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

EXTERNAL EVALUATION REPORT

DEPARTMENT OF INTERNATIONAL AND
EUROPEAN STUDIES

UNIVERSITY OF MACEDONIA

March 2014



European Union
European Social Fund



MINISTRY OF EDUCATION & RELIGIOUS AFFAIRS, CULTURE & SPORTS
MANAGING AUTHORITY

Co-financed by Greece and the European Union



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Introduction

I. External Evaluation Committee

The Committee responsible for the External Evaluation of the Department of International and European Studies of the University of Macedonia consisted of the following three (3) expert evaluators drawn from the Registry constituted by the HQAA in accordance with Law 3374/2005:

1. **Joseph Joseph** (Coordinator), Professor of Political Science, Department of Social and Political Sciences, University of Cyprus, Nicosia, Cyprus.
2. **Kostas Gouliamos**, Professor of Marketing and Public Relations, European University Cyprus, Nicosia, Cyprus.
3. **S. Victor Papacosma**, Professor Emeritus of History, Kent State University, Ohio, USA

II. The External Evaluation Procedure

According to the Guidelines for the Members of the EEC provided by the HQAA, their mandate is to:

- verify the objectivity of information appearing in the Department's Internal Evaluation Report, checking, where necessary, the original data collected for evaluation purposes;
- assess and evaluate the results of the work done by the academic unit and to compare it with current, internationally accepted best practices;
- advise and suggest specific alternative practices and improvements.

The EEC visited the Department of International and European Studies of the University of Macedonia (hereafter Department) on three consecutive days, from 24-26 February, 2014, and worked on preparing its External Evaluation Report (hereafter Report) until Saturday, 1 March 2014.

The Internal Evaluation Report (IER) of the Department and other material were made available to the EEC electronically well in advance through HQAA. Upon arrival at the Department, the Members of the EEC were handed an updated and comprehensive IER. More information and material were made available to the Members of the EEC during the subsequent discussions.

The Department worked diligently in preparing the IER and other relevant materials, as well as in organizing the on-site visit and hosting the EEC. It is the feeling of the EEC that the Department has performed an excellent job throughout the internal evaluation process and the objectives of the process have been met. The efficiency and eagerness of the Department to accommodate requests and provide information

and clarifications during the three-day onsite visit were noteworthy. The EEC wishes to express its thanks and appreciation to the Department and the University administration for their co-operation and professionalism.

During its on-site visit, the EEC had the opportunity to meet, talk, and interact with the Rector, the Deputy Rector, the Dean of the School of Social Sciences, Humanities and Arts, the Head of Department, the Members of the Internal Evaluation Team, and almost all faculty Members.

The meetings included presentations, discussions, and question and answer sessions. The EEC also had the opportunity to speak with doctoral, postgraduate and undergraduate students without the presence of faculty Members. Students were encouraged to talk freely about their overall learning experience. They welcomed the opportunity to talk to the EEC and to voice their views. The EEC also had the chance to meet and talk with all members of the Secretarial Staff, the person in charge of information and technology (IT) facilities, the Head and staff of the library. The EEC also visited other facilities, including classrooms, computer labs, and conference rooms.

This Report is based on information collected during the onsite visit, as well as on information contained in the IER and other documents submitted during the onsite visit.

III. The Internal Evaluation Procedure

The EEC had the opportunity to study and reflect on the IER and some initial observations can be made:

- The sources of documentation used to prepare the IER were adequate and provided an accurate description of the Department. The documentation included individual reports, departmental statistics on faculty, students, research output, and other activities. A systematic and continuous (ongoing) compilation of information on all aspects of the Department's activities would be advisable.
- The IER was a long document containing a plethora of useful information as required by the HQAA. It would be "good practice," however, to also include an executive summary.
- Limited resources, bureaucracy, and outdated laws and regulations are a main source of difficulties for the Department and the University.
- Although figures for research funding were not made available, the EEC was made aware of the fact that funding from the University or the State is almost nonexistent. It is noted, however, that the faculty are doing everything possible to secure external funding to sustain their research activities -- an exertion that should continue unabated.

