes to the following conclusion:

Taking into account the recommendations presented by the panel, the academy would implement reforms in all areas of activity for solving the issues, especially.

- An action plan has been developed for the effective implementation of defined strategies outlined for all ten areas.
- The sequence of actions is generally logical.
- The plan identifies the persons and units responsible for carrying out the actions.
- Appropriate resources are provided for solving most of these problems, but in terms of financial resources it would be more realistic for detailing the sources.
- The timescales for the implementation of the actions are generally realistic, with the exception of some cases.
- The outcomes are mainly aimed at achieving the objectives of the action.
- Performance measurement indicators are in some cases not established and sufficient impact assessment is not planned.

1. MISSION AND PURPOSE

Due to the Academy's mission and goals, it is planned a series of actions according to which it should be clarified the issues by ensuring stakeholder engagement, establishing acceptable performance indicators and improve the regulations applicable to the implementation of the Academy's strategic plan. Appropriate steps are planned. Overall, positively evaluating the plan of action, it should be noted that organizing meetings with external and internal stakeholders and redefining strategic issues which are planned for identifying the needs, considering as one common action can be completed in 2018 for ensuring the outcomes faster.

2. GOVERNANCE AND ADMINISTRATION

Based on the Expert Panel's assessment and recommendations, the Academy has developed certain actions to reform its organizational structure in compliance with the strategic goals, it is planned to ensure a more active involvement of internal and external stakeholders in management processes, carry out an assessment of the effectiveness of the management system and increase the credibility of information received from stakeholders. Meetings with

students, faculty and external stakeholders are planned for ensuring more active involvement of internal and external stakeholders in management processes. The documentary basis for the meetings indicated as a result of the meetings. The meetings are scheduled for 2019-2020, which may delay the expected outcome of participated stakeholder. Understanding the task of clarifying the functions of its units, subordinating them to strategic goals, and reviewing communications, the Academy did not plan the integrity of the appropriate steps. Only the process of evaluating the effectiveness of the management system is planned.

3. ACADEMIC PROGRAMS

In order to address the problems within the criteria, the Academy has presented planned actions, which provide, first of all, development and review of the PAP and review and approval of all PAPs according to the new manual with the involvement of internal and external stakeholders in the development process. It is planned to provide a link between the outcomes of learning and teaching methods and forms of assessment. It is intended to promote academic honesty and the struggle against plagiarism at the Academy. Action plan performance indicators are more of an end result and there are no clearly formulated indicators. Subordinate units are generally designated as responsible.

4. STUDENTS

The Academy, in this sphere, plans to improve the mechanisms of identifying students' educational needs and to explore their effectiveness, as well as to raise the level of awareness of career center functions among the broadest range of students. The panel considers important the actions taken by the Academy to increase student engagement in research and international conferences, but the actions that the Academy seeks to achieve are unclear. Subordinate units are generally designated as responsible.

5. TEACHING AND SUPPORT STAFF

Analyzing the standards-related recommendation, the Academy plans to improve its teaching and development policy, the actions outlined above do not require the disclosure of professional requirements for lecturers according to the PAP packages. Developing a professional development policy for teachers linked to the professors' professional requirements selection policy in PAP packages, therefore, it would be logical for the Academy's lecturer professional development policy to include not only human resources specialists and chairpersons but also representatives of departments involved in the assessment of educational programs. Action plan performance indicators basically shows the outcomes and there are no clearly formulated indicators. Subordinate units are generally designated as responsible.

6. RESEARCH AND DEVELOPMENT

In the Expert Panel conclusion, special attention was paid to the process of improving the research activity at the Academy. Based on the recommendation of the expert panel and having some scientific potential, the Academy intends to make serious human and financial investments for the effective implementation of this objective in the near future. It is planned to improve the activities of the Research Center by providing relevant human, material and financial resources, promote research at the international level by emphasizing the

implementation of joint projects, as well as developing a research component in the PAPs. In the framework of the process of activating international research at the Academy, it is planned to develop a policy. The sources of financial resources that can be both internal and external are not clearly stated. The Academy did not plan to expand and improve existing research activities for all professional fields, taking into account the scientific experience gathered in the chairs and the available resources.

7. INFRASTRUCTURE AND RECOURSES

Despite the existing educational resources, the Institute tries to equip and improve the educational environment and make it more compliant with the learning outcomes of the PAPs. The Academy highly prioritizes the fundraising from other financial sources. Library upgrades are also planned, but efforts are focused mainly on electronic resources, which may lead to insufficient library fundraising. Actions are planned to make the learning environment accessible to people with disabilities, but the actions are not detailed.

