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HELLENIC REPUBLIC
H . Q . A .
HELLENIC QUALITY ASSURANCE AND
ACCREDITATION AGENCY

EXTERNAL EVALUATION REPORT

TEI of CENTRAL MACEDONIA

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1. EXTERNAL EVALUATION COMMITTEE

The Committee responsible for the External Evaluation of the Technological Education Institution named: TEI of CENTRAL MACEDONIA 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 Anthimos Georgiadis (Chairman)
Leuphana University of Lüneburg, Germany
2. Prof Nik Bessis
Edge Hill University, UK
3. Prof Symeon Giannakos
Salve Regina University, U.S.A
4. Prof Dionyssis Kladis
International Expert, Qatar
5. Prof Panos Papanastasiou
University of Cyprus, Cyprus

2. INTRODUCTION

2.1 The External Evaluation Procedure

In accordance with the established procedure of Hellenic Assurance and Accreditation Agency (HQA), the External Evaluation Committee (EEC) visited the Technological Educational Institute of Central Macedonia (TEI CM) from 6 to 12 December 2015 in order to fulfil its obligation of an external evaluation process for the entire institution. On Sunday, December 6, all of the members of the EEC held a private meeting in Thessaloniki to discuss organizational matters. One second day, Monday, December 7, the EEC was transferred to Serres. It held an orientation meeting with Professor Ioannis Gerotheranis, Vice President of HQA and the EEC was briefed about its assignment. Subsequently, the EEC met with: the President of the TEI; the Vice-President for Academic Affairs and Personnel; the Vice President of Finance and Development; the General Secretary of the Institution; Meeting with self-evaluation team; Meeting with the President and members of the Administration's Council; Meeting with the President and members of the Administration's Council; Faculty of Applied Technology; Faculty of Business Administration and Economics; Accounting and Finance Department; with undergraduate students from each faculty, with postgraduate students; and with the external partners, representatives of the local authorities and the business sector.

Finally, the EEC visited key representative facilities like the library, research laboratories, teaching halls and toured the campus. For specific details of the visit and the campus tour see the "Final Draft Timetable of the EEC Visit" and the "Program of Guided Tour" in Appendix 1.

In the process of the visit, the EEC examined the Institution's Self Evaluation Report, and the Institution's Quality Assurance System (also demonstrated in practice). The EEC viewed power point presentations from each Faculty, the Quality Assurance Unit (MODIP), and the General Secretary of Administration. Finally, the EEC asked and viewed a demonstration of the Information System of MODIP.

Apart from following the schedule and after the presentation of the oral report, the EEC held a one-hour session with the assembly of the institution to explore further possibilities towards enhancing the quality of the institution.

<i>Please decide in respect to the specific evaluation area (&2.1):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The EEC adhered to the visitation schedule. It was impressed with the organizational arrangement facilitating its visit. It felt most welcome and the reaction to the evaluation process was exemplary positive. The procedure was robust and sound and there was ample opportunity for the EEC to explore the functions of the institution. All planned meetings took place and documents, information and demonstrations asked by the evaluators have been delivered.

2.2 The Self-Evaluation Procedure

The sources and documentation made available to the EEC were appropriate, and the quality and completeness of evidence provided and presented was sufficient and reflective of institutional practices. The information was inclusive and adequate for the purpose of the visit. Still, the EEC felt that the documents could have included more details about the interactive process followed in completing the self-evaluation process. It could have been specific about the extent and nature of student and staff participation.

<i>Please decide in respect to the specific evaluation area (&2.2):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The overall impression of the EEC is that the self-evaluation process was done diligently and with respect to the general spirit of the requirements. The objectives of the internal evaluation procedure have been met by the Institution in a high extend. The Self-Evaluation Procedure in the Institution has been described and analysed very well within the presentations and discussions and along the delivered report. In the future, the EEC suggests including a more detailed description of the comprehensive and interactive nature of the process.

3. PROFILE OF THE INSTITUTION UNDER EVALUATION

3.1 Institutional Governance, Leadership & Strategy

3.1.1 Vision, mission and goals of the Institution

As stated in the Self Evaluation Report, the Institution's mission is appropriate and comparable to the standards of the technological sector of the higher education in Greece. In general terms, goals and action plan are adequate and well-articulated. The institution's vision is ambitious and articulated with a sense of commitment and positive energy. On this point, the EEC is impressed and feels compelled to express admiration for the institutions enthusiasm and sense of community effort.

