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ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΣΤΗΝ ΑΝΩΤΑΤΗ ΕΚΠΑΙΔΕΥΣΗ

HELLENIC REPUBLIC  
H Q A  
HELLENIC QUALITY ASSURANCE  
AND ACCREDITATION AGENCY

## EXTERNAL EVALUATION REPORT

TEI OF IONIAN ISLANDS



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## **1. EXTERNAL EVALUATION COMMITTEE**

The Committee responsible for the External Evaluation of Technological Education Institution named: **Technological Education Institute of Ionian Islands** comprised the following five (5) expert evaluators drawn from the Registry kept by the HQA in accordance with Law 3374/2005 and the Law 4009/2011:

1. Prof. Petros Vamvakas ( Chairman)  
(Title) (Name and Surname)  
Emmanuel College  
(Institution of origin)
2. Prof. Christos Olympios  
(Title) (Name and Surname)  
Professor Emeritus Agricultural University of Athens  
(Institution of origin)
3. Prof. Dimitrios Spigos  
(Title) (Name and Surname)  
Professor Emeritus Ohio State University  
(Institution of origin)
4. Prof. Spyros Economides  
(Title) (Name and Surname)  
California State University, East Bay  
(Institution of origin)
5. Professor Emeritus Dionyssis Kladis  
(Title) (Name and Surname)  
International Expert  
(Institution of origin)

*N.B. The length of text in each box is free. Questions included in each box are not exclusive nor should they always be answered separately; the Committee's reply to those questions is meant to provide a general outline of issues that need to be addressed.*

## **2. INTRODUCTION**

### **2.1 The External Evaluation Procedure**

- Dates and brief account of the site visit
- Whom did the Committee meet?
- List of Reports, documents, other data examined by the EEC
- Groups of teaching and administrative staff and students interviewed
- Facilities visited by the EEC

The formal meetings of the External Evaluation Committee (EEC) commenced Tuesday morning, March 15, 2016 at the administration building of the institution, the Technical Educational Institution of the Ionian Islands (TEIION), at Argostoli, Kefalonia, after a brief welcoming meeting with the institution's President of the Governing Board, Professor Ioannis Dragonas.

The first session was a meeting between the EEC members and the Hellenic Quality Assurance and Accreditation Agency (HQA / ADIP) representative, Professor Koukios, via teleconferencing. Professor Koukios discussed the HQA mission and outlined guidelines and expectations of the agency regarding the process and the report for the TEIION evaluation. In this interactive discussion mode, the EEC members had the opportunity to ask questions and obtain clarifications about the process.

Following this teleconference, the EEC members met with the Governing Board Members, President Professor Ioannis Dragonas, Vice President B Ioannis Chalaris responsible for Academic matters and Coordinator of the Internal Quality Assurance Unit (QAU / MODIP) and Vice President C Ernestos Tzannatos, responsible for Student Affairs and Support. The President gave an overview presentation of the TEIION's organization (organizational chart), administration, mission, research strategy and infrastructure. The Vice Presidents gave an overview of their functions and responsibilities.

An important aspect that came through, following the meeting, was that the institution is governed by an external Governing Board of appointed academics, by the Ministry of Education. The TEIION currently lacks the autonomy in decision-making until it fulfils the requirements for autonomous self governance (adequate number of academic staff). The President and the Vice Presidents commented on the limitations and difficulties arising from this governance structure and wished that the ultimate goal is that the status quo will pass as soon as possible.

The EEC next met with the QUA / MODIP President and members. In this meeting, the Internal Self Evaluation document was given to the EEC team by the HQA in advance for review. It covered the academic years 2009/2010 to 2013/2014 and was the focus of the discussion. A comprehensive update document for the academic years 2014/2015 and 2015/2016 was also given to the EEC members prior to this meeting. The EEC felt that both documents were well written, comprehensive and reflected the committee's observation during the ensuing meetings and visits. It must be noted that since the TEIION educational and administrative facilities are spread over three Ionian Islands (Kefalonia, Zakynthos and Lefkada) and the EEC was based at the TEIION headquarters in Argostoli, Kefalonia, (QAU / MODIP) participants based on the other two islands had to join in by teleconferencing. That was in fact an established mode of operation for almost every meeting for efficiency and cost saving purposes for the external evaluation process. The meeting highlighted the process of implementation and analysis of the student class evaluations. Professor Spyros Polycalas presented and analysed the graphed outcomes of student evaluations and explained how these data was shared with the students, so that the process becomes part of the culture moving forward. The existence of a digital database of student information management

system able to interface with other systems and to eventually support even the quality assurance process was being developed. A digital database for a student information management system is being developed to interface with other relevant systems in order to better support the quality assurance process.

After the lunch break the EEC members were taken on a tour of the Argostoli campus, including the dining hall, which was frequented by the members of the EEC while on campus. The EEC was informed about the subsidized meal program for financially eligible students. The EEC toured the student union facilities, and noted and agreed with comments from various sources that at present they are inadequate and need upgrading. On the other hand, the EEC was favourably impressed with the number and excellent condition of the laboratory facilities on campus, including the laboratories for the recently established Food Technology Department and the Department of Digital Media and Communication. The lack of supporting staff was evident and voiced by the existing staff members. The equipment, the activities and the work produced by these laboratories was deemed to be very respectable with potential for much improvement and contribution to the student and local community. Concerning library facilities, the EEC noted the distributive nature of facilities, that is, a rather limited library facility corresponding to each department, rather than a centralized library facility. A lack of professional journal collection was noted and a limited capability of electronic document access facilities. Although according to the Internal Evaluation conducted by TEIION, the Institution has a fully operational digital library, unfortunately during our visit we didn't have the opportunity to review. The EEC also noted that there is a need for a trained librarian, currently the library is administered on a full-time basis by experienced temporary staff.

Later in the day the EEC met with the heads of the departments. All department heads from all locations were physically present. The presenters were well prepared having submitted the material of their presentations in advance in both paper and audio-visual form. A common concern and a point of dissatisfaction that stemmed from the recent restructuring mandated by the Ministry of Education centred on: the nature of the revision in organisational structure, the curricular refocusing, incompatibility of faculty personnel and the content of the academic programs of the restructured departments. An additional point voiced by the departmental heads was the lack in administrative and technical support personnel. However, despite of all the departmental restructuring changes, the interface and the mutual support between the institution and the local community has been consistently satisfactory.

The last meeting of the day was with regular and temporary faculty personnel from all departments including those from other locations via teleconferencing.

Some faculty members made specific points in regards to communication issues that they had with the Governing Board. For instance the claim was made that decisions taken by Governing Board were not adequately communicated to the rest of the academic community, therefore faculty members and staff were not well informed on major issues related to their Institution. Scientific coordinators or committees for research projects have been altered in the past by the Governing Board, usually right after the project was approved/funded, despite the disagreement of the coordinators/committees. According to faculty members, major revisions of the department curriculum have been made, sometimes without consulting the department's faculty members and ignoring their area of expertise and the consequences for their carrier and teaching efficiency. According to the Governing Board, "the revision of most Departmental curricula was necessary in order to improve their compatibility with the Departmental title changes introduced by the Ministry of Education. In addition, all curricula revisions were conducted by the Governing Board in response to the recommendations of the Heads of the Departments."

After a brief discussion of the impressions and observations concerning the first day of visits, the EEC concluded its first day of activities.

The day of March 16, 2016 started with a short trip by ferryboat to the campus site located in the town of Lixouri, and the Department of Sound and Musical Instruments Technology, housed in a beautiful neo classical building. The department houses a number of specializations and the EEC visited a number of teaching and research laboratories. The sound and music laboratories include recording activities of both traditional and modern electronic techniques, both analogue and digital. The musical instrument laboratories include activities related to studies of materials, instrument crafting and restoration techniques. It was pointed out that the well-equipped laboratory facilities possessed some modern high technology musical measuring apparatus that is unique in the country. Faculty members as well as groups of students associated with the different laboratory facilities made brief presentations. The EEC was rather impressed with the activities of the department and

the faculty-members skills and knowledge. A meeting with the department's students followed so that the EEC could obtain feedback on their impressions, their needs and level of satisfaction. Overall the students were enthusiastic and very content with the course offerings and with the interaction with faculty, administration and staff. They felt that their employment opportunities were enhanced by their exposure to techniques taught in the department as well as by the experience gained through the internships. They also felt that there exists a good bond between the department and the community. The EEC returned to the main campus in Argostoli.

The afternoon started with a meeting with students, represented by the officers of the departmental student associations. The students from the Zakynthos and Lefkada locations participated via videoconferencing. The overwhelming majority of the student comments were positive and complimentary regarding all aspects of their life, both academic and social. They were satisfied with their environment, learning experience and enthusiastic about their prospects for employment, in spite of the bleak economic situation in the country.

Next there was a meeting between the EEC and the chief administrative officers from the various campuses and the central office in Athens. It was explained that the central administrative personnel in Athens is mainly responsible for the overall budget allocation and management for TEIION. A discussion regarding the extent of streamlining and automation of administrative tasks both on an institutional level and on a departmental level revealed the existence of a well-functioning structure.

Next EEC interacted with alumni representatives from all departments in all locations, with the use of videoconferencing. Again, all of the participants, representing a wide spectrum of professional fields, indicated their satisfaction with the preparation and knowledge that they received from their respective departments as it pertains to their job placements. A number of alumni have gone on to seek postgraduate degrees with success. It should be noted that not all departments have alumni association in existence. According to the Governing Board "since 2009 there has been an alumni association at the Department of Sound and Musical Instruments Technology and an alumni association of the Department of Environmental Technology (specialization of Natural Environment Technologies)." The Department of Digital Media and Communication and the Department of Business Administration have a process in motion to contact alumni, collect relevant data and create a database of information to be utilized for promotional and professional tracking purposes.

The last meeting of the day was with local community and business leaders and stakeholders using again videoconferencing to incorporate the participation of the ones from Zakynthos and Lefkada. The collection of individuals in this group included ones from a variety of sectors of society, local and regional politics, business, as well as church representatives. They all pledged their support for the sustainability and survivability of TEIION and at the same time they praised the institution for its cultural and educational contributions to the community.

