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HELLENIC REPUBLIC

H Q A

HELLENIC QUALITY ASSURANCE
AND ACCREDITATION AGENCY

Accreditation Report for the Internal Quality Assurance System (IQAS)

Harokopio University of Athens
Date: 25 November 2018

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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



EUROPEAN ASSOCIATION
FOR QUALITY ASSURANCE
IN HIGHER EDUCATION

Report of the Panel appointed by the HQA to undertake the review of the
Internal Quality Assurance System (IQAS) of the
Harokopio University of Athens
for the purposes of granting accreditation

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PART A: BACKGROUND AND CONTEXT OF THE REVIEW

I. The Accreditation Panel

The Panel responsible for the Accreditation Review of the Internal Quality Assurance System (IQAS) of the Higher Education Institution named: **Harokopio University of Athens** comprised the following four (4) members, drawn from the HQA Register, in accordance with the Law 4009/2011:

1. **Dr. Kiki Ikossi** (Chair)
George Mason University, USA
2. **Dr. Teodoro Georgiadis**
National Research Council –CNR Institute of Biometeorology, Italy
3. **Prof. Petros Gougoulakis**
Stockholms Universitet, Sweden
4. **Prof. Loukas Kalisperis**
Pennsylvania State University, USA

II. Review Procedure and Documentation

The Review Panel reviewed the material submitted by Harokopio University of Athens (HUA) in advance of its arrival and briefing. The President, Director and staff of ADIP briefed the members of the panels on 19/11/2018 on its mission and standards, as well as the guidelines for the accreditation process and the national framework of the higher education institution in Greece, including the Quality Measure Metrics (ΟΠΕΣΠ). The Review Panel met, in private, to discuss the accreditation report for HUA, allocate tasks and list of issues for the site visit.

The Review Panel arrived at the HUA in the morning of 20/11/2018. The panel was met by Ms. Vicky Evgeniou, the administrative assistant responsible for the visit, and subsequent was warmly welcomed in a meeting with the Rector Professor Mara Nikolaidou. It was a very productive meeting with the Rector and the Vice Rectors for a short overview of the institution, regarding its history, vision, mission, current status, strengths, and academic profile. Further presentations provided useful information about HUA's strengths and areas of concern. The morning meetings were concluded with an in-depth presentation by the Head of the Internal Quality Assurance Unit (MODIP), followed by comprehensive discussion with all MODIP members, during which the panel reviewed and evaluated the degree of compliance of the Internal Quality Assurance System to the Standards for Quality Accreditation. Due to the small size of HUA, MODIP is composed by representatives of all the Departments (four in total) within the three Schools and includes the two vice rectors. The Review Panel received further documentation and supporting material related to the presentations given by MODIP to facilitate their discussion of HUA's Quality Assurance Systems. The panel evaluated the information received and the discussion with MODIP members during a working lunch meeting. The Review Panel reflected on the discussions and prepared for the afternoon sessions of the visit, during which it met with Faculty Members, and the Internal Evaluation Group (OMEA) representatives. During this meeting the Review Panel was given the opportunity to ask detailed questions in order to better facilitate the panel's understanding of the internal evaluation review process, adequacy of resources and possible areas of weaknesses.

Following, the Review Panel met with postgraduate students, both at the master and doctorate level, as well as post doctoral researchers. The students provided the members of the panel with valuable information about their study experience, campus facilities, and their input in quality assurance and decision making; discuss their priority issues concerning student life, welfare, grants, mobility, research, and career opportunities. The students were very hospitable, enthusiastic and helpful. They conducted themselves admirably and were excellent ambassadors of a very good educational institution. The first day of visit at HUA was concluded with two different meetings with alumni and external stakeholders, representing very impressive professional organizations, enterprises, NGOs and local authorities. During the meetings the Review Panel was able to hear their experiences either during their studies at the HUA and/or their relations with HUA. All participants spoke enthusiastically of HUA and their affiliation with it. It was evident that the Institution is held in a very high regard by its Alumni and External Stakeholders. The first day of the site visit was concluded with a meeting of the Review Panel in order to evaluate the accomplishments of the day and plan the activities and meetings of the following day.

The Review Panel arrived at the HUA in the morning of 21/11/2018 for the second day of the visit. The Review Panel met with the Chief Administration Officers of HUA. During the meeting all issues pertinent to the impact of institutional documents relevant to accreditation and planning were discussed. Particular emphasis was given to special issues arising from the internal evaluation process. The officers shared with the panel members details relevant to the accreditation process and provided additional documents and forms used in data collection and evaluation. Accreditation issues appropriate for the Library Operations, Informatic Services, Department/School Secretariats, and ELKE were discussed.

As it was the case with the postgraduate students, the undergraduate students, provided the panel with valuable information of their educational experience and campus facilities, and their input in quality assurance and decision making; additionally, they discussed their priority issues concerning student life, welfare, grants, mobility, research, and career opportunities. They were also very enthusiastic, hospitable and helpful.

Finally, the Review Panel met with the Rector of HUA and the Head of MODIP and Deputy Rector of Academic and International Relations. During the meeting the Review Panel was able to further clarify several key points and engage in a very detailed discussion. The Review Panel received additional material about the HUA Schools, administrative, financial, IT and procurement services, Estate & Buildings, Library, External Relations and the electronic systems for student satisfaction and student records.

The Review Panel shared briefly their key findings with the senior leadership of HUA.

In closing, the Review Panel members would like to express their gratitude to the faculty, administration and staff of the Harokopio University of Athens for their excellent and memorable hospitality and support during the visit.