The EEC suggests that goals could be set more clearly and concretely and could be enumerated with a specified purpose and timeline. Goals and objectives can be accompanied with measurable steps towards their achievement. The institution may have increased possibilities to achieve and monitor their set goals if these were internalized and articulated according to S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, and Time-related) criteria. For example, the goal of the institution to strengthen research is positive and encouraging, yet a more specific plan for action should be articulated by relying on the S.M.A.R.T. criteria.

The aspiration to improve is notable across the Institution. The EEC observed an unmistakable sense of optimism in improving and that is certainly an important asset to the Institution. The infrastructure, skills and potential to improve are present and the EEC is confident the Institution will inevitably do so. Recommendations made by external evaluations at the department level have been successfully implemented and this is recognized by the EEC.

<i>Please decide in respect to the specific evaluation area (&3.1.1):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The Institution addressed its vision, mission and goals in an appropriate manner. The EEC has the opinion that the infrastructure, skills and potential to improve are present and the EEC is confident the Institution will inevitably do so. The majority of the recommendations made by previous external evaluations at the department level have been successfully implemented and this is recognized by the EEC. The EEC

thinks that a more focused and realistic approach is needed to make them a reality under the today's conditions.

3.1.2 Organizational Development Strategy

The leadership is dedicated, committed, and capable. Despite the constraints imposed on them by the political and legal framework in which they operate, they work together effectively. They commit to the Institution and its operational needs in a selfless and sincere way. They have the appropriate qualifications for the positions they fill and work diligently, amicably, collegially, and in a concerted way to advance the Institution. For example, they have produced a detailed plan regarding the bylaws and procedural regulations of the Institution and are currently awaiting approval from the appropriated authorities. They have adapted to the financial constraints imposed on them and have been able to continue to fulfil the academic needs of the student body, albeit at a basic functional existence.

The organizational structure of the administration is sensible and well positioned to implement the aspired goals. The EEC would recommend that the organization to be streamlined along the need for more efficient work flow at both the horizontal and vertical direction. Work should be distributed evenly along the organizational structure and should aim at delegating and distributing work though out the organizational structure.

<i>Please decide in respect to the specific evaluation area (&3.1.2):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The administration is skilled, capable and adept to achieving the developmental goals of the Institution. They have produced a detailed plan regarding the bylaws and procedural regulations of the Institution and are currently awaiting approval from the appropriated authorities. The EEC recommends that operational procedures are developed relying on interactive and interdependent relation of the functional units rather than one those that fill each unit.

3.1.3 Academic Development Strategy

The academic development strategy of the Institution focuses mainly on restructuring existing disciplines towards the creation of a new Faculty of Arts and Design to be located in the town of

Kilkis and to include the Department of Interior Architecture, Decoration and Design, the Department of Clothing, Design and Technology, and the Department of Graphic Design (brand new department). The EEC feels that this restructuring is both realistic and feasible and will add significant academic value to the Institution. The building to house the new Faculty is already in existence and there is supporting evidence of a market demand and student interest. Clearly, the Institution has taken the appropriate steps towards implementing this goal.

Existing initial plans to develop a new MSc program for the Department of Civil Engineering, Surveying Engineering and Geoinformatics are sensible and worth of implementation. At the time of this writing, the feasibility plans of the new program is complete, the program has gone through the internal evaluation process, has been submitted to the external evaluation process and is waiting for the evaluation to be undertaken and be completed.

The EEC verified there is an immediate need to complete the staffing needs of the Department of Logistics. In order to function effectively and autonomously, and also be able to fulfil its academic purpose, the Department must be staffed by nine faculty members, but is currently now at seven. This prevents the Department from achieving its developmental potential.

<i>Please decide in respect to the specific evaluation area (&3.1.3):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The academic development strategy is appropriate. The EEC feels that this restructuring towards the creation of a new Faculty of Arts and graphic Design is both realistic and feasible and will add significant academic value to the Institution. There is an immediate need to complete the staffing needs of the Department of Logistics in order to function effectively and autonomously. The institution is aware of this needs and it plans to realise this plan as soon as possible.

3.1.4 Research Strategy

In terms of research strategy, the EEC observed there is a fragmented, uneven, *ad hoc* and unsystematic approach to academic research. The existential desire to pursue research expressed across the institution should be matched by the development and implementation of a comprehensive research strategy at the institutional level.

The Institution does recognize the need for a comprehensive research strategy and is considering possible ideas and options. These have been invariably presented, but not in concrete form and there is need for specificity, clarity and more determination.

Although a state-of-art research network is in place in isolated cases, the existing laboratory research support is overall basic and is need of development. External evaluation reports at the

department level, invariably have recommended a number of ideas and plans in creating research networks of excellence. These are also endorsed by the current EEC.

