



# REPORT

## ON JOINT INTERNATIONAL ACCREDITATION

Federal State Budgetary Educational Institution of  
Higher Education  
“Moscow State P. I. Tchaikovsky Conservatory”



Moscow  
December 4-6, 2018

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The Chair  
of the Review Panel

Margus Pärtlas

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## **INTRODUCTION**

In May 2018 the Federal State Budgetary Educational Institution of Higher Education "Moscow State P.I. Tchaikovsky Conservatory" applied to the National Centre for Public Accreditation (hereinafter referred to as "NCPA") for joint international accreditation by NCPA and the Foundation for Quality Enhancement and Accreditation in Higher Music Education - Music Quality Enhancement (hereinafter referred to as "MusiQuE"). For this purpose, NCPA and MusiQuE signed an agreement and developed a joint guidance on external review of the Federal State Budgetary Educational Institution of Higher Education "Moscow State P. I. Tchaikovsky Conservatory" based on the MusiQuE standards for institutional review.

The procedure of joint international accreditation of the Federal State Budgetary Educational Institution of Higher Education "Moscow State P.I. Tchaikovsky Conservatory" (hereinafter referred to as "the Conservatory") was conducted on December 4-6, 2018 and included the analyses of the Self-Evaluation Report, the site visit to the Conservatory and preparation of this Report.

The main goal of the external review is to determine the correspondence of the activity of the Conservatory, delivering study programmes "Art of concert performance" (53.05.01), "Artistic direction of opera-symphony orchestra and academic choir" (53.05.02), "Art of music and theater" (53.05.04), "Musicology" (53.05.05), "Composition" (53.05.06), "Art of musical instrument performance (by types)" (53.09.01), "Art of vocal performance (by types)" (53.09.02), "Art of composition" (53.09.03), "Mastership of musical sound engineering" (53.09.04), "Art of conducting (by types)" (53.09.05), "Musicology and applied musical art" (53.03.06), "Study of art" (50.06.01) to the joint standards of musical education based on the MusiQuE standards for institutional review and the European Standards of Quality Assurance in Education (ESG-ENQA).

The Report on External Review is the reason for decision of the National Accreditation Board and the MusiQuE Board on accreditation.

## **CONTEXT AND MAIN STAGES OF THE REVIEW**

### **Terms of Reference**

According to Clauses 1, 3 Article 96 of the Federal Law of the Russian Federation of December 29, 2012 No.273-Ф3 "On education in the Russian Federation", organizations, which implement educational activities, may apply for public accreditation in various national, foreign and international institutions; employers, employer associations and designated organizations have the right to conduct public accreditation.

### **Composition of the Review Panel**

The international experts were nominated by MusiQuE.

The Russian expert was nominated by the Guild of Experts in Higher Education.

The representative of the professional community was nominated by the Department of Science and Education of the Ministry of Culture of the Russian Federation.

The representative of the students' community was nominated by the Russian Institute of Theatre Arts GITIS.

The composition of the External Review Panel was approved by NCPA and MusiQuE.

The Review Panel included five international and national experts:

- **Margus Pärtlas** - professor, PhD (Candidate of Arts), Vice Rector for Academic Affairs and Research, Professor of the Department of Music Theory, Estonian Academy of Music and Theatre — foreign expert, Review Chair;
- **Darius Kučinskis** - professor, PhD, Professor of the Department of Audiovisual Arts, Kaunas University of Technology, member of the Association for the Advancement of Baltic Studies (AABS), member of the International Musicological Society (IMS), member of the Society of Interdisciplinary Musicology (SIM) — foreign expert, Panel Member;
- **Yuri Karpov** - PhD (Candidate of Arts), Associate Professor, Vice-Rector for Research Activities, Professor of the Department of Choral Conducting, Zhiganov Kazan State Conservatory, expert of the Institute of quality control and accreditation of educational programmes in the field of Culture and Art — Russian Expert, Panel Member, Secretary of the Review Team;
- **Elena Kitaeva** - PhD (Candidate of Arts), Deputy Head – Head of the Department for Quality Monitoring of Artistic Education, Department of Education and Science, Ministry of Culture of the Russian Federation — representative of professional community, Panel Member;
- **Edita Tibilova** - 1st year postgraduate student, Department of Music Theatre Acting and Directing, Russian Institute of Theatre Arts GITIS — representative of student community, Panel Member.

The focused expert knowledge of the Panel members, long-term experience of working in the system of higher education and profession, active position of students and employers became the basis for effective consideration of issues within the framework of evaluation.

The participation of the Russian and foreign representatives of the higher education system gave an opportunity to analyze the activity of the Conservatory under evaluation in the context of the world trends in quality assurance and within the scope of the national educational system.

## **Purposes and objectives of the review**

The purpose of the joint international accreditation is improving quality of education and forming quality culture in educational institutions, discovering best practices in continuous enhancing the educational quality and public information on educational institutions delivering educational programmes in accordance with the musical education standards and the European educational quality standards.

## **Stages of the review**

The review included three main stages:

### *1.4.1. Study of the Self-Evaluation Report*

The Federal State Budgetary Educational Institution of Higher Education "Moscow State P. I. Tchaikovsky Conservatory" was responsible for conducting the self-evaluation procedure, developing and timely submitting of the Self-Evaluation Report to NCPA and MusiQuE.

According to the Guidelines, developed by NCPA and MusiQuE within the framework of the joint international accreditation, the Self-Evaluation Report is written on **73** pages and includes: introduction, findings, conclusions, annexes. The self-evaluation procedure was conducted on the basis of SWOT-analysis.

According to the review schedule the Self-Evaluation Report was submitted to NCPA in Russian and to MusiQuE in English and mailed to the members of the Review Panel 30 days before the site visit.

While studying the Self-Evaluation Report the Panel members had an opportunity to form a preliminary opinion on the Conservatory activity in regard of its compliance with the Standards.

The members of the Review Panel assessed the quality of preparation of the Self-Evaluation Report with regards to its text structuring, compliance of information with the Report sections; quality of perception; sufficiency of analytical data; availability of references to supporting documents; completeness of information, that on the whole provided them with an opportunity to form a preliminary expert opinion.

At the preliminary meeting of the Review Panel the members formulated the lines of inquiry, which defined the main strategy of the site visit.

### *1.4.2. Visit to the Federal State Budgetary Educational Institution of Higher Education "Moscow State P. I. Tchaikovsky Conservatory"*

The Review Panel visited the Conservatory on December 4-6, 2018 with the purpose of confirming the authenticity of the information, which was presented in the Self-Evaluation Report, collecting extra information on the implementation of the study programmes and checking the compliance of the Conservatory activity with the Standards.

The time line and the agenda of the site visit were preliminarily determined by NCPA and MusiQuE and approved after agreeing with the Conservatory administration.

During the site visit the Review Panel Members conducted a number of meetings and interviews with: the HEI administration and employees responsible for the accreditation procedure; representatives of administrative departments (the financial department, the organization and personnel department, the academic and methodological centre for training of artistic/performing and academic personnel of higher qualification, the educational department, the methodological department, the law department, the S. I. Taneyev Scholarly Music Library); deans and heads of the departments; alumni, teaching staff, undergraduate students, postgraduate students, assistant trainees, and representatives of the professional community.

During the site visit the Review Panel inspected:

- classrooms;

- concert halls (the Great Hall, the Small Hall, the Rakhmaninov Hall, the Nikolay Myaskovsky Concert Hall, the Oval Hall);
- the N. G. Rubinstein Museum;
- the multi-functional production-and-training centre of audio recording and sound engineering;
- the K. V. Kvitka Research Centre of Folk Music;
- the academic and artistic centre of electroacoustic music;
- the Library, the Archive;
- professional television of the Conservatory;
- classes and concerts as students' learning outcomes.

The Chair of the Review Panel managed the Panel's work.

The Review Panel considers it necessary to emphasize effective interaction of experts with NCPA and MusiQuE during the expertise and site visit to the Conservatory.

The Review Panel notes a high level of organizational provision and constructive work.

The Conservatory executive staff provided the administrative support, which included arrangement of meetings and interviews, provision with working space, computers with the Internet access, necessary research, academic and methodological documents.

During the site visit to the Conservatory the Review Panel members requested additional documents for scrutiny.

On the last day of the site visit the Chair of the Review Panel presented an oral report on the general conclusions of the visit to the Conservatory executive staff.

The agenda of the site visit can be found in the Annex to this Report.

## **DESCRIPTION OF THE EDUCATIONAL INSTITUTION**

The Federal State Budgetary Educational Institution of Higher Education "Moscow State P. I. Tchaikovsky Conservatory" is unique and one of the most reputable music educational institutions in the world. In 1986 the Conservatory became a member of the European Association of Conservatories (AEC). In 1991 the Conservatory, the first one among three Russian higher education institutions of arts, was classified as a particularly valuable object of cultural heritage of the peoples of the Russian Federation. In 2000 the Conservatory was awarded the UNESCO Mozart Medal. In 2016, for the first time ever, the Conservatory was among the 17 Russian universities in the top 50 best universities in QS World University Rankings by Subject, holding 27th place in the group of performing arts.

The Conservatory takes an active part in the development of musical education in Russia, it is one of the main organizers of international competitions and festivals, research conferences gathering musicians and researchers from all round the world.

The Conservatory includes 8 faculties, 24 special departments and 10 inter-faculty departments. It delivers the study programmes of a Specialist's degree (5 years of study), a Bachelor's degree (4 year), the study programmes providing scientific, pedagogical, creative and performing training of personnel of higher qualification (a postgraduate programme - 3 years, an assistantship programme - 2 years), as well as the further education programmes.

Each year about 1,000 students, over 140 postgraduate students and assistant trainees from Russia and other countries study at the Conservatory, and about 200 young musicians of different professional directions graduate from it.

Highly qualified academic teaching staff of the Conservatory employs more than 400 people, including 208 professors, 144 assistant professors, many of them hold honorary titles and academic degrees.

The Conservatory possesses a unique archive of musical treasures of Russia. The S. I. Taneyev Scholarly Music Library is one of the five largest music libraries in the world. The collection of the Museum named after N. G. Rubinstein includes personal belongings and documents of outstanding musicians and many other real evidences of the music history of Russia.

The Conservatory's organizational structure, its financial security, the existence of the Board of Regents guarantee stable development of this educational institution and maintenance of a high level of its study programmes for the foreseeable future. Teaching staff and students are supported by the Conservatory administration, their interests are also protected by the Trade Union system. The students of the Conservatory have an independent Trade Union body.

The internal quality management system allows the Conservatory to monitor all the stages of the educational process in real time. The study programmes are reviewed annually.

The Review Panel supports the Conservatory's initiatives presented at the meeting with its administration and academic staff.

