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ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΣΤΗΝ ΑΝΩΤΑΤΗ ΕΚΠΑΙΔΕΥΣΗ

HELLENIC REPUBLIC
H Q A
HELLENIC QUALITY ASSURANCE
AND ACCREDITATION AGENCY

EXTERNAL EVALUATION REPORT

IONIAN UNIVERSITY

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Ευρωπαϊκή Ένωση
Ευρωπαϊκό Κοινωνικό Ταμείο

Επιχειρησιακό Πρόγραμμα
Ανάπτυξη Ανθρώπινου Δυναμικού,
Εκπαίδευση και Διά Βίου Μάθηση
Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης





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1. EXTERNAL EVALUATION COMMITTEE

The Committee responsible for the External Evaluation of the University/Technological Education Institution named: Ionian University 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. Maria Lazaridou, former member of the HQA Council, (Coordinator) (Chairman)
Prof. Emer. Aristotle University of Thessaloniki, Thessaloniki, Greece
2. Adamantios Arampatzis
Prof. Humboldt-University of Berlin, Germany
3. Christos Clairis
Prof. Emer., Sorbonne, University of Paris Descartes, France
(Institution of origin)
4. Dimitrios Kabilafkas
Dr. Expert, Athens, Greece
5. Vally Koubi
Prof., ETH Zurich and University of Bern, Switzerland

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 External Evaluation Procedure was conducted with no noteworthy problems. Meetings were smoothly conducted to the committee's satisfaction, documents requested by the EEC were timely provided with the exception of the ones that either did not exist or had not been prepared by the Institution. Information on dates, meetings, the agenda, participants, etc. is provided in the work plan below attached.

Time	What & Who?	Why?
Sunday, 05/06/2016		
Late afternoon	Arrival of EEC members in Corfu Check-in: Corfu Holiday Palace Hotel, Kanoni-Corfu. Ionian University welcome committee: <ul style="list-style-type: none"> • Prof. J. Papadatos, Deputy Rector and Head of MODIP • Mrs. Antonatou-Boura, Rector's Secretariat 	
20:00 - 21:00	Private meeting (optional, depending on the EEC members' time of arrival) EEC members only	Allocation of tasks; discussion on the self-evaluation report; list of issues for the site visit

Monday, 06/06/2016		
09:00 - 11:00	Briefing <ul style="list-style-type: none"> • EEC • Prof. Ioannis Gerothanassis, Vice President of the HQA Council <i>Senatorial Meeting Room, Ionian Academy</i>	Information on HQA mission, standards and guidelines of QA institutional evaluation, national framework of HEIs
11:15 - 11:30	Meeting with the Rector <ul style="list-style-type: none"> • EEC • Prof. Vassilios Chrissikopoulos, Rector <i>Rector's Office, Ionian Academy</i>	Welcome

11:30 - 12:30	Meeting with the Rector and the Deputy Rectors <ul style="list-style-type: none"> • EEC • Prof. Vassilios Chrissikopoulos, Rector • Prof. Theodoros Pappas, Deputy Rector, Financial Programming, Strategic Planning and Development 	Discussion on key issues on evaluation from the Institution's perspective (arising from self-evaluation and from Rector's and Deputy Rectors' experience)
	<ul style="list-style-type: none"> • Associate Prof. Konstantinos Aggelakos, Deputy Rector, Academic Affairs, and Personnel • Prof. Joseph Papadatos, Deputy Rector, International and Public Relations and Quality Assurance <p><i>Rector's Office, Ionian Academy</i></p>	
12:45 - 14:00	Meeting with the Quality Assurance Unit (QAU/MODIP) <ul style="list-style-type: none"> • EEC • Prof. J. Papadatos, Deputy Rector - President of MODIP • Members of the self-evaluation team: <ul style="list-style-type: none"> ○ Dr. Panayiotis Vlamos, Associate Professor ○ Dr. Andreas Floros, Associate Professor ○ Dr. Nikolaos Papadimitriou, Associate Professor ○ Dr. Petros Kostagiolas, Assistant Professor <p><i>Senatorial Meeting Room, Ionian Academy</i></p>	Discussion on matters related to institutional structure, quality management and strategic management; national higher education and research policies; student issues. Understand self-evaluation process and extent of the Institutional Administration's involvement in it; how useful was self-evaluation for the Institution (emerging issues, function in strategic planning processes)? Are self-evaluation data still up to date?
14:00 - 15:00	Lunch break EEC only	Reflect upon impressions of first meetings and complete information where necessary
15:15 - 16:00	Meeting with the President and members of the Institution's Administration Council <ul style="list-style-type: none"> • EEC • President of the Council Prof. K. Angelopoulos from Montpellier, and Council members (Prof. Nikolaos Kanellopoulos, vice president of the council, Assoc. Prof. Miralda Kaldi, Assoc. Prof. Mihalīs Politis, Prof. Nik. Karapidakis, Nik. Alexandris through skype). <p><i>Senatorial Meeting Room, Ionian Academy</i></p>	Discuss relationship of Council with the Rector's team regarding strategic and quality management

<p>16:15 - 17:30</p> <p>EEC may split in pairs to visit two faculties at the same time</p>	<p>Visit to faculties (part A)¹</p> <ul style="list-style-type: none"> • EEC (pair A - Faculty of Information Science and Informatics /Faculty of History & Translation-Interpreting) • Prof. Sarantos Kapidakis, Dean of the Faculty of Information Science and Informatics • Prof. Dimitris Anogiatis-Pele, Dean of the Faculty of History & Translation-Interpreting • Professor Manolis Gergatsoulis, Head of the Archives, Library Science and Museology Dept. • Associate Professor Panayiotis Vlamos, Head of the Dept. of Informatics • Associate Professor George Michalakopoulos, Head of the Foreign Languages, Translation and Interpreting Dept. • Associate Professor Konstantinos Sbonias, Head of the History Dept. <p><i>I. Theotoki's Meeting Room</i></p> <ul style="list-style-type: none"> • EEC (pair B – Faculty of Music and Audiovisual Arts) • Prof. Charalambos Xanthoudakis, Dean of the Faculty • Associate Professor Andreas Floros, Head of the Audio & Visual Arts Dept. • Associate Professor Efstathios Makris, Head of the Music Studies Dept. 	<p>Introduction to faculty operations: structures, quality management and strategic management; discuss the relationship of faculty with the institution's Administration; input in self-evaluation; role of quality control activities in faculty; recruitment of academic staff</p>
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<p>17:45 - 18:30</p> <p>EEC may split in pairs to visit two faculties at the same time</p>	<p><i>Senatorial Meeting Room, Ionian Academy</i></p> <p>Visit to faculties (part B)</p> <ul style="list-style-type: none"> • EEC (pair A - Faculty of Information Science and Informatics/ Faculty of History & Translation-Interpreting) • IEG/OMEA members, Dept. of Informatics • IEG/OMEA members, Dept. of Archives, Library Science and Museology • IEG/OMEA members, Dept. of History • IEG/OMEA members, Dept. of Foreign Languages, Translation and Interpreting <p><i>I. Theotoki's Meeting Room</i></p> <ul style="list-style-type: none"> • EEC (pair B – Faculty of Music and Audiovisual Arts) • IEG/OMEA members, Dept. of Audio & Visual Arts • IEG/OMEA members, Dept. of Music Studies <p><i>Senatorial Meeting Room, Ionian Academy</i></p>	<p>Understand self-evaluation process; how useful was self-evaluation for the departments and the Faculty/school (emerging issues, function in strategic planning processes)? Discuss relationships of IEGs/OMEA with QAU/MODIP</p>
<p>18:30 - 19:30</p>	<p>Tour of I. Theotoki's campus and Student's Hostel</p>	<p>Visit the campus area, particularly student facilities</p>

19:30 - 20:30	Debriefing meeting EEC only <i>Senatorial Meeting Room, Ionian Academy</i>	Reflect on impressions; prepare second day of visit
20:30	Transport of EEC members back to the hotel	