III. Institution Profile

Harokopio University of Athens (HUA) is a public research university based in Kallithea, Athens. Founded in 1990, the 18th State University established in Greece, as the successor of the Harokopio Higher School of Home Economics (Χαροκόπειος Ανωτάτη Σχολή) that was established in 1929. The university has ever since expanded to further scientific areas awarding bachelors, masters, as well as Ph.D. degrees. It's a small size Higher Education Institution, with 28 Professors, 11 Associate Professors, 27 Assistant Professors, 2 Lecturers, and 62 Administrative and Technical personnel. The students in the current academic year (AY 2017-2018) are 3500 (2500 undergraduates, 800 post graduates, 220 Ph.D. candidates). The student population increased by 50% compared to AY 2008-2009 and by 20% compared to AY 2014-2015. The graduation rate in n+2 years is 80%.

The infrastructure of the HUA is of high level, in fact it was fully restored in 1993-1994 while a new building was erected in 1999-2000 to house the newly established Geography Department and the Library. In 2011 a new building was completed in the area of Tavros, for the newly established Department of Informatics and Telematics and the University's Refectory.

HUA comprises programs for undergraduate degrees: Home Economics and Ecology, Nutrition and Dietetics, Geography, Informatics and Telematics. The postgraduate programs are: Sustainable Development, Applied Nutrition and Dietetics, Applied Geography and Spatial Planning, Education and Culture, Informatics and Telematics, Sustainable Tourism Development (dual degree program with Sorbonne University, France).

Through its research programs, as well as its extensive Erasmus educational exchange agreements, the University has built a strong network of co-operation with other academic and research institutes and the private sector in Greece, Europe and worldwide. The annual increase of incoming students is 20%. The HUA masters and Summer Schools are characterized by a wide system of international cooperation with international universities and partners, which should be further promoted.

Student services are characterized by the existence of a Student Service Centre established in 2016 for welfare, entrepreneur and carrier consulting, Erasmus and international mobility, and a Student Advisory Centre which provides individual and group consulting services. Almost 80% of the students are provided with e-access and e-services.

The research at HUA is ranked high among universities and research institutions in Greece. The research funding for the last 5 years was 4.3 M Euros per year, of which more than 50% comes from international organizations. Despite its small size, HUA is ranked among the best global universities in Greece by U.S. News and World Report.

The "Reaching the Society" activities show collaboration agreements with local Authorities and Professional Associations. These activities are supported by a Lifelong Learning Centre (LLLC) established in 2018. A wide number of events characterizes the LLLC such as international and national conferences and workshops, meeting in collaboration with Professional Associations and voluntary events.

PART B: COMPLIANCE WITH THE PRINCIPLES

Principle 1: Institution Policy for Quality Assurance

Institution compliance

HUA has established an appropriate Quality Assurance policy clearly defining review processes and Key Performance Indicators (KPIs). The review process is performed on a yearly base and the continuous improvement is assured by a large committee, which involves members from all the departments. A process of data analysis is continuously performed to improve learning, teaching, research and innovation.

The commitments of the MODIP are clear and the assigned personnel is highly qualified. Furthermore, MODIP has been evaluated positively through the external institutional evaluation documented in the report of April 2016. The Institution positively replies to the EEC Report indicating some strategies to further improve the quality assurance (QA) process: the present accreditation panel found a strong effort in complying to the recommendations proposed.

All relevant information is available to the faculty members, student and general public through a powerful web page devoted to QA, where it is possible, to find all the relevant documentation. It is also possible to directly interact with MODIP from each single page posing questions and asking for clarifications.

The role in the QA processes for students, academic staff, and administrative personnel is clearly defined. The devoted meeting with stakeholders highlighted the HUA positive attitude toward adaptation to real world challenges: most of the stakeholders reports direct collaborations with the Institution. Concerning QA processes, they were aware of the HUA efforts and established processes to strengthen the transferability from an educational to a professional context.

The plan for which the continuous improvement is promoted is clearly communicated and well defined in the Quality Manual, where detailed descriptions are provided. The QA commitments are perfectly adopted at all levels of the Institution, fully corresponding to the Quality Manual. A rational allocation of human resources within HUA to develop and assure compliance and continuous improvements is clearly stated.

Panel judgement

Principle 1: Institution policy for Quality Assurance	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Principle 2: Provision and Management of the Necessary Resources

Institution compliance

Funding

The financial management system of the Harokopio University of Athens (HUA) constitutes the necessary tool for realizing its vision and strategic planning supported by a well-functioning Internal Quality Assurance System. The institution is committed to safeguard funding, to cover indispensable costs for needed infrastructure and an appropriate working environment for students and staff. Main sources of funding are grants from the regular government budget, from the Public Investment Program (PIP), the reserves from the Special Research Account (ELKE) in agreement with current legal regulations, and revenues from the "Company for the property utilization of the Harokopio University of Athens". Additionally, worth noting is that the revenues from research programs and consultancies were more than three times higher the sum from the state budget and PIP.

ELKE is well structured and works effectively to support the University's research and development projects (e.g. Horizon2020, ΕΣΠΑ/National Strategic Reference Framework). It contributes also to a flexible and efficient operation of the institution's other academic duties by supporting actions consistent with HUA's Strategic Development Plan. The financial management system rests on a smooth cooperation between ELKE, the Research and Management Committee and the Unit of Finance and Administrative Services (MODY). The HUA has established viable rules and procedures for reviewing requests and data from all units and makes recommendations for allocation of resources to the Senate. For the financial management of the research conducted at the HUA, an IT-based system is utilized, along with procedures of measuring and monitoring the level of performance of the various research activities.

Infrastructure

The campus of the HUA extends to two Attica municipalities (Kaliathea and Tavros-Moschato). The institution and the users report that the existing infrastructure is sufficient to meet current needs as well as to provide the necessary technological and other services for smooth functioning, such as: appropriate office facilities for the staff, spaces for teaching and other related localities, equipment and software, cleaning, transport and