**Table 1 - Overview of the Educational Institution**

<b>Full name of the educational institution</b>	The Federal State Budgetary Educational Institution of Higher Education «Moscow State P. I. Tchaikovsky Conservatory»
<b>Founders</b>	The Ministry of Culture of the Russian Federation
<b>Year of foundation</b>	December 24, 1865 - the Moscow Conservatory was established by the Russian Music Society at the request of Grand Duchess Elena Pavlovna 1966 — Twice awarded Lenin Order Moscow State P. I. Tchaikovsky Conservatory 1993 — Moscow State P. I. Tchaikovsky Conservatory 2003 — The Federal State Educational Institution of Higher Professional Education «Moscow State P. I. Tchaikovsky Conservatory» 2006 — The Federal State Educational Institution of Higher Professional Education (university) «Moscow State P. I. Tchaikovsky Conservatory» 2011 — The Federal State Budgetary Educational Institution of Higher Professional Education «Moscow State P. I. Tchaikovsky Conservatory (university)» 2015 — The Federal State Budgetary Educational Institution of Higher Education «Moscow State P. I. Tchaikovsky Conservatory»
<b>Web-site</b>	<a href="http://www.mosconsv.ru">http://www.mosconsv.ru</a>
<b>Current state accreditation status</b>	
<b>Location</b>	125009, Moscow, Bolshaya Nikitskaya St. 13/6
<b>Rector</b>	Doctor of Art History, Professor, Honoured Worker of the Arts Industry of the Russian Federation Sokolov Alexander Sergeevich
<b>License</b>	Series 90Л01 №9012 Reg. № 1979 of 03.03.2016 for an indefinite period
<b>State accreditation</b>	Certificate of the State Accreditation Series 90A01 № 2060, Reg. № 1964 of 23.05.2016 valid till 08.07.2019
<b>Number of students</b>	1392 full-time
<b>Number of teachers</b>	Total number — 461, of these, full-time — 348, part-time — 113

**Table 2 - Overview of the Structural Departments**

<b>Structural departments (heads)</b>	Voice Department (People's Artist of the Russian Federation, Professor Petr Skusnichenko), Department for Music History and Theory (Candidate of Art History, Associate Professor Irina Kozhenova), Composition Department (Associate Professor Alexander Koblyakov), Orchestra Department (People's Artist of the Russian Federation, Professor Vladimir Ivanov), Department for the Art of Historical and Contemporary Performance (Candidate of Art History, Mikhail Dubov) Department for Symphony and Choral Conducting (People's Artist of the Russian Federation, Honoured Worker of the Arts Industry of the Russian Federation, Professor Lev Kontorovich), Piano Department (Honoured Artist of the Russian Federation, Professor Andrey Pisarev), Department for Advanced Training Programmes (Honoured Artist of the Russian Federation, Professor Elena Savelieva).  Source: Self-Evaluation Report, p.9.
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<p><b>Educational programmes</b></p>	<p><b>Specialist's programmes:</b>  «Art of concert performance. Piano» (53.05.01),  «Art of concert performance. Piano. Organ, harpsichord, historical clavier» (53.05.01),  «Art of concert performance. Concert string instruments (violin, viola, cello), historical string instruments» (53.05.01),  «Art of concert performance. Concert string instruments (double bass, harp), historical string instruments» (53.05.01),  «Art of concert performance. Concert wind instruments (flute, clarinet, oboe, bassoon, trumpet, trombone, French horn, tuba), historical wind instruments» (53.05.01),  «Art of concert performance. Concert percussion instruments, historical percussion instruments» (53.05.01),  «Artistic direction of opera-symphony orchestra and academic choir. Artistic direction of opera-symphony orchestra» (53.05.02),  «Artistic direction of opera-symphony orchestra and academic choir. Artistic direction of academic choir» (53.05.02),  «Art of music and theater. Opera singing art» (53.05.04),  «Musicology» (53.05.05),  «Composition» (53.05.06).</p> <p><b>Bachelor's programmes:</b>  «Musicology and applied musical art. Music journalism and editorial work in mass media» (53.03.06),  «Musicology and applied musical art. Music art management» (53.03.06),  «Musicology and applied musical art. Ethnomusicology» (53.03.06).</p> <p><b>Postgraduate programmes and assistantship programmes:</b>  «Study of art. Musical art» (50.06.01),  «Art of musical instrument performance. Solo piano performance» (53.09.01),  «Art of musical instrument performance. Ensemble piano performance» (53.09.01),  «Art of musical instrument performance. Accompanier piano performance» (53.09.01),  «Art of musical instrument performance. Solo organ performance» (53.09.01),  «Art of musical instrument performance. Solo historical instruments performance » (53.09.01),  «Art of musical instrument performance. Ensemble historical instruments performance» (53.09.01),  «Art of musical instrument performance. Solo string instruments performance» (53.09.01),  «Art of musical instrument performance. Ensemble string instruments performance» (53.09.01),  «Art of musical instrument performance. Solo wind instruments performance» (53.09.01),  «Art of musical instrument performance. Ensemble wind instruments performance» (53.09.01),  «Art of musical instrument performance. Solo percussion instruments performance» (53.09.01),  «Art of musical instrument performance. Ensemble percussion instruments performance» (53.09.01),  «Art of musical instrument performance. Solo plucked string instruments performance» (53.09.01),  «Art of musical instrument performance. Ensemble plucked string instruments performance» (53.09.01),  «Art of vocal performance. Academic singing» (53.09.02),  «Art of composition» (53.09.03),  «Mastership of musical sound engineering» (53.09.04),  «Art of conducting. Academic choir conducting» (53.09.05),  «Art of conducting. Symphony orchestra conducting» (53.09.05)</p>
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	Source: Self-Evaluation Report, pp.7-9
<b>Level of training / Standard period of training</b>	Specialist's programme / 5 years, Bachelor's programme / 4 years, training of personnel of higher qualification (postgraduate programme) / 3 years, training of personnel of higher qualification (assistantship programme)/ 2 years
<b>Date of the site visit</b>	December, 4-6 2018
<b>Person responsible for accreditation</b>	Nikolay Tarasevich, Doctor of Art History, Professor, Vice Rector for Education and Curriculum Office

## **FINDINGS**

### **3.1 DOMAIN 1. INSTITUTIONAL MISSION, VISION AND CONTEXT**

#### **Standard 1.1. The institutional mission and vision are clearly stated.**

The Moscow Conservatory clearly formulates its Mission - to train highly professional workers who are able to enrich great achievements of the national performing art and science, to represent with dignity the Russian culture following the strategic directions of the state cultural policy.

The Conservatory pursues the strategic goal of creating full-scale conditions which help present that as a modern international centre of music education, science and enlightenment, performing functions of a key partner of cultural and educational institutions in the cultural field in the process of human resources preparation for all the country regions and foreign partner countries (Self-Evaluation Report, p.13, Annex 2). The Mission accomplishment and achievement of the strategic goal becomes possible by attaining the objectives that the Conservatory sets forth. Meetings and consultations with all the participant groups of the educational process have proved that they understand and completely share the Mission designated by the Conservatory. The representatives of the professional community and alumni have confirmed that the Conservatory activity complies with the objectives it declares, and it sustainably maintains the highest level of student training.

On the results of the site visit the External Review Panel made a conclusion that the Moscow Conservatory implements systematic, comprehensive and highly professional training of specialists possessing professional knowledge and skills, an ability to think actively and independently, using their creativity for solution of different professional tasks (meetings with the administration, administrative personnel, teaching staff, undergraduate students, postgraduate students, and assistant trainees).

The objectives of the Conservatory are attained on the basis of the traditions formed for the 150-year history of the Conservatory, thanks to its highly professional teaching staff and a unique potential of its facilities and resources (Self-Evaluation Report, meetings with teachers, the administration, inspection of the Conservatory premises).

The ratio of education, creativity and science covers all aspects of the life of the Conservatory, professional relations, fruitful creative and productive research activities of leading teachers, is a condition for the formation of creative, pedagogical and scientific schools.

The graduates of the main cluster of the study programmes of the Conservatory are awarded a Specialist's degree that corresponds to Level 7 of the National Framework of Classifications; degrees awarded after accomplishment of the assistantship and postgraduate programmes correspond to Level 8 of the National Framework of Classifications (Self-Evaluation Report, p.22). According to the interview with the Conservatory administration, the Bachelor's programmes became an addition to the traditional educational system developed at the Conservatory, they are implemented in the 3 profiles of the major "Musicology and applied musical art" (Self-Evaluation Report, p.2) and correspond to Level 6 of the National Framework of Classifications.

The Conservatory activity is fully open: descriptions of the study programmes, the institution's internal policies and procedures developed in

compliance with the Russian legislation and represented in the Self-Evaluation Report (Annexes 1.1. – 1.20) are publicly available at the Conservatory’s portal (<http://www.mosconsv.ru>). The Conservatory ensures absolute equality of access to education having only educational requirements to applicants according to the law (Self-Evaluation Report, pp.17, 18, 31) and additional artistic entrance examinations (Self-Evaluation Report, pp.31, 32).

The Review Panel stated that the Conservatory has a developed internal quality system (Self-Evaluation Report, pp.57-58, meetings with the administration, representatives of the structural departments, teaching staff), and collected statistic data are used for achievement of the institutional mission (Self-Evaluation Report, pp.18-19, information on admission, a number of employees, a number of students, information on financial and economic activity). All the educational process participants are aware of this system, and its regulatory framework is publicly available.

### **Achievements:**

1. The Conservatory takes an exceptional place in the system of music education in Russia. A 150-year historical heritage and traditions formed by outstanding musicians of the previous generations are fulfilled in the contemporary pedagogic practices of the Conservatory.
2. In fact, the Conservatory takes the leading place among music higher education institutions of Russia. Its multiyear pedagogic, performance and research activity as well as the Conservatory’s international reputation provide undeniable prerequisites for attainment of the declared mission.
3. The status of "a particularly valuable object of cultural heritage of the peoples of the Russian Federation" assigned at the legislative level (Self-Evaluation Report, p.17) makes the position of the Conservatory unique.

### **Areas for improvement:**

At the same time, the Review Panel considers it is possible to recommend the Conservatory to elaborate its Development Strategy in two directions: (i) to extend horizons for 10-15 years and (ii) to describe the mechanisms of its implementation in more details adding specific target indicators that would allow monitoring and evaluating of the Strategy attainment more exactly and adequately.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 1.**

## **3.2 DOMAIN 2. EDUCATIONAL PROCESSES**

### **Standard 2.1. The goals of the institution are achieved through the content and structure of the study programmes and their methods of delivery**

All information about the programmes are publicly available: in the electronic form on the website of the Conservatory, approved printed copies at the Departments’ offices, at the Education and Curriculum Division and at the offices of the Vice Rectors for Education and Research (Self-Evaluation Report,

p.21, Conservatory website).

The processes of development and approval of the study programmes are clearly defined and involve all the stakeholders. The study programmes are developed in compliance with the Federal State Educational Standard (Self-Evaluation Report, pp.19-21). The students, teaching staff and deans confirm that they clearly understand the programme development processes and the opinion of each respondent group is taken into account for annual updating of the programmes (meetings with the relevant groups of the educational process participants). For the same purposes, annual meetings of the Board of Regents of the Conservatory and representatives of the partner employers are held, and annual surveys of alumni on results of their training and further employment, their problems and challenges are conducted, etc. (Self-Evaluation Report, p.21, meeting with the administration and members of the Board of Regents).

The Review Panel found confirmation that the assessment mechanism of the expected learning outcomes includes attestation, interim and final assessment, different types of practical training (Self-Evaluation Report, p.22, meetings with students, alumni and employers).

The study programmes delivered by the Conservatory are based on the principle of successive teaching, and training of professionals is determined by such factors as meeting the labour market needs and the requirements to alumni's education quality. The study programmes are developed using the superdisciplinary principle, it implies that a competence is formed on the subject material of different disciplines. As teaching of discipline is planned upon the learning outcomes, it can ensure the verifiability of goals, objectives and learning outcomes of the study programmes.

The Review Panel ascertained that the Conservatory provides students with supreme opportunities for individual educational paths. Each student is assigned to a teacher of a special class from the Conservatory teaching staff, who assists in the personal and professional development of the student (Self-Evaluation Report, p.25); students are entitled to choose disciplines from the elective part of the curriculum, electives make at least 30% of such part (Self-Evaluation Report, p.22). Each student has an electronic portfolio where they record their individual results. Portfolios are included into the students' personal accounts in the electronic information and educational environment of the Conservatory (meetings with teachers, students and alumni).