<p>09:00 - 09:45</p> <p>EEC may split in pairs to visit two faculties at the same time</p>	<p>Visit to faculties (part C) EEC (Faculty of Information Science and Informatics / Faculty of History & Translation-Interpreting) / Faculty of Music and Audiovisual Arts)</p> <p>Academic staff representatives, Dept. of Informatics</p> <p>Academic staff representatives, Dept. of Archives, Library Science and Museology</p> <p>Academic staff representatives, Dept. of History</p> <p>Academic staff representatives, Dept. of Foreign Languages, Translation and Interpreting</p> <p>Academic staff representatives, Dept. of Audio and Visual Arts</p> <p>Academic staff representatives, Dept. of Music Studies</p> <p><i>I. Theotoki's Meeting Room</i></p>	<p>Discussion on the relationship of faculty with the institution's Administration and students; input in self-evaluation; staff development; motivation policies. <i>Please note that those among academic staff members who occupy the offices of Dean and Head of Faculty/School and are not to take part in this meeting.</i></p>
<p>10:00 - 10:45</p> <p>EEC may split in pairs to visit two faculties at the same time</p>	<p>Visit to faculties (part D) EEC (Faculty of Information Science and Informatics / Faculty of History & Translation-Interpreting/ Faculty of Music and Audiovisual Arts)</p> <p>Students' representatives, Dept. of Informatics</p> <p>Students' representatives, Dept. of Archives, Library Science and Museology</p> <p>Students' representatives, Dept. of History</p> <p>Students' representatives, Dept. of Foreign Languages, Translation and Interpreting</p> <p>Students' representatives, Dept. of Audio and Visual Arts</p> <p>Students' representatives, Dept. of Music Studies</p> <p><i>Theotoki's Meeting Room</i></p>	<p>Students' views from hands-on experience [e.g. teaching and learning, student input in quality control and (strategic) decision making]</p>
<p>11:00 - 12:30</p>	<p>Meeting with the chief administration officers</p> <ul style="list-style-type: none"> • EEC 	<p>Discussion on the role of Institutional strategic documents (development plans, etc.) in development of Institution; special issues arising from</p>

	<ul style="list-style-type: none"> • Mr. Miltiades Botsis, Ionian University General Secretary • Chief administration officers: <ul style="list-style-type: none"> ○ Head of Administrative Affairs Directorate ○ Head of Financial Management Directorate ○ Head of Technical Division ○ Head of Library Center ○ Head of International and Public Relations Division ○ Deputy Officer of Informatics and Networks Division <p><i>I. Theotoki's Meeting Room</i></p>	self-evaluation report and/or from talk with Rector
12:30 - 13:30	Lunchbreak EEC only	Reflection upon impressions of meetings and complete information where necessary
13:30 - 14:15	Meeting with postgraduate students <ul style="list-style-type: none"> • EEC • Master's students from all Departments • Doctorate students from all Departments • Postdoc researchers from all Departments <p><i>I. Theotoki's Meeting Room</i></p>	Students' views from hands- on experience [e.g., teaching and learning, student input in quality control and (strategic) decision making]
14:30 - 15:15	Meeting with alumni <ul style="list-style-type: none"> • EEC • Alumni from all Departments <p><i>I. Theotoki's Meeting Room</i></p>	Discussion on their experience of the Institution
15:30 - 16:15	Meeting with external stakeholders <ul style="list-style-type: none"> • EEC • Local Chambers representatives • Ionian Islands Region representatives • Corfu Major/ Major representatives • Local authority representatives <p><i>Senatorial Meeting Room, Ionian Academy</i></p>	Discussion on relations of the Institution with external stakeholders from the private and the public sector
16:15 - 17:30	Debriefing meeting EEC only <i>Senatorial Meeting Room, Ionian Academy</i>	Exchange impressions, review day
17:30	Tour of the old Psychiatric and Old Fortress campus Tour of the students' Hall Transport of EEC members back to the hotel	

Wednesday, 08/06/2016 (EEC only)	
09:00 - 13:00	Working on the draft of the External Evaluation Report (EER) <i>Senatorial Meeting Room, Ionian Academy</i>
13:00 - 14:00	Lunch Break
14:00 - 2030	Continue working on the draft EER <i>Senatorial Meeting Room, Ionian Academy</i>
2030	Transport of EEC members back to the hotel

Thursday, 09/06/2016	
<p>In the morning students banned our entry into the building and gave a paper, signed by representatives of the School of translators and interpreters, with their opinions against the external evaluation of Institutions and other matters, So the rector arranged for us a visit in the municipality, which collaborates with the University, and the municipal gallery in which Institution's events take place sometimes. Around 14.00 the students left so we could continue our work.</p>	
14:00 - 15:00	Informal presentation of the Institution key findings by EEC <ul style="list-style-type: none"> • EEC • Prof. Vassilios Chrissikopoulos, Rector • Prof. J. Papadatos, Deputy Rector - President of MODIP • Dr. Panayiotis Vlamos, Associate Professor, MODIP member • Dr. Andreas Floros, Associate Professor, MODIP member • Dr. Nikolaos Papadimitriou, Associate Professor, MODIP member • Dr. Elias Sverkos, Assistant Professor, MODIP member • Dr. Petros Kostagiolas, Assistant Professor, MODIP member <i>Senatorial Meeting Room, Ionian Academy</i>
15:00 - 16:00	Working on the draft EER <i>Senatorial Meeting Room, Ionian Academy</i>
16:00 - 21:00	Continue working on the draft EER <i>Senatorial Meeting Room, Ionian Academy</i>
21:00	Transport of EEC members back to the hotel

Friday, 10/06/2016(EEC only)	
09:00 - 13:00	Working on the draft EER <i>Senatorial Meeting Room, Ionian Academy</i>
13:00 - 14:00	Lunch Break
14:00 - 22:30	Continue working on the draft EER <i>Senatorial Meeting Room, Ionian Academy</i>
22:00	Transport of EEC members back to the hotel

Saturday, 11/06/2016(EEC only)	
Completion of draft EER and submission to the HQA	
Departure of EEC members from Greece	

<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:

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 self-assessment report of the University covers up to the end of 2014. Since the previous Rectorate of the University did not resubmit to HQA the requested report (14 December 2014) with deviations from the standard form, omissions and corrections after the Foundation's management of the new Rector Authority (December 2015) and the reconstitution of MO.DI.P., this report was rewritten and submitted.

The report was based on the internal self-assessment reports of each School, which recorded its educational / scientific/artistic work, broader social work of its faculty members, including their interconnection with major Greek Universities or with Universities from the rest of the world. Because of the lack of the internal system of quality assurance from the previous rectorate, it was required intensive work of lecturers-professors and high burden for the MO.DI.P. members to draw up in a very short period the self-assessment report of the University report.

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

Justify your rating: The committee has to evaluate separately the previous and the present rectorate because of the specific situation of this Institution. The lack of the internal quality assurance system which had to be completed by the previous rectorate leads to a negative evaluation but positive evaluation for the new rectorate because it managed to make the required corrections to the report by gathering data manually since it did not exist electronically and it has already designed on paper the internal quality assurance system. However, the Information Systems for Recording and Analysing Data and Indicators is not in place.

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

The institution has a mission, vision and objectives. Under the current legal framework, as formed and validated by N.4009 / 2011, the organizational structure of I.U. does not meet the current institutional and administrative structure. Consequently it has to be reorganized based on current data. Under the old legal status in order to standardize the procedures related to the operation of Academic Departments and create unified Foundation Rules and homogenize internal operation matters I.U. has constructed several regulatory/operating rules for the:

1. Internal Regulation of Ionian University's functions.
2. Regulation of Student Housing and its operations.
4. Regulation Published in Web and Domain Name Management.
5. Internal Regulation Library and Information Center Operation.
6. Internal Management Regulation and electronic equipment use.
7. Regulation Site Operation «e-Europe».
8. Regulation functioning Postgraduate Studies per School and program.
9. Internship Student Regulations per School.

It has also matured for the Institution the need to create Common Foundation Rules for the specification and homogenization of the internal operational issues concerning the programmes of studies of the three levels and the organization of a Research Strategy committee.

Because of the lack of data on the internal electronic quality assurance system from the previous rectorate the Institution is not yet capable of monitoring its procedures and the achievement of its goals. The institution though has stated that they have designed the system and they have organized a series of actions leading in the future to improvement as to the Institution's internationalization and funding through memoranda of cooperation with the Municipality and the administration of the Region and other international services.

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

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

Justify your rating: Worth of merit because the institution has stated that they have designed the system in a very short time and they have organized a series of actions leading in the future to improvement as to the Institution's internationalization and funding through memoranda of cooperation with the Municipality and the administration of the Region and other international services.