*Please decide in respect to the specific evaluation area (&2.1):*

	Tick
<b>Worthy of merit</b>	X
<b>Positive evaluation</b>	
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

The EEC visit to TEIION as well as all meeting sessions were planned and managed in an excellent manner.

## **2.2 The Self-Evaluation Procedure**

*Please comment on:*

- Appropriateness of sources and documentation used
- Quality and completeness of evidence provided and reviewed
- The extent to which the objectives of the internal evaluation procedure have been met by the Institution
- Description and Analysis of the Self-Evaluation Procedure in the Institution
- Analysis of the positive elements and difficulties which arose during the self-evaluation procedure
- Whether the self-evaluation procedure was comprehensive and interactive

The development of the Internal Self-Evaluation document was a collective collaborative effort of the TEIION (QAU / MODIP) team, which included the department heads and the heads of the administrative support units. Its content comprises the documentation of the academic and research activities, through the collection and analysis of data related to the academic departments and the administrative services.

The (QAU / MODIP) responsibilities are outlined in the 05/13-02-2014 decision of the Governing Board of TEIION. The members are:

Professor Ioannis Chalaris, TEIION Vice President of the Governing Board and President of QUA / MODIP.

Professor Efimia Iriotou of the Food Technology Department

Ekaterina Kampasi of the Environmental Technology Department

Christina Beneki of the Business Administration Department

Spyros Polycalas of the Digital Media and Communication Department

In the development of the QUA / MODIP Internal Evaluation Report additional contributions and cooperation were obtained from Governing Board individual services such as Financial, Human Resources, Payroll and Computer Services, and the administrative personnel of the individual departments and the Committee of Teaching and Research.

The information sources used included:

1. The corrective actions taken by the Departments of Sound and Musical Instruments Technology and the Department of Food Technology based on the conclusions and recommendations made in the External Evaluation Report of the prior evaluation these departments had gone through.
2. The responses of the institutional administrative and financial units to the questions posed to them regarding the quality of their services and operation.
3. The information obtained from the QAU / MODIP information system related to the faculty activities and accomplishments as stated in their biographical profiles and the information gathered and compiled from the student evaluations.
4. The information obtained from the electronic system that is tracking performance, attendance, study program progression and other related student data.
5. The structure, modifications, adaptation and upgrades of the study programs.
6. The TEIION budget tracking on level of institutional and departmental levels.

The Internal Evaluation Report incorporates a number of tables that track and list relevant quantitative and statistical data over time to document the quality and completeness of the evidence that is provided and reviewed. The EEC believes that the report is comprehensive and provides concrete information that is useful in the assessment of the institution's evaluation relative to quality assurance and sustainability.

The Internal Evaluation Report development process uncovered some positive and negative aspects



in the operation of TEIION that were cited:

Positive aspects:

1. All around harmonious relations, trust and efficient cooperation between the administrative units of all departments, the majority of faculty members and the members of QUA / MODIP.
2. Establishment of a productive relationship and cooperation between the TEIION and QUA / MODIP.
3. The consolidation and recording of the research and publishing activity of the temporary faculty.
4. The identification of areas with potential for improvement and the subsequent establishment of goals.
5. The identification of strengths and weaknesses of each department through the use of the "Strengths, Weaknesses, Opportunities, Threats" (SWOT) methodology resulting in formulating goals for the departments.
6. The improvement of information systems operations.
7. The establishment of a comprehensive report of updated information regarding all the TEIION functions.

Negative aspects:

1. The lack of interest by the students to fully comply with requests for inclusion of relevant information in the electronic student management information system.
2. The partially completed professional profiles and resumes by a small portion of faculty members
3. In general, a culture of indifference and non-interest was observed throughout the institution in terms of considering the importance of the Internal Evaluation process as a platform for upgrading the quality of educational and administrative purposes.

During the development of the Internal Evaluation Report certain deficiencies were detected and the following improvements were proposed:

1. To explore the possibility of interfacing the QUA / MODIP electronic information system with similar systems of other functional entities, such as Financial Service related units, all aiming at a consolidated information system.
2. To develop improved questionnaires for student evaluations
3. To better organize the collection of data and information throughout according to collection procedures and standards that will be established by QUQ / MODIP
4. Provide incentives to the students so as to encourage higher interest and participation in the Internal Evaluation Process on the departmental and the institutional levels.
5. Establish and organize an infrastructure for each department that facilitates participation in the Internal Evaluation process.

The Internal Evaluation Process was comprehensive and interactive, more so among the QUA / MODIP members rather than among the individual departments and/or students.

*Please decide in respect to the specific evaluation area (&2.2):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

### 3. PROFILE OF THE INSTITUTION UNDER EVALUATION

#### 3.1 Institutional Governance, Leadership & Strategy

Please comment on:

##### 3.1.1 Vision, mission and goals of the Institution

- What are the Institution's mission and goals
- Priorities set by goals
- How are the goals achieved
- Procedures established by the Institution to monitor the achievement of goals
- What is your assessment of the Institution's ability to improve

According to the internal assessment conducted by TEIIION, the mission statement and the goals identified are ambitious and wide-ranging: with six (6) specific mission trajectories and nine (9) identified goals. This ambitious mission statement and goals could be partly explained by the fact that this is an institution that has experienced constant restructuring over the last fifteen years, reflecting ministry of education policy changes over the same period in Greece. Administratively TEIIION, shows remarkable cohesion, at this stage of its early existence, even though there are four separate campuses on three islands and it's administered by an external governing board.

TEIIION fulfils a large part of its mission by providing an academic and cultural center. TEIIION promotes very good academic and research opportunities for its students, and has become an integral part of the local community as a conduit and a connector with the wider national and European community, and as a contributor to the social and cultural fabric of the Ionian islands. By all accounts from administration, to faculty, administrative staff, students, and a wide variety of local sectors, TEIIION is an indispensable component of the community and contributes to the economic, social and cultural development of the Region of Ionian Islands (Region). TEIIION has worked closely with the Region and the Municipalities, as well as the Ionian University in grant proposals toward European structural funds (ΕΣΠΑ/NSRF), many of which address local and immediate projects. TEIIION does leverage its cultural and geographic location to its educational mission by focusing on areas such as: Technology of Music and Musical Instruments, Restoration and Cultural Inheritance, Technology of Natural Environment, Food Technology, Tourism and Business Administration. In some Faculties the mission is met better than others, but since some of these have undergone drastic restructuring, it would be unwise to evaluate at this early stage. TEIIION does have the capable professors and updated laboratories to potential become a more active and leading contributor to the European and international academy as far as new research in certain fields. However, due to the lack of regular professors and the current financial situation, it is difficult for TEIIION to be on the leading edge of research as its mission statement states. Nonetheless, to the level of its capacity the research and contributions are admirable and at times exceed expectations. The mission of contributing to the development of the country to Greek society is without a doubt fulfilled, as testified by wide variety of local stakeholders from public administrators, local businesses, clergy and citizens.

TEIIION has become an educational, cultural centre in the three islands and significantly contributes to the social, cultural, economic life. It is especially important as the local community accepts TEIIION as a centre, which affords them an escape from the perceived marginalization, especially following the latest administrative restructuring (Kallikratis Reform).

Following the facility and laboratory visits, as well as the interviews conducted by faculty, students and alumni, the level of education and research conducted at all levels was above average to excellent. Despite major changes in some departments and the dislocation felt by some students, there seems to be an above average satisfaction with the teaching and research by all stakeholders, especially alumni.

TEIION in the last couple of years and following the last departmental restructuring, the faculty, with the assistance of the governing board, the Ionian University, the Region and the Municipality and have sought funding, and partnerships. This is an area, in which TEIION can be more aggressive and in which there is ample opportunity to leverage the unique and distinct geographic, cultural, environmental, agricultural, and geological attributes to achieve better outcomes.

The fields of study at TEIION are well placed to meet the professional and technical needs of the local community as well as Greece and Europe, as the focus is on areas of Environment, Food, Cultural Inheritance, Tourism, and Business Administration. These are all growth areas that will continue to be in demand in a global market, which would constantly require the expertise offered in these disciplines.

TEIION has become a part of the social and economic fabric, as the students and faculty have been immersed into the local community, partly because the institution does not have dormitories and students live in the communities where they study. In addition, many students fulfil their internships and thesis research locally focussing on local subjects: from the Marine Park of Zakynthos, to recording local musicians and chanters. Local businesses have used the laboratories to test their local products including oil, wine and other agricultural products. In addition, local businesses have been a great resource for internships and employment that is beneficial beyond the immediate financial rewards.

TEIION has begun a process of identifying their alumni and their progress, which is something in its early stages and only done by one faculty member. This is an area and a goal that TEIION has to further pursue, as it would benefit not only the student body and the alums, but the profile of the institution in Greece and internationally.

TEIION has been very active, especially over the last two years under the leadership of the current Governing Board to seek partnerships on many levels and to be a leader of ESPA/NSRF funding, which is a significant contributor in meeting laboratory infrastructure expenses, as well as temporary faculty payroll.

TEIION has only begun to scratch the surface as far as the potential it has in becoming an academic center due to its geographic location, cultural heritage, and geological distinctiveness. What appears to be a detriment, its multi-island presence, can easily become a great asset.

*Please decide in respect to the specific evaluation area (&3.1.1):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

### 3.1.2 Organizational Development Strategy

- Effectiveness of administrative officials
- Existence of effective operation regulations
- Specific goals and timetables
- Measures taken to reach goals

As a consequence of the latest restructuring undertaken, there were major curricular changes with varying degree of effectiveness among the different departments. There were some departments like those of Sound and Musical Instruments Technology, where the changes were minimal. Alternatively, in the newly renamed Department of Technology of Food, the direction is entirely different, while the curriculum is only now changing, due to the inability by members of the faculty to teach the new courses required. The Institution has begun a process of retraining permanent faculty, who were primarily agronomists, through a sabbatical process. Nonetheless, even though students have welcomed the change, it has created uneasiness among some students and faculty members and it's an area that has to be monitored. All the departments will have to be closely reviewed on an annual basis and minimal changes should be made, so as to minimize further confusion.