- It should be pointed out that the existing legislative framework for higher education in Greece, the current economic crisis in the country, and other difficulties associated with the external environment are collectively creating serious difficulties for developing and implementing academic policies. Nevertheless, the Department, in general, is pursuing high quality research and teaching.
- The Department enjoys national prominence and is trying hard to enhance its international reputation. The achievements of the Department are noteworthy in the areas of research, teaching, and societal contributions.

A. Curriculum

- The EEC was able to establish the specific objectives and/or goals of the undergraduate and postgraduate curriculum from the documents that were provided and from discussions with faculty and students during the visit to the University.
- The Department offers a comprehensive range of undergraduate and postgraduate courses. The main subject areas of the Department include: International and European Finance, Political Science, International Relations, Foreign Politics and Diplomacy, Political Theory, Comparative Political Institutions, International Law, Institutions of the European Communities, the European Union, and International Organizations.
- The Departmental website states: “The mission of the department is the study and the instruction of these subject areas as well as the preparation of well-grounded executives for the coverage of specialized needs of this country, particularly in the staffing of European Community/Union services.”
- The program of study in the first two years is the same for all students. In the third year, the student will choose one of two directions for concentration:
 - International and European Economic Studies
 - Political Studies and Diplomacy
- The EEC was able to confirm that the courses offered are consistent with the Department’s overall objectives and are responsive to societal needs. Both the undergraduate and postgraduate course offerings are heavily oriented towards international and European studies.
- Despite the fact that revision of courses and offerings belongs to the general assembly of the Department, there is no equivalent of an undergraduate and postgraduate “Program Review Committee” that focuses on curricular issues. There is clear evidence from the documentation and from the EEC’s observations that the general assembly of the Department and faculty members consult students about curriculum development and/or revision. Moreover, in terms of the procedures for revision, even though the

department lacks a “curriculum evaluation” committee, it does have an overall strategic plan for curriculum revision.

- Forty-two courses are offered in the General Program of studies, 32 in Political Science and Diplomacy, and 31 in the International and European Economic Studies. An additional four courses are offered in each of five foreign languages.
- The choice of courses was excellent in the opinion of students who expressed their feelings to the EEC. Some postgraduate students commented on having benefited greatly from the program in terms of their individual and professional lives.
- The curriculum’s content is balanced with its attention to the international and European system, and with more specific attention to Europe’s history, politics, economics, human rights, and forces that provide direction to current policy and politics. Overall, the Department’s general aim, as expressed in the mission statement and discussions with the EEC, is adequately and suitably reflected in the curriculum.
- The infrastructure - library facilities, electronic equipment, and classrooms – satisfy the basic needs of the curriculum. The University Library has good sections relevant for the Department’s teaching and research missions. The Computer Laboratory is adequate and suitably equipped for effective student training.
- The extensive objectives and goals of the curriculum (undergraduate and postgraduate) appear comparable to those offered by other institutions around Europe. The program admirably combines theory and practice in a sophisticated manner within a coherent structure.
- On their part, the faculty members come across as highly qualified in their teaching. This impression was reinforced by the teaching evaluations and in the comments expressed by the students to the EEC.
- The EEC considers that the current curriculum is satisfactory and appropriately designed to meet the needs and challenges of modern society. The Department formally evaluates its courses with students and discusses issues with them as part of the effort for improvement. The extent of change(s), however, was not evident to the EEC.
- The Department’s participation in exchange programs, such as ERASMUS and TEMPUS, has been good. In particular, the Department has been participating in the Socrates-Erasmus program where student exchanges are made for one or two semesters. Among the universities involved are, for example, University of Marburg, University of Nice, University of Pau, University of Liege, Universidad Autonoma de Barcelona, and Uniwersytet Lodzki. Students also participate in the United Nations Models. The UN Models (Simulation Models of the UN) form an interesting and valuable institution for students of political science and international relations, under

the auspices of the United Nations itself. They take place in different cities around the world (e.g., New York, Toronto, The Hague, Munich, Cairo, Mexico City, Seoul, Vienna, Sofia).