The EEC feels that the research assistance mechanisms, in place for the preparation of research proposals, needs significant improvement towards securing partner research institutions and faculty, and also creating patents and adopting research innovations. The faculty is overloaded with teaching and administrative responsibilities, which handicapped research activities.

<i>Please decide in respect to the specific evaluation area (&3.1.4):</i>		Tick
Worthy of merit		
Positive evaluation		
Partially positive evaluation		X
Negative evaluation		

Justify your rating (optional): No concerted research strategy is adopted and implemented. Research agendas are based on individual initiatives. The existing research plan is in its infancy and the Institution does recognize the need for the development of a research strategy and furthermore a state-of-art research network. Also the external evaluation reports at the department level, have recommended a number of ideas and plans in creating research networks of excellence. The EEC agrees with these recommendations and feels that the research assistance mechanisms needs significant improvement.

3.1.5 Financial Strategy

The financial strategic plans follow the operational parameters determined by the funding provided by the state. In addition, the administration has explored and succeeded in arranging for the economic exploitation of specific facilities for the purpose of generating additional income. The Institution has made available a very limited part of its facilities for public use in exchange for rent.

In cooperation with other external partners, the Institution has formulated two concrete proposals for the exploitation and use of geothermal energy and energy production based on natural gas. The EEC considers this as a good example of attempting to generate income outside the one provided by the state. The EEC feels the Institution may want to explore additional ways to generate income like contributions from private sources (e.g. donations).

The management of state and international funds is appropriate and it follows the principles of national funds management. Despite the severe economic cuts in the operational and public investment budget and despite the fact it does not have the benefit of operating under a Quality System for Financial Management (e.g. ISO), the Institution has managed to maintain its operational status.

The organization and strategy of the Special Account for Research Funds (SARF) is appropriate.

<i>Please decide in respect to the specific evaluation area (&3.1.5):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The Institute manages its financial affairs well and effectively. It succeeded to continue fulfilling the academic needs of the student body, albeit at a basic functional existence, using the resources in an economic manner. Although the Institution has formulated two concrete proposals for the exploitation and use of geothermal energy and energy production based on natural gas in order to increase financial sources and considering this as a good example of attempting to generate income outside the one provided by the state, the EEC feels the Institution may want to explore additional ways to generate income like contributions from private sources (e.g. donations).

3.1.6 Building and Grounds Infrastructure Strategy

The Institutional strategy regarding infrastructure revolves on the reality of the existence of an academic department located in the town of Kilkis and one located in Katerini. This is a *de facto* infrastructural deviation from the model 1 campus.

As mentioned above, the Institution is planning on creating a new Faculty of Arts and Design to be located in the town of Kilkis and to include the already existing Department of Interior Architecture, Decoration and Design, the Department of Clothing, Design and Technology, and the new Department of Graphic Design.

Although there is discussion on consolidating the Institution's infrastructure, there has been no feasibility study regarding the benefits and disadvantages of such a scenario.

<i>Please decide in respect to the specific evaluation area (&3.1.6):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The current building and grounds infrastructure is sufficient according to the needs of the institution. The campus in Serres is in a good condition and the building for the planned new faculty of arts and design in Kilkis has a new building. In Serres there

is the ground for further buildings or sport facilities. There are ideas but not concrete plans for using it in this way. A feasibility study regarding the benefits and disadvantages of further use or consolidation of the institutions infrastructure is recommended.

3.1.7 Environmental Strategy

The Institution has not development a dedicated environmental strategy. There is no disclosure of hazardous waste and there is no evidence of any such existence. There are plans for using geothermic resources of the region in collaboration with other stakeholders.

<i>Please decide in respect to the specific evaluation area (&3.1.7):</i>	Tick
Worthy of merit	
Positive evaluation	
Partially positive evaluation	X
Negative evaluation	

Justify your rating (optional): Although, there is no evidence of hazardous waste in the Campus and its condition very well also in terms of environmental aspects, the institution could develop an environmental strategy towards sustainable use of regenerative energy including sun power and implementing environmental and sustainability issues into the studies.

3.1.8 Social Strategy

The institution is strategically placed in the regional and local context. The EEC recognizes the positive contribution of the Institution to the local social environment. The Institution has taken advantage of its existing infrastructure to house cultural events on campus. The Institution's indoor and outdoor amphitheatres are being fully utilized by the local community for concerts, cultural celebrations and other events. The community has access to the library sources and uses them extensively.

Cross-Border cooperation with academic institutions is a major contribution to social development in the region.