The students' research, creative and educational initiatives both in the educational and extracurricular activities are supported by the Conservatory administration and student associations: the Students' Scholarly and Art Society and the Students' Trade-Union Body (meetings with the administration, students).

The implementation of the study programmes involves different educational technologies and forms of training activity (Self-Evaluation Report, pp.23-24, meetings with teachers, students). Students improve their skills doing research and implementing creative projects focused on mastering scientific methods and enhancing their creativity. All students take part in all-Russian and international conferences, round tables, seminars, festivals, and competitions (Self-Evaluation Report, p.24, meeting with students). At the same time, the Review team believes that there is an opportunity to pay more attention to the development of the skills of scientific work for students of performing specialties.

At the meetings with teachers and students the Review team was convinced that the Conservatory encourages the development of critical thinking

and self-reflection of students. For example, the results of scientific and creative events (student's performance with a report at the conference or participation in the concert) are analyzed under the guidance of the teacher in the classroom. A critical analysis, identification of strengths and weaknesses of the student's performance, ways to improve the results in future is carried out as well. At the same time student's self-analysis is actively encouraged. It contributes to the improvement of students' academic performance, independence, and active participation in the social life of the Conservatory (meeting with students, meeting with teachers).

Encouragement measures (announcement of gratitude, awarding a diploma, a valuable gift or money reward) and the procedure for their use are determined by the internal local document "Internal Regulations for Students" (meeting with teachers, meeting with students, para 5 of the local document "Internal Regulations for Students").

The Moscow State Conservatory creates a favourable educational environment for the preparation of students for implementing their creative, musical and artistic projects, including those in the frameworks of national and international competitions and festivals. Students have an opportunity to rehearse in the Conservatory classrooms and concert halls, to use rare musical instruments and sound systems, to use unique opportunities of the Conservatory library and the archive (Self-Evaluation Report, p.25, meetings with teachers, students). Though by the moment the students' need in classrooms and musical instruments for independent study are not met in full (meeting with students), the administration plans to settle these problems after the renovation of buildings and equipping of dormitories (meeting with the administration).

### **Achievements:**

1. The Conservatory study programmes are focused on the best national and international practices, the programmes are clearly structured and evidently point out the expected learning outcomes.
2. Annual updating of the study programmes allows the Conservatory to respond the market changes in a flexible and mobile manner. Opinions of all the groups of the educational process participants are taken into account.
3. Accessibility of the practical training site, training in the virtual environments, on-line courses give students an opportunity to form individual educational paths.
4. Students' educational initiatives are supported by the administration.

### **Areas for improvement:**

The Review Panel recommends to use experience of employers, especially international ones, in the development of curricula and working programmes more effectively. It will allow faster responding to the changes of demands both of the Russian and international markets and better preparing of graduates for life in the conditions of the global concert and performance practices.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 2.1.**

## **Standard 2.2. The institution offers a range of opportunities for students to gain an international perspective**

In the framework of student internationalization the Conservatory organizes students' participation in the international research conferences, internships, competitions, festivals, summer schools, etc. In order to overcome the internationalization barriers students have an opportunity to learn foreign languages (English, German, French) during the entire period of their study.

The Review Panel found out that students are interested in greater internationalization, first of all within the postgraduate study (meeting with students).

The Conservatory maintains a developed system of international relationships and intensively implements annual international creative and scientific projects (Self-Evaluation Report, pp.26-27).

The Conservatory has 50 framework agreements with foreign musical higher education institutions, and the Conservatory Rector is Chair of the CIS Conservatory Rectors' Council (meeting with the administration). The organization and plan actions for the international activities of the Conservatory are supervised by the Department for International Affairs. The Office for Foreigners' Studies coordinates the delivery of educational services for foreign citizens. Currently, the Conservatory has a sufficient number of foreign students (316 foreign students, postgraduate students, assistant students from 32 countries of the world) including students of the pre-University course. The Dean's office recruits international prospective students, using its relations with the foreign embassies in Moscow, performance groups and musical educational institutions in Europe, South Eastern Asia, Latin America, the USA.

Although the Conservatory has an agreement on internship of the students of the Voice Department in Italy, long-term study visits of the students of the Conservatory to other countries are rare (meeting with the students, administration). The senior management of the Conservatory believes that the main barrier of student mobility is a political and economic situation which is not enough favourable now. For example, the most effective programme of the European cooperation, ERASMUS, is first of all designated for educational institutions of the European Union. Nevertheless, the Review Panel recommends the Conservatory to build up stronger bilateral relationships with foreign institutions that would allow the students of the Conservatory, at least those of the post-graduate level, to get more substantial study or internship experience from another country. The Review Team believes that a more systematic approach to internationalization and better strategic planning would contribute to the achievement of this goal.

The students who have successfully completed the study programmes can receive, on request, an official transcript (translation of the Diploma Supplement) issued on the Conservatory official form. The Conservatory is working on the issuance of European Diploma Supplement.

The delivery of the study programmes involves international teachers (master classes and open rehearsals).

Over the recent years the international exchange of such a kind has increased by several times (meetings with teaching staff, students).

As part of the international cooperation the Conservatory hosts and participates in research conferences, competitions, international seminars, open lectures, and master classes.

On average, during the year the Conservatory holds about 200 educational events abroad and similar meetings with international professionals at its own premises (meetings with the administration, teaching staff, students, Self-Evaluation Report, p.29).

### **Achievements:**

1. The Conservatory enjoys international credibility and is a constant venue of competitions and festivals, that attracts outstanding musicians and researchers to take part in the Conservatory activities as instructors of master classes or participants of international conferences, etc.

2. The Conservatory has a significant number of international students, it helps create the environment of permanent international cultural exchange.

### **Recommendations:**

The Review Panel recommends to develop and adopt a long-term plan of enhancing opportunities for internationalization/academic mobility of the Conservatory students and teachers, particularly in part of developing possibilities for two-sided exchange (for example, in the framework of the Erasmus+ programme). Such plan should support long-term (3-10 months) students' travels abroad and may mostly be intended for postgraduate students and assistant trainees.

**The External Review Panel came to conclusion that the Conservatory *substantially* complies with Standard 2.2.**

### **Standard 2.3. Assessment methods are clearly defined and demonstrate achievement of learning outcomes**

The Review Panel has confirmed that the Conservatory is constantly working on the introduction of clearly defined criteria and assessment procedures of students' knowledge, levels of their competence formation, which correspond to the expected learning outcomes. This issue is regularly considered at the department meetings, meetings of the Conservatory Academic Council, and meetings at the Dean's offices (meeting with Deans).

The system of continuous knowledge assessment includes different forms of control that are implemented on the basis of the Regulations on current control of progression and interim attestation of students and the Regulations on current control of progression and interim attestation of postgraduate students and assistant trainees.

Students are advised on all types of attestation at the beginning of the semester, this information is always accessible both in the electronic and printed form (meeting with students, teaching staff).

The Review Panel emphasizes that the assessment criteria are clearly defined and understood by all participants of the educational process (meeting with students, teaching staff). In case of disagreement with a mark students may apply to the Appeal Committee which can find out whether there is any breach or not (meetings with students, teaching staff).

Both students and teachers are fully satisfied with the assessment system adopted at the Conservatory. It is understandable and objective. However, the

interview with the teaching staff revealed minor differences between the departments in their approach to assessment. As an area for improvement the Review Team believes that closer cooperation between different faculties and departments (joint discussions, joint examination commissions) will allow to respond quickly to changes in study programmes, provide even greater objectivity in the assessment and help in improving the evaluation criteria.

Students can voice their opinion on the organization and content of the educational process within personal appointments, through written requests or electronic letters to practically any executive officer of the Conservatory. The e-mail addresses, locations and working hours of the Conservatory services are posted on the institution official website. In addition, all the teachers are open for individual work with students, it is typical that each professional holds consultation on the assigned disciplines every week.

**Achievements:**

1. The Conservatory has an elaborated and approved system of assessment of learning outcomes that is clear for all the participants of the educational process.
2. The Conservatory has a resolution mechanism for conflict situations, if any.

**Areas for improvement:**

Cooperation between different faculties and departments can be developed further for the purpose of improvement of transparency and comparability of the assessment process.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 2.3.**

**3.3 DOMAIN 3. STUDENT PROFILES**

**Standard 3.1. Clear admissions criteria exist, which establish artistic/academic suitability of students**

The Review Panel received convincing evidence that the Conservatory has clear and understandable criteria for admissions that are publicly available on its website (Conservatory website, meeting with students) and on the information boards in the Conservatory premises. To be admitted to the study programmes applicants should meet educational requirements (admissions to the Bachelor's and Specialist's programmes require a completed secondary education, admissions to the postgraduate and assistantship programmes require higher education) without any other limitations.

In addition, the Conservatory has additional artistic entrance examinations aimed at selection of the most talented and well-prepared applicants for enrollment. Applicants having individual achievements such as titles of laureates of international and all-Russian competitions are assigned additional points within the admission process, it is specified in the Admission Rules.

The analysis of the entrance examination results has shown that a level of competition for entering the Conservatory remains high even though the requirements to applicants are rather strict. It ensures the enrollment of the most capable applicants (Self-Evaluation Report, p.33, Data of Admission Campaign 2018).

### **Achievements:**

1. The Conservatory has developed clear and easily understandable admission rules publicly available on its website.
2. The Conservatory has developed an effective system of searching for talented students on the basis of close cooperation with children's and secondary music schools.
3. The Conservatory has a high level of competition for entering while the admission requirements remain strict, therefore it enjoys the opportunity to select the most talented applicants.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 3.1.**

### **Standard 3.2. The institution has mechanisms to formally monitor and review the progression, achievement and subsequent employability of its students**

The Conservatory monitors the progression and achievements of its students within the study programmes through interim attestations and the state final attestation as well as the development of the informational support of the educational process.

The Conservatory constantly improves clearly defined criteria and appropriate procedures of knowledge assessment, levels of competence formation that correspond to planned learning outcomes (Self-Evaluation Report, p.33, meetings with Deans, teaching staff). The continuous knowledge control includes different forms of control complying with the internal policies and procedures (Regulations on current control of progression and interim attestation of students; Regulations on current control of progression and interim attestation of postgraduate students and assistant trainees). An integral part of each working programme is a fund of assessment materials which is accessible for all the participants of the educational process (meetings with teaching staff, students).

The results of the progression analysis are considered at the meetings of the Academic Council. The results of the current control and interim attestations are analyzed at the meetings of departments and applied for improvement of the educational process and student training quality.

Students are advised on the rules and procedures of all types of attestation, control measures and forms in the beginning of the semester, and this information is available within the entire period of their study on the Conservatory official website.

According to the Regulations on current control of progression and interim attestation, students have the right to recognition of their learning outcomes in the disciplines/practical training, including those obtained abroad. The recognized learning outcomes are accounted as interim attestation results in accordance with the submitted confirming documents.

The Conservatory gives a great attention to assistance in the employment of its graduates by holding a number of purposeful events. At the same time, the Review Panel notes that these efforts could be more effective if the institution is able to establish a permanently working unit for coordination of such events.

The Conservatory alumni enjoy all the opportunities for building successful careers. Musicians graduated from the Conservatory are globally recognized solo performers, members of the world and Russian leading orchestra, they are

involved in the teaching and research work at the music higher education institutions, vocational and children's music schools as well as at other institutions of culture and arts, and work as heads of educational institutions worldwide (Alumni Employment, Self-Evaluation Report, pp.35-36). At the same time the Review Panel emphasizes that students could be given a clearer and more certain idea of the today's highly competitive international musical life and the global art space in general.