- Additionally, students, irrespective of the concentration direction they have chosen, have opportunities to work as interns in governmental ministries, international organizations, nongovernmental organizations (NGOs), and other bodies during the summer breaks or after they have completed attendance in their required courses.
- Similarly, The Department has organized the Thessaloniki Summer School on Contemporary European Politics. The Summer School aims to provide a forum for advanced undergraduate and research students with a common research interest in the field of Contemporary European Politics.
- The various curricular programs and initiatives constitute an important platform for the personal and professional growth of students.
- In Greek Higher Education Institutions there is no formal instruction or tutoring for broadening and improving teaching skills. Such training, initiated recently in a number of countries and designed specifically for entry-level faculty, should be considered for implementation, albeit at the departmental level.
- The Department should continue with its annual internal teaching evaluations and consider ways for the findings to contribute to improved performance.
- The EEC recommends that it will be beneficial if the collected data is analyzed with range and standard deviation for each course and faculty member. Individual faculty members are made aware of the statistical data for their courses as a constructive reference over and above the specific comments provided by the students on the evaluation forms. This is all projected for improved classroom teaching and, potentially, graduation rates.

B. Teaching

- The Department follows widely used pedagogical practices and instructional methods in teaching that meet international standards. Lectures and seminars, with or without the use of electronic resources (such as power point presentations, slides, movies, etc.) are the main teaching methods. Renewing, updating and utilizing IT are constant challenges that the Department is trying to meet with extremely limited resources. It is noted that there is enthusiasm and requisite skills in utilizing IT both in the classroom and also in interaction among faculty and students.
- The expertise, international background, high qualifications, and enthusiasm of the faculty members offer strengths for classroom teaching.

- Overall infrastructure and facilities, including classrooms, library, computer equipment and laboratories are satisfactory within the context of Greek standards. Due to increasing financial constraints, it seems that the University might soon be entering a condition of forced decline unless additional resources become available. It should be noted that faculty members are doing everything possible to overcome obstacles and difficulties created by shrinking resources and other external factors for which the Department cannot be blamed. The faculty should be commended for the firm commitment, concentrated effort, and enthusiasm in maintaining high-quality teaching.
- Regarding the assessment of student performance, it is up to each professor (as prescribed by Law) to decide how he/she will assess his/her students. A variety of assessment methods are used, including final written and/or oral examinations. This seems to be a natural consequence of the multi- and interdisciplinary nature of the Department. It is suggested that it might be worth considering some standardized assessment methods that would be defined and described with clearly specified procedures. This does not mean that all courses will use the same assessment method, but rather it will provide frameworks for reference, available options, and procedures that are specified in advance.
- The evaluation of teaching by students is done through the administration of a questionnaire and seems to be an adequate way of providing feedback. The questionnaire covers most issues and aspects relating to teaching, teacher commitment and performance. It was confirmed that the evaluation of teachers and courses, including content and reading material, is regularly administered.
- The faculty-student ratio is satisfactory relative to Greek standards and there is good interaction between faculty and active students. There is an issue with “eternal” students, but it is expected to be resolved soon with the implementation of new legislation that provides for writing off long standing inactive students. This will expectedly lead to better management of resources and teaching. At the postgraduate level, the situation is much better.
- The EEC notes that there is a collaborative climate in the Department built on and reflecting mutual respect and collegial spirit, not only among faculty members but also between students and teaching staff. The EEC had opportunities to talk and interact with students (undergraduate, postgraduate and doctoral) and received the impression that they think highly of their teachers, courses, and overall experience in the Department. All talked with enthusiasm about their professors, the departmental culture, and learning environment. They confirmed that their teachers are committed, accessible, understanding, and ready to provide support and guidance.
- From their conversations with students, the EEC received the clear impression that they are happy with the education they are receiving. The students in the discussions came across as highly motivated and with an eye

to continuing on with postgraduate studies. They feel that the knowledge, skills and qualifications they have been acquiring in the Department will help them with their future education and career plans. The encouragement and advising provided by faculty members is highly appreciated by the students.