The Institution participates in a regional initiative to develop ways to deal with environmental disasters such as flooding or earthquakes. The Institution has created an institutional connection with the city Chamber of Commerce and has developed a strong relationship with the city and prefecture institutions.

The promotion of interaction between the Institution and the labour market is facilitated by a dedicated industrial placement office on campus.

The EEC observes that there is not reciprocal and long-lasting relationship with the alumni community.											
<p>Please decide in respect to the specific evaluation area (&3.1.8):</p> <table border="1"> <tr> <td></td> <td>Tick</td> </tr> <tr> <td>Worthy of merit</td> <td></td> </tr> <tr> <td>Positive evaluation</td> <td>X</td> </tr> <tr> <td>Partially positive evaluation</td> <td></td> </tr> <tr> <td>Negative evaluation</td> <td></td> </tr> </table>			Tick	Worthy of merit		Positive evaluation	X	Partially positive evaluation		Negative evaluation	
	Tick										
Worthy of merit											
Positive evaluation	X										
Partially positive evaluation											
Negative evaluation											
<p><i>Justify your rating (optional):</i> Social integration is considerable, it contributes to the local and regional society in terms of supporting cultural events and cross boarder connections. There is an active interaction between the institution and the local authorities as the local labour market. However, the EEC feels that there is potential for further development of social impact and long-lasting relationship with the alumni community.</p>											
3.1.9 Internationalization Strategy											
<p>The internationalization of the curriculum has been initiated but it is still in its formative stage. The Institution has created an office to facilitate the Erasmus program and support the incoming student needs with free housing. First steps for international cooperation in research have been undertaken and further development is in the developmental horizon of the Institution. The Institution has limited participation in international educational networks and institutional collaboration is modest. The Institution has expressed a strong desire to expand internationalization, but such expression is still in a formative stage.</p>											
<p>Please decide in respect to the specific evaluation area (&3.1.9):</p> <table border="1"> <tr> <td></td> <td>Tick</td> </tr> <tr> <td>Worthy of merit</td> <td></td> </tr> <tr> <td>Positive evaluation</td> <td></td> </tr> <tr> <td>Partially positive evaluation</td> <td>X</td> </tr> <tr> <td>Negative evaluation</td> <td></td> </tr> </table>			Tick	Worthy of merit		Positive evaluation		Partially positive evaluation	X	Negative evaluation	
	Tick										
Worthy of merit											
Positive evaluation											
Partially positive evaluation	X										
Negative evaluation											
<p><i>Justify your rating (optional):</i> Although the Institution has expressed a strong desire to expand internationalization and the Erasmus office works very well, at the moment, it has limited participation in international educational networks and institutional collaboration is modest. Further steps and a concrete strategy towards internationalization needed.</p>											

3.1.10 Student Welfare Strategy

The Institution operates a refectory for the use of students who wish to use its services. Food is readily available and in good quality. Sports facilities are limited to the operation of a small recreation area or gym. There is no notable cultural activities strategy or policy for the accommodation of persons with special needs. The Institution offers discount tuition for graduate study, 50 per cent merit discount and 20 per cent discount for its own undergraduates.

<i>Please decide in respect to the specific evaluation area (&3.1.10):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The student welfare strategy is sufficient but there is potential for improvement. Sport facilities and the internal cultural strategy needs to be improved also towards attracting the students to build a more active community in Serres, Kilkis or Katerini.

3.2 Strategy for Study Programmes

3.2.1 Programmes of Undergraduate Studies (first cycle)

The program of undergraduate studies of the different academic departments meet or exceed the general requirements of quality education. The curriculum is systematically reviewed and updated through an interactive process between the faculty and the students. Students are genuinely satisfied with the curriculum and express a strong view that it is better when compared to comparable institutions they are also familiar with. All of the academic departments have undergone an external evaluation process. There is strong evidence supporting the view that the recommendation made by this evaluation process has been implemented. For example, the practice of students evaluating each course offering has been institutionalized and is a permanent and most useful tool of ascertaining quality control in instruction, curriculum development and logistical support. The students have access to a modern laboratory infrastructure which is being fully utilized.

One of the major weaknesses of undergraduate education is the limited number of instructors in relation to the large number of students. Faculty must deal with the reality that the academic preparation of the incoming students varies drastically from one student to the other and this is a challenge in providing efficient instruction in the classroom.

A great deal of students does not attend classes but are still qualified to participation in examinations. This results into a considerable number of failures which then require repeating courses. This creates a major challenge especially in finding space for laboratory instruction. Space is limited and this limitation is compounded by the offerings of courses by a disproportionately large numbers of part-time instructors.