The laboratories of TEIION are in excellent condition, with many of the faculty members indicating they are more than satisfied with the level of equipment and support that they currently possess and that in many instances it has enhanced their research along with their teaching labs. In a couple of instances in the Faculty of Sound and Musical Instruments Technology, faculty members boasted of having equipment, which makes their laboratory distinct in the entire country. This is point that TEIION should be able to promote and seek academic and financial partnerships, so as to fully take advantage of the distinctiveness.

The Governing Board of TEIION has been very active in encouraging faculty members to seek partnerships based on their focussed research and laboratory capabilities so as to become magnets of advanced research by graduate students and other researchers. There is current evidence of this type of collaboration, and this is an area of great promise in the future, especially if the laboratories and the faculty member research continues to progress.

The promotion of current and ongoing academic and cultural activities of the Institution has been a focus of the Governing Board, especially as they relate to the Ionian culture and heritage. TEIION has hosted summer school programs, and has hosted Erasmus students and faculty members. These are significant activities that are currently in a nascent stage that have to be further encouraged through departmental collaboration, inter-university collaborations, and by utilizing the Municipalities on the islands, the Region, as well as the global Ionian diaspora.

*Please decide in respect to the specific evaluation area (&3.1.2):*

<b>Worthy of merit</b>	Tick
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

### 3.1.3 Academic Development Strategy

- Response of the Institution to Faculties and Departments
- Goals and timetables
- Measures taken to reach goals

A major concern expressed by all students, is the fact that students from most areas from TEIIION lack the professional recognition so that they can fully participate in the labour market in pursuit of a career based on their discipline and area of study. This is an issue that has to be addressed immediately as it creates an immediate issue for the students and the credibility of the institution overall. It should be noted that the Governing Board is fully aware of the issue regarding the professional recognition of the Institute's graduates, and that the pressure has to be exercised on the Ministry of Education.

Despite the recent devastating earthquakes, the institutional facilities and laboratories that we visited appear to be in very good and clean condition. In Zakynthos the facilities are new and equipped with laboratories and classrooms that are more than adequate to accommodate the needs of the students. The Region in all three islands is sensitive to the space and dormitory needs of the students and have committed in continuing to find space and facilities for them. In fact, Mr. Kouris, former Vice Regional Governor of Kefalonia shared with the committee the plan of creating of a 40-bed dormitory by September 2017 in Argostoli with the possibility of expanding it to 80 beds.

TEIIION has continued to seek partnerships and will be more successful in the future as the departments become more established and as the experience of the faculty members increases toward that direction. The continued influence of the Governing Board will also be necessary.

Although the prospect of eLearning and Adult Learning are areas of future development, at this point the institute would be better served if it focuses on Summer Programs and not only for student internships, but possibly developing English-taught courses by visiting faculty and students, especially in areas of Environment, Food, Geographic and Cultural significance.

TEIIION has had experience with ERASMUS programs, but with limited success, primarily due to financial constraints. This is an area that should be developed, especially in association with the summer programs.

The institution has done a great job in practicing fiscal responsibility. However, the fiscal responsibility, has to be partnered with ways to create local sources of funding that could come from accreditation of the laboratories, and by promoting a closer collaboration.

*Please decide in respect to the specific evaluation area (&3.1.3):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	
<b>Partially positive evaluation</b>	X
<b>Negative evaluation</b>	

*Justify your rating:*

The EEC feels that TEIIION should implement improvements and/or solutions on the issues of professional recognition of all graduating students, expand the offerings of English-taught courses, participation in the ERASMUS program and courses via the e-learning.

### 3.1.4 Research Strategy

- Key points in research strategy
- Research strategy objectives and timetables for achieving them
- Laboratory research support network
- Research excellence network
- Existence of research assistance mechanisms (for preparing proposals, capitalising on patents and innovations, finding partners for research programmes, etc.)

Beginning in 2001, all TEI in Greece were legislatively empowered to conduct research and there is clear expectation that the TEI scientific personnel are supposed to conduct research. Younger TEI teaching staff members realize that they must conduct research and publish in peer-reviewed journals in order to be promoted.

The Institute's research mission is to conduct applied research that is important to regional and national stakeholders. It has made important contributions in several areas since it began its research programs approximately 13 years ago.

The research strategy of TEIION is decided by the Governing Board of the Institution and the Scientific personnel of the Faculties and Departments of the Institution. The actual service, which undertakes, pushes forward, develops and manages research activities is the Special Account for Research Funds SARF (EAKE). It supports all those engaged in research activities of the TEIION, which are mainly the Scientific personnel.

According to the internal Evaluation Report the key points in research strategy are:

- The establishment and expansion of scientific laboratories of the Faculties and Departments of the Institution. At present, research facilities and equipment are very good to excellent in most departments of the Institution.
- The increase of research points in scientific peer-review publications and scientific conferences.
- The collaboration of the Institution in research activities with other local and foreign Institutions and other research establishments.
- The establishment of postgraduate studies.
- The establishment of summer schools of specific subjects by all departments of the Institution.

Also according to the Internal Evaluation Report Research strategy objectives and timetable for achieving them are as follows:

- Efforts must be put forward to find common research projects with other institutions and organizations in order to find funds to continue to develop laboratory infrastructure leading to certification and accreditation.
- With the improvement of the scientific infrastructure the research capacity will improve and scientific performance of members of the Institution to conduct research will also improve. This will help also the cooperation of common research projects with other public and private organizations and will give incentives to students to continue their studies at an advanced level.

There was extensive discussion during the site visit about the importance of addressing local and regional research problems and securing funding from local and regional business and other agencies to support this research (they have to request financial support for this co-operation). There was high awareness from the side of the scientific members that this was a priority and several members have indicated their interest to start joint research activities with local and regional private enterprises and other agencies on issues of interest to these entities, but it seems that there is no agreement on the financing of this research co-operation.

The EEC finds this to be an excellent way towards strengthening the relationships of the Departments with these groups and also-towards increasing the dependence of these groups on the

relevant Departments of the Institution in solving their problems. Successful outreach activities can make a huge difference in these types of relationships.

Also the Institution is involved in joint research activities with national and international research groups.

Because the Institution does not run a post-graduate program, its research activity is also directed in some of the Departments and in a small scale at present, depending on the attraction of post-graduate students from other research Institutions, interested to conduct their research with the Department's scientific personnel.

Nevertheless to achieve the above research strategy objectives, all members of TEIION rest mainly their expectations on the new research projects (ESPA 2014-2020).

#### **Laboratory research support network.**

At present there is no Laboratory research support network.

In their Internal Evaluation Report they stated that these are due to get organized through the co-operation with other scientific agencies i.e. EMY (National Meteorological Service) and the National Observatory of Athens, whereas a memorandum of understanding has already been signed. Also, the Department of Sound and Musical Instruments Technology, is due to start co-operation with the University of Piraeus and the Universities of Bradford and York of Great Britain. There are also discussions for co-operation with various labs of the Food Technology Department of the TEI of Athens.

#### **Research excellence network**

At present there is no research excellence network. In the internal evaluation report it is stated that these is expected to be established during the period 2014-2020. About this point, the Internal Evaluation Report it states that five excellence awards were granted to permanent members of the Institution during the last five years for their excellent presentations and works.

#### **Research Productivity**

Measuring and documenting research productivity is always a difficult task. Some of the means typically used are presentations at international conferences, publications in peer-reviewed journals and chapters in reference books.

Within any academic Institution, the level of productivity as measured by the number of publications varies significantly among scientists. The productivity is further complicated by the fact that in some sectors of science, data on which publications can be based can be collected in a short period of time, while in others, data needing several years in order to be collected are required for research publications.

According to the additional information given to EEC members during the visit to the Institution, the general productivity of the 27 permanent scientific personnel (=93% of total) during the period 2010-2015 from all Departments was 123 publications in peer-reviewed journals and 230 in conferences. For both types of publications these numbers correspond to 0.50 publications per person per year for the Department of Digital Media & Communication (a new Department), and to 3.88 publications per person per year for the Department of Environmental Technology (an old Department). The mean number of publications for the whole TEIION (all Departments) for the period 2010-2015 was 2.18 per person per year. If only the publications in peer-reviewed journals are taken into consideration then the mean number per person per year is 0.76.

Recognizing the financial constraints under which the different Departments operate, the heavy teaching load, the fact that a good number of Departments are very new and the excessively high cost of attending international conferences, the EEC believes that the overall research productivity and number of publications for only 27 permanent scientific personnel compared very well with similar intensive-teaching Institutions in Greece and abroad.

The EEC believes that the Institution should establish the goal that every permanent scientific staff

member should make at least one presentation at an International conference per year.

- The EEC urges (permanent) scientific personnel to maintain high levels of research and outreach activities despite the acknowledged obstacles posed by the current crisis in the Greek economy.
- The EEC urges scientific personnel to improve the visibility of their work, especially their applied research and the relatively small projects undertaken for individual stakeholders. The results of these projects have currently limited use unless they are communicated to a wider audience through publications and conference presentations.
- All permanent faculty members should be encouraged and incentivized to participate and present at international meetings and publish their research findings in peer-reviewed journal articles. This will further the goals of previous recommendation..
- Further align TEIION's research with the needs of the wider community of the Regions of Ionian Islands, Epirus, and Western Greece.
- The EEC recommends that the Governing Board establish an Excellence in Research Award to be given in recognition of the best research completed within a certain period. A TEIION-wide multidisciplinary committee should evaluate nominated projects and select the winner. The award should be presented at gatherings of the entire faculty (or department) of the TEIION to increase the prestige of the TEIION and encourage younger members to excel.
- Encourage the development of a group consisting of stakeholders and local authorities and private sector for possible support of research and solving local and regional problems.
- The EEC recommends that the Institution begin to use paid student workers or students conducting their thesis to support their research activities. This has two major advantages: students gain significant research experience and researchers obtain research support at relatively low cost. This approach is used successfully at HEIs around the world and in Greece.