3.1.2 Organizational Development Strategy

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

Administrative staff are capable, knowledgeable and motivated. They have a vision for all domains with an open outward looking, for internationalized achievements/prospects and funding through research and development programmes. *Goals and timetables as well as measures to reach the goals have not yet been formed because the present rectorate is in power only for 6 months; their operational regulations though up till now seem to be effective. According to their Organizational Development Strategy at the academic and research level, their objectives are the following:*

- *Recruitment of Academic and Administrative Units.*
- *Creation of new Faculties/Departments.* The committee though believes that they have to strengthen the existing departments especially under the underfunding circumstances, inadequate building infrastructure in some cases, lack of modern technological infrastructure, insufficient number of staff both at academic and administrative level. The establishment and strengthen of a Language Centre must though be one of the priorities.
- *Creating New Curriculum.* The committee proposes the *curricula to be reviewed every 4-5 years and be applied only to the new comers.*
- *Creating programmes at Graduate level (Master).* The committee agrees that one of the proposed programmes, namely the tourism program, seems to be very important for the region of Ionian islands (as stakeholders also suggested) and adaptive to the character of the University.
- *Expansion of Doctoral Programmes.* The committee believes that they need to be reviewed as to the number of the students enrolled. EEC recommends to the University to increase and support funding for the PhD's students through grants and scholarships in order to increase the efficiency and effectiveness of research.
- *The committee suggests that the Implementation of transparency and recognition tools (having to do mainly with space, equipment availability etc) must concern the administrative, educational, research and artistic excellence.*
- *LLL programmes and summer departments may bring funds to the institution.*
- *The committee proposes to be appointed by the senate an interdisciplinary Ethics Committee for dealing with issues of compliance with the Code of Ethics and Rules of Conduct in Research as well as in other domains (e.g. issues of discrimination, disabilities and learning deficiencies and gender) and a code conduct in research.*

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

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

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

The Ionian University after twenty-seven years of operation is one of the newest institutions of Higher Education in Greece offering unique study programs for the new generation of Greek Scientists ensuring high-level research in sectors with high social, scientific and economic added value and performance. The Ionian University consists of three Faculties (Information Science and Informatics, History and Translation-Interpreting, Music and Audiovisual Arts) and six Departments (Archives, Library Science and Museology, Informatics, History, Audio and Visual Arts, Music Studies, Foreign Languages, Translation and Interpreting). All Departments of the Ionian University have recently undergone both internal and external evaluations. The EEC expected that the existing evaluation reports would have played a crucial role for the orientation of the University responses to the Faculties and Departments' needs and requirements. However, although important recommendations of the Departments' evaluation have been accepted in the developmental strategy of the University, the EEC feels that essential suggestions have not been fully adopted and implemented. The establishment of the leadership role of the informatics department for the increased quality of the internal Information Technology as well as the creation of appropriate rules and regulations to improve the scientific, artistic and academic visibility of the University are some positive steps.

A clear, extensive and long-term strategic plan which includes all Faculties and Departments is not visible in the internal evaluation report. The University report mainly focussed on teaching and research opportunities within the Faculties and did not present a future-oriented vision of development. Such a strategic vision can help the University to plan and drive its organization and development in the right direction. The EEC hopes that the recently elected rectorship will initiate a strategic planning process, which should consider all faculties, departments and colleges to complete their own strategies improving the academic developmental vision of the University. The Ionian University is a quite small academic University in Greece and is therefore suitable for establishing clear and effective strategic visions. The EEC encourages the institution to establish standards in terms of academic quality assurance, as for instance retreats for creating a comprehensive strategic vision.

The main goals in the academic development strategy of the University are: (1) Improvement, internationalization and modernization of teaching in both undergraduate and graduate (Master, Doctoral) programmes. (2) Improvement, development and creation of research opportunities (research directions, laboratories) in the different Departments. (3) Improvement of the current infrastructure and existing building (classrooms, offices, libraries, etc.).

All departments of the Ionian University approved and practiced the ECTS-system and use up-to-date teaching methodologies and integration of laboratories in the education programmes. However, not all departments include an undergraduate thesis in their curriculum and the interdisciplinary approach within the education programmes is in deficit. The University mentioned these weaknesses in its internal evaluation report and the EEC recommend their improvements. The EEC strongly recommends the integration of an undergraduate thesis as a standard requirement in the curriculum of all departments for an undergraduate degree.

The University recognises the need of complementary post-graduate programmes with an emphasis on interdisciplinary courses and approaches with the different faculties and

collaborations with institutions within and outside the country. The establishment of a new post-graduate (Master) programme in "Tourism" would offer new opportunities and advantages at the Ionian University because of the clear needs in the field of tourism in Corfu and, in general, in Greece. The EEC believes that the on-going discussion regarding the establishment of a Master programme in "Tourism" is helpful and supports the University for this decision.

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

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

Justify your rating:

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.)

It is quite clear that the University invested time and effort in recent years to promote research and encourage the academic staff to conduct research in the University's scientific areas and academic disciplines. This is clearly recorded in the tables section III.11 in the evaluation report. It is noticeable that the active researchers in all departments encourage and promote research participation at the graduate as well as at the undergraduate level. It is also clear that the University supports and promotes research participation of students. There are collaborations between departments as well as interdisciplinary and international collaborations. For example, the department of Music Studies and the department of Translation and Interpreting provide a great contribution to the visibility of the University with several activities in national as well as international fields. However, the University needs important improvements in the strategic plan for high-level quality of research and a clear vision and policy of a coordinated process aiming to increase the research quality of the academic staff members and their cooperation. Although collaboration with other national and international research institutes and universities is evident and supported by the Ionian University, the EEC believes that there is great need for increasing international collaborations.

There are no sufficient, clearly defined and adequate internal scientific standards for planning and assessing research quality. The development of such standards will provide clarity in the research process, increase the motivation for scientific work and potentially increase the efficiency of high quality research. A research committee aiming at planning, defining and supervising the necessary

steps for the scientific development of the department is urgently required. Research activities are currently based on individual initiatives without any coordination and planning that are based on clear research directions and strategic vision. This approach cannot be effective and successful for high quality research in the long term. The staff of the Departments recognise the need for changes in research strategy and direction in order to improve scientific output and quality. More focus on specific scientific areas, including competences from both natural sciences and humanities, would improve the research visibility of the University and increase the possibility for international collaborations and research funding.

Some research facilities of the Ionian University include good quality and up-to-date equipment (e.g. Bioinformatics and informatics labs). However, only a small number of the existing laboratories are being used for examining excellent research questions and for improving the research-oriented environment of the institution. A lot of the existing laboratories have been used only for teaching and not for significant research purposes. Introducing greater coherence research and interaction between the departments would create effective synergies increasing the participation of the University staff in networks of excellence at national or international level. Taking into account the economic conditions in the country, attracting research funding from competitive grants and institutions outside the University and public sector seems to be the most effective and realistic opportunity for improving the research infrastructure and quality.

The Committee of Special Account for Research Funds (SARF) of the Ionian, from its creation until today, has implemented and continues to implement more than 160 research projects and training programmes funded by the European Commission, international organizations, the General Secretariat for Research and Technology, ministries, banks, organizations of the broader public sector, and also by private entities. Indicatively, the budget for successful proposal applications in the last five years was approximately 1.3 million € per year. Within the scope of the programme are achieved bilateral or multilateral transnational partnerships with universities, research centers and other bodies, on national and European areas, but also with the third countries. However, the amount of research funding was relatively low when compared to international standards.

The University scientific publications in the last 10 years demonstrate a permanent increase in research activity. Although the efforts and accomplishments of the University's staff members can be appreciated, the base, quantity and quality of research need further improvement. The University's active staff in research published on average 1.5 to 2.5 (per academic staff) scientific papers per year. This research performance is quite low compared to similar international as well as national institutions. The EEC believes that the most important reason for the insufficient research output is the lack of a strategic vision for the development of an international competitive research culture in the University and the lack of cooperation and collaborations between staff members. The EEC believes that the basic requirements for improving the scientific outcomes exist and should be stimulated by creating an appropriate scientific environment that will support strategically important research areas for the University.

The recommendations of the EEC for the improvement in research are the following:

Establishment of a Research and Development Committee (R&D)

The main function of the R&D Committee is to provide the strategic vision and guidance for the development of a high quality research environment, and a focused and coordinated research effort. This committee should establish standards in terms of research quality assurance and publication outputs. It should also examine the scientific merit of the proposed research projects. The R&D committee should meet several times per semester to discuss, organize and assess the progress of the scientific work.

We recommend an annual spring or autumn retreat for scientific exchange between the researchers in a relaxed location outside of the University setting although none of the Greek

institutions follow this good practice. The R&D committee will also be present at the retreats to monitor the overall structure, the direction and progress of the research and the development of the education structures. The presence of the R&D and the critical feedback from its members is of importance for the quality control of research and for the promotion and the development of a research culture.