Finally, the practice of students allowed to register for advanced courses, without having successfully completed introductory courses, poses a further instructional challenge.

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

Justify your rating (optional): In general terms the curriculum and its instruction meet high quality standards. The curriculum is systematically reviewed and updated. Students are genuinely satisfied with the curriculum. All of the academic departments have undergone an external evaluation process and the recommendation made by this evaluation process has been implemented. The students have access to a modern laboratory infrastructure which is being fully utilized. Some inconsistencies remain, like the number of instructors and are in need of consideration at the administrative level.

3.2.2 Programmes of Postgraduate Studies (second cycle)

The Institution responded to the need for graduate education effectively and proactively and placed itself in a strategically favourable position in offering graduate education in in the region.

The fact that the volume of students at the graduate level is smaller than that of the undergraduate one is demonstrated by student reaction which expresses a far greater satisfaction with both the curriculum and the instruction. Graduate students are visibly more satisfied than the undergraduate ones. In general terms the graduate curriculum satisfies the needs of the student population and this was confirmed by testimonies of graduates who are now employed in the industry. The alumni expressed a genuine excitement about their graduate education and seem to be proud of it and the tools it has equipped them with.

One major concern is that in some instances laboratory equipment and resources are somewhat lagging behind from those existing in the industrial sector.

<i>Please decide in respect to the specific evaluation area (& 3.2.2):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The Institution provides high quality graduate education in meaningful areas to the region's needs and demands. Graduate students are very satisfied with their studies which was confirmed by testimonies of graduates who are now employed in the industry. Although the laboratory equipment and resources are satisfying the needs now some of them have to be replaced or completed in order to meet the needs of the industrial sector, e.g. in communications.

3.2.3 Programmes of Doctoral Studies (third cycle)

Please comment on:

At this point of its existence the Institution does not offer any doctorate programs.

The Institution has expressed its desire in its Self-Evaluation Report to be given the right to offer doctorate programs.

The Institution could explore the legal possibilities to participate in jointly offered doctoral program with universities in Greece or abroad.

The EEC feels that in some instances the Institution's participation in jointly offered doctorate programs could be appropriate.

<i>Please decide in respect to the specific evaluation area (& 3.2.3):</i>	Tick
Worthy of merit	
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): Not applicable.

3.3 Profile of the Institution under evaluation - Conclusions and recommendations

- *Specific positive points:*

The organizational arrangement for the external evaluation was exemplary.

The Institutions attitude towards internal and external evaluation is positive. Recommendations made by the external evaluation process have been implemented.

The aspiration to improve is notable across the Institution.

The leadership is dedicated, committed, and capable.

The academic development strategy is appropriate.

The Institution manages its financial affairs well and effectively.

The building and grounds infrastructure is sufficient.

The Institution is strategically placed in the local and regional context.

Cross-border cooperation with academic institutions is a major contribution to social development in the region.

The Institution has a strong desire to expand internationalization.

The program of studies meets or exceed generally accepted requirements.

The Institution provides high quality graduate education meeting the demands of the region.

- *Underline specific negative points:*

Strategies and goals are not set as clearly and concretely as possible.

Work on organization development strategies is not distributed evenly across the organizational structure.

There is a fragmented, uneven, *ad hoc* and unsystematic approach to research strategies.

The Institution does not have a support mechanism for active researchers.

Funding from non-governmental sources within the Institution is very limited.

A dedicated environmental strategy is not present.

There is no alumni association.

The internationalization strategy is weak.

Sports facilities for students are limited.

Staff-to-student ratio is too low.

The class attendance by students is poor.

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

Restructuring towards the creation of a new Faculty of Arts and graphic Design is very important and it adds significant academic value to the Institution.

There is an immediate need to complete the staffing needs of the Department of Logistics in order to function effectively and autonomously.

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

Specific plans for action should be relying on the S.M.A.R.T criteria for action

Work on organization development strategies should be delegated across the organizational structure

The Institution should improve the support mechanisms for the preparation of research proposals and participate to the ERA.

Create a research advisory board including external experts in order to improve the research strategy and the participation to cooperative research and teaching activities.

Reduce teaching loads to active researcher by redistributing teaching loads.

Seek financial contributions from the private sector.

Develop an environmental strategy using also national and European support.

Support the creation of an alumni association.

Strengthen internationalization strategies in terms of student and staff exchange and common research.

Improve sports activity by organizing intramural teams and improving facilities.

Improve staff-to-student ratio by recruiting additional permanent staff.