**Existence of research assistance mechanisms (for preparing proposals, capitalizing on patents and innovations, finding partners for research programs, etc.).**

At this time there is no such mechanism, but in the Internal Evaluation Report it is stated that the effort of the Institution is directed to supplying information to staff members about the announcements of new research and innovation programmes, to developing research assistance mechanisms for preparing proposals, to finding partners for research programmes, to taking advantage of Erasmus programme, both for the permanent scientific personnel to attend training programmes in Institutions abroad and for students. We understand that the staff of the SARF is doing its best in the context of the overall (technical and economic) management of the research projects, starting from the basic technical and economic elements required for the submission of a proposal and then continuing in the phases of execution and "closure". However, our comment relates to the "ex ante" phase of the preparation of a proposal in order that this proposal should be complete, eligible and competitive. This "ex ante" phase requires much greater and deeper assistance in order to raise the chances for success.

The EEC strongly recommends the establishment of a research assistance mechanism to deal with the above matters.

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Please decide in respect to the specific evaluation area (&3.1.4):

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

Justify your rating:

### 3.1.5 Financial Strategy

- General financial strategy and management of national and international funds
- Regular budget management strategy
- Public investment management strategy
- Organisation and strategy of the Special Account for Research Funds (SARF)
- Organisation and strategy of the University Property Development and Management Company
- Existence of a Quality System for Financial Management (e.g. ISO), computerisation management and Budget monitoring (Regular Budget, Public Investments Programme, SARF Budget, etc.)

The financial scheduling of TEIIION constitutes the main tool for the optimal function and the effective manipulation of the academic, research and scientific objectives of the Institution.

The Governing Board of TEIIION is responsible for the financial management of national and international funds and the approval of expenses and inspection of payments.

All three financial accounts i.e. the Regular Budget, the Public Investment Programme and the Organization and Strategy of the Special Account for Research Funds SARF (EAKE), are managed according to the laws issued by the central administration of the Country.

The Institution has not Property Development and Management Company.

Every year the president of the Governing Board with the co-operation of the financial services prepares the annual budget according to funds allocated to the Institution by the Government. The Governing Board and the economic services are responsible for the performance (i.e. computerization management and budget monitoring).

From data presented in the Internal Evaluation Report and additional data given during the site visit, it is obvious that due to the general economic crisis of the Country the functionary expenses were reduced by about 70% during the period 2010-2015.

Similarly an important reduction was also affected to the Public Investment Programme. The most serious effect of these financial constrains were on expenses for research and participation of the permanent scientific personnel to International scientific conferences. It is obvious that the only way to design and carry on research work and participate to conferences are through the European programmes . Fortunately the funds which were assured from ESPA programmes during the period 2010-2015 were 8,132,030.50 Euros and from other European programmes 1,285,255.18 Euros, i.e. 9,417,285.68 Euros in total. These European programmes offer a sort of “Kiss of life» to the

Institution. Of course is not enough and efforts must be intensified to explore and other possible financial sources.

(ESPA programmes are not only devoted to research, lab equipments and supplies, but are also financing many other activities of the Institution).

*Please decide in respect to the specific evaluation area (&3.1.5):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

### 3.1.6 Building and Grounds Infrastructure Strategy

- Strategy key points
- Objectives and timetables
- Measures taken to reach goals
- Deviations from model 1 campus/HEI

The Institution is located in four locations and three Islands : Argostoli and Lixouri in Kefalonia, Zakynthos and Lefkada. Apart from Lefkada the rest have good buildings and grounds infrastructure. In Lefkada the department is spread in three buildings two of which are rental. The municipality of Lefkada allocated a building (the old youth center ) to the Institution. The afore mentioned building needs renovation, and the money have been appropriated by the Public Investment Program and is due to be completed in 2016. Another point worth mentioning is the construction of a new digital studio for the Department of Sound and Musical Instruments Technology, which has been included in the Public Investment Program to be completed in 2017.

Each department has its own campus with the exception of Argostoli, which has two faculties in one campus, therefore the institution has four campuses in total. The deviation from the model 1 campus/HEI is a result of the spread of the Institution in three Islands

Please decide in respect to the specific evaluation area (&3.1.6):

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

Justify your rating:

### 3.1.7 Environmental Strategy

- Recycling strategy and measures taken to reach goals
- Hazardous waste management and measures taken to reach goals
- Urban waste management and measures taken to reach goals
- Green energy strategy and measures taken to reach goals

At present there is no Institutional recycling policy. Most Departments follow the recycling policy issued by the municipality for paper, glass, metallic items, etc. Exception constitute the Department of Environmental Technology which follows a system of recycling commodities such as paper, lamps, batteries, aluminum, etc. The Department of Environmental Technology has also undertaken an initiative of establishing a system for chemical waste management. It is worth mentioning that the Department of Food Technology applied to the Municipality for financial assistance for a pilot project for composting of organic waste but the project was rejected.

The EEC recommends the rest of the departments in all three islands to follow the example of the Environmental Technology Department which is actively involved in matters related with environmental Policy and sustainable development.

There are no hazardous wastes at the premises of TEIION, therefore no need for any management measures.

Urban wastes at the campuses of the TEIION are treated by the Municipality. No special measures are taken by the Institution.

Please decide in respect to the specific evaluation area (&3.1.7):

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	
<b>Partially positive evaluation</b>	X
<b>Negative evaluation</b>	

Justify your rating:

### 3.1.8 Social Strategy

- Exploitation and dissemination of the Institution's Research Activities for the benefit of society and economy
- Promotion of interaction between the Institution and the Labour Market
- Sustained relationships with key local and regional bodies
- Contribution to the cultural development of society, the city and the region
- Reciprocal and long-lasting relationship with the alumni community

The TEIIION since its inception in 2003 has focused on its mission to educate students in conjunction to the needs and opportunities offered by the communities where its campuses are located.

From the interviews conducted by the members of the committee with students, faculty and local leaders on the level of Region, and Municipality, along with leaders from the Business community, Educational, Cultural Institutions and the Church. Excellent relations and lines of communication have been established that will survive the test of time.

There are many examples of such interactions but we will highlight just a few, such as:

In Lefkada the School of Economics and Management is highly regarded by the local businesses, which have sought assistance and support from faculty with recognized expertise in their respective fields. It is noteworthy that the departments' graduates readily find employment upon graduation.

In Kefalonia faculty and students from the School of Sound and Musical Instruments Technology has established contacts with musicians of traditional instruments. Students have recorded the music and conducted interviews of elderly musicians who have the knowledge of traditional music. In a way developing a connection with the past and linking it to the present. They also have recorded cantors and priests in churches during the liturgy that differ depending on distinct characteristics such as melody, harmony or cultural orientation such as Byzantine or Romanesque.

In Zakynthos the School of Technology of Nature and Environment is in partnership with the world-renowned National Marine Park, a member of the Natura 2000 network, primarily focusing in the protection and preservation of the sea turtles. Faculty and students of the School of

Conservation and Cultural Heritage have strong ties with Solomos and Kalvos museums, that exhibit Byzantine icons carved in the wood as well as frescos of the 15th, 16th and 17th centuries. It is obvious that the contributions of the faculty and students to the further development of the societies in the cities and countryside is reciprocal and will be long lasting in the respective islands as long as TEIION will continue its presence and continue its activities in accordance of its mission in the Ionian Islands of Lefkada, Kefalonia and Zakynthos.

*Please decide in respect to the specific evaluation area (&3.1.8):*

	Tick
<b>Worthy of merit</b>	X
<b>Positive evaluation</b>	
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

### 3.1.9 Internationalization Strategy

- Integration of the international dimension in the curricula
- Integration of the international dimension in research
- Integration of the intercultural dimension within the campus
- Participation in international HEI networks
- Collaboration with HEIs in other countries (with a specific collaboration agreement) - measures taken to reach goals

The faculty and students have expressed their interest through their participation in the exchanges under the Erasmus program. The faculty is actively seeking funds from ESPA to further advance their research activities and to support their departments in procuring equipment and also supplies. Innovative work that has resulted from the afore mentioned programs has been presented in local, national and international meetings. Collaborative agreements have been sought and established with Higher Education Institutions (HEI) such as the Ionian University, the University of Athens and the TEI of Athens.

*Please decide in respect to the specific evaluation area (&3.1.9):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	
<b>Partially positive evaluation</b>	X
<b>Negative evaluation</b>	

*Justify your rating:*

The EEC feels that TEIIION should accelerate and intensify its efforts toward strengthening and improving its relationships, activities and cooperation in the International relations area.

### 3.1.10 Student Welfare Strategy

- Student hostel operation and development strategy
- Student refectory development strategy
- Scholarships and prizes strategy
- Sports facilities operation and development strategy
- Cultural activities strategy
- Strategy for people with special needs

The students since the inception of the Institution have found residencies by renting apartments in the locality where the regional campuses are located. The governing body in collaboration with local officials has identified appropriate buildings one of which in Argostoli. will be renovated in 2016 and be ready to welcome and house students in the academic year 2017. Although a Student Union Building does not exist there are communal rooms such as dinning Hall and Cafes in the Campus where faculty and students dine and socialize. Although there are not TEIION sport facilities in any of its campuses, in Kefallonia a soccer stadium is adjacent to the campus and the students have ready access to its field. All four campuses are bicycle friendly, which is noteworthy and a commendable effort by the Governing Board to promote environmentally friendly modes of transportation, which in accordance with its philosophy and that of the Zakynthos' annex.

*Please decide in respect to the specific evaluation area (&3.1.10):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	
<b>Partially positive evaluation</b>	X
<b>Negative evaluation</b>	

*Justify your rating:*

### 3.2 Strategy for Study Programmes

#### 3.2.1 Programmes of Undergraduate Studies (first cycle)

*Please comment on:*

- the main strengths and weaknesses of the Programmes
- the basic obligations of students, e.g. attendance of lectures, course requirements, etc.
- the way the Central Administration of the Institution deals with any remarks and recommendations that the external experts pointed out in the External Evaluation of Academic Units

Do you wish to make any comment on a point not included above?