- Teaching materials and resources are regularly updated. Course requirements and expectations from both teachers and students are of high standards and compare favorably with those of similar departments in Europe or North America. The link between research and teaching is quite strong, as professors are, as a rule, teaching courses in their areas of expertise and research.
- The Department favors faculty and student mobility, although there are objective obstacles (not related to the Department) inhibiting this. It is also noted that the Department is doing an excellent job in encouraging students to take advantage of opportunities for practical training in the public and private sectors.
- The collegial atmosphere in the Department and accessibility of faculty by the students are instrumental in sharing experiences and getting feedback. This goes hand in hand with departmental sensitivity and efforts in monitoring and improving performance of both faculty and students.

C. Research

- Despite the systemic obstacles posed by the financial crisis and bureaucratic impediments, the Department is staffed with active scholars who have, thus far, been able to maintain a productive research culture in the Department. Within an inadequately funded public university system, the Department effectively strives for academic excellence.
- The EEC has noted a well-conceived research vision and strategy in the Department and this is also confirmed in the Internal Evaluation Report.
- The EEC was able to identify rigorous standards and new research approaches for a number of fields. With limited to no funding from traditional sources, there are serious attempts to secure funding from European and publicly funded collaborative research projects.
- Strategies are being developed for forming productive relationships with researchers and scholars from other universities.
- The EEC has identified a healthy research culture among junior faculty and doctoral students who display enthusiasm, passion, and motivation.
- The Department founded in 2011 “The Laboratory of International Relations and European Integration” with the mission to provide a stimulating and

supportive environment for innovative thinking and teaching in International Relations and European Integration and also to enrich the public dialogue on these subject areas. The Laboratory has organized a series of international conferences, workshops, seminars and lectures. It has invited well-known researchers from Greece and abroad. Kenneth Waltz and John Mearsheimer, leading theorists in international relations, are two of the very prominent speakers who have appeared. Also, under its auspices, the Laboratory has launched three other initiatives:

- the Middle East Observatory.
 - the Social Radicalism Observatory.
 - the Summer School in International Relations.
-
- The Laboratory organizes research events and public lectures, develops new teaching methods, encourages and supports young researchers in their first significant projects, collaborates with other Greek and European Institutions, and participates in Greek and European research programs. The Laboratory has a well-defined research vision, striking the desirable balance between analytical and applied topics. Such an attempt is often collaborative, as the above initiatives connect faculty working in interrelated fields.
 - The Department tries to promote research in a number of other ways. Thus, the Department will host and organize the 5th International Conference on International Business (ICIB 2014), which will bring together academics and practitioners focusing on foreign direct investment (FDI), the role of multinational corporations (MNCs), and the complexity of the globalized business environment.
 - In related discussions with the EEC, the Department admitted that it has not been successful in defining its own research policy or internal standards for assessing research and/or establishing an apparatus for research promotion and support. This failing is also confirmed in the Internal Evaluation Report.
 - Research areas are well-clustered and poles of excellence are present in the Department. Specifically, the Department takes pride in first-class and high-impact basic research and publications in several areas. Although not universally the case among the faculty members, the average number and quality of the publications are admirable. The listing of publications provided in the Internal Report is very extensive and includes many titles appearing in prominent refereed journals and respected publishing houses.
 - The impact of the Department is significant as demonstrated from the number of citations. Faculty members have been recipients of scientific awards and distinctions, such as the Jean Monnet Chair and THALES Program. There is also a very active UNESCO Chair on Intercultural Policy.
 - The Department has been successful in competing for and securing funds from national and EU-research sources. Faculty members have been quite active in these efforts.