Explore ways to increase student class attendance and attract students to build a more active local student community.

4. INTERNAL SYSTEM OF QUALITY ASSURANCE

4.1 Quality Assurance (QA) Policy and Strategy

The Institution demonstrates a positive attitude and has adopted a strong policy regarding QA and improvement. It has developed a robust quality management system, which defines the Institution's internal QA processes fairly well. The Institute has developed a detailed implementation guide containing an analysis of the QA system's operating procedures. The students are involved in the QA process through their participation in MODIP and in the internal evaluation processes at the department level.

The Institution evaluates its effectiveness by relying on departmental participation and feedback regarding the QA process and by taking into consideration recommendation of the external evaluation process.

The system is organized in a way that personal data are protected minimizing any risk of bias, intervention, and discrimination.

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

Justify your rating (optional): The EEC feels that the Quality Assurance policy and strategy are of high quality. The Institution demonstrates a positive attitude and has adopted a strong policy regarding QA and improvement. It has developed a robust quality management system, which defines the Institution's internal QA processes fairly well.

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

All programs have been submitted to external evaluation and all evaluations of each Department have been completed. The EEC verified through discussions with graduates that there is general satisfaction with the curriculum and its development. Each external evaluation report includes ample evidence of quality assurance and the EEC has also verified this through its own evaluation.

The Institution has published a guide regarding the organization of studies. Programs are periodically being evaluated. Student participation in the quality assurance process is ensured through their participation in the internal evaluation committees of each department and through student evaluation questionnaire.

The learning outcomes of the study programs and their individual courses have been clearly formulated on the basis of the ECTS system and they have been published in the aforementioned guide. The achievement of the learning outcomes is monitored through course completion.

A number of students have been participating in international exchange programs and the structure of the program enables international mobility.

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

Justify your rating (optional): The EEC saw sufficient evidence regarding the approval, monitoring and evaluation of the study programmes and degrees awarded. The learning outcomes of the study programs and their individual courses have been clearly formulated on the basis of the ECTS system and they have been published in the aforementioned guide. Student participate actively in the quality assurance process through their participation in the internal evaluation committees of each department and through student evaluation questionnaire.

4.3 Teaching and learning - Assessment by students

The teaching staff offers proper guidance and support to student by making available specific guidelines regarding learning methods and outcomes. The teaching staff is readily available to students and students can receive timely feedback.

The Departments develop course syllabi which include all of the information 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.

There is a formal procedure for addressing complaints and objections by students in the Departments / Faculties of the Institution.

Multiple and coherent learning paths are provided at the graduate level but only at a limited capacity at the undergraduate level which needs to be improved.

<i>Please decide in respect to the specific evaluation area (&4.3):</i>		Tick
Worthy of merit		
Positive evaluation		X
Partially positive evaluation		
Negative evaluation		

Justify your rating (optional): The Departments offer the opportunity to students to provide feedback addressing teaching and learning outcomes. A positive teaching and learning culture dominates. Students have the opportunity to follow individual and coherent learning paths at the graduate level but only at a limited capacity at the undergraduate level which needs to be improved.

4.4 Admission of students, progression and recognition of studies

Admission of students to undergraduate studies is determined by national entrance examination process administered by the state.

Procedures and criteria for admission to the second cycle of studies are implemented with consistency and transparency. 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. 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 and among institutions.

Students are provided with detailed information regarding the degrees conferred to them. The achieved learning outcomes, the framework, the level and the content of studies they successfully completed is well stated. Also, the Institution has in place processes and tools to collect, monitor, and use information regarding student progression.

<i>Please decide in respect to the specific evaluation area (&4.4):</i>		Tick
Worthy of merit		
Positive evaluation		X
Partially positive evaluation		
Negative evaluation		

Justify your rating (optional): Admission of students to undergraduate studies is determined by national entrance examination process administered by the state. Procedures and criteria for admission to the second cycle of studies are implemented with consistency and transparency.

4.5 Quality Assurance as regards the teaching staff

Available teaching positions are openly advertised and the hiring process verifies the teaching credentials and qualifications of the candidates. The process follows established procedures by the Greek national legislation and respective regulations and is, therefore, sufficient.

In addition to providing sabbatical leave on specified intervals, the Institution encourages professional development through participation in academic conferences. In this respect, the Institution, as much as possible, follows the process provided by the law.

Student evaluations of instructors are relied upon to address teaching deficiencies and each Department follows an established process of providing input and guidance towards improving teaching performance.

The Institution maintains quantitative data regarding scientific activity by the teaching staff and it publishes these as part of an established procedure towards assessing scholarly productivity in each Department.