Among the strengths of the TEIIION is that all the departments are focused in their mission to educate undergraduate students. Undergraduates and alumni agreed that the respective departments were successful in accomplishing this goal.

The students are required to attend classes and when we visited a course the auditorium was full with students.

The administration has adopted recommendations of prior internal and external evaluation committees.

The EEC agrees with a concern voiced by the faculty of the Department of Food Technology. It relates to the recent restructuring mandated by the Ministry of Education that has impacted the department adversely in terms of: (a) revision in its organisational structure (b) curricular refocusing (c) incompatibility of faculty personnel academic specialization and course content of the new structure.

<i>Please decide in respect to the specific evaluation area (&amp;3.2.1):</i>	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

#### 3.2.2 Programmes of Postgraduate Studies (second cycle)

*Please comment on:*

- the main strengths and weaknesses of the Programmes



- the basic obligations of students, e.g. attendance of lectures, course requirements, etc.
- the way the Central Administration of the Institution deals with any remarks and recommendations that the external experts pointed out in the External Evaluation of Academic Units

Do you wish to make any comment on a point not included above?

Not applicable at this time.

*Please decide in respect to the specific evaluation area (& 3.2.2):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	NA
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

### 3.2.3 Programmes of Doctoral Studies (third cycle)

*Please comment on:*

- the main strengths and weaknesses of the Programmes
- the basic obligations of students, e.g. attendance of lectures, course requirements, etc.
- the way the Central Administration of the Institution deals with any remarks and recommendations that the external experts pointed out in the External Evaluation of Academic Units

Do you wish to make any comment on a point not included above?

Not Applicable at this time.

*Please decide in respect to the specific evaluation area (& 3.2.3):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	NA
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

### **3.3 Profile of the Institution under evaluation - Conclusions and recommendations**

*Please complete the following sections regarding the overall **profile of the Institution under evaluation**:*

- *Underline specific positive points:*
- Overall we have a positive view of the role of the institution while taking under consideration the short life of the institution and the major exogenous changes that have taken place over the last 13 years.
- The role of the current Governing Board as a stabilizing force and as a guidance has been overall a positive influence
- There is a mission and a vision that despite its ambitious and wide ranging nature TEIION is meeting most of the goals.
- In order to meet the strategic goals the Institute has to first work in finish in the short-term the completion of the last round of changes to departments and curriculum.
- Minimize major changes over the next couple of years, until most-effected departments have a chance to absorb the changes and align their goals and curriculum to the strategic plans of the institution.
- Use the experience of long-standing and successful departments as models for other more newly established departments.
- Continue to leverage geographic location, cultural heritage, agriculture, and environment as areas of distinction for TEIION among Greek and European HEIs.
- Interconnection between departments so as to maximize the effectiveness and identify common goals. (Not only looking for external partnerships, but increase already increasing collaboration)
- The overall thought here is to make small changes to the existing structure before you undertake other big changes as the system, the faculty members, and administrative staff are already overtaxed.
- For instance the relative small number of permanent faculty members creates issues in a number of areas including financial constrains in regards to payroll and long viability.
- Before you consider more changes you have to make sure that you have provided the solid ground so that those changes can be sustained in the long term and don't jeopardize inherent advantages. Eg. Student –faculty teaching and mentoring, technical focus, etc.
- On the area of research the existence of new facilities and the small steps that have been made with graduate students doing work here are very positive steps that should be encouraged and maintained not at the expense of other areas.

- *Underline specific negative points:*

- *Make your suggestions for further development of the positive points:*

- On the level of internationalization and promotion: Erasmus and Summer Programs, both offer great potential as to leverage many of the distinct attributes of the TEIION. The financial limitations are understood, however, as the laboratories receive accreditation and as the local and global community continues to support the mission of TEIION then financial support from alternative sources should become a strategic goal.
- The relationship and the role of the Governing Board, and the continued need to have and sought buy in from all stakeholders, including faculty members, students and the local community. We understand that there are exogenous factors in this governing format, however, the attentiveness to maintaining a level of buy-in is necessary, especially since the Governing Board does not reside on the island.

- *Make your suggestions on needed steps for improvement:*

- The EEC urges (permanent) scientific personnel to maintain high levels of research and outreach activities despite the acknowledged obstacles posed by the current crisis in the Greek economy.
- The EEC urges scientific personnel to improve the visibility of their work, especially their applied research and the relatively small projects undertaken for individual stakeholders. The results of these projects have currently limited use unless they are communicated to a wider audience through publications and conference presentations.
- All permanent faculty members should be encouraged and incentivized to participate and present at international meetings and publish their research findings in peer-reviewed journal articles. This will further the goals of recommendation 2.
- Further align TEIION's research with the needs of the wider community of the Regions of Ionian Islands, Epirus, and Western Greece.
- The EEC recommends that the Governing Board establish an Excellence in Research Award to be given in recognition of the best research completed within a certain period. A TEIION-wide multidisciplinary committee should evaluate nominated projects and select the winner. The award should be presented at gatherings of the entire faculty (or department) of the TEIION to increase the prestige of the TEIION and encourage younger members to excel.
- Encourage the development of a group consisting of stakeholders and local authorities and provide sector for possible support of research and solving local and regional problems.
- The EEC recommends that the Institution begin to use paid student workers or students conducting their thesis to support their research activities. This has two major advantages: students gain significant research experience and researchers obtain research support at relatively low cost. This approach is used successfully at HEIs around the world and in Greece.

## 4. INTERNAL SYSTEM OF QUALITY ASSURANCE

### 4.1 Quality Assurance (QA) Policy and Strategy

*Please comment on:*

- the Institution's policy and goals regarding QA and Improvement
- whether the Institution has developed a specific system of QA
- how the Institution's internal QA system has been organized
- how the students and staff of the Institution are protected from biased interventions and discriminations
- whether a detailed implementation guide has been put together, containing an analysis of the QA system's operating procedures
- the involvement of students in QA
- how the Institution evaluates the effectiveness of its QA system regarding the achievement of its goals

Do you wish to make any comment on a point not included above?

The TEIION's policy for QA is the ongoing improvement of the teaching and research performance and of the efficiency of the services offered by the institution.

This policy is implemented through the internal QA system of the Institution which is based on the operation of the Quality Assurance Unit (QAU/MODIP) at the institutional level. The development of the overall internal QA system is an on-going procedure based on the guidelines of the Hellenic Quality Assurance and Accreditation Agency (HQA) and following the European Standards and Guidelines (ESG).

A detailed and structured Quality Management System (QMS) has been already designed by the QAU/MODIP, but it is still under consultation within the institution. The QMS includes guidelines for internal QA and analytical description of operating procedures and documents, aiming also at the standardisation of the management procedures by acquiring an ISO certification.

The QAU/MODIP is responsible for the effective operation of the overall QA system, the coordination of all evaluation processes within the institution, and the support of the external evaluation and accreditation procedure of the study programs. In this regard, the QAU/MODIP is working the strategic plan for QA of the institution together with guidelines for the proper implementation of the QA system. Additionally, the QAU/MODIP is responsible for the preparation of all documents that are used in the context of the QA procedures.

The achievement of the objectives and the overall effectiveness of the QA system are ensured, on the one hand, through monitoring from the QAU/MODIP and, on the other hand, through the periodic external evaluations. Two of the Departments of TEIION, namely the Department of Sound and Musical Instruments Technology, and the Department of Food Technology, have undergone external evaluation from the HQA. This could not have been achieved for the rest of the Departments because they were not in existence for enough time so that they could be subject to external evaluation according to Greek law.

The specific status of the institution (non-autonomous institution at the present) does not provide for the involvement of students in the formal procedures of internal quality assurance. In this regard, students do not participate in the QAU/MODIP. However, students participate in the overall QA procedures of the institution providing formative feedback on the courses, the study programmes and the teaching performance of the academic staff by filling the related questionnaires.

All basic documents of the internal QA system (both those that are already operational and those that are under consultation) are uploaded on the website of the QAU/MODIP.

Finally, the EEC believes that the institution is in a good and promising way towards developing an effective QA system, given the specific status of the TEIIION as a non-autonomous institution. However, the EEC recommends that the Governing Board of the institution should find ways in order to improve and make more active the involvement of students and staff in the QA procedures. Additionally, the Governing Board and the QAU/MODIP should make the QA policy of the institution clear, visible and easily understood by all members of the academic community but also by the external stakeholders and the community at large.

<i>Please decide in respect to the specific evaluation area (&amp;4.1):</i>	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

#### ***4.2 Design, approval, monitoring and evaluation of the study programmes and degrees awarded***

*Please comment on:*

- whether the learning outcomes have been clearly formulated and whether they have been published
- whether the programmes are designed in such a way as to involve students and other stakeholders in the work
- how the achievement of learning outcomes is monitored
- whether there is a published Guide regarding the organization of programmes of study
- whether the ECTS system is taken into consideration and implemented
- whether there is a periodic evaluation of the programmes according to set procedures and criteria aimed at safeguarding their consistency and regular updating
- the student participation in the QA procedure of the study programmes
- whether the programmes include well-structured international mobility and -where appropriate- placement opportunities

Do you wish to make any comment on a point not included above?

In general, the study programmes have clearly stated learning outcomes, which are published in the study guide of each individual Department and are available online. The Study Guide contains also information regarding the curriculum, the organisation of studies and the student workload expressed in ECTS. In the module descriptions, the following are described: the teaching methods, the relevant literature and the whole range of written, oral and practical tests/examinations; and, group projects, performances, presentations and portfolios that are used to assess the learner's progress and ascertain the achievement of the learning outcomes of each separate course are described.

Because of the specific status of TEIION as a non-autonomous institution at present, the study programmes are designed by the academic staff of the respective Departments and approved by the Governing Board of the institution. The involvement of students in the overall procedure is rather weak and random, but it should be mentioned that the majority of the existing Departments of the institution are new. An informal involvement of stakeholders outside of the institution, like future employers, is not practiced yet. However and apart from the restrictions raised by the specific status of the institution, the EEC recommends that the Governing Board of the institution should find ways in order to improve and make more active the involvement of students and staff in the development of study programmes.