- The EEC believes that these research projects provide a solid base for the creation of continued research output and the formation of an intellectually stimulating research culture in the Department.
- Individual faculty have been members and active in various scholarly bodies and academic associations at the international level. They have made many presentations at international conferences and would be more active, if only funding support was available.
- The Department has created a healthy research culture and respected visibility both in and outside Greece.
- The EEC suggests the following steps that aim to strengthen further the research capabilities and culture within the Department:
 - Research policy and standards should be formed and implemented for improving research efficiency and enhancing the quantity and quality of the research output. This policy should further support junior faculty members and establish transparent standards for promotion and tenure.
 - The internal academic research dialogue could be enriched with the sponsorship of monthly research seminars where faculty members and Ph.D. students can present their research.
 - A good opportunity for a further increase in output emanates from the research projects. The EEC believes that faculty members should intensify their efforts to publish their research in high quality, peer-reviewed journals and publishing houses.

D. All Other Services

- In terms of general environment, the University offers satisfactory facilities and services, particularly when compared to the conditions of some other Greek universities. It was noted that there is no evidence of graffiti, and the facilities are relatively clean.
- The food service, which is outsourced, is quite good for students and faculty.
- Classroom space is adequate, but more would offer greater flexibility in class scheduling.
- Currently all members of the teaching staff have individual offices, but an increase in teaching staff, if and when it comes, will probably necessitate a sharing of offices.
- The office spaces for the secretarial staff are rather limited and cramped.

- There have been effective measures to streamline administrative services through electronic means, not only for the immediate needs of the Department (faculty, students), but also with the central administration of the University. This has been an ongoing process.
- Although the national standard of not requiring class attendance for students inhibits effectiveness, the Department offers activities and services to encourage the campus presence of students.
- The teaching staff has posted regular office hours, and, in turn, offers accessibility through email.
- The Department has sponsored topical conferences with and lectures by prominent scholars.
- The Laboratory for International Relations and European Integration has welcomed student involvement. Students have opportunities to undertake individualized research projects under the supervision of an instructor. An important activity has been student participation in the Model UN.
- The Library and Computer Room are “user-friendly” settings for students.
- Overall, departmental members seem to display personable demeanours to encourage interaction with students and a sense of community. Student comments reinforced this positive impression.
- The Department has a secretarial staff of 6, only one of whom, the head secretary, is on permanent contract. She runs an effective office with extensive services for undergraduate and postgraduate students and faculty. The EEC was given a highly detailed listing (13 pages) of the manifold administrative responsibilities of the secretariat. The head secretary has been complimented for the many overtime hours that she works without compensation. This work ethic and dedication are evident, also, in other secretarial staff members.
- To deal more effectively with the specific aspects of its functioning and mission, the Department has 14 committees. There are 3 committees to facilitate the mission of the postgraduate program. The Department also has members on University-wide committees to represent its interests.
- Although the Library has experienced, as all sectors of the University, serious budget cuts, it has tried to keep up with new book publications and relevant journals to support the Department’s faculty and students. A pleasant study environment is provided, although seating can be limited during periods of heavy use. Qualified staff members are regularly on duty and the attempt is made to offer adequate operating hours. An important dimension of Library policy is that the stacks are open for faculty and students. The Library regularly strives to provide the appropriate tools in support of the learning and research process by using advanced technologies.