Analysis of the alumni employment for the recent 4 years shows that most graduates are employed according to their major. Nevertheless, the Review Panel notes that these data comprise only 60% of alumni, and there is no information on the rest 40% (Information on Alumni Employment for 2016, 2017, 2018). Though according to the Agency for Employment, the Conservatory alumni are not registered as unemployed (Self-Evaluation Report, p.36), the mentioned indicators do not assure that they are employed according to their major.

Employers' feedback evidences their appreciation of a high educational level of the Conservatory graduates, their professional and business skills. It is confirmed by the feedback that the Conservatory receives from the management of organizations.

#### **Achievements:**

1. The Conservatory deploys effective mechanisms of control and analysis of the students' progression and achievements.
2. The Conservatory applies a system of recognition of students' prior learning outcomes obtained at other higher education institutions including study abroad.
3. Employers' feedback emphasizes a high educational level of the Conservatory graduates.

#### **Recommendations:**

1. The Review Panel believes it is necessary to recommend the institution to more actively form the objective and adequate students' idea on the system of the global music performance market as well as the global art space in general and on the self-promoting methods in this environment.
2. To consider a possibility of establishing a specialized structural unit which should monitor the current internal and international labour market, compile and support a vacancy data base, assist in the Conservatory graduates' employment (similar to the European **career advisor**). It is also desirable to pay more attention to tracing alumni's employment and careers. The establishment of such a unit is possible due to optimization of the support staff units.

**The External Review Panel came to conclusion that the Conservatory *substantially* complies with Standard 3.2.**

### **3.4 DOMAIN 4. TEACHING STAFF**

#### **Standard 4.1. Members of the teaching staff are qualified for their role and are active as artists/pedagogues/researchers**

The main direction of the staff policy of the Conservatory is the development of staff potential. The core of the Conservatory's teaching staff is comprised of famous musicians with extensive musical and teaching experience. The Conservatory is constantly recruiting young musicians coming after assistantship or postgraduate courses, which ensures the continuity and staff

rotation. The qualification of the employed teaching staff corresponds to the qualification characteristics established by the Unified Qualification Reference Book for positions of managers, specialists and employees. All the data on the teaching staff and their professional characteristics are available from the official website of the Conservatory (Self-Evaluation Report, p.37).

The Conservatory definitely has its institutional strategy aimed at support and development of artistic, pedagogical and research activity of its staff members. The teaching staff of the Conservatory use individual annual working plans, which elaborate the above mentioned activities of a teacher. Artistic, pedagogical and research activities of a teacher are measured in academic hours and governed by internal regulations (Procedure for regulation and planning of teaching, meeting with teaching staff).

The Conservatory Academic Council approved the procedure of material support of the teaching staff for active participation in artistic, pedagogical and research activities. The reward mechanism is clear and transparent for the teaching staff (meeting with teachers).

All the teaching staff of the Conservatory are regularly involved in advanced training and skills development. The Review team was convinced it is done on a systematic level (meeting with teachers). For this purpose the Faculty of Advanced Studies, which implements a wide range of skills upgrade programmes, successfully operates in the Conservatory. The teachers of the Conservatory are required to update their qualification at least once in 3 years which is done both on the base of the Conservatory and other institutions (self-study report, p. 38). Teachers are involved in research and creative work, publish the results of these activities (the Conservatory's publications, Information on qualification update and professional retraining of the teaching staff, certificates for professional retraining/traineeship).

The External Review Panel received convincing evidence that the teachers of the Conservatory take the leading positions in different events organized by the Institution, particularly in cultural and creative spheres: concerts, lectures, workshops, different juried music contests (meetings with deans, teachers, concert posters).

The teachers' of the Conservatory are encouraged to engage in ongoing critical reflection. Thus, they are involved in the development of assessment materials of the courses taught, regular and interim control of students' knowledge, participation in state examination commission, reviewing research and methodological publications (Self-Evaluation Report, p.39).

The Students' Scholarly and Art Society of the Conservatory is actively involved in this process. Therefore, students' critical reflection skills are also developed.

The teaching staff with scholarly background is publishing actively on various topics of musicology, music theory and ethnomusicology. However, these publications are mostly in Russian, published by the Conservatory itself or other local publishing houses. The Conservatory itself refers (Self-Evaluation Report, p. 70) to publishing in journals and collections, indexed in international databases Web of Science and Scopus, as an area for improvement.

### **Achievements:**

1. The Conservatory enjoys highly-professional and well-qualified teaching staff recruited in compliance with the legislation of the Russian Federation, internal regulations and traditional practices.

2. The Conservatory has in place a clear and transparent strategy to support all the activities of its teaching staff.
3. The Conservatory has in place a system of regular qualification development for the teaching staff.

**Areas for improvement:**

The teachers delivering academic courses and having research profile should more actively publish the results of their research work in peer-reviewed journals and books in English to make them more easily accessible for the international community of musicologists and music theorists.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 4.1.**

**Standard 4.2. There are sufficient qualified teaching staff to effectively deliver the programmes**

The quality and quantity of the teaching staff is regulated by the Federal State Educational Standards of Higher Education and the Conservatory meets this requirement.

According to the data provided in the Self-Evaluation Report, the number of qualified teaching staff is sufficient: for 1392 full-time students there are 461 teachers; 94% of them are prize-winners of international competitions or have honorary title. 62,5% of the teachers (288 persons) hold a scholarly degree, 37% of the teachers (173 people) hold a doctorate or the title of a professor. During the meeting with the Expert Panel the students confirmed that they are very satisfied with the amount of contact hours they get and the quality of teaching.

The academic workload is annually developed and directly depends on the requirements of the study programme. The share of the teaching staff with state honorary titles, laureates of international and all-Russian competitions, laureates of state prizes is 94%. Several generations of talented musicians, genuine representatives of the national music culture, teach at the Conservatory. The institution's staff include 76% full time and 24% – part time personnel (Self-Evaluation Report, p.37). Young teachers are recruited with a probation period followed by the period of assistantship under the supervision of a more experienced teacher. Thus, the continuity and gradual inclusion into the profession is ensured (meeting with the administrative personnel, teachers, deans of faculties).

At least once in three years the teaching staff of the Conservatory update their qualification level and master new teaching methods contributing to the successful adaptation to the changing professional requirements for future musicians (meetings with teachers, deans of faculties). The teaching staff of the Conservatory are engaged in design of study programmes, which helps to review the existing courses and develop new ones in a time-effective manner.

Personnel recruitment is carried out in compliance with the general legal requirements and internal regulations published on the Conservatory's official website (Self-Evaluation Report, p.41). Despite the fact that the Conservatory declares the priority employment for its graduates, which helps keeping the established traditions of the old school, the contest for filling the vacant positions is open and the External Review Panel witnessed that quite a number of teaching

and administrative staff graduated from other educational institutions (meeting with administrative personnel). The average age of the teaching staff is 54 years (Staffing Schedule).

**Achievements:**

1. The Conservatory has sufficient number of teachers representing different generations of talented musicians.
2. The Conservatory has a well-developed recruitment procedure ensuring continuity and experience enhancement.
3. Taking great care of its traditions, the Conservatory is open for young and talented teachers.

**Areas for improvement:**

The risk of in-house development of human resources is the closed nature of the institution and its creative shrinkage. Keeping this in mind the administration of the Conservatory should adhere to the existing flexibility of the staff policy.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 4.2.**

### **3.5 DOMAIN 5. FACILITIES, RESOURCES AND SUPPORT**

#### **Standard 5.1. The institution has appropriate resources to support student learning and delivery of the programmes**

The Conservatory has a historical complex of buildings (premises) originally constructed for a musical HEI. All the buildings of the Conservatory are modernized and complied with applicable sanitary, academic and fire regulations. The classrooms and premises of the Conservatory allow conducting all types of course and intercourse training, creative and research work of students, provided by the curriculum (inspection of the academic buildings and premises). The Conservatory is planning to construct a training opera theatre, necessary for comprehensive training of opera singers (meeting with the Conservatory administration).

There are classrooms at the Conservatory equipped for all kinds of classes, for current control and interim attestation, as well as classrooms for students' individual work. The total number of classrooms is 102. The Conservatory provides conditions for storage, support, repairing and preventative maintenance of musical instruments (Self-Evaluation Report, p.42, inspection of the Conservatory premises).

During excursion around the Conservatory the Review team got evidence of the significant improvement of the facilities and resources of the Conservatory. Taking into account that some premises are under reconstruction, the Review team advises to find additional self-study classrooms for the students (under request) for this temporary period of time.

The Conservatory has concert halls of federal importance, which are used in education: the Great Hall (1,780 seats), the Small Hall (439 seats), the Nikolay Myaskovsky Concert Hall (75 seats), the Oval Hall of the N. G. Rubinstein Museum (60 seats) (inspection of the Conservatory premises, meetings with teachers and students). Due to their acoustic properties and interiors the Great and Small Halls are recognized ones of the best in the world. During a year the Conservatory gives over 500 own concerts in these halls.

Classrooms are equipped with modern computers with licensed software and internet connection. Because of on-going reconstruction of the Conservatory buildings, students face certain difficulties with accessing the classes for self-studies (meeting with students).

The Conservatory puts great effort in providing teachers and students with adequate catering services and medical care. The dormitories are located close to the Conservatory and provide accommodation for 730 non-resident students (inspection of dormitories). The External Review Panel emphasizes that the Conservatory has implemented a set of measures within the framework of the programme "Accessible Environment" for unhindered access of persons with disabilities to the academic buildings and the concert halls.

The Conservatory has a sufficient number of musical instruments, including historically valuable ones. The maintenance and repairing of the instruments is carried out by a special department, the Administration of repair and tuning workshops for musical instrument (Self-Evaluation Report, p.44).

The Conservatory makes full use of the available information technologies to support the learning process. Computer classes are equipped to the enough extent and have access to the Internet. The Conservatory has a recording studio, which is used for recording concerts and restoration of archived records. There is also an electro-acoustic laboratory (inspection of buildings and premises, interview with teachers, Self-Evaluation Report, p.45). The Conservatory has in place all the necessary facilities and resources for the delivery of the programme "Musical sound engineering". All the concert halls of the Conservatory are equipped with sound-recording control rooms.

The Sergey Taneyev Scholarly Music Library of the Conservatory is one of the largest music libraries in Russia and one of the leading in the world. The library's collection encompasses around 1.5 million recording and printed items, which is more than enough for the support of the educational process. The collection of rare editions and manuscripts, personal collections and autographs are particularly valuable for the Conservatory (getting connected to e-catalogue). The Library provides access to international bibliographic databases. Despite the fact that the work of the library is affected by the on-going reconstruction, once the reconstruction is completed, its floor area will increase and technical equipment will improve (meetings with administrative staff members of the Conservatory).

The Library of the Conservatory provides students with remote access to literature, databases and information reference systems, which are required by the working programmes of disciplines. All the teachers and students have access to the library resources.

The work of the Dissertation Council D 210.009.01 for the defense of dissertations for Candidate of Sciences and Doctor of Sciences degrees in 17.00.02 "Musical Art" specialty is also very important for the Conservatory.

### **Achievements:**

- 1.The buildings, classrooms and concert halls are adequately equipped for the programme delivery. All the buildings and premises of the Conservatory can be accessed by people with disabilities.
- 2.The number of musical instruments of the Conservatory is adequate and sufficient to support the educational process. They are tuned, maintained and repaired in a timely manner.
- 3.Information technologies are actively and reasonably involved in the learning process.