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

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 Ionian University is funded from the regular national budget and national and international research funds. The Special Account for Research Funds (ΕΛΚΕ) (which includes ΕΣΠΑ programs) manages the incoming funds. While the State funding via the regular budget has steadily declined since 2010, during the same period research funds increased progressively until 2014 (according to the research funds given to EEC in Corfu) and then it started declining. It is worth noting that the Special account budget of the last five years was 4.5 million euros coming from a variety of sources such as the European Commission, International organizations, the General Secretariat for Research and Technology, ministries, banks, organizations of the broader public sector, and also by private entities.

However, due to the austere economic situation in Greece, which implies that increases in state funding are unlikely to materialize in the foreseeable future, any financial strategy for the near future would hinge heavily on special account and hence on the ability of the university members to attract external funding.

Until December 2014, there wasn't any Company for the Management and the Development of the university's property. The University intends to establish such a company by the next evaluation period.

While the university has recently started to implement computerisation management and budget monitoring, still the Committee feels that such efforts should intensify.

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

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

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 issue of buildings and in general space sufficiency has been one of the main concerns of the University since its establishment and serious efforts to resolve were taken, exploiting any availability at each time. Today, although not fully stable, the issue is covered in a satisfactory degree.

The location of University in one (and only one) city with strong historic, cultural and architectural heritage provides the opportunity for several edifices to be housed in monumental buildings, albeit not all of them owned, yielding a special sense of classic to it, counterpoising its juvenility. The EEC endorses the idea that the use of buildings within the historic center is positive, however the expansion in nearby new buildings provided ampler space looks inevitable. In this context, the location of the acquired building ground for the contraction of student residence and departmental facilities looks excellent. However, since no realistic prospects are foreseen for the construction of this building in the near future, alternatives should be considered (e.g. The institution may come in direct contact with the former School Building Organization through the Ministry of Education, or with local authorities etc for space allowances)

On the other hand, with the utilization of these old buildings there exist obvious discordances with today's standard needs, e.g. it is imperative to tackle the problem of high humidity (with dehumidifiers or other proper means) in the music department' building (otherwise located in one of the most dreamed places for such department- within the old fortress) for the protection of the instruments and the very operability of this department.

Sever refurbishment work are planned or are underway on historic buildings, (Kapodistrian, Old Psichiatrion). The EEC suggests to take into account, as far as possible, the preservation of the character of the buildings, at least externally (on top of what the urban bylaws dictate) , since its contributes in the image of the institution but also of the city itself. We understand the difficulty of the trade-off with the modern needs of security, insulation or the facilitation of people with disabilities.

In the internal report it was refereed that there were plans for a special company for management and exploitation or the institutions' property. Irrespectively of the form of such entity, the EEC would like to suggest that the administration of the Ionian University develops concrete and achievable short- and medium-term plans in order to address these issues regarding buildings

(currently a few are unused) keeping in mind the moderate size of the institution.

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

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

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

The EEC notes that the Institution has an obvious environmental policy for the domestic-like waste, as is stated in the IR. There is also a “Green Lab” referred established, however its operation should be better defined and exemplified.

Moreover, efforts are referred to energy savings as well as with energy efficient light bulbs 60% (as denoted in the IR), and time switches. The EEC also understands the energy deficiencies of the old buildings. However, special techniques and applications may be searched out, for such cases.

Currently, there are a few apparent recycling collection bins in the campuses and other spaces on the institution. We understand that the recycling policy for domestic material especially in an isolated inland depends on the corresponding policy of the local authority, and the inefficiencies of the later is discouraging. However, the deployment of a widespread web of recycling material collection contributes towards the establishment of an environmental friendly attitude and prepares the ground for an effective policy via the municipality or otherwise.

As declared in the internal report, no special hazard materials are produced by the University departments. The EEC has no reasons to refute this claim, but it should be better if some issues were better clarified:

- Any biological or radioactive (if applicable) material related to the operation of the relevant labs. We presume that it is of negligible quantities and/or is tackled by the hospital, where it is returned.
- Special reference should be made to painting materials (pigment) from AV-Arts as they are usually highly contaminating
- Computer related material may be considered as domestic-like (in a different scale), with special care on batteries. The EEC welcomes the statement that the institution has a policy on recycling and re-usability and suggests the monitoring and recording of this strategy.

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

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

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 existence and the role of the University are deeply rooted in the consciousness of the people and the local stakeholders in the island, as declared by their representatives in the meeting with the EEC, (local and regional authority, Chamber of Commerce, Hoteliers).

However there is no evidence that the location of the university influences positively the preferences of the local candidate students. The increase of the percentage of nearby originated students is a obvious factor for the localization of the institute.

The University eventually contributes in the designation or the region's history and its cultural heritage, thus promoting the prestige and the appeal of the islands for the visitors (that constitute a significant part or the local economy). The Institution organizes several cultural and other events per year in Corfu and shares them with the community. In this context, noteworthy is the role of the departments of music and audio-visual arts which organize several art and cultural events. The music department also cooperates with the music secondary school at Tsabros. The EEC encourages such cooperations, and they should be extended in other fields of the university (e.g. foreign languages, audio-visual production) with the additional benefit of promoting the image of the university to candidate students.

The cooperation of the university with local institutions – e.g. museums, galleries, orchestras - mainly operated under the auspices of local authorities should not only be confined during the term of the practice requirement of individual students, (that is anyway useful), but it should have a broader horizon with continuity, and a meaningful and realistic goals. In this context, we strongly endorse the intention stated by both parties to contract a long-lasting memorandum of cooperation. An impressive short term sample of this cooperation is anticipated to be the events related to the 300 years anniversary of the siege of Corfu.

The EEC proposes to further stimulate these good relationships by establishing new and improving existing channels of communication, and to be extended beyond the walls of the city, in the countryside or other islands, should the title of the university be justified. We do of course understand that this would require additional resources.

The sustained, strong and organized association with the alumni is necessary. There is no alumni office in the university, and the only graduates' union referred in meetings (that had been established by ex-students) seems to be inactive. As a first step web-based associations might be used for the first contact, for the former graduates and the recording of all feature contact details of the graduating students. The EEC recommends that the university, irrespectively of the encouragement and help to the graduates for establishing its association, should establish as soon as possible an alumni office for a long-lasting relationship with the alumni community.

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

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

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 Institution apparently cultivates its international dimension by adopting the ECTS system (although not thoroughly deployed), participation in European projects, cultural interchanges etc.

It is evident that there exists some engagement of academic staff in research and collaboration with domestic and international organizations. Several of these activities have led to a few publications in international fora or other international activities. On the other hand, the collection of data about these research activities and result publication is not systematic and/or accurate across all departments/units. The EEC recommends that such activity be monitored and well documented, and performance indicators to be integrated into the quality system in order to facilitate the policy and strategy in this area.

As it is also stated elsewhere, the focalization of the academic and research potential of the university (e.g. by streamlining the laboratories) would clarify the specific position in the international map increasing its prospective, not only for ad-hoc cooperation in projects but also for more permanent associations within HEI networks. Nevertheless, the efforts for the Adriatic association of universities is a good starting point, to be further defined and realized.

Foreign-language courses facilitate the mobility of students and staff in the Erasmus program, increase cooperation with foreign institutions and enable new partnerships. The EEC recommends the examination of this practice (postgraduate courses offered in languages other than Greek), especially in language independent fields (music, audio-visual) or quite the inverse! (Language translation related techniques).

The EEC finds that the Internationalization Strategy of the Institution needs further development and recommends a plan and implementation of a strategy to increase the number of participating students and academic staff in these international collaborative efforts.

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

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

Justify your rating:

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 location of the university that constitutes one of the most charming places to live and to study carries on with it inevitably some disadvantages like limited and expensive housing offer in general. The Institution has dealt with it in a satisfactory manner, and long-term plans exists for the adequate coverage of these needs.

Currently, only a limited number of students are provided with housing (either in one hall of residence or in hotels with contacts). The criteria for granting accommodation and meals are social (family and income based), but not all eligible students are covered, as this is acknowledged in the Internal Evaluation Report of the Institution. However, as no accurate estimates of the percentage of students living in Corfu are available, it can only be estimated that over half of students are covered by these services. The EEC noted the tidiness and the order in these facilities, and no complaints are made by the students as to the quality of housing.