- There is a University-wide Wi-Fi system and a Computer Room for students. The Department has a person with advanced training in computer technology, who is commissioned to implement new techniques and programs in support of teaching, research, and administration. In a time of limited budgets he has also proven expert in repairing and maintaining older equipment.
- Apart from assigning incoming students to an adviser, the Department has an annual one-day meeting in early November to provide a detailed introduction to the University's services and the Department's academic program. Career counselling is available and has produced some good results.
- Initial attempts to establish the equivalent of an alumni association for its graduates have been fairly successful and the campaign will continue.
- Administrative and other services are at acceptable levels in large part because of the committed involvement of faculty and administrative staff to counteract the constraints of reduced budgets. They would like – and they deserve -- to have the resources to do more.
- The Department is to be commended for responding proactively to the challenges imposed on the University by new laws and slashed budgets. They are continually discussing ways to improve their effectiveness as individuals and as a Department. The increased use of technology and the reliance on special departmental committees are among the measures taken.

Collaboration with social, cultural and production organizations

- The EEC was decidedly impressed by the very extensive outreach activities of the Department and its faculty. The examples are many, and only some will be cited here:
 - The Department has arranged student internships in the public and private sectors.
 - There has been considerable and long standing cooperation with the Lawyers Association of Thessaloniki.
 - Colleagues have worked closely with non-governmental organizations, such as Nosmoke.gr and environmental groups.
 - Departmental members serve in many societies and chambers in Greece (e.g., Helleno-African Society, Business and Economics Society International, Commercial and Industrial Chamber).
 - Individual colleagues contribute to newspapers, appear on radio and television programs, and maintain personal websites on international issues.

- The Department partners with the 16 museums of Thessaloniki on matters of cultural diplomacy and policy.
- The Department’s UNESCO Chair offers numerous opportunities for students to increase awareness and to participate in culturally related initiatives.
- The Jean Monnet Chair offers internship opportunities for students.
- At another level, Department faculty have participated actively in the teaching, research, and advising activities for other educational institutions.
- Of particular significance is the relationship with the Supreme Joint War College in Thessaloniki (Ανώτατη Διακλαδική Σχολή Πολέμου). In turn, officers have pursued post-graduate degrees in the Department.

E. Strategic Planning

- The primary inhibiting factors for future development of the Department’s mission and programs are those exacted by the State with its restrictive legislation and continued budgetary stringency. To date, the Department leadership and members have displayed a willingness, energy, and creativity to operate within the disadvantageous parameters imposed upon them.
- In the short term, they project improvements in the curricular offerings with the anticipated arrival (after long delays) of two new colleagues and also with a response to new educational needs. They will work to bolster the functioning of the laboratories, which reinforce the educational and research programs of the Department.
- Efforts will be made to increase cooperation with other departments of the School (K.A.E.T) to produce operational efficiencies. There will be concerted efforts to increase the presence and visibility of the Department in local, regional, national, and international ventures.
- Attention will be devoted to the increased and improved capabilities associated with the Department’s digital technology offerings.
- Constant attention will be directed at examining new programs and offerings of equivalent departments internationally, so as to make appropriate changes in its own educational and research agendas.
- For medium- and long-term goals the Department proposes regular reforms to the program of studies with an updating of course content and with attention to career goals. The creation of new postgraduate programs are projected, one of which will be conducted in the English language. Additionally, the Department will investigate the possibility of establishing a Center of Excellence Jean Monnet.

- New committees will be created in response to new demands, as, for example, a committee to oversee internal evaluation of the department.
- Regarding the Department's general administration, proposals will be made for expanding space to improve departmental operations.
- Backing will be extended for efforts to expand fundraising efforts in support of research.
- The Department will adopt a general policy to move the University in the direction of expanding digital capabilities.
- The Department offers proposals for State policy in a number of categories for the improvement and reform of universities.
- The State should increase funding and facilitate the hiring of new teaching personnel.
- Secretarial staff should be strengthened with permanent assignments.
- The State should expand the range of online capabilities, which will introduce digital efficiencies at many levels associated with students and faculty.
- The State should, perhaps, limit the number of incoming students and facilitate the filling of teaching positions that have vacancies.
- In many respects the goals and proposals are ambitious, but they are neither zealous nor unrealistic and indeed reflect a dynamic attitude and mentality in the Department.