4. The Scholarly Music Library of the Conservatory has a wide collection of resources and is used as a "Russian information music centre".

**Areas for improvement:**

The External Review Panel thinks it is especially important to mention the significant improvement of the facilities and resources of the Conservatory and expresses its wish to complete the reconstruction as soon as possible. Until the reconstruction is completed, the Review Panel recommends to find temporary premises to increase the number of students' practicing rooms.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 5.1.**

**Standard 5.2. The Institution's financial resources enable successful delivery of the study programmes**

During the site visit the External Review Panel receives convincing evidence of the Conservatory's financial stability. The financial resources of the institution come from the funding provided by the state, a variety of adjusting factors and from fee-paid services (Self-Evaluation Report, pp.47-48). The Conservatory also makes a profit from agreements on rendering paid educational services (171 people) (Self-Evaluation Report, p.19), from grants and donations from physical and legal entities (Self-Evaluation Report, p.48).

The Conservatory's financial stability is ensured by the federal income allocated in the framework of admission quotas, tuition fee coming from fee-paying students, grants of the President of the Russian Federation supporting projects in science, education, art and culture, as well as entrepreneurial activity of the Conservatory.

The Conservatory's internal policy related to the distribution of financial resources among the participants of educational relations is regulated by the Collective Agreement. The decisions regarding the distribution of funds received from income-generating activities are made based on peer review of applications of structural units and decision-making in accordance with the competence of the Conservatory's management bodies (Self-Evaluation Report, p.48, Collective Agreement, meeting with the administrative staff members, deans of faculties).

Financial planning is carried out within the framework of the Plan of Financial and Economic Activities for the current and the next two years taking into account different economic processes (meeting with the representatives of financial department, Plan of financial and economic activities).

At present, the Conservatory is developing a Risk Management Strategy in the principle of break-even activity, taking into account the prediction of possible risks and minimizing losses.

**Achievements:**

1. Financial stability of the Conservatory is ensured by income from the Federal budget, grants of the RF President and persistently high number of agreements with fee-paying students.
2. Decision-making regarding the distribution of financial resources is open and collegiate.
3. Two-years in advance financial planning makes it possible to prevent risks caused by unstable economics.

**Areas for improvement:**

The External Review Panel recommends the Conservatory to finalize the Strategy of Risk Management in the principle of break-even activity, taking into account the prediction of possible risks and minimizing losses. It is also recommended to continue enhancing the funding strategy.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 5.2.**

**Standard 5.3. The institution has sufficient qualified support staff**

The External Review Panel received convincing evidence that the educational process is fully and unreservedly (in some cases excessively) supported by the qualified support staff (Self-Evaluation Report, p.49). 80% of the staff members have higher education, 2 staff members hold a degree of a Doctor of Sciences, 2 staff members hold a Degree of Candidate of Sciences, which confirms high level of support staff qualification.

The External Review Panel came to conclusion that the Conservatory views its personnel as its main asset and strategic resource which ensures its competitive advantage. The Conservatory promotes career development of its staff members on a regular basis including regular training, retraining and the system of personnel motivation.

During the on-site visit the Review Team got evidence that the support staff facilitates the functioning of the Conservatory in all areas: educational, creative, scientific, and also administrative and economic.

Support staff provides:

- uninterrupted functioning of educational, administrative buildings, student dormitories;
- the functioning of the scientific library, which the students of the Conservatory use for free;
- the functioning of the Electronic Information and Educational Platform, assistance to students and teachers in creating personal areas in it, the placement of relevant educational and methodological information and the formation of a student portfolio;
- organizing and conducting concerts, creative and scientific events (organizational, technical and informational support for events, making booklets, posters, providing audio and video recordings), including student events;
- coordination of the activities of the Conservatory creative teams, including student ones;
- preparation of educational documentation for students and teachers in accordance with the requirements of the legislation (current schedule in accordance with the curriculum, statements, current and final certification protocols, test books, diplomas, etc.), including visa support for foreign students;
- reliable functioning of the instruments, repair and tuning of the piano, organs, etc.;
- legal support of the Conservatory activities (a tour of the Conservatory;
- meeting with representatives of administrative departments; the official website of the Conservatory).

Students enjoy the full support of support staff, have the opportunity to contact any specialist for help or advice, and consider it sufficient (meeting with students).

The Review team considers that the Conservatory is provided with the support staff even with an excess and believes that the Conservatory has the ability to restructure the existing system of support staff - i.e. to create a

specialized graduate employment unit specified in the recommendations to Standard 3.2. - by redirecting a part of the existing support staff to work in it. This will prevent finding additional funds for these purposes and will help to optimize the expenses of the Conservatory.

**Achievements:**

1. Sufficient number of highly-qualified support staff.
2. The Conservatory implements the policy of ongoing career development for its support staff.

**Areas for improvement:**

The External Review Panel recommends the Conservatory administration to restructure the existing system of support staff if possible in order to optimize expenses.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 5.3.**

### **3.6 DOMAIN 6. COMMUNICATION, ORGANIZATION AND DECISION-MAKING**

#### **Standard 6.1. Effective mechanisms are in place for internal communication within the institution**

The External Review Panel received convincing evidence that the participants of educational relations actively interact and the emphasis of this interaction is made on live communication, which is vitally important and extremely effective for a relatively small university (Self-Evaluation Report, p.51, meetings with students, administrative staff members, teachers). The Conservatory is implementing the automated document management system "Intranet: Academic". Dean's offices collect contact information from students and teachers in order to ensure effective communication. During the site visit the teachers, support staff and students of the Conservatory were getting ready for the annual General Meeting (Conference) being the highest governing body of the Conservatory convened for decision-making on the most important issues of the Conservatory's activities.

The Conservatory's official website (<http://www.mosconsv.ru>) is regularly updated and students can always find the requested information and data in the relevant sections of the website. The Intranet: Academic system has a built-in informational and educational environment which is extensively used by most students and teachers of the Conservatory (informational and educational environment, meetings with teachers, deans of faculties and students).

Each programme has a basic set of courses, which develop general cultural and general professional competences. The educational process in these courses is usually conducted for several student groups of different specialties (curricula, timetable). Additionally students team up when they participate in joint concert and creative activities including the concerts of soloists of different bands, ensembles, symphony orchestras, choirs of the Conservatory (concert posters, meetings with students).

All non-permanent or part-time teachers and support staff are recruited in compliance with the legislation of the Russian Federation on the basis of a fixed-term employment contract. The staff of the Conservatory maintains contact with them by email and telephone communication (Self-Evaluation Report, p.52).

Once a year the Conservatory collects and analyses the information about the study programmes, which makes it possible to introduce corrective actions in many aspects including internal communication.

The Conservatory's corporate staff email can be accessed through the Microsoft Outlook mail client.

**Achievements:**

1. The Conservatory has in place an effective system of internal communication.
2. The Conservatory is implementing the Intranet: Academic automated document management system and a built-in informational and educational environment which make the document flow and processing more time-effective.

**Areas for improvement:**

The electronic document management system and informational and educational environment require further improvement and implementation not only in terms of maintaining the content, but rather increasing the involvement of all the participants of the educational process to this work.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 6.1.**

**Standard 6.2. The institution has an appropriate organisational structure and clear decision-making processes**

The management system is determined by the legislation of the Russian Federation and the Charter of the Conservatory and is based on the principles of combination of undivided authority and collegiality of decision-making, balance of the national interests, society and individuals (Self-Evaluation Report, p.53, meeting with the administrative staff, heads of subdivisions, deans of faculties).

The Board of Trustees plays an important role in ensuring the Conservatory's development. The Students' Trade-Union Body of the Conservatory is also involved in decision-making. The direct management of the Conservatory is carried out by Rector Prof. A.S. Sokolov (Organizational structure of the Conservatory).

The structure of all departments of the Conservatory used in the educational process corresponds to their functional responsibilities. The job functions of different categories of workers are approved by the Rector.

The highest governing body of the Conservatory is the General Meeting (Conference) of staff members, which meets at least once a year (The Charter of the Conservatory). The key decisions are made by the Academic Council of the Conservatory headed by the Rector. The Academic Council of the Conservatory includes 82 people- representatives of all faculties, departments, administrative and support units, student representatives.

The duties of heads of the educational organization are fixed in the Charter of the Conservatory. The management of training and support subdivisions is governed by job descriptions (Self-Evaluation Report, p.55, Charter of the Conservatory).

The External Review Panel got convincing evidence that there is sufficient involvement of all representatives in the organizational structure and decision-making processes (meetings with teachers, students, staff members of administrative subdivisions, deans of faculties).

The effectiveness of the organizational structure and decision-making processes of the Conservatory is confirmed by the results of internal audit, a collective agreement regulating social and labor relations between employees of the organization and the Conservatory (Self-Evaluation Report, p.56, Collective agreement, meetings with deans and administrative staff members).

Once a year the Rector reports on the results of the work to the staff members of the Conservatory. Once a year the Conservatory collects and analyzes information about study programmes and then submits this information to the Ministry of Science and Higher Education of the Russian Federation, which ensures external evaluation of the Conservatory's effectiveness. The Conservatory annually prepares the Self-Evaluation Report and publishes it on its website in order to ensure accessibility and transparency of information about the its performance and self-assessment of its activities.

The External Review Panel obtained convincing evidence that significant improvement and expansion of the Conservatory's facilities and resources in the past few years, its strong international reputation, extensive artistic and concert activities are the result of great effort and effective work carried out by the Conservatory's managerial staff into all areas of its work.

#### **Achievements:**

1. Transparent management system implemented in full compliance with the national legislation.
2. Student and support staff representatives play an important role in management of the institution.
3. The procedure of decision-making at the Conservatory is clear and transparent for all the participants of the educational process.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 6.2.**

### **3.7. DOMAIN 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**

The system of quality assurance of educational programmes delivered at the Conservatory is based on the existence and availability of internal regulatory framework for key processes, educational and methodological support of disciplines, regular self-evaluation. The areas which the Conservatory is developing for supporting the quality of educational services are explicit and combine internal and external quality assurance procedures (Self-Evaluation Report, p.57). Regular monitoring of students' knowledge, the friendly promoting and inspiring atmosphere created at the Conservatory, contemporary educational environment, complex management system "Intranet: Academic" and regular feedback from the stakeholders ensure the QA processes.

The study programmes delivered at the Conservatory are annually revised (meetings with deans of faculties, students), and the introduced changes are agreed on with all the participants of the educational process.

The Conservatory collects and analyses relevant information and data in order to monitor, revise and improve its QA procedures (Self-Evaluation Report, p.59).

The External Review Panel received convincing evidence that the internal QA control procedures (Self-Evaluation Report, p.59) provide the institution with a clear overall picture of the educational process; external review procedures (annual monitoring of the Conservatory's performance, involvement of external experts in final state student attestation) are taken into consideration when introducing changes in the study programmes.

In the framework of quality enhancement procedures the Conservatory administration staff meet teachers, students, representatives of the professional community whose professional activity is consistent with the profile of the delivered study programmes. Students and teachers of the Conservatory take part in annual surveys aimed at receiving feedback about their opinion on improvement of teaching at the Conservatory (questionnaires are developed for students, postgraduate students/assistant teachers, teachers). The results of the surveys are taken into consideration in order to improve the educational process (meetings with teachers, students).

In case of disagreement with the results of interim attestation or a breach of the attestation procedure students have the right to appeal.