Additionally, the time-limited presence of students (i.e. for the exams) is covered with agreement with hotels.

As construction of a new hall-of-residence does not seem realistic at least in the short-term, the efforts to cover the student needs should be continued, exploiting the touristic capacity of the island, and not excluding areas in the nearby countryside (after ensuring student transportation with inter-city transport -KTEL). For students making their own agreement, the relation with residence-owners is smooth, and no intervention by the institute is foreseen. Operation of a special matching service of the new University site is positively acknowledged by EEC.

The Institution has limited number of scholarships and prizes. The EEC recommends that a strategy regarding an awards system for excellence is developed and implemented. Especially for the postgraduate studies with fees it must be stated as a percentage of students and/or degree/income combination for the individual student, without jeopardizing the quality of the whole course.

The EEC did not visit any university sports facilities. The gym is under construction and presently the needs are covered by the municipality gym and pool. There were many positive comments about the quality and the number of cultural activities sponsored by the Institution.

The EEC has received information regarding the Institution's strategy for individuals with special needs. In the context of current fund shortages, there are good faith efforts to accommodate the needs of students with disabilities and learning deficiencies.

The present accommodation (housing/meals) quality appears to be satisfactory. However it is not enough for all the students need. Consequently, the EEC wishes that resources will become available to the University so as it extends this services to all students in need.

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

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

Justify your rating: Worth of merit because the present accommodation (housing/meals) quality appears to be satisfactory. However it is not enough for all the students need. Consequently, the EEC wishes that resources will become available to the University so as it extends this services to all students in need.

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?

Regarding the strengths and weaknesses of the University's undergraduate programmes, the EEC agrees in principle with most of the points presented and discussed in the Self Evaluation Report.

The EEC also believes that the Ionian University students receive high quality education and upon graduation they are well prepared to enter the labor market both in Greece and abroad, especially in other European countries.

It is worth noting that only a small percentage of students graduate within the designated time period. However, this is not necessarily the responsibility of the University alone. There are several political, social and personal reasons that influence students' attitudes and cause delays in their graduation. The EEC suggests that the main reason for this endemic problem characterizing all Greek Universities is governmental rules that allow students to delay the completion of their studies. We note however that various departments have already integrated the recent observations and proposals made by the previous external evaluative committees and positive results in terms of reduction in the delay for graduation have appeared (e.g. Informatics using small groups in the lab). However the EEC believes that potentially some further adjustments are needed, e.g. seminar/project work in the curricula could help highly and improve this endemic dysfunction of higher education. It is worth noting that undergraduate degrees in Greece have not been adapted to the Bologna initiative (3-5-8) and their 1st cycle study is four years leading to imbalances/ disadvantage comparatively to other European countries.

Below we enumerate some of the strengths of the study programmes:

- *They are unique in Greece.*
- *They are original and innovative.*
- *Meet specific needs of the local society, history and culture*
- *They are up to date in accordance with international standards*
- *Most provide vocational rehabilitation and are linked to needs of the labor market.*

There are though some weak points which could be enumerated:

- *Compulsory increase by the state of the number of students admitted despite the request of the departments that the number of new entrants to be much lower because of the specificity of the subjects taught (music, translation etc). The University is obliged to admit this number of students dictated by the government, that neither can be accommodated in the existing facilities, nor can their expenses be covered by the already drastically reduced University budget.*
- *Need to establish common accreditation criteria for courses.*

Greater interdepartmental and interschool collaboration and coordination of programs. EEC recommends that the university extends the mechanism of electives cross-departmental courses to all Departments and disciplines and even find other mechanisms which would allow students to benefit from an interdisciplinary education

.- Despite government laws and regulations, we hope that the University will find ways to help students complete their studies within a reasonable number of years. There is a need to increase the sequence of courses with prerequisites for a better organization of schooling.

- The abolition of compulsory schooling of one semester for the undergraduate students of DFLTI in a country abroad related to their main foreign language is a substantial alteration of the desired

objectives of the department. Solutions must be found, e.g. scholarships to cover the students of this department from Erasmus+.

- In the Music Department the total number of courses appears to be extremely high (198) but this number is justified by the specificity of the subject that needs close to private lesson (e.g. piano lessons) and consequently a very large number of elective courses. The number though of the courses needed for graduation is correct according to the ECTS.

- As to the basic obligations of students, e.g. attendance of lectures, course requirements, etc.:

Obligations of the students are in line with international practices and are considered satisfactory. Students receive adequate faculty support and there exist relatively good and well-equipped

facilities, as well as academic books, libraries, computers, and basic electronic support. Most faculty members appear eager and ready to mentor undergraduate students, and to forge amicable relations with them.

- As to the way the Central Administration rules/reacts:

Monitoring of the realization of external committees suggestions/comments is based on the competence of MODIP, the members of which seem responsible and efficient although recently appointed (02/10/2016).

The EEC considers necessary the homogenization of all programme levels as to their presentation/analysis of its various fields and the correct application of ECTS.

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

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?

The Ionian University offers a large number of post-graduate programs (Master's program) across the disciplinary spectrum. Each department has a postgraduate committee and its own rules. All programs appear to have concrete study plans and they cover an impressive range of fields and topics. The University has appointed a special committee to draft uniform rules. The EEC hopes that the Ministry of Education will soon publish the related postgraduate studies law.

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

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

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?

Given its legal inability to establish a School of postgraduate studies where scientific and management of doctoral studies could be centrally organized, the departments simply apply the provisions of the national laws for a PhD.

The EEC proposes that the University creates an internal regulation espoused to deal with all related doctoral issues. For example, organization of seminars for the systematic support of candidates during their studies, organization and participation in conferences, resources for research, definition of prerequisites for the selection of candidates, preparation and presentation of theses, etc.

In the context of regulatory procedure, the desirable time to complete a thesis should be determined taking into account the specificity of the different fields of science and the research subjects (e.g. science, humanities, etc.). The time is related to the existence of scholarships or other resources to finance the candidates' studies that will accelerate the time of completeness of the thesis. The EEC suggests to the University and especially to MODIP in cooperation with all departments and other persons responsible for the University, to prepare a standard Regulation template and a study guide for all levels of study (Undergraduate, graduate and doctoral studies) with the help of all those responsible for the successful Completion of the above.

Subsequently, it would be desirable the creation of a comprehensive and complete guide of the whole university activities including the administrative structures, existence of which would strengthen the visibility of it.

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

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

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:

- *Administrative staff are capable, knowledgeable and motivated. They have a vision for all domains with an open outward looking, for internationalized achievements/prospects and funding through research and development programmes.*
- *MODIP has already designed on paper the internal quality assurance system.*
- *The use of the ECTS-system is approved by the senate.*
- *Up-to-date teaching methodologies and integration of laboratories in the education programmes exist.*
- *Request to establish a new post-graduate (Master) programme in "Tourism" at the Ionian University. This programme would offer new opportunities and advantages due to the clear needs in the field of tourism in Corfu and, in general, in Greece.*
- *There are departments (e.g. Music Studies), which provide a great contribution to the visibility of the University with several activities in national as well as international fields.*
- *The University invested time and effort in recent years to encourage and promote research participation in all departments at the undergraduate as well as at the graduate level.*
- *Several research facilities are of good quality with state of the art equipment (e.g. Bioinformatics and informatics labs).*

Underline specific points/suggestions that if they will not be applied they will affect negatively the improvement of the Institution:

- *A clear, extensive and long-term plan in the academic development strategy including all Faculties and Departments is not visible in the internal evaluation report.*
- *Application of ECTS according to the laws and HQA at all field studies is needed.*
- *The committee proposes the curricula of all the departments should be reviewed every 4-5 years and be applied only to the new entrants.*
- *The EEC strongly recommends the integration of an undergraduate thesis as a standard requirement in the curriculum of all departments for an undergraduate degree.*
- *The committee believes that PhD strategy needs to be reviewed as to the number of the students following them. EEC recommends to the University to increase and support funding of the PhD's students through grants and scholarships in order to increase the efficiency and effectiveness of research input.*
- *The EEC considers necessary the homogenization of all programme levels as to their presentation/analysis.*
- *It is worth noting that undergraduate degrees in Greece have not been adapted to the Bologna initiative (3-5-8) and their 1st cycle study is four years leading to imbalances/*

disadvantage comparatively to other European countries.