The study programmes are expected to be reassessed on a regular and periodical basis, while in parallel, according to Greek law, all study programmes will undergo an accreditation procedure in the coming academic year by the HQA.

The EEC has realised that the international mobility of students and staff (either outgoing or incoming) is too low. Therefore, the EEC recommends that the Governing Board and the Departments should establish a strategy aiming to the improvement of international mobility. As regards especially the study programmes, they should contain provisions that encourage and reinforce international mobility and, where appropriate, placement opportunities.

All information related to the study programmes is available on the webpage of the respective Department, while in parallel study guides are given to the students upon enrolment in hard-copy form.

Finally, the EEC recommends that the Governing Board of the institution should reconsider the model of the separate introductory specialties together with the advanced specialties existing in some Departments, with the aim to clarify the impact that they have on the structures and the contents of the study programmes and with the aim to improve the relevance of the respective study programmes. This procedure should be undertaken in close cooperation with the teaching staff and the students of the respective Departments. We are of course aware that the separate (introductory or advanced) specialties is an issue of the Ministry of Education to handle. However, and as far as we were informed, the Ministry is obliged to ask for the opinion of the involved Departments and Institutions. It is exactly in this regard that we recommend to the Institution that it should reconsider this structure if it is indeed a problem. Reconsideration means, however, that the Institution will discuss the issue, will decide if it is a problem or not, and finally, if it is considered a problem, the Institution should seek for concrete changes from the Ministry of Education.

<i>Please decide in respect to the specific evaluation area (&amp;4.2):</i>		Tick
<b>Worthy of merit</b>		
<b>Positive evaluation</b>		
<b>Partially positive evaluation</b>		X
<b>Negative evaluation</b>		

*Justify your rating:*



### 4.3 Teaching and learning - Assessment by students

Please comment on:

- whether multiple and coherent learning paths are provided according to the needs of students in the Institution's Departments / Faculties
- how proper guidance and support is offered to students by the Departments / Faculties' teaching staff
- whether students are informed clearly and in detail regarding the strategy of evaluation that is implemented for their programme of study, the exams or other methods of assessment they will be subjected to, what is expected of them and which criteria will be applied for the evaluation of their performance
- whether there is a formal procedure for addressing complaints and objections by students in the Departments / Faculties of the Institution

Do you wish to make any comment on a point not included above?

The EEC had the opportunity to realise that a variety of teaching methods are used especially in the practically oriented study areas (e.g. sound and musical instrument technology, conservation of the cultural heritage, tourism and hospitality management). However, the EEC recommends that the teaching staff in all Departments, irrespective of the study areas and in cooperation with the students, should further explore the development of modern teaching methods aiming to the paradigm of student-centred learning, taking also advantage of the e-class possibilities.

There are not multiple learning paths provided by the institution to accommodate special needs of students (e.g. part-time students, evening courses etc.), apart from those related to some of the elective courses and the possibility to follow a study period in a university abroad (international mobility).

Guidance and support are offered by various procedures to the students regarding progress in their studies, career information and study counselling. These are offered either by the teaching staff through direct contact with the students or by established administrative structures (e.g. DASTA).

The study guide of each separate undergraduate programme contains clear and detailed information with regards to the strategy of the respective Department for the assessment of students, and, more specifically, to which exams, or other methods of assessment, they will be subjected; what is expected of them; and which criteria will be applied for the evaluation of their performance.

Due to the low number of students and staff, close cooperative relations have been established between students and staff which allow for handling effectively any problem arising related to complaints of students. As the EEC was assured, there was no need up to now for an official handling of such problems outside the narrow space of the specific Department. During its meeting with the student representatives, the EEC was assured that the students are fully satisfied of the close relationship and contacts with their professors.

*Please decide in respect to the specific evaluation area (&4.3):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

#### **4.4 Admission of students, progression and recognition of studies**

*Please comment on:*

- whether the procedures and criteria for admission to the second and third cycle of studies are implemented with consistency and transparency
- whether there are clear and distinct procedures within the Departments/Faculties, as regards recognition of higher education degrees, periods of study and knowledge acquired at an earlier stage
- whether there are clear and distinct procedures of recognition of study periods and prior learning (including the recognition of non-formal and informal learning)
- whether there are clear procedures in place regarding the cooperation of other Institutions with national ENIC/NARIC centres for ensuring coherent recognition and mobility among programmes within / among Institution (s)
- whether students are provided with detailed information (e.g. Diploma Supplement) regarding the degrees conferred to them, the achieved learning outcomes as well as the framework, the level and the content of studies they successfully completed
- whether the Institution has in place processes and tools to collect, monitor and use information regarding student progression

Do you wish to make any comment on a point not included above?

Admission of students to undergraduate studies is determined uniformly for all Greek HEIs by national entrance examination process administered by the state.

The recognition of qualifications obtained in foreign HEIs falls under the responsibility of the National Academic Recognition Information Centre (Hellenic NARIC). Furthermore, each individual Department has the authority for the recognition of periods of study abroad in the context of Erasmus mobility. The EEC is aware that so far there have been no problems at all concerning the recognition of periods of study abroad for the outgoing students upon their return.

There are no provisions in the Greek legislation allowing for the recognition of former knowledge gained through prior learning (including non-formal and informal learning).

The Diploma Supplement is not yet implemented in TEIION. At present, the related information (degree specifications – context, content and status of studies –, learning outcomes, ECTS credits, level of qualification) is provided to the graduates through the course catalogue and the transcript of records (both in Greek and English) delivered to them with the degree upon graduation. The EEC recommends that the Institution should proceed to the implementation of the Diploma Supplement without any further delay, with the aim to improve both the employability of graduates and the visibility of the study programmes.

The Institution has not yet implemented any systematic procedure for the monitoring the progress of students during their studies. This data is expected to be collected (and analysed) through the Information System that is in place at the QAU/MODIP, when it comes to full operation. At present, this information is collected through the separate system on the student record that operates in the secretariat of each Department. The EEC recommends that the TEIION fully develops the information system to that aim, so that the collection and analysis of data are conducted in a systematic way, so that the Institution acts and be in position to take the necessary steps towards improving the progress of students.

*Please decide in respect to the specific evaluation area (&4.4):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

#### **4.5 Quality Assurance as regards the teaching staff**

*Please comment on:*

- how it is guaranteed that the vacancy notices and recruitment of teaching staff include procedures which provide assurance that all new teaching staff members have at least the basic teaching skills
- opportunities offered to the teaching staff for their professional/scientific advancement
- how potential weaknesses of the teaching staff are identified as regards the delivery of their teaching courses
- the Institution's procedures for the support of new teaching staff as regards the teaching and evaluation methods
- how scientific activity is assessed and encouraged among the teaching staff in order to strengthen the connection between education and research
- the procedures in place so that the teaching staff members receive the necessary feedback on their personal performance as well as on the opinion of students
- whether a regulatory framework is in place for the investigation of disciplinary and academic misconduct of the teaching staff

Do you wish to make any comment on a point not included above?

According to Greek legislation, the procedures for the election of a member of academic staff require from the candidates, beyond the supporting documentation and qualifications, to demonstrate their teaching skills by delivering a lecture to the students on a topic corresponding to the first study cycle. An evaluation and general impression of the presentation itself should seriously be taken into account for the selection, among other criteria. This is the only requirement related to the teaching skills of the candidates.

The Institution offers opportunities to the teaching staff to pursue further professional/scientific development through participation in international conferences, seminars etc. It also offers paid leaves of absence for educational purposes and opportunities for participation of teaching staff in international mobility programmes, even under the conditions of the current financial crisis in Greece. However, the small number of teaching staff and its increased workload in teaching and management tasks do not leave room for them to take advantage of these opportunities. Furthermore, there are no concrete actions or measures taken by the Institution in order to improve the capacity of academic staff with regards to innovative teaching and assessment methods, and in order to raise their teaching and pedagogic skills. The development of such actions and measures is something that the EEC recommends to the Institution.

The teaching performance of academic staff is evaluated by the students by filling the relevant questionnaires. The questionnaires are collected and analysed by the QAU/MODIP. The outcomes are communicated to the respective heads of the Departments. Each academic staff member receives the necessary feedback on his/her personal questionnaire.

The scientific activity and the research performance of the academic staff are considered also in their assessment for election and/or promotion. However, the balance between teaching and research tasks of the academic staff is crucial for the overall operation of a HEI. It is under the responsibility of the Departments' heads to ensure for the balanced performance of the staff between teaching and research. In this regard, the EEC recommends that the heads of the Departments ensure for the balance between teaching and research tasks, while at the same time the Governing Board of the Institution should oversee the implementation of such a policy.

Finally, violations of rules of conduct from the academic staff may be regarded as cause for disciplinary action according to the provisions of the Greek legislation and the statute and regulation of the Institution.

<i>Please decide in respect to the specific evaluation area (&amp;4.5):</i>	
<b>Worthy of merit</b>	Tick
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	
 <i>Justify your rating:</i>	

#### 4.6 Learning resources and student support

*Please comment on:*

- whether there are procedures for the systematic monitoring, evaluation, review and improvement of the appropriateness and effectiveness of supporting services available to students
- the available support services in regard to Libraries, Information systems and infrastructure
- the procedure in place for offering individual assistance (counselling and tutoring) to students

Do you wish to make any comment on a point not included above?

The services that support students (Library, Information Systems, DASTA, students' welfare services) are subject to the systematic evaluation in the context of the internal QA system of the Institution under the overall responsibility of the QAU/MODIP. The EEC had the opportunity to realise the good quality of the available support services in regard to libraries, information systems and infrastructure. However, the access to electronic journals is currently limited due to the general financial difficulties of the Hellenic network of academic libraries.

Furthermore, the EEC had the opportunity to realise the good quality of the educational infrastructure, including also the scientific-educational equipment. This reality was also communicated to the EEC during its meetings with the students.