All the participants of the educational process are aware of the QA procedures; all the documents of the Conservatory regulating its educational activities and the documents included in the study programmes are published on the official website in the "Documents" and "Education" sections (meetings with all the respondents, information on the official website).

In addition, the curricula, working programmes of disciplines, practical training programmes, methodological and other documents are available in students' personal accounts in the electronic information and educational environment of the Conservatory (students' accounts).

#### **Achievements:**

1. The quality culture established within the Conservatory provides the required level of students' training and fully complies with the requirements set for internal quality assurance systems and standards in European Higher Education Area.
2. The Conservatory has in place a well-developed system of QA regulating documents which is available to all the participants of the educational process.
3. The system of quality assurance uses clear mechanisms of getting students' and teachers' feedback when introducing changes in the study programmes.

#### **Areas for improvement:**

The Conservatory could use the external experts more actively and more effectively (representatives of employers, reputable representatives of the professional community) in QA procedures, for example, external experts could be involved in interim and final state attestation.

The External Review Panel considers it is important to develop a document regulating the surveying procedure for students, post-graduates, assistant teachers and teachers of the Conservatory in order to conduct them on a regular basis. The results of the survey should be analyzed and made public.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 7.1.**

### **3.8 DOMAIN 8. PUBLIC INTERACTION**

#### **Standard 8.1. The institution engages wider cultural, artistic and educational contexts**

The Conservatory takes an active part in the public discussion of cultural, artistic and educational policy on the regional and the national levels. On the basis of the Conservatory the Federal Academic Methodological Association in Musical Art was established. The Conservatory took an active part in developing

the State Educational Standards of Higher Education, which are currently effective.

The publications submitted to the Review Panel demonstrate the Conservatory's extensive work on expertise and publishing methodological and research works, recording disks, TV programmes, educational music projects, festivals, competitions, etc. (books published by the Conservatory, event posters, CD and DVD disks). Over a thousand visitors come to the concert halls of the Conservatory every day to enjoy the teachers and students perform on stage (event posters, meetings with students, teachers). The Panel members emphasize the fact that all the concert halls ensure the accessibility to people with disabilities and have designated spaces for persons with wheelchairs (meeting with administrative staff members, premises inspection).

The Conservatory maintains close cooperation with the Central Music School and the Academic Music School, which ensures the consistency of the educational process at all levels of student training. A ten-year Evening Music School of the Conservatory also significantly contributes to student training. It teaches music enthusiast students aged between 7 and 30 free of charge (Self-Evaluation Report, p.61).

The Conservatory is considered to be the centre of musical culture in Moscow and the regions. The Conservatory Centre for Artistic Projects Coordination maintains cooperation with the concert stages in the country and abroad, where the soloists and artistic groups of the Conservatory perform. In 2017 teaching staff and students of the Conservatory organized over 1,100 concerts and took part in over 3,000 music events all over Russia (60 cities) and abroad (over 30 countries of Europe, Asia, North and South America) (Self-Evaluation Report, p.64).

In the framework of their pedagogical practical training students work as music teachers with primary school students, take an active part in charity events organized by the Conservatory on its premises or other Moscow stages, thus growing aware of the importance of their role in the community (meeting with students).

**Achievements:**

1. The Moscow Conservatory acts as a coordinating institution of the national music education significantly contributing to the national culture policy.
2. The Conservatory is a major hub of the national concert events organized with active participation of the teaching staff and students of the Institution.
3. The Conservatory has a well-established system of a complete educational cycle: music school, music college, higher music educational institution.
4. The teaching staff and students of the Conservatory are invited to perform on different stages in Russia and abroad.

**Areas for improvement:**

The Conservatory's unique experience of teaching the basics of music art at its evening music school to different age groups should be expanded to other educational institutions. The Conservatory could coordinate this experience sharing.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 8.1.**

## **Standard 8.2. The institution actively promotes links with various sectors of the music and other artistic professions.**

The Conservatory is one of the central world-class concert venues. Coordination of concert activities of the Conservatory is carried out by the Department for the development of concert activities. Concerts and festivals take place in all concert halls of the Conservatory almost every day. The Conservatory has three symphony orchestras, two choirs, a large number of different music ensembles. The graduates and the teaching staff of the Conservatory perform in internationally well-known ensembles: orchestras, choirs. The soloists of most music theatres graduated from the Conservatory (graduate employment data). The Conservatory supports different events promoting classical music and modern avant-garde, electroacoustic music and extra-European traditions, modern and historic artistic performance. The Conservatory cooperates with numerous culture platforms: museums, music and art schools, libraries, HEIs, etc. (Self-Evaluation Report, p.66). With continued support of student initiatives the Conservatory holds student balls. For this purpose a choreography studio was established (meetings with the administrative staff of the Conservatory and students).

In a long-term perspective the Conservatory intends to develop its export potential (the Conservatory is a member of the consortium of leading Russian universities aimed at the development of the main approaches to exporting Russian education). The Conservatory is also networking with the cultural institutions, maintains research cooperation with archives, libraries, music museums in the country (meeting with the administrative staff).

There is an ongoing cooperation with the representatives of artistic professions in the framework of festivals, international meetings and joint research. The Conservatory engages art and culture representatives in delivering original author's courses on a regular basis, which enhances interdisciplinary links (Self-Evaluation Report, p.67, meetings with deans of faculties). The Conservatory publishes the works of researchers in the field of art and culture in its journals. Besides, two news bulletins of the Conservatory make the public aware of different events going on in the field (Self-Evaluation Report, p.67, publications of the Conservatory).

The External Review Panel emphasizes the fact that the Conservatory has ongoing extracurricular projects: the halls of the conservatory are used for archive, museum and art exhibitions, thus contributing to the integral cultural environment.

The Conservatory monitors CV and vacancy databases of creative professions; maintains contact with creators and artists; there are agreements on cooperation with artistic HEIs; twice a year the members of the Trustee Board address the current issues of art and culture (meetings with the administrative staff of the Conservatory).

In the framework of its lifelong learning strategy the Conservatory implements several levels of education: basic education, secondary education, higher education, training highly-qualified personnel (Self-Evaluation Report, pp.67-68). There is a Department of Further Education at the Conservatory, which offers further education programmes and retraining courses (meetings with deans of faculties). Such a broad range of educational services ensures an ongoing lifelong learning.

**Achievements:**

1. Graduates and teachers of the Conservatory form the core of the music, theatrical and performing art in Moscow.
2. The Conservatory cooperates with cultural establishment and higher education institutions offering education in art and culture.
3. The Conservatory offers numerous opportunities for lifelong learning and professional growth.

**Areas for improvement:**

The increase in the number of agreements between the Conservatory and art and culture institutions can strengthen the relationships between the representatives of creative professions.

**The External Review Panel came to conclusion that the Conservatory fully complies with Standard 8.2.**

**Standard 8.3. Information provided to the public about the institution is clear, consistent and accurate**

The Conservatory has an official well-structured website on the Internet, including an English version and the version for the visually impaired people. The official website includes information for all the participants of the educational process. Social networks are actively used in promoting and disseminating information about the Conservatory and its programmes. The content is developed by both students and teachers (meeting with students, teachers, checking social network accounts).

The External Review received convincing evidence that the information about the Conservatory is published in news bulletins "Tribuna molodogo zhurnalista" (The tribune of the young journalist) and "Rossijskij muzykant" (The Russian musician). Press service of the Conservatory maintains contact with national and regional print and broadcast media (Self-Evaluation Report, p.68).

On its portal the Conservatory publishes the official documents approved by the administrative staff members. All the information is carefully validated before the publication; heads of subdivisions and responsible staff members are personally accountable for the accuracy of published and uploaded information (Self-Evaluation Report, p.69, meetings with the representatives of administrative subdivisions). The uploaded information is updated at least once a month. The Department of IT and Cyber Security is responsible for the operation of the portal.

**Achievements:**

1. The official website of the Conservatory is informative and contains sufficient data on the Conservatory's performance.
2. The Conservatory is adequately presented in the most popular social networks: information, announcements of the upcoming events, photo and video footage of the past events, which represents interest for the professional community and the general public.
3. The Conservatory is constantly in the focus of attention of the national and regional mass media.
4. The Conservatory has its own printing equipment and TV studio in order to make the information about the institution even more accessible by the general public.

**Areas for improvement:**

The Conservatory, being the central national music platform, could publish the news of other national music HEIs, thus enhancing networking.

**The External Review Panel came to conclusion that the Conservatory *fully* complies with Standard 8.3.**

## RECOMMENDATIONS FOR IMPROVEMENT

Thus, based on the analysis of submitted documents, data and interviews during Site Visit, the External Review Panel worked out a list of recommendations, which are sure to enhance the quality of the Federal State Budgetary Educational Institution of Higher Education "Moscow State P.I.Tchaikovsky Conservatory".

1. The Review Panel recommends to develop and adopt a long-term plan of enhancing opportunities for internationalization/academic mobility of the Conservatory students and teachers, particularly in part of developing possibilities for two-sided exchange (for example, in the framework of the Erasmus Plus programme). Such plan should support long-term (3-10 months) students' travels abroad.

2. The Review Panel believes it is necessary to recommend the institution to more actively form the objective and adequate students' idea on the system of the global music performance market as well as the global art space in general and on the self-promoting methods in this environment. For this purpose it is recommended to enhance a course in Management for performing art majors.

3. The electronic document management system and informational and educational environment require further improvement and implementation not only in terms of maintaining the content, but rather increasing the involvement of all the participants of the educational process (up to 100%) to this work.

4. The Review Panel recommends to use experience of employers, especially international ones, in the development of curricula and working programmes of disciplines and practical training more effectively. It will allow faster responding to the changes of demands both of the Russian and international markets and better preparing of graduates for life in the conditions of the global concert and performance practices.

5. The Review Panel believes it is necessary to recommend the Conservatory administration to establish a specialized structural unit which should monitor the current internal and international labour market, compile and support a vacancy data base, assist in the Conservatory graduates' employment (similar to the European career advisor). The establishment of such a unit is possible due to optimization of the support staff units.

6. The Review Panel thinks it is especially important to mention the significant improvement of the facilities and resources of the Conservatory and wishes to complete the reconstruction as soon as possible. Until the new premises are ready, the Review Panel recommends to find temporary premises to increase the number of students' practicing rooms.

7. The External Review Panel considers it important to develop a document regulating the surveying procedure for students, postgraduates, assistant teachers and teachers of the Conservatory in order to conduct them on a regular basis. The results of the survey should be analyzed and made public.

8. The External Review Panel recommends the Conservatory to restructure the existing system of support personnel, if possible, in order to optimize expenses and establish the subdivision responsible for compiling a database and long-term support of the Conservatory's graduates.

9. The External Review Panel appreciates significant contribution of research schools of the Conservatory to music science. At the same time, the teaching staff should be encouraged to publish the results of their research work

in English in peer-reviewed journals references in the WoS and SCOPUS databases.

## **CONCLUSION OF THE EXTERNAL REVIEW PANEL**

Based on the analysis of submitted documents, data and interviews, the External Review Panel made a conclusion that the Federal State Budgetary Educational Institution of Higher Education "Moscow State P.I. Tchaikovsky Conservatory" complies with the requirements of the joined standards in music education.

The External Review Panel recommends the National Accreditation Board and the MusiQuE Board to accredit the Federal State Budgetary Educational Institution of Higher Education "Moscow State P.I. Tchaikovsky Conservatory", delivering study programmes "Art of concert performance" (53.05.01), "Artistic direction of opera-symphony orchestra and academic choir" (53.05.02), "Art of music and theater" (53.05.04), "Musicology" (53.05.05), "Composition" (53.05.06), "Art of musical instrument performance (by types)" (53.09.01), "Art of vocal performance (by types)" (53.09.02), "Art of composition" (53.09.03), "Mastership of musical sound engineering" (53.09.04), "Art of conducting (by types)" (53.09.05) and "Musicology and applied musical art" (53.03.06), "Study of art" (50.06.01) for the period of **six** years.