- *The abolition of compulsory schooling of one semester for the undergraduate students of DFLTI in a country abroad related to their main foreign language is a substantial alteration of the desired objectives of the department. Solutions must be found, e.g. scholarships to cover the students of this department from Erasmus+.*
- *The University needs important improvements in the strategic plan for high-level quality of research and a clear vision and policy of a coordinated process. There are no sufficient, clearly defined and adequate internal scientific standards for planning and assessing research quality. A research and Development committee aiming at planning, defining and supervising the necessary steps for the scientific development of the departments is urgently needed.*
- *The amount of research funding is relatively low in comparison to international standards. Interdisciplinary and multi-disciplinary research will facilitate effective synergies which will increase the participation of the University staff in networks of excellence and the attraction of research funds from competitive sources. The presence of the R&D and the critical feedback from its members is of vital importance for the quality control of research and for the promotion and the development of a research culture.*
- *The publication record of the University active staff is quite low compared to similar international as well as national institutions. The EEC believes that the most important reason for the insufficient research output is the lack of a strategic vision for the development of an international competitive research culture in the University. The EEC recommends the establishment of a Research and Development Committee, which would provide the strategic vision and guidance for the development of a high quality research environment and create standards in terms of research quality assurance and publication outputs.*

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?

It should be noted that in May 2014, the Institution submitted its self-assessment report. On 12/29/2014 HQA asked the Institution to resubmit the report, following the HQA model and addressing specific deviations and omissions identified. Since the previous Rectorate of the University did not proceed with the requested resubmission, the new Rector Authority (November 2015) and the newly restructured MO.DI.P, had to rewrite the report which constitutes the base of the present evaluation. Consequently, because of the very short time during which the Internal Evaluation Report had to be completed, the information provided was not sufficient (it was up to 2014 according to HQA's guidelines). Consequently, the presidents of the departments and the members of MO.DI.P. needed to provide up to date data to the Committee in order to enable them to assess the current situation following the changes which took effect after the recent administration. Since the reconstitution of the MODIP, its members have completed the planning activities and operational regulations which were also approved by the Senate. The latter considered ways of actions and requirements proposed by the community of the institution, i.e., (students, educational and administrative staff regarding goals, operational efficiency, improvements in research / artistic / educational activities, student support, and suitability and appropriateness of infrastructure. Record data do not exist from census educational electronic fact sheets, research and artistic work of faculty members have not been used for the extraction of bibliometric indicators of scientific/artistic work produced by researchers of the I.U. in order to monitor its quality as well as evaluate the efficiency of educational/administrative work and infrastructure have not been built up yet. For example, in Table III.11 in the evaluation report is given the number of research tasks undertaken, however, research work is not standardized per academic staff. Quantitative/qualitative monitoring indicators of quality at all levels (services and infrastructure, education, research, administration, extroversion, internalization, funding) have to be formed. Course description sheets and webpages exist but they are not complete according to Issue B - N. Sheet 1466, August 13, 2007 Ministerial Decision No. D5 / 89 656 / V3E Application of Transfer and Accumulation System Credits. Diploma Supplement is not given in Greek and English to all the students according to the Issue B - N. Sheet August 1091.10 2006 Ministerial Decision no. D5 / 72 535 / B3 Determination DS (information provided by the students during the interview session) although all the departments have prepared it according to the information given to us. The good practice of the Audio & Visual Arts' department for the ECTS application in each course has to be followed by all departments/Faculties of I.U.

The new MODIP promised to complete the control electronic system as comprehensive and interactive as possible, even under the present underfunding circumstances in accordance with the instructions of HQA and the related laws. The Policy Foundation Quality not specialized yet, has to be formulated in the framework of existing regulations in force, general principles of assurance and quality improvement in order to evaluate the effectiveness of its QA system regarding the achievement of its goals. The EEC proposes good practices from other Institutions or by the members of some of the Departments to be followed and feedback of the evaluation results to be given to all stakeholders. Last but not least Alumni Association and monitoring of the graduate's working life has to be executed and graduates must participate in all the Institution's activities/ events.

Monitoring the working life of graduates.

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

The present MO.DI.P is not responsible for the omissions observed and identified by the EEC.

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?

ECTS is followed by all departments but it is better designed and implemented by the department of Audio & Visual Arts'. Learning outcomes are not adequately described in the courses of e-guide. However existing learning outcomes are followed closely by the academic staff, and training and educational activities through internship and art/cultural/educational events (e.g. Festivals, Seminars, workshops, etc.) are highly encouraged. The students of this Institution are in close connection with the local authorities and the local community. The specificity of the subject of the Schools instils a good relationship with the residents of Corfu and the other Ionian islands. The activities are published in the webpage of I.U. in Greek and English. Evaluation of the programme studies was done by a special committee set by HQA. Procedures and criteria aimed at safeguarding the consistency of the study programmes were set following the proposed improvements by the evaluation committee. The study programmes include well-structured international mobility and placement opportunities.

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

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?

Multiple and coherent learning paths are provided in the three Schools of I.U. according to the needs of students. Evaluation of almost all courses are done by the students. Students are pleased with the level and quality of the offered courses as well as with the staff's guidance and support. However, they would like to see the grades be announced as soon as possible. The Music's department students ask for more concert halls for their final examination. Translation – Interpretation students ask to be given more Erasmus scholarships through the Erasmus + program because the law changed and they are not any longer eligible to go for a semester abroad. Graduate students from interdisciplinary MSc specializations ask for seminars of both disciplines to be offered before the start of the program.

There is not a formal procedure for addressing complaints and objections by students in the Departments / Faculties of the Institution but the students come in contact with their curriculum advisor.

Feedback of evaluation results is recommended.

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

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

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?

The procedures and criteria for admission to the second and third cycles of studies are implemented with consistency and transparency, and are stated in the e-guide but not in a homogenous way.

There exist clear and distinct procedures within the Departments/Faculties regarding the recognition of higher education degrees, periods of study and knowledge acquired abroad only for Erasmus+/Mundus programmes. Recognition of exchange courses will be easier applied when the courses of the out coming students are considered as optional so that their host Institute's title, workload are kept the same on the diploma supplement and grading is adjusted according to the local grade distribution (according to the ECTS guide 2013).

There are not clear and distinct procedures of recognition of study periods and prior learning (including the recognition of non-formal and informal learning).

Students only of two departments among the six 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 have successfully completed.

As it is mentioned above the internal evaluation system is not yet in action so the Institution has not in place processes and tools to collect, monitor and use information regarding student progression.

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

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

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?

The I.U. has developed response mechanisms and short design positive responsive management to externally imposed changes from legal / administrative and especially economic point of view.

Participating in all assessment cycles (internal and external) provided by law, the Departments have gained valuable experience which has gradually been incorporated into their daily functioning (learning / teaching, research and administration).

The academic subjects of the Ionian University Departments' are characterized by uniqueness at national level, either as entities or in individual aspects characterized by a high degree of interdisciplinary and cross-thematic. This gives the Foundation dynamic academic development opportunities especially in education/learning.

At the research level, there is also an increasing tendency to engage the Institution on high-level research, and development projects, despite the tendency and ever-changing institutional framework governing the management of the research programmes from the Special Account of Research for Higher Educational Institutions. There is a real connection between education and research in all the departments of the I.U.

The continued contraction of economic public funding has effectively been addressed by facing the inelastic expenditure (e.g. cheaper rent in buildings through systematic negotiations with potential suppliers), and preventing logical negative consequences on the Institution's development. However, it should be noted that the growth of the University was hampered by a number of objective factors:

- 1. Important limitations on building and quality of infrastructure, which mainly affect the research, giving clear priorities in teaching / learning. For this reason, the I.U. strives to provide additional space in consultation with the local community and the public.*
- 2. Given the rapid development of the scientific fields the University offers, its departments are in need of hiring additional professors to meet on one hand the gap caused by retirements related to specific disciplines and scientific challenges of the time. For that reason professors are not totally free to take their sabbatical when they can.*

Please decide in respect to the specific evaluation area (&4.5):

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

Justify your rating:

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?

Review and improvement of the appropriateness and effectiveness of supporting services to students is available by the evaluation sheets that the students fill up for the majority of their courses. There are available support services in regard to Libraries, Information systems and infrastructure. Basic modernization and rationalization strategy for building and planning infrastructure exists. At the same time, modern teaching rooms in privately owned building also exist improving the quality of services provided to students. Alongside new catering facilities for students and separately for the academic staff, and visiting professors and guests has been created and operated by a contractor.