The Institution's disciplinary approach and practice follows nationally established regulatory processes.

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

Justify your rating (optional): The Institution maintains quantitative data regarding scientific activity by the teaching staff and it publishes these as part of an established procedure towards assessing scholarly productivity in each Department. The process of hiring academic staff follows established procedures by the Greek national legislation and respective regulations. Providing sabbatical leave only on specified intervals, the Institution encourages professional development through participation in academic conferences. In this respect, the Institution, as much as possible, follows the process provided by the law.

4.6 Learning resources and student support

Institutional support services in regard to libraries, information systems and infrastructure are well developed and are being fully utilized. The Library, for example, is a member of the HEALLINK network and makes full use of electronic resources and students can easily access them online.

Institutional support services are monitored, evaluated, and reviewed through MODIP.

Counselling and tutoring services are offered on individual basis but there is need for one such development.

<i>Please decide in respect to the specific evaluation area (&4.6):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): Institutional support services are well developed and they are monitored, evaluated, and reviewed within the recently applied evaluation procedures through MODIP. Counselling and tutoring services are offered on individual basis but there is need for further development.

4.7 Information Systems for Recording and Analysing Data and Indicators

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. The information system was developed internally and actual demonstrations to the EEC were most impressive. In fact, the system has been made available to other institutions.

The Institution possesses reliable means for collecting, analysing and utilizing valid information regarding its other functions and activities. It collects information about student satisfaction with their programmes of study and the career paths offered to graduates.

In general terms, the institution is mindful of the operations of other comparable institutions but does not as of yet has established a concerted and systematic way of collecting and processing comparative data.

<i>Please decide in respect to the specific evaluation area (&4.7):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The information system was developed internally and actual demonstrations to the EEC were most impressive. In fact, the system has been made available to other institutions. 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.

4.8 Dissemination of information to stakeholders

The Institution has developed an elaborate and detailed website in both the Greek and English languages. It updates it regularly and it provides reliable information about programs offered, the expected learning outcomes, the degrees awarded, the teaching, learning, assessment procedures, and learning opportunities. The website also includes, the teaching staff's CVs.

<i>Please decide in respect to the specific evaluation area (&4.8):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The institution provides sufficient information to stakeholders mainly due to the website. Sufficient information about programs offered, the expected learning outcomes, the degrees awarded, the teaching, learning, assessment procedures, and learning opportunities including the teaching staff's CVs are provided in the website. Dedicated measures for the dissemination of information to the stakeholders need improvement.

14.9 Continuous monitoring and periodic review of the study programmes

The institution has developed an internal monitoring quality assurance system which is being applied consistently to all aspects of curriculum development and implementation. Individual departments are involved in the process by providing both input and feedback to the process. In this regard, the review is comprehensive and interactive.

The review process does take into account the changing needs of society through the participation in the process of the corresponding industry it feeds. It is also evident in course offerings whose content is keeping pace with market demand.

The review procedure takes into consideration the findings emanating from monitoring the graduates' career paths, but this is done in a limited fashion.

The procedure inevitably takes into account the students' work load, the progress rate and completion of studies.

The procedure does takes into account recent technological advances in the particular discipline under review.

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

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The institution has developed a strong internal monitoring quality assurance system which is being applied consistently to all aspects of curriculum development and implementation. The procedure inevitably takes into account the students' work load, the progress rate and completion of studies. The review procedure takes into consideration the findings emanating from monitoring the graduates' career paths, but this is done in a limited fashion.

4.10 Periodic external evaluation

The Institution has willingly participated in all of the periodic external evaluation processes and has implemented the vast majority of recommendations made. As described in 2.1 the current external evaluation procedure has been organised in an excellent way. The institution's representatives and the staff have contributed to the presentations, discussions and brain storming actively and efficient.

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

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The procedure already planned by the Institution was excellent and the collaboration with the EEC was exemplary. The anticipated implementation of plans by the institution was monitored within the internal evaluation report, the presentations and the additional information asked by the ECC.

4.11 Internal System of Quality Assurance – Conclusions and recommendations

- *Underline specific positive points:*
The QA policy and strategy of the TEI CM is of high quality.
All departments have undergone external evaluation and they have implemented the majority of the recommendations.
Course syllabi are of high quality.
An efficient and comprehensive in house information system has been developed for the recording and analysing data indicators.
The Institution provides an effective Website in both Greek and English.
- *Underline specific negative points:*
There is a lack of multiple and coherent learning paths at the undergraduate level.
The programme involves limited counselling and tutoring services for students.
A system of collecting and analysing data for comparison purposes with other institutions (bench marking) needs development.
- *Make your suggestions for further development of the positive points:*
The institution should further develop the web based dissemination and communication towards Alumni and stakeholders.
- *Make your suggestions on needed steps for improvement:*
The Institution should explore and introduce new ways of multiple and coherent learning paths. Bench marking with other Institutions could help.
Counselling and tutoring services should be strengthened in order to face inhomogeneous learning levels of beginners and other students.