F. Final Conclusions and Recommendations of the EEC

- The external evaluation process, especially the on-site visit, took place in a collegial, constructive and professional manner. The EEC would like to thank the Department and the University authorities, as well as the faculty and students, for their cooperation and efficiency.
- The Department is academically rigorous, entrepreneurial, open, and dynamic. It is reassuring and promising to note that sustaining and improving high quality research and teaching are firm and clear objectives of the Department. This is reconfirmed by the strong sensitivity and the ongoing debate on critical issues of quality assurance within the Department and the University.
- The Department's research output is admirable by any standards. Adopting a strategic plan and overall coherent policy for strengthening its international

reputation and visibility will help the Department maximize its full potential and further enhance research quality and output. It is definitely in a position for doing so, given the motivation, enthusiasm, excellent academic credentials, and international orientation of its faculty. Along these lines -- and as part of long-term strategic planning -- faculty members should be encouraged and supported in producing “high impact” publications, such as articles in peer-reviewed international journals.

- An important asset of the Department is its cooperative and collegial culture, which is conducive to collaboration among colleagues, fields, and disciplines. This should be sustained and reinforced in order to consolidate and support interdisciplinarity and creativity. Informal faculty seminars (with the inclusion of doctoral students), in a format referred to as “brown bag” lunches, might be a productive initiative. These meetings could provide an opportunity for sharing ideas and experiences, presenting ongoing research, providing feedback, and creating synergies.
- Bearing in mind the crucial element of the research visibility of the Department, it seems that the high teaching load of the faculty is not helpful. Efforts should therefore be made to ensure that the research and writing time of the faculty is protected and that the situation does not deteriorate further.
- The EEC received the impression that the main problem of the Department (and the University at large) is the lack of resources in general and research funding in particular. Given the current economic crisis in Greece, it portends that conditions will probably become worse before they can get better. Innovative ways for securing funding should be explored and efforts intensified, especially in the direction of European programs, but not exclusively. This process requires coordinated and concerted efforts within the Department and at the University level.
- The problem with “eternal” students is relatively small compared to other departments and universities in the country. It is noted, though, that it will be solved soon with the implementation of new legislation. At the same time, it should be stressed that active students (undergraduate, postgraduate, and doctoral) come across as very satisfied with their learning experience, especially with the commitment and high quality of their teachers.
- The EEC would like to praise the Department for displaying sensitivity toward its students in a number of ways and for sustaining student-targeted initiatives such as the UN Model.
- As mentioned above in the Report, the Department has already taken the initiative for establishing an alumni association for its graduates. This is an important step in the right direction and should be “upgraded” to a University effort in the framework of long-term planning. The benefits of such an initiative can be substantive and substantial, as it will make possible the fostering of lifelong connections among students, friends, faculty, the institution, and the society at large. Maintaining a societal network and

cultivating goodwill can make cooperation and involvement easier, meaningful, and “beneficial.”

- University infrastructure, in general, including classrooms, library, computer equipment, and laboratories are satisfactory by Greek standards. There is obviously a constant challenge for renewing and utilizing information technologies. The Department -- to its credit -- is trying hard to meet this challenge with its extremely limited resources.
- Administrative support is efficient and satisfactory under the circumstances. Modernizing and enhancing facilities will assure the continued offering of good quality services and the ability to meet effectively the needs of the Department.
- Finally, it is noted that poor funding and external environmental factors -- which mostly have to do with outdated state laws, regulations, mentality and practices -- lead to dysfunctions and sclerosis that prevent departments and universities from developing in dynamic and healthy ways. At the same time, accountability mechanisms and rigorous self-assessment procedures within Greek higher education system should be formalized and become prominent features. Periodic external evaluations (parallel to institutionalized internal evaluations) are already a good first step in that direction.

The Members of the Committee

Name and Surname

Signature

1. Joseph Joseph (Coordinator) _____
2. Kostas Gouliamos _____
3. S. Victor Papacosma _____