The above arrangements as to building infrastructure are not sufficient for the Ionian University and there is a need to upgrade the building infrastructure of some departments while upgrading the quality of existing facilities (laboratories classrooms, lighting systems, heating and air conditioning, insulation, professors' offices and artistic events' support spaces).

The procedure in place for offering individual assistance (counselling and tutoring) to students exists.

<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:

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?

Although electronic registries of all education levels, electronic platform of asynchronous remote education, electronic accounting, electronic research funding and electronic library exist the Institution does not possess 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 since its internal system of quality assurance is not built up yet. The Institution though possesses reliable means for collecting, analysing and utilizing valid information regarding its other functions and activities through the evaluation of its courses by the students about students' satisfaction with their programmes of study.

Through the external evaluation of its departments done two years ago the school / faculty members were able to make comparison with similar establishments at least by their evaluators. Their response as to the study programmes proved their self-awareness and capability of improving their academic efficiency.

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

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

Justify your rating:

4.8 Dissemination of information to stakeholders

Please comment on:

- how the Institution sees to the publicization 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?

The Institution publishes information on the programmes offered in their webpage but the description, as we mentioned above, is not complete as to the expected learning outcomes, degrees awarded, teaching, learning and assessment procedures used and the learning opportunities offered to students. The information regarding the Institution's offered programmes of study is available in English. The teaching staff's CVs are also included in the publicized information, both in Greek and in English but not for all the faculty staff and it is not complete and homogenized.

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

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

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?

The OMEA and the study programme committees coordinate the procedures followed with regard to assessment and periodic review of the contents of study programmes. This procedure takes into account the changing needs of society and it is indicative of the new second cycle specialisation that they want to organize in collaboration with another Institution concerning tourism. Unfortunately this procedure does not take into consideration the findings emanating from monitoring the graduates' career paths. The latter is recommended by the EEC. The procedure with which the reviews take into account the students' work load, the progress rate and completion of studies exists but they have not built yet quality indicators. Student are used in research programmes funded by national or international sources so the cutting edge research activities in each discipline are taken into account. The I.U is in close collaboration with the local administration and community of Corfu so "indirectly" the involvement of other stakeholders is secured in the revision of the programmes and research.

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:

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

MODIP members monitor the response to any comments of the evaluation committee members included in the external evaluation of the study programmes of I.U. The presidents of the departments have given us all the data concerning the changes performed for the improvement of the study programmes according to the comments of the evaluation committees.

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:

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:

Since the reconstitution of the MODIP, its members have completed the planning activities and operational regulations which were also approved by the Senate. The latter concerned ways of actions and requirements by the community of the institution (students, educational and administrative staff) in relation to goals, operational efficiency, ways of improvement of research / artistic / educational activities, student support and suitability and appropriateness of infrastructure.

Underline specific points/suggestions that if they will not be applied they will affect negatively the improvement of the Institution and its future accreditation:

- The new MODIP has to deploy a comprehensive and interactive electronic monitoring system, even under the present underfunding circumstances in accordance with the instructions of HQA and the related laws.
- A Quality Policy Foundation has to be formulated according to the framework of existing regulations in force, general principles of assurance and quality improvement in order to evaluate the effectiveness of the QA system regarding the achievement of its goals.
- Record data do not exist from census educational fact sheets, research and artistic work of faculty members, bibliometric indicators of scientific/artistic work produced by researchers of the I.U. in order to monitor its quality as well as evaluate the efficiency of educational/administrative work and infrastructure.
- Quantitative/qualitative monitoring indicators of quality at all levels (services and infrastructure, education, research, administration, extroversion, internalization, funding) need to be established.
- Course description sheets and webpages exist but they are not complete according to Issue B - N. Sheet 1466, August 13, 2007 Ministerial Decision No.. D5 / 89 656 / V3E Application of Transfer and Accumulation System Credits.
- Diploma Supplement is not given in Greek and English to all students according to the Issue B - N. Sheet August 1091.10 2006 Ministerial Decision no. D5 / 72 535 / B3 Determination DS. The good practice of the Audio & Visual Arts' department for the ECTS application in each course has to be followed by all departments/Faculties of I.U.
- The EEC proposes good practices from other Institutions or by the members of some of the Departments to be followed and feedback of the evaluation results to be given to all stakeholders.
- Last but not least an Alumni Association and monitoring system of the graduate's working life has to be founded and graduates should be encouraged to participate in all the Institution's activities/ events.

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

Special Account for Research Funds (SARF)

There exists a Special Account for Research Funds (SARF), which is managed by a 5 members committee. The resources to the fund come from 5% to 15% withholding of research grants, 5% withholding of faculty salaries from grants (except grants financed by ΕΠΣΑ programs) and interest on bank deposits. The funds are used for a variety of purposes such as salaries for employees of the Committee of Special Account for Research Funds (SARF) and the University/Department/ Administration, and rarely for the purchase of furniture, and maintenance/cleanliness (with the decision of the Senate and the consent of the Committee of Special Account for Research Funds (SARF).

The Committee recommends that upon the coverage of the committee's expenses, the remaining amount could be allocated towards fellowships. It goes without saying that this amount will be conditional upon the total income.

Technical services

The Department of Technical Services comprises three units:

1. *Planning and studies*
2. *Works execution*
3. *Maintenance and technical support*

The Department of Technical Services is staffed with 10 employees. However, one of them is exclusively employed at the student dormitory and another one has been moved to an office in the prefecture of Ionian Islands. Hence, the department has to operate with only 8 employees.

The Department of Technical Services, which manages the annual funding of the program of public investment, is responsible for the smooth operation and maintenance of the buildings, in particular elevators, air conditioners, heating boilers, installations of water supply-drainage, electrical networks, booths for interpreting and language labs, music equipment, security, cleanliness and neatness of university buildings and outdoors spaces. It also is also in charge for the accessibility and functionality of facilities for people with disabilities and the maintenance and good functioning of the student dormitory (Φοιτητική Εστία) and restaurant.

In addition, the department oversees all projects related to the technical aspects of the infrastructure program as well as the design of new buildings undertaken by construction

agencies. For instance, the department has supervised the restoration project of the Ionian Academy, the construction of the ΤΙΣ-TABM building and the student dormitory, the reconstruction of the building of the Central Library and the remodeling of the former ΨΝΚ. In terms of the design of new buildings, the department supervised the draft design of the Megaro Kapodestria, the new building and student dormitory.

However, the EEC finds that the Department of Technical Services is understaffed and that some buildings need repair. Consequently, the government should provide the necessary funds for the hiring of additional employees. The General Secretary of Human resources should deal with the human resource management problems.

Dehumidifiers must be installed immediately in the building “Αγγλικο Αναρρωτήριο” (TMS), which due to its proximity to the sea, suffers from extreme humidity that destroys valuable and expensive musical instruments

IT services

The Department of Information Systems employees two Computer Science employees who handle applications supporting the computerization of the services of the University, and support user-level employees of Governance of the University.

Employment and Career Centre (ECC)

The Integrated Information System Structure Employment and Career (ΔΑΣΤΑ) and other supporting structures (Liaison Office, the Unit Innovation and Entrepreneurship and Practice) collect, analysis and exploit information regarding the careers of students and their connection with the labor market. However, information pertaining to the University alumni is not sought and consequently valuable sources of information pertaining to the needs and opportunities as well as connections to the labor market are missed.

Public/ International relations department

The International and Public Relations (I&P.R) Department aims at the development, organization and administrative support of the international and public relations of the Ionian University. In particular The I&P.R department a) promotes the creation of inter-university agreements and collaboration with international academic institutions; b) provides secretarial support and management of the L.L.P./ERASMUS Programme; c) informs the academic community about European Union Educational Programmes; d) organizes international conferences and hosts invited academics and officials; e) promotes the University activities through publications and the mass media, etc..

Halls of residence and refectory services

The university provides in accordance with the University Housing Regulations accommodations for 380 students in the Student Hall (150 beds) and in rental rooms in local hotels (230 beds). In addition the university provides daily free meals (breakfast, lunch and dinner) to 650 students who satisfy well defined social and economic criteria. The university monitors the contracts for the implementation of the feeding of students and the housing of students at participating hotels; and a commission makes regular checks for the identification and prevention of students who are not legible for free accommodation. The EEC was pleased with both facilities. The University might want to consider extending the refectory services to students, who do not meet the criteria for free meals, with some monetary contribution.