Within the TEIION an open culture is in place, facilitating the direct contact between students and teaching staff at any time and providing students with face-to-face assistance, guidance and consultation. This reality has been acknowledged during the meetings of the EEC with the students.

*Please decide in respect to the specific evaluation area (&4.6):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

The members of the EEC were impressed by the willingness of the teaching staff to provide additional efforts and availability for the benefit of the students, both for the laboratory courses and the lectures as well as tutoring tasks. This was obvious in random visits throughout the campus

#### 4.7 Information Systems for Recording and Analysing Data and Indicators

*Please comment on:*

- whether the Institution possesses reliable means for collecting, analysing and utilizing valid information in respect to key performance indicators, the profile of the student population and student progression, success and drop-out rates
- whether the Institution possesses reliable means for collecting, analysing and utilizing valid information regarding its other functions and activities
- whether the Institution collects information about student satisfaction with their programmes of study and the career paths offered to graduates
- whether the Institution seeks comparison with other similar establishments within and beyond the European Higher Education Area, with a view to developing self-awareness and finding ways to improve its operation

Do you wish to make any comment on a point not included above?

The TEIION has developed an information system in the context of the QAU/MODIP. It currently offers a reliable means of collecting and processing feedback on the data concerning the questionnaires filled by the students for the assessment of the study programmes, the courses and the teaching performance of the teaching staff. This means that the Institution does not take full advantage of the possibilities that may be offered by the information system of the QAU/MODIP. The EEC considers important for the Institution to further improve the information system of the QAU/MODIP and to link it with the other information systems in place at the Institution and primarily with the information system managing the student records.

The student experience and satisfaction is measured through formal feedback (questionnaires they fill and submit on a semester-basis) and processed through the information system of the QAU/MODIP. On the contrary, there are no currently processes for tracking the path of graduates in employment or further studies apart from an initiative in place at the Department of Economics and Management in Lefkada. The EEC recommends that the Institution should develop a system monitoring the paths of the graduates for all its Departments.

Furthermore, the EEC considers important that the Institution should utilise the information system of the QAU/MODIP in order to monitor the overall progress of students in their studies (progress rates, success rates in the examinations, drop-out rates, graduation rates, time to graduation etc.)

Finally, the Institution should utilise the information system in order to seek comparisons with other higher education institutions within and beyond the European Higher Education Area, with the aim of strengthening self-awareness and finding possible ways to continuously and increasingly enhance its operation at institutional and individual levels, also in terms of research.

*Please decide in respect to the specific evaluation area (&4.7):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*



#### 4.8 Dissemination of information to stakeholders

*Please comment on:*

- how the Institution sees to the publication of information on the programmes offered, the expected learning outcomes, the degrees awarded, the teaching, learning and assessment procedures it uses and the learning opportunities it offers to students
- whether the information regarding the Institution's offered programmes of study is available in English or in other languages
- whether the teaching staff's CVs are included in the publicized information, both in Greek and in English

Do you wish to make any comment on a point not included above?

Detailed information on the degree programs offered, the expected learning outcomes, the qualifications, the teaching, learning and assessment procedures are available on the websites of each Department and the online study guides. However, information regarding the teaching staff curriculum vitae is not present in the websites of all the Departments. Also information in English is not available for all Departments. Therefore, the EEC recommends that the Governing Board should take the necessary steps in order to improve the information given at the website of all Departments, especially with regards to including also data concerning the teaching staff and presenting all basic data in English.

*Please decide in respect to the specific evaluation area (&4.8):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	
<b>Partially positive evaluation</b>	X
<b>Negative evaluation</b>	

*Justify your rating:*

#### 4.9 Continuous monitoring and periodic review of the study programmes

*Please comment on:*

- the procedure followed with regard to assessment and periodic review of the contents of study programmes
- whether this procedure takes into account the changing needs of society
- whether this procedure takes into consideration the findings emanating from monitoring the graduates' career paths
- the procedure with which the reviews take into account the students' work load, the progress rate and completion of studies
- whether this procedure takes into account the cutting edge research activities in that particular discipline
- whether the involvement of students and other stakeholders is secured in the revision of the programmes

Do you wish to make any comment on a point not included above?

Due to the specific status of the TEIION (non-autonomous HEI), the formal procedures provided by Greek law for the autonomous HEIs (general assemblies of Departments, boards of studies etc.) do not apply for TEIION. The continuous monitoring of the study programmes of TEIION is conducted through the typical internal QA procedures under the responsibility of the QAU/MODIP, taking also into consideration the results of the questionnaires filled by the students.

The periodic review and revision of the study programmes are based on the outcomes of the monitoring process and fall under the responsibility of the teaching staff of the respective Departments, who finally submit their proposals to the Governing Board for the consequent decision making.

The EEC recommends that the Governing Board should ensure that the overall procedure is done in a proper way and that the revision of the study programmes takes also into consideration the recent international trends and developments in the respective scientific fields and of the input given by the students. Finally, for the EEC, monitoring of graduates' path both in employment and in further studies is another important factor that should be taken into account for the curricula development.

*Please decide in respect to the specific evaluation area (&4.9):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

#### 4.10 Periodic external evaluation

*Please comment on:*

- the procedure already planned by the Institution in order to deal with the observations of the Institutional External evaluation
- how the anticipated implementation of plans by Departments / Faculties is monitored in response to any comments included in their external evaluation and in the accreditation of their programmes

The current external evaluation is the first one for the TEIION. External evaluations have been conducted only in two Departments. The implementation of the recommendations of the departmental evaluations is monitored by the QAU/MODIP and the academic staff of the respective Departments. The periodicity of the external evaluations follows the provisions of Greek legislation and does not depend on the will or the plans of each institution and each Department.

*Please decide in respect to the specific evaluation area (&4.10):*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

#### **4.11 Internal System of Quality Assurance – Conclusions and recommendations**

*Please complete the following sections regarding the **internal system of quality assurance**:*

**Underline specific positive points:**

- A detailed and structured Quality Management System (QMS) has been already designed by the QAU/MODIP, but it is still under consultation within the institution.
- Students participate in the overall QA procedures of the institution providing formative feedback on the courses, the study programmes and the teaching performance of the academic staff by filling the related questionnaires.
- All basic documents of the internal QA system (both those that are already operational and those that are under consultation) are uploaded on the website of the QAU/MODIP.
- The study programmes have clearly stated learning outcomes which are published in the study guide of each individual Department and are available online. The Study Guide contains also information regarding the curriculum, the organisation of studies and the student workload expressed in ECTS. In the module descriptions, the following are described: the teaching methods, the relevant literature and the whole range of written, oral and practical tests/examinations; and, group projects, performances, presentations and portfolios that are used to assess the learner's progress and ascertain the achievement of the learning outcomes of each separate course are described.
- All information related to the study programmes is available on the webpage of the respective Department, while in parallel study guides are given to the students upon enrolment in hard-copy form.
- The study guide of each separate undergraduate programme contains clear and detailed information with regards to the strategy of the respective Department for the assessment of students, and, more specifically, to which exams, or other methods of assessment, they will be subjected; what is expected of them; and which criteria will be applied for the evaluation of their performance.
- During its meeting with the student representatives, the EEC was assured that the students are fully satisfied of the close relationship and contacts with their professors.
- The EEC is aware that so far there have been no problems at all concerning the recognition of periods of study abroad for the outgoing students upon their return.
- The EEC had the opportunity to realise the good quality of the available support services in regard to libraries, information systems and infrastructure.
- The EEC had the opportunity to realise the good quality of the educational infrastructure, including also the scientific-educational equipment.
- Within the TEIION an open culture is in place, facilitating the direct contact between students and teaching staff at any time and providing students with face-to-face assistance, guidance and consultation.
- The TEIION has developed an information system in the context of the QAU/MODIP.

**Underline specific negative points:**

- The specific status of the institution (non-autonomous institution at the present) does not provide for the involvement of students in the formal procedures of internal quality assurance.

- The involvement of students in the overall procedure is rather weak and random, but it should be mentioned that the majority of the existing Departments of the institution are new. An informal involvement of stakeholders outside of the institution, like future employers, is not practiced yet.
- The EEC has realised that the international mobility of students and staff (either outgoing or incoming) is too low.
- There are not multiple learning paths provided by the institution to accommodate special needs of students (e.g. part-time students, evening courses etc.), apart from those related to some of the elective courses and the possibility to follow a study period in a university abroad (international mobility).
- The Diploma Supplement is not yet implemented in TEIIION. At present, the related information (degree specifications – context, content and status of studies –, learning outcomes, ECTS credits, level of qualification) is provided to the graduates through the course catalogue and the transcript of records delivered to them with the degree upon graduation.
- The Institution has not yet implemented any systematic procedure for the monitoring the progress of students during their studies.
- There are no concrete actions or measures taken by the Institution in order to improve the capacity of academic staff with regards to innovative teaching and assessment methods, and in order to raise their teaching and pedagogic skills.

*Make your suggestions for further development of the positive points:*

- The EEC believes that the institution is in a good and promising way towards developing an effective QA system, given the specific status of the TEIIION as a non-autonomous institution. However, the EEC recommends that the Governing Board of the institution should find ways in order to improve and make more active the involvement of students and staff in the QA procedures. Additionally, the Governing Board and the QAU/MODIP should make the QA policy of the institution clear, visible and easily understood by all members of the academic community but also by the external stakeholders and the community at large.
- Apart from the restrictions raised by the specific status of the institution, the EEC recommends that the Governing Board of the institution should find ways in order to improve and make more active the involvement of students and staff in the development of study programmes.
- The EEC considers important for the Institution to further improve the information system of the QAU/MODIP and to link it with the other information systems in place at the Institution and primarily with the information system managing the student records.

*Make your suggestions on needed steps for improvement:*

- The EEC recommends that the Governing Board and the Departments should establish a strategy aiming to the improvement of international mobility. As regards especially the study programmes, they should contain provisions that encourage and reinforce international mobility and, where appropriate, placement opportunities.
- The EEC recommends that the Governing Board of the institution should reconsider the model of the separate introductory specialties together with the advanced specialties existing in some Departments, with the aim to clarify the impact that they have on the structures and the contents of the study programmes and with the aim to improve the

relevance of the respective study programmes. This procedure should be undertaken in close cooperation with the teaching staff and the students of the respective Departments.