5. OPERATION OF THE CENTRAL ADMINISTRATION OF THE INSTITUTION

5.1 Central Administration Services of the Institution

With the exception of Foreign Language Services, the Institution covers all necessary services either adequately or at a highly satisfactory manner. As described before, Special Account for Research Funds (SARF), Financial services, Supplies department, IT services, Student support services, refectory services and Institution's library are working adequately. The Employment and Career Centre (ECC) and the Public/ International relations department and Social and cultural activities need further development. The Foreign language services and have to be established.

Please decide in respect to the specific evaluation area (&5.1):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): With the exception of Foreign Language Services, the Institution covers all necessary services either adequately or at a highly satisfactory manner.

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

- *Underline specific positive points:*
The institution provides reliable and robust administrative services although they operate with limited human resources.
- *Underline specific negative points:*
The institution does not offer foreign language courses which is necessary for internationalisation and research.

- *Make your suggestions for further development of the positive points:*
Strengthening of the administration could reduce the administrative load of the teaching and researching staff and enable improvement towards research.

- *Make your suggestions on needed steps for improvement:*
The institution should offer foreign languages. English is absolutely necessary especially for an institution at the country's boarder but also for enhancing the student exchange.

6. CONCLUSION AND RECOMMENDATIONS

- *Underline specific positive points:*

The Institution operates generally in an appropriate manner. The development of the Institution to this date and its present situation is satisfactory but strong influenced by the economic constrains. The aspiration to improve is notable across the Institution and the leadership is dedicated, committed, and capable. The institution provides reliable and robust administrative services although they operate with limited human resources.

The academic development strategy is appropriate. The establishment of a new school in Kilkis is an important step for the sustainability of the Institution and the department of logistics in Katerini meets the needs of the market. First cross-border cooperation with academic institutions contribute to social development in the region. The Institution express a strong desire to expand internationalization.

The program of studies meets or exceed generally accepted requirements. The Institution provides high quality graduate education meeting the demands of the region. The QA policy and strategy of the TEI CM is of high quality. Its attitude towards internal and external evaluation is positive. Recommendations made by the external evaluation process have been implemented in a sufficient way. All departments have undergone external evaluation and they have implemented the majority of the recommendations. An efficient and comprehensive in house information system has been developed for the recording and analysing data indicators.

- *Underline specific negative points:*

Although the Institution's leadership works on further improvement intensively the strategies and goals are not set as clearly and concretely as possible and the work on organization development strategies is not distributed evenly across the organizational structure. Especially the approach to research and internationalisation strategies is fragmented, uneven, *ad hoc* and unsystematic.

The institution does not offer foreign language courses which is necessary for internationalisation and research.

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

The Institution could further develop the cooperation with the industry and other institutions.

The attractiveness for students could be improved through better visibility and improvement of the sport and social infrastructure.

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

The Institution could establish further mechanisms to formulate strategies and goals using S.M.A.R.T. criteria. An extended advisory board for a suitable time 2 -3 years involving external experts could provide suitable solutions. Attracting of teaching staff to spend time in TEI CM due to European support instruments could also help to improve. Further actions towards stronger participation in national and international educational (also graduate colleges for PhD) and research networks are absolutely necessary.

The research and development activities need continuity which could be possible through the realisation and expansion of the research and development centre which officially exist. The research centre could help to stronger cooperation with the industry.

The EEC recommends to improve participation to the structural funds activities and to the smart strategy options through cooperation with other local and regional stakeholders. The Institution should proactive establish the appropriate mechanisms.

6.1 Final decision of the EEC

<i>Please decide in respect to the overall Institutional evaluation:</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating (optional): The Institution operates generally in an appropriate manner having an active QA and monitoring continuously the relevant indexes. The development of the Institution to this date and its present situation is satisfactory but strong influenced by the economic constrains.

Taking into consideration the evaluation results of all the specific sections above, the EEC concludes the final decision of “Positive Evaluation” for the TEI of Central Macedonia.

The Members of the Committee**TEI OF CENTRAL MACEDONIA**

Name and Surname

Signature

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