## ANNEX A

### SITE VISIT PROGRAMME

Time	Arrangement	Participants	Location
<b>The 3<sup>rd</sup> of December, Monday</b>			
during the day	Meeting of foreign experts, transfer to the hotel «Assambleya Nikitskaya»		Bolshaya Nikitskaya str., 12, bld. 2
19.00	Dinner at the restaurant «Ugolek» (for those staying at the hotel)		
<b>The 4<sup>th</sup> of December, Tuesday</b>			
08.30	Transfer of experts to the Moscow P. I. Tchaikovsky Conservatory (hereinafter - the Conservatory)		Bolshaya Nikitskaya str., 13/6, bld. 1 Classroom №2
08.45 – 10.50	Internal preparatory meeting of the Review Panel		Classroom №2
10.50-11.00	Break		
11.00 – 12.00	<b>Meeting 1</b> <b>Meeting with the Conservatory Administration (rector, vice-rectors), founders</b>	Rector, vice-rectors, representatives of the Ministry of Culture of Russia, the Review Panel	Rector office
12.00 – 13.30	<b>The general excursion around the Conservatory:</b> the Grand Hall of the Conservatory, the Small Hall of the Conservatory; the Rachmaninoff Hall of the Conservatory; the Myaskovsky Concert Hall, the Oval Hall (the Rubinstein Museum); the Multifunctional work-study centre of sound recordings and sound recordings; The Kvitka National Centre of Folk Music; the scientific-creative centre of electroacoustic music; the Library; the Archive; the Opera school theater; the professional television of the Conservatory		
13.30 – 14.30	Lunch		The professor buffet
14.30 – 15.30	<b>Meeting 2</b> <b>Meeting with the representatives of the administrative subdivisions</b>	The Heads of the structural subdivisions, the Review Panel	Bolshaya Nikitskaya str., 11/4, bld. 1 The Conference room
15.30 – 15.40	Break		
15.40 – 16.40	<b>Meeting 3</b> <b>Meeting with teachers</b>	Teachers, the Review Panel	The Conference room
16.40 – 17.30	Lesson attendance – Evaluation of students results	The Review Panel	Bolshaya Nikitskaya str, 13/6, bld. 1 Sredny Kozlovsky sidestr, 3, bld. 1
17.30 –	Internal Review Panel	The Review Panel	Classroom №2

19.00	session, discussion		
19.00 – 19.15	Concerts – Evaluation of students and assistant-trainee results	Class of N. N. Gureeva	the Small Hall of the Conservatory
19.15 – 19.30	Concerts – Evaluation of students and assistant-trainee results	Class S. L. Dorensky	the Rachmaninoff Hall of the Conservatory
20.00	Dinner at the restaurant «Ugolek» (for those staying at the hotel)		

Time	Arrangement	Participants	Location
<b>The 5<sup>th</sup> of December, Wednesday</b>			
9.45	Transfer to the Conservatory		Bolshaya Nikitskaya str, 11/4, bld. 1 The Conference room
10.00 – 11.00	<b>Meeting 4</b> <b>Meeting with students, postgraduates, assistant-trainees, graduates (2016, 2017)</b>	Students, postgraduates, assistant-trainees, graduates, the Review Panel	The Conference room
11.00 – 11.30	Lesson attendance – Evaluation of students results	the Review Panel	Sredny Kozlovsky sidestr., 3, bld. 1  Bolshaya Nikitskaya str, 13/6, bld. 1  Bolshaya Nikitskaya str, 11/4, bld. 1
11.30 – 12.00	Break and meeting results discussion	the Review Panel	Classroom №2
12.00 – 13.00	Lunch		The professor buffet
13.00 – 14.30	<b>Meeting 5</b> <b>Meeting with the Faculty Deans and Heads of the departments</b>	Faculty Deans, Heads of the departments, the Review Panel	The Conference room
14.30 – 15.00	Work with documents	the Review Panel	Classroom №2
15.00 – 16.30	Internal Review Panel session, work with evaluation forms and report	the Review Panel	
16.30 – 17.30	<b>Meeting 6</b> <b>Meeting with representatives of the professional communities and graduates</b> (those, who graduated from the conservatory more than 5 years ago)	Employers, graduates, the Review Panel	The Conference room
17.30 – 18.00	Internal Review Panel session	the Review Panel	Classroom №2
18.00 – 19.00	Dinner		The professor buffet

19.00 – 20.00	Concerts — Evaluation of students and assistant-trainee results (on request of the Review Panel)	Violin class of E. D. Gratch (the Small Hall of the Conservatory: Bolshaya Nikitskaya str, 13/6, bld.1)  Cello and Double-bass class of professor M. Tchaikovskaya (The Nikolay Myaskovsky Concert Hall Building: 13/6, Bolshaya Nikitskaya Str., bld. 1)  The Malta orchestra (the Grand Hall of the Conservatory: Bolshaya Nikitskaya str, 13/6, bld. 1)
<b>The 6<sup>th</sup> of December, Thursday</b>		
08.45	Transfer to the Conservatory	Bolshaya Nikitskaya str., 13/6, bld. 1 Classroom №2
09.00 — 10.00	<b>The additional meeting with the subdivision representatives (if necessary), work with documents</b>	Rector office
10.00 — 12.00	Internal meeting of the Review Panel: discussion of preliminary results of the site visit, preparation of the oral report of the team	the Review Panel  Classroom №2
12.00 — 13.00	<b>Closing meeting of the Review Panel with the representatives of the Conservatory</b>	Conservatory administration, Heads of the departments, teachers, students, the Review Panel  Rector office
13.00 — 14.00	Lunch	The professor buffet
Free time		
19.00	Dinner at the restaurant «Ugolek» (for those staying at the hotel)	
Departure		

## ANNEX B

### LISTS OF THE PARTICIPANTS

#### Meeting 1 – the Conservatory administration, founders

<b>№</b>	<b>Name</b>	<b>Position</b>	<b>Contacts</b>
1.	Sokolov Alexandr Sergeevich	Rector, professor	8(495) 629-96-59; rector@mosconsv.ru
2.	Golubenko Svjatoslav Sergeevich	Deputy Director of Science and Education Department of the Culture Ministry of Russia	8 (495) 629-10-10 доб. 1226
3.	Lyang Oleg Pavlovich	Vice-rector for administration work	8 (495) 629-49-72; 629-49-72@mail.ru
4.	Mikhaylova Leonid Alexandrovich	Member of the Board of Trustees, Doctor of Medical Sciences, General Secretary of the Russian Medical Society	
5.	Slutskaya Larissa Evdokimovna	Vice-rector for academic work, professor	8 (495) 629-29-92; education@mosconsv.ru
6.	Tarashevich Nikolay Ivanovich	Vice-rector for educational and methodological association, professor	8 (495) 691-48-87; umo@mosconsv.ru
7.	Zenkin Konstantin Vladimirovich	Vice-rector for scholarly work, professor	8 (495) 629-41-43; nauka@mosconsv.ru
8.	Katkov Viltaliy Alexandrovich	Vice-rector for concert activities	8 (495) 629-54-34; concertdep@mosconsv.ru

#### Meeting 2 – Representatives of administrative subdivisions (Finance department, International department, Guidance department etc.)

<b>№</b>	<b>Name</b>	<b>Position</b>	<b>Contacts</b>
1.	Kobez Natalya Vladilenovna	Manager of the finance department	8 (495) 627-72-62; buhalter@mosconsv.ru
2.	Klisheva Alla Vladimirovna	Manager of organization and HR management department	8 (495) 629-35-52; org@mosconsv.ru
3.	Saveljeva Elena Pavlovna	Manager of the Research guidance centre of creative performing and academic personnel preparation, professor, the Honored Artist of the Russian Federation	8 (495) 629-65-18; aspirantura@mosconsv.ru
4.	Baranov Alexandr Alexandrovich	Manager of the academic office	8-926-469-04-93; education@mosconsv.ru
5.	Karliychuk Tatiana Viktorovna	Manager of the guidance department	8-903-204-08-84; umo@mosconsv.ru
6.	Karpov Sergey Vladimirovich	Deputy Head of the Educational and Methodological Department on the quality control of the educational process	8-916-236-66-81; umo@mosconsv.ru
7.	Khanova Elizaveta Olegovna	Deputy head of Education and Curriculum Division on planning of educational process	8-903-545-84-14; umo@mosconsv.ru
8.	Tretyakov Leonid Vladimirovich	Head of the Law Department	tretyakovleonidas@gmail.com 8 (495) 627-72-70;
9.	Torilova Irina Zdislavovna	Director of the Scientific Music Library named after S. I. Taneyev	8 (495) 629-07-59; tiz@mosconsv.ru

### Meeting 3 – Teachers

<b>№</b>	<b>Name</b>	<b>Position</b>	<b>Contacts</b>
1.	Petukhov Mikhail Stepanovich	Professor of piano division directed by Prof. Sergey Dorensky, Senior lecturer, Honoured Artist of the Russian Federation	8 (495) 629-32-74
2.	Skusnichenko Ekaterina Igorevna	Senior lecturer of the soloistic singing department	8-926-333-60-96; 8-916-725-94-97
3.	Bodrov Kuzma Alexandrovna	Senior lecturer of composition	8-926-590-22-47
4.	Muratalieva Sufia Gafutdinovna	Senior lecturer of foreign music history department, Candidate of Art History, the Honored employee of Culture of the Russian Federation	8-926-582-87-04
5.	Rudnevsky Alexei Maximovich	Professor of the choral conducting department	8-916-507-17-85
6.	Dyachenko Stanislav Dmitrievich	Senior lecturer of the opera-symphonic conducting department	8-916-109-97-61
7.	Seleznyev Alexey Nikolaevich	Professor of the cello and contrabass department, Candidate of Art History	8-903-790-11-05
8.	Rovenko Elena Vladimirovna	Senior lecturer in foreign music history, candidate in history of arts	8 (495) 629-07-70

### Meeting 4 – Students, postgraduates, assistant-trainees and graduates (graduation years 2016, 2017)

<b>№</b>	<b>Name</b>	<b>Profession</b>	<b>Course</b>	<b>Contacts</b>
1.	Afanasyev Grigory Anatolievich	53.05.01 Art of concert performing (wind instruments)	5	8-903-539-75-03
2.	Shalyapina Anastasia Sergeevna	53.05.01 Art of concert performing (concert stringed instruments)	3	8-965-526-28-71
3.	Artamonova Anastasia Igorevna	53.05.02 Art direction of opera-symphonic orchestra and academic chorus	2	8-909-718-42-18
4.	De-Rel Gabriel Romanovich	53.05.04 Musical performing art	2	8-968-440-47-54
5.	Orel Tatyana Sergeevna	53.05.01 Art of concert performing (piano)	2	8-963-360-95-59
6.	Tokarev Ivan Andreevich	53.05.05 Musicology	4	8-968-556-68-07
7.	Zinoviev Viktor Alexandrovich	53.05.06 Composition	3	8-987-058-86-56
8.	Moroz Alexandra Sregeevna	53.03.06 Musicology and applied musical art	2	8-985-264-77-22
9.	Belyansky Dmitry Viktorovich	50.06.01 History of Arts, a postgraduate student	2	8-926-074-64-03
10.	Manakov Nikolay Sergeevich	53.09.01 Musical-instrumental performing art, a postgraduate trainee	2	8-926-817-82-24
11.	Mezhinskaya Yana Yurievna	53.05.02 Art direction of opera-symphonic orchestra and academic chorus	graduation year 2017	8-916-572-55-15
12.	Xu Kehan	53.05.01 Art of concert performing (piano)	graduation year 2016	8-964-621-45-29
13.	Tarnopolsky Vladislav Vladimirovich	50.06.01 History of Arts, postgraduate student	graduation year 2017	8-915-299-93-33
14.	Kuprieva Alisa Vadimovna	53.09.01 Musical-instrumental performing art, a postgraduate trainee	graduation year 2016	8-916-561-22-39