8. SOCIAL RESPONSIBILITY

The academy plans to improve the website by making it more functional, as well as refining and developing feedback mechanisms with the community. The 2017-2021 strategic plan also provides for a number of activities and processes that will help the Academy build a sustainable system of community service.

9. EXTERNAL RELATIONS AND INTERNATIONALIZATION

The Academy has presented some activities in the action plan which are directed to the investment of international projects by its initiative and investment which foster the internal stakeholders' proficiency in foreign languages. The Academy plans to implement academic exchange programs, as well as organize events on a regular basis for attracting international students.

10. INTERNAL QUALITY ASSURANCE

Studying the Expert Panel's observations made within the scope of the given criterion as well as taking into account the recommendations provided by the Expert Panel, It is important to ensure the continued development of QA staff professional development, but no actions are planned to activate quality assurance processes at the faculty and chair levels. Development of policies, procedures, mechanisms to encourage stakeholder participation in QA processes is also planned, as well as monitoring of QA system activities. Steps have been developed to improve the mechanisms of stakeholder engagement in QA processes and specific steps to ensure the involvement of external stakeholders in the various processes of the Academy. The panel finds that these two actions could be merged into a single action, especially when the timetables for those actions are cut. It is also planned to monitor the QA system.

Thus, the study of the deficiencies plan identified in the expert report showed that the Academy mainly took into account the expert group's advice, identified the deficiencies and expressed a willingness to correct them. Improvement actions and implementation steps are generally in line with the recommendations of the panel.

Based on the aforementioned, ANQA suggests the Accreditation Committee to draw the Academy's special attention to the implementation of the following activities while making a decision:

- 1) To give urgent solutions to the problems existing in the spheres of Professional Academic **Programs, Governance and Administration, and Research & Development.**
- 2) To review the action plan for the elimination of shortcomings mentioned in the Expert Panel report taking into account the remarks about the action plan mentioned in the current conclusion.

ANQA finds that the suggested reforms will foster the fulfillment of the Institute's ambitions mentioned in the SER and will serve as a basis for the next evaluation.

Head of ANQA Institutional and
Programme Accreditation Division

Chair of the Expert Panel

ANQA Coordinator

EXPERT PANEL COMPOSITION

The external expertise of the SER and QA operations of Yerevan State Academy of Fine Arts was carried out by the expert panel having the following composition

- **Vardan Sargsyan:** Armenian State University of Economics, Head of the Chair of Economic Computer Science and Information Systems, professor.
- **Lilit Fljyan:** Assistant, Candidate of Pedagogical Sciences, Chair of Design and Decorative Applied Arts of the Armenian State Pedagogical University after Kh. Abovyan.
- **Jorg Longmus:** ASIIN – an organization in charge of carrying out accreditation procedures in the fields of engineering, computer and natural sciences and mathematics, director of Sustainum - Institute for Sustainable Management and lecturer at Beuth Technical University for Applied Sciences.
- **Herbert Johann Lorenz Gruner:** Course director for study programs offered to managers of small- and medium-sized enterprises at the University of St. Gallen, professor at the University
- **Hans-Christian Brauweiler:** Professor at University of Applied Sciences.
- **Erik Vardanyan:** student of the Department of Architecture and Engineering, National University of Architecture and Construction of Armenia.

The works of the expert panel were coordinated by:

- **Varduhi Gyulazyan** – senior specialist of ANQA Institutional and Program Accreditation Division.
- **Zaruhi Sghomonyan** – Head of the Chair of Foreign Languages at French University of Armenia.

EVALUATION ACCORDING TO ACCREDITATION CRITERIA

The Expert Panel presented its evaluation per accreditation criterion by using the “unsatisfactory” and “satisfactory” evaluation scale². The evaluation is presented in the following table:

CRITERION	CONCLUSION
1. Mission and Goals	Satisfactory
2. Governance and Administration	Unsatisfactory
3. Academic Programs	Unsatisfactory
4. Students	Satisfactory
5. Teaching and Support Staffs	Satisfactory
6. Research and development	Unsatisfactory
7. Infrastructure and Resources	Satisfactory
8. Social Responsibility	Satisfactory
9. External Relations and Internationalization	Satisfactory
10. Internal Quality Assurance System	Satisfactory

² The expert panel was guided by the following principles while carrying out the evaluation:

-unsatisfactory - if the University does not meet the requirements of the criterion and it is not allowed to continue the activities that way and urgent improvements are needed;

-satisfactory - if the University meets the requirements of the criterion yet there might be need for improvements.