Institution’s library

The University Library comprises the Central Library and two branches, which are located at the 2 campuses in order to meet the specific needs of the departments. It also provides a series of educational information literacy courses to undergraduate and graduate students. The library staff offers informational programs, tutorials, individual support and other services regarding the appropriate means -electronic, printed or other- to access the necessary/needed information. However, The EEC finds that the library staff is not sufficient for the efficient functioning of the library and there is a need for the library to update the books and journals series as well as software such as 3-D programs which are

of high importance for teaching learning in the Department of Sound and Vision.

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:

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 report was based on the internal self-assessment reports of each School recorded for its educational / scientific/artistic work, broader social work of its faculty members, including their interconnection with major Greek Universities and Universities from the rest of the world despite the lack of the internal system of quality assurance from the previous rectorate.

MODIP has already designed on paper the internal quality assurance system.

The institution has organized a series of actions leading in the future to improvement regarding the Institution's internationalization and funding policies through memoranda of cooperation with the Municipality and the administration of the Region and other international services.

Administrative staff are capable, knowledgeable and motivated. They have a vision for all domains with an open outward looking, for internationalized achievements/prospects and funding through research and development programmes. Goals and timetables as well as measures to reach the goals have not yet been formed because the present rectorate is in rule only for only 6 months, but their operational regulations seem to be effective. According to their Organizational Development Strategy at both the academic and research levels their objectives are realistic with few exceptions already marked in 3.1.2. paragraph and elsewhere as well.

The Ionian University after of twenty-seven years of operation is one of the newest institutions of Greece Higher Education offering unique study programs for the new generation of Greek Scientists ensuring high-level research in sectors with high social, scientific and economic added value and performance.

Underline specific points/suggestions that if they will not be applied they will affect negatively the improvement of the Institution:

In the internal report it was mentioned that there were plans for a special company for management and exploitation of the Institution's property. Irrespectively of the form of such entity, the EEC would like to suggest that the administration of the Ionian University develops concrete and achievable short- and medium-term plans in order to address these issues regarding buildings (currently a few are unused) keeping in mind the moderate size of the institution.

The EEC proposes the deployment of a widespread web of recycling material collection contributes towards the establishment of an environmental friendly attitude and prepares the ground for an effective policy via the municipality or otherwise.

The EEC finds that the Internationalization Strategy of the Institution needs further development and recommends a plan and implementation of a strategy to increase the number of participating students and academic staff in these international collaborative efforts.

The committee though believes that they have to strengthen the existing departments especially under the underfunding circumstances, inadequate building infrastructure in some cases, lack of modern technological infrastructure, insufficient number of staff both at academic and administrative level. The establishment and strengthen of a Language Centre must though be one of the priorities.

The committee proposes the curricula to be reviewed every 4-5 years and be applied only to the new comers. The EEC strongly recommends the integration of an undergraduate thesis as a

standard requirement in the curriculum of all departments for an undergraduate degree.

We note however that various departments have already integrated the recent observations and proposals made by the previous external evaluative committees and positive results in terms of reduction in the delay for graduation have appeared (e.g. Informatics using small groups in the lab). However the EEC believes that potentially some further adjustments are needed, e.g. seminar/project work in the curricula could help highly and improve this endemic dysfunction of higher education.

It is worth noting that undergraduate degrees in Greece have not been adapted to the Bologna initiative (3-5-8) and their 1st cycle study is four years leading to imbalances/ disadvantage comparatively to other European countries.

The abolition of compulsory schooling of one semester for the undergraduate students of DFLTI in a country abroad related to their main foreign language is a substantial alteration of the desired objectives of the department. Solutions must be found, e.g. scholarships to cover the students of this department from Erasmus+.

Expansion of Doctoral Programmes. The committee believes that they need to be reviewed as to the number of the students enrolled. EEC recommends to the University to increase and support funding for the PhD's students through grants and scholarships in order to increase the efficiency and effectiveness of research.

The EEC considers necessary the homogenization of all programme levels as to their presentation/analysis of its various fields and the correct application of ECTS where omitted.

A lot of the existing laboratories have been used only for teaching and not for significant research purposes. Introducing greater coherence research and interaction between the departments would create effective synergies increasing the participation of the University staff in networks of excellence at national or international level. Taking into account the economic conditions in the country, attracting research funding from competitive grants and institutions outside the University and public sector seems to be the most effective and realistic opportunity for improving the research infrastructure and quality.

We recommend an annual spring or autumn retreat for scientific exchange between the researchers in a relaxed location outside of the University setting although none of the Greek institutions follow this good practice. The R&D committee will also be present at the retreats to monitor the overall structure, the direction and progress of the research and the development of the education structures. The presence of the R&D and the critical feedback from its members is of importance for the quality control of research and for the promotion and the development of a research culture.

While the university has recently started to implement computerisation management and budget monitoring, still the Committee feels that such efforts should intensify.

The Implementation of transparency and recognition tools (having to do mainly with space, equipment availability etc.) must concern the administrative, educational, research and artistic excellence.

The committee proposes to be appointed by the senate an interdisciplinary Ethics Committee for dealing with issues of compliance with the Code of Ethics and Rules of Conduct in Research as well as in other domains (e.g. issues of discrimination, disabilities and learning deficiencies and gender) and a code conduct in research.

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:

Up-to-date teaching methodologies and integration of laboratories in the education programmes exist.

There are departments (e.g. Music, Audio Visual and Art Studies), which provide a great contribution to the visibility of the University with several activities in national as well as international fields.

The University invested time and effort in recent years to encourage and promote research participation in all departments at the undergraduate as well as at the graduate level.

Several research facilities are of good quality with state of the art equipment (e.g. Bioinformatics and informatics labs).

The EEC acknowledges the successful effort towards improving infrastructures/buildings.

The institution has organized a series of actions leading in the future to improvement regarding the Institution's internationalization and funding policies through memoranda of cooperation with the Municipality and the administration of the Region and other international services.

Administrative staff are capable, knowledgeable and motivated. They have a vision for all domains with an open outward looking, for internationalized achievements/prospects and funding through research and development programmes.

The University has excellent relations with the social context of the city of Corfu and in general to the Ionian islands. The integral role the university plays in the life of the city can be historically traced to its original establishment, and the way it has shaped the spirit of the city.

Underline specific points/suggestions that if they will not be applied they will affect negatively the improvement of the Institution:

Some key inhibiting external factors are the framework and adverse economic conditions which render heavy teaching and administrative loads for the faculties, thus inhibiting research growth. Knowing that this adverse conditions will unfortunately continue we propose a number of suggestions:

The EEC considers necessary the homogenization of all programme levels as to their presentation/analysis.

Although delays in the graduation is an endemic problem characterizing all Greek Universities mainly because of governmental rules the EEC proposes the departments to apply good practices followed by e.g. the informatics department.

The University needs important improvements in the strategic plan for high-level quality of research and a clear vision and policy of a coordinated process. A research committee aiming at planning, defining and supervising the necessary steps for the scientific development of the departments is urgently needed.

The EEC strongly recommends the integration of an undergraduate thesis as a standard requirement in the curriculum of all departments for an undergraduate degree.

The publication record of the University active staff is quite low compared to similar international as well as national institutions. The EEC believes that the most important reason for the insufficient research output is the lack of a strategic vision for the development of an international

competitive research culture in the University.

Improving the quantitative/qualitative monitoring indicators of quality at all levels (services and infrastructure, education, research, administration, extroversion, internalization, funding) need to be established. Completion of the internal quality assurance system. In that way the administrative work load at the expense of growth of the quantity and quality of the research staff will decrease.

The EEC finds that the Internationalization Strategy of the Institution needs further development and recommends a plan and implementation of a strategy to increase the number of participating students and academic staff in these international collaborative efforts.

The committee proposes to be appointed by the senate an interdisciplinary Ethics Committee for dealing with issues of compliance with the Code of Ethics and Rules of Conduct in Research as well as in other domains (e.g. issues of discrimination, disabilities and learning deficiencies and gender) and a code conduct in research.

6.1 Final decision of the EEC

Please decide in respect to the overall Institutional evaluation:

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

Justify your rating:

Members of the Committee

IONIAN UNIVERSITY

Name and Surname

Signature

Prof. Emer. Maria Lazaridou

former member of the HQA Council,
Aristotle University of Thessaloniki, Thessaloniki, Greece

Prof. Adamantios Arampatzis

Humboldt-Universität zu Berlin, Berlin, Germany

Prof. Emer. Christos Clairis

Sorbonne, Université Paris Descartes, Paris, France

Dr. Dimitrios Kabilafkas

Expert, Athens, Greece

Prof. Vally Koubi

University of Bern, Bern, Switzerland