## Meeting 5 – Meeting with Deans of the faculties and Heads of the departments

<b>№</b>	<b>Name</b>	<b>Position</b>	<b>Contacts</b>
1.	Skusnichenko Pyotr Ilych	Acting Dean of the Vocal Faculty, Acting Head of the Soloistic department, Acting Head of the Opera preparation department, professor, the Peoples' Artist of the Russian Federation	8-926-333-60-96; 8-916-725-94-97
2.	Koblyakov Alexandr Alexandrovich	Acting Dean of the Composer Faculty, professor of the composition department, senior lecturer	8-903-240-09-10
3.	Skvorzova Irina Arnoldovna	Dean of the Faculty for advanced training programmes, Acting Head of Russian Music History Department, Doctor of art history, professor	8 (495) 629-26-46; contedu@mosconsv.ru
4.	Pisarev Andrey Alexandrovich	Acting Dean of the Piano Faculty, Acting Dean of the Department of Keyboard Instruments, Honoured Artist of the Russian Federation	8-926-665-24-20
5.	Popov Valery Sergeevich	Acting Head of Wooden Blow and Percussion Instruments Department, candidate of art history, professor, the Honored Artist of the Russian SFSR	8-903-500-61-58
6.	Kikta Valeriy Grigoryevich	Acting Head of the Instrumentation Department, professor, the Honored man of arts of the Russian Federation	8 (495) 629-07-70; composer@mosconsv.ru
7.	Tchaikovskaya Maria Konstantinovna	Acting Head of the Cello and Contrabass Department, professor, the People's Artist of the Russian Federation	8 (495) 629-79-10; orchestra@mosconsv.ru
8.	Osipova Irina Victorovna	Acting Head of the Interfaculty Department of the Art of Accompaniment, professor, the Honored Artist of the Russian Federation	8 (495) 629-32-74
9.	Lebedeva Tatyana Leopoldovna	Acting Head of the Interfaculty foreign languages department, candidate in culturology, senior lecturer	8 (495) 629-16-27; lingua@mosconsv.ru
10.	Shish Vladimir Stepanovich	Acting Head of the Brass wind Instruments department, professor, the Honored Artist of the Russian Federation	8 (495) 629-09-86; winds@mosconsv.ru

**Meeting 6 – Representatives of the professional association and graduates, who graduated from the Conservatory more than 5 years ago**

<b>№</b>	<b>Name</b>	<b>Position</b>	<b>Contacts</b>
1.	Demidov Vladimir Petrovich	Director of the federal state budgetary professional educational institution "Academic musical school by Moscow State P. I. Tchaikovskiy Conservatory", the Honored Teacher of Russia, candidate of art history	8 (495) 691-05-54
2.	Girshenko Sergey Georgievich	Soloist-concertmeister of the Federal State Budgetary Cultural Institution "The State academic symphonic orchestra of Russia named after E. F. Svetlanov", the People's Artist of Russia	gaso@gaso.ru
3.	Mechetina Ekaterina Vassiljevna	Soloist singer of the Moscow State Philharmonic Hall, the Honored Artist of the Russian Federation, the Member of the Cultural and Art Council by the President of Russia	
4.	Palitsyn Alexander Anatolievich	Director of the federal state budgetary institution of additional education of the city of Moscow "Ludwig van Beethoven children's music school"	8-903-613-49-47; beethoven-sch@mail.ru
5.	Stepanchenko Tatiana Vasilevna	Director of the federal state budgetary institution of additional education of the city of Moscow "Children's music school named after N. P. Osipova"	8-985-773-08-46
6.	Vorona Valeriy Iosifovich	Rector of the Federal State budgetary educational institution "State musical-pedagogical institute named after M. M. Ippolitov-Ivanov", the Honored Man of Arts, professor	8 (495) 911-96-05; info@ippolitovka.ru
7.	Nguen Tchi Kim Ngan	Competitor of a scientific degree of candidate of Sciences, a concert pianist; graduation 2013 of the specialty 53.05.01 Art of concert performing (piano)	8-903-146-05-23
8.	Yasenkov Taras Yuryevich	Teacher of the choral conducting department at the Moscow State P. I. Tchaikovsky Conservatory; graduation year 2013 of the specialty 50.06.01 Study of art, postgraduate programme	8-926-654-86-19
9.	Chelmakina Maria Nikolaevna	Chorus master and soloist of the chamber choir of the Moscow Conservatory, vocal teacher; graduation year 2012 of the specialty 53.05.02 Art direction of the symphonic orchestra and academic chorus	8-903-967-79-13
10.	Starostin Ivan Sergeevich	Editor of the Moscow Conservatory website, teacher of the music theory department; graduation year 2009 of the specialty 53.05.05 Musicology	8-916-304-97-80
11.	Sokolova Anna Nikolaevna	Senior lecturer of violin department led by Professor V. M. Ivanov; graduation year 2000 of the specialty 53.05.01 Art of concert performing	8-916-268-56-03

**Class attendance – the 4<sup>th</sup> of December****Time: 16.40-17.30**

<b>Time</b>	<b>Lesson</b>	<b>Name</b>	<b>Classroom</b>
15.00-21.30	Special instrument — piano	Knorre Ksenia Vadimovna	№ 29
14.00-18.00	Russian music history of the XX century	Vlasova Ekaterina Sergeevna	№ 21
14.00-21.30	Chamber ensemble	Alihanov Tigran Abramovich	№ 44
15.00-21.30	Special instrument — flute	Hudyakov Oleg Valentinovich	№ 41
16.00-21.30	Special instrument — cello	Gavrysh Igor Ivanovich	№ 43
16.00-21.30	Instrumentation	Kikta Valeriy Grigoryevich	№ 18
15.00-21.30	Conducting	Kontorovich Lev Zyamovich	№ 19
14.00-18.00	Soloistic singing	Yacynytch Lidiya Alekseevna	№ 201
17.00-18.00	Practice	Merkulov Alexandr Michajlovich	№ 416
16.00-17.30	Source study and textology	Petrov Daniil Rustamovich	№ 414
16.00-17.30	Training of the professional oriented rhetoric, discussion and conversation (for postgraduates and assistant-trainees)	Yanguzarova Leila Raufovna	№ 433

**Class attendance – the 5<sup>th</sup> of December****Time: 11.00-11.30**

<b>Time</b>	<b>Lesson</b>	<b>Name</b>	<b>Classroom</b>
11.00-15.00	Soloistic singing	Glubokiy Pyotr Sergeevich	№ 422
10.00-14.00	Special instrument — cello	Tchaykovskaya Maria Konstantinovna	№ 47
12.00-14.30	Musical form	Kuregyan Tatyana Surenovna	№ 21
10.00-14.00	Quartet class	Pishugin Sergey Ivanovich	№ 27
10.00-16.00	Chamber ensemble	Galynin Dmitry Germanovich	№ 44
10.00-16.00	Special instrument — piano	Voskresenskiy Michail Sergeevich	№ 45
10.00-15.00	Concertmeister class	Kirillova Irina Valeryevna	№ 212
10.00-12.00	Chorus		The Rachmaninoff Hall

## ANNEX C

### COMPLIANCE WITH THE JOINT INTERNATIONAL STANDARDS

Standard	Compliance with the standard
<b>1. Institutional Mission, Vision and Context</b>	
Standard 1. 1. The institutional mission and vision are clearly stated	Full compliance
<b>2. Educational Processes</b>	
Standard 2.1. The goals of the institution are achieved through the content and structure of the study programme and their methods of delivery	Full compliance
Standard 2.2. The institution offers a range of opportunities for students to gain an international perspective	Substantial compliance
Standard 2.3. Assessment methods are clearly defined and demonstrate achievements of learning outcomes	Full compliance
<b>3. Student profiles</b>	
Standard 3.1. Clear admission criteria exist, which establish artistic/academic stability of students	Full compliance
Standard 3.2. The institution has mechanisms to formally monitor and review the progression, achievement and subsequent employability of students	Substantial compliance
<b>4. Staff qualification and professional activity</b>	
Standard 4.1. Members of the teaching staff are qualified for their role and are active as artists/pedagogues/ researchers	Full compliance
Standard 4.2. there are sufficient qualified teaching staff to effectively deliver the programmes	Full compliance
<b>5. Facilities, resources and support</b>	
Standard 5.1. The institution has appropriate resources to support student learning and delivery of the programmes	Full compliance
Standard 5.2. The institution's financial resources enable successful delivery of the study programmes	Full compliance
Standard 5.3. The institution has sufficient qualified support staff	Full compliance
<b>6. Communication, organization and decision-making</b>	
Standard 6.1. Effective mechanisms are in place for internal communication within the institution	Full compliance
Standard 6.2. The institution has an appropriate organisational structure and clear decision-making processes.	Full compliance
<b>7. Internal quality culture</b>	
Standard 7.1. The institution has a strong internal quality culture, supported by clear and effective quality assurance and enhancement procedures	Full compliance

Standard	Compliance with the standard
<b>8. Public interaction</b>	
Standard 8.1. The institution engages wider cultural, artistic and educational contexts	Full compliance
Standard 8.2. The institution actively promotes links with various sectors of the music and other artistic professions	Full compliance
Standard 8.3. Information provided to the public about the institution is clear, consistent and accurate	Full compliance

## ANNEX D

### A LIST OF THE DOCUMENTS PROVIDED TO THE EXTERNAL REVIEW PANEL

Before the site visit the Conservatory provided the following documents:

1. *The Self-Evaluation Report (with hyperlinks to internal regulatory documents: Regulations, documents, materials, etc.).*

2. *Annexes to the Self-Evaluation Report:*

Annex 1. Annotations for educational programmes of higher education delivered by the Conservatory.

Annex 2. Development strategy of the Moscow State P. I. Tchaikovsky Conservatory for the period 2017-2021.

Annex 3. Information on the Admissions according to Academic Qualifications and Majors.

Annex 4. Number of personnel.

Annex 5. Number of students under academic qualifications and majors.

Annex 6. Information on the financial and economic activities in 2017.

Annex 7. Samples of Diplomas and their Annexes.

Annex 8. Information on Additional Training of the Administration and Teaching Staff.

Annex 9. Organizational structure of the Conservatory.

Annex 10. Stakeholders' questionnaire (students, postgraduates, teachers).

During the site visit the members of the External Review Panel additionally requested and familiarized themselves with the following documents (available in Russian):

1. The Charter of the Moscow State P.I.Tchaikovsky Conservatory
2. The Collective Agreement
3. Staff schedule for the 2018-2019 academic year
4. Data on graduates' employment in 2016, 2017, 2018.
5. Data of Admission Campaign 2018
6. Course curricula
7. Teacher's individual plan
8. Results of students' survey (undergraduate, postgraduate, and assistant trainees)
9. Report of the Head of International Cooperation Department M.I. Karatygina.