- The EEC had the opportunity to realise that a variety of teaching methods are used especially in the practically oriented study areas (e.g. sound and musical instrument technology, conservation of the cultural heritage, tourism and hospitality management). However, the EEC recommends that the teaching staff in all Departments, irrespective of the study areas and in cooperation with the students, should further explore the development of modern teaching methods aiming to the paradigm of student-centred learning, taking also advantage of the e-class possibilities.
- EEC recommends that the Institution should proceed to the implementation of the Diploma Supplement without any further delay, with the aim to improve both the employability of graduates and the visibility of the study programmes.
- The EEC recommends that the TEIION fully develops the information system to that aim, so that the collection and analysis of data are conducted in a systematic way, so that the Institution acts and be in position to take the necessary steps towards improving the progress of students.
- There are no concrete actions or measures taken by the Institution in order to improve the capacity of academic staff with regards to innovative teaching and assessment methods, and in order to raise their teaching and pedagogic skills. The development of such actions and measures is something that the EEC recommends to the Institution.
- The EEC recommends that the heads of the Departments ensure for the balance between teaching and research tasks, while at the same time the Governing Board of the Institution should oversee the implementation of such a policy.
- The EEC recommends that the Institution should develop a system monitoring the paths of the graduates for all its Departments.
- The EEC considers important that the Institution should utilise the information system of the QAU/MODIP in order to monitor the overall progress of students in their studies (progress rates, success rates in the examinations, drop-out rates, graduation rates, time to graduation etc.)
- The Institution should utilise the information system in order to seek comparisons with other higher education institutions within and beyond the European Higher Education Area, with the aim of strengthening self-awareness and finding possible ways to continuously and increasingly enhance its operation at institutional and individual levels, also in terms of research.
- The EEC recommends that the Governing Board should take the necessary steps in order to improve the information given at the website of all Departments, especially with regards to including also data concerning the teaching staff and presenting all basic data in English.
- The EEC recommends that the Governing Board should ensure that the overall procedure for the continuous monitoring and periodic review of the study programmes is done in a proper way and that the revision of the study programmes takes also into consideration the recent international trends and developments in the respective scientific fields and of the input given by the students. Finally, for the EEC, monitoring of graduates' path both in employment and in further studies is another important factor that should be taken into account for the curricula development.

## **5. OPERATION OF THE CENTRAL ADMINISTRATION OF THE INSTITUTION**

### **5.1 Central Administration Services of the Institution**

Please comment on:

- The operation of the central administration services of the Institution in regard to the:

Special Account for Research Funds (SARF)

Financial services

Supplies department

Technical services

IT services

Student support services

Employment and Career Centre (ECC)

Public/ International relations department

Foreign language services

Social and cultural activities

Halls of residence and refectory services

Institution's library

The Central Administration of TEIION has a dedicated individual for the management of the Special Account for Research Funds (SARF) and one for all other Financial Services. With the implementation of an electronic information system, currently under development, an individual manages the funds allocation to the departments as approved by the Governing Board.

The processing of expenditures for supplies and materials as well as the funding of projects implemented by third parties follows the rules of public accounting, legal and open principles according to the existing legal directives. The Governing Board exercises discretion and control in dispensing funds according to needs and priorities, but also by following some pre-established rules and guidelines. The President of the Governing Board with the support of the Central Financial Officer is ultimately responsible for managing all budgetary matters in accordance with the decisions of the Governing Board and subject to the approval by the Ministry of Education.

There is no centralized supplies and materials management administrative unit. Individual departments handle their own supply needs within the budget allotted to them.

There is a concerted effort by TEIION to continuously improve and develop its Information Technology (IT) and Communications services, based on input by the entire academic community.

On-going and planned projects include:

1. The automation of the operations of individual departmental administrations and the development of the data base for individual student information files.
2. Processing of documents and administrative support for departments
3. Electronic mail management for all departments
4. Notifications and announcements to students and temporary faculty members via the departmental web-based bulletin board.
5. Posting of course-related information via the web and via e-class for applicable courses.
6. Ability to search for special notices and information required by students and temporary faculty.
8. Fax transmission capabilities
9. Student Web systems, InfoKiosk, Digital Signage System
10. Social media access

Student support services are good. A majority of facilities are handicap-accessible as well as to means of transportation. Mentoring, advising and tutoring services are readily available to all students. There is a well organized, government-funded meals program for financially eligible students. Unfortunately there are no student residence halls.

An Employment and Career Centre (ECC) provides support in terms of professional networking and there is a centre of innovation and entrepreneurial activities as well as an office to support student placement in internships.

There is no international relations department but nevertheless TEIION has an active yet underutilised ERASMUS programme. TEIION is not providing opportunities for effective foreign language-based courses.

There are several cultural and social activities, mainly run by the Sound and Musical Instruments Technology and the Preservation and Cultural Heritage departments.

<i>Please decide in respect to the specific evaluation area (&amp;5.1):</i>		Tick
<b>Worthy of merit</b>		
<b>Positive evaluation</b>		X
<b>Partially positive evaluation</b>		
<b>Negative evaluation</b>		

*Justify your rating:*



## 5.2 Operation of the Central Administration of the Institution – Conclusions and recommendations

Please complete the following sections regarding the **operation of the Institution's central administration** :

- *Underline specific positive points:*
- The initiative of one department to establish an information system for alumni networking and communications.

- *Underline specific negative points:*
- TEIIION does not seem to have any centralized support mechanisms for International Programs and collaboration. This activity relies on the initiatives and efforts of individuals with the exception of the ERASMUS Office.
- Lack of autonomy for the institution whereby management and decisions are made by the Governing Board creates a culture of insecurity and suspicion, even if not justified by the actions of the Board.
- The individual campus based library units lack adequate electronic systems for accessing knowledge and information for studying and research.

- *Make your suggestions for further development of the positive points:*
- The EEC acknowledges the efforts toward further development and enhancement of a centralized information system. It recommends that efforts for integration and interconnectivity of all operational modules should be accelerated to provide true, centralized interconnectivity.
- The initiative of one department to establish an information system for alumni networking and communications should be expanded on an institutional centralized level as it will be of value in support of other activities such as recruitment of students for post graduate programs, student internship placements, job market positions for graduates and even fund raising events.

- *Make your suggestions on needed steps for improvement:*
- EEC recommends that the Governing Board adopts a policy or a mechanism consulting with faculty and student representatives concerning important decisions affecting vital interests of personnel, student and institutional processes.
- Upgrade and expand electronic systems serving all basic library activities, including student and faculty access to periodicals and data bases and various operational and management functions.

## 6. CONCLUSION AND RECOMMENDATIONS

*In connection with the*

- general operation of the Institution
- development of the Institution to this date and its present situation
- Institution's readiness and capability to change/improve
- Internal system of Quality Assurance of the Institution

*please complete the following sections:*

- *Underline specific positive points:*

- *Underline specific negative points:*

- *Make your suggestions for further development of the positive points:*
- The EEC is aware that, according to Greek legislation, the TEIs are authorised to organise and carry out master programmes and deliver master degrees in full equivalence with the universities. However, the EEC believes that the organisation of a master programme should be undertaken only after the full development of all first cycle programmes. Otherwise, the master programme will act as a threat or risk to the full development of the undergraduate programmes and will jeopardise it. As for the development of joint master programmes, the EEC has the view that this procedure may be effective and mutually helpful only if the partnership for developing a joint master programme is based on parity.
- The EEC recommends the rest of the departments in all three islands to follow the example of the Environmental Technology Department which is actively involved in matters related with environmental Policy and sustainable development.
- The EEC fully endorses the efforts of the academic staff of the TEIION aiming to the improvement of research activity and improvement of its research performance. However, the EEC believes that this research activity should primarily focus on the principal research mission of the TEIs serving on the one hand the specific educational identity of the TEIs and on the other hand the role of the TEIs in the society and the economy. In other words, the research activities of the TEIION should be purposeful and focused, aiming to meet the role of a TEI.
- Finally, the EEC believes that any steps and initiatives aiming to the initiation of master programmes and to the further development of research activities should be undertaken with a view to the existing capacity of the Institution in terms of economic resources and human potential.

- *Make your suggestions on needed steps for improvement:*

- The EEC recommends the participation of a faculty representative as a permanent, equal member of the Governing Board. Given the geographically dispersed nature of TEIION, the nature of this participation should be efficient and cost effective, yet have equivalent decision-making rights.

- Appoint a TEIION liaison to interface with local government, community and business leaders to interface formally to strengthen and improve Public Relations and promote the creation of new financial sources for the institution.
- Initiate the design and implementation of a summer study program with course offerings in English with the intent to achieve student enrollments for both Greek and foreign students, thus, taking advantage of the attractiveness of the island based campuses.
- Initiate discussions and negotiations for the development of a co-sponsored graduate program in selected disciplines between TEIION and a sister institution that is already authorized to grant graduate degrees. This should be done in a way that has a minimal impact on the already scarce time availability of the institution's faculty pool.

### 6.1 Final decision of the EEC

*Please decide in respect to the overall Institutional evaluation:*

	Tick
<b>Worthy of merit</b>	
<b>Positive evaluation</b>	X
<b>Partially positive evaluation</b>	
<b>Negative evaluation</b>	

*Justify your rating:*

Taking into consideration the detailed evaluation results of all specific sections above, the EEC concludes the final decision of “positive evaluation” for the TEIION.

## **The Members of the Committee**

### **TECHNOLOGICAL EDUCATIONAL INSTITUTE OF IONIAN ISLANDS**

Name and Surname

Signature

**Prof. Petros Vamvakas**

Emmanuel College, U.S.A.

**Prof. Spyros Economides**

California State University, U.S.A.

**Prof. Dionyssis Kladis**

International Expert, Qatar

**Prof. Christos Olympios**

Agricultural University of Athens, Greece

**Prof. Dimitrios Spigos**

Ohio State University, U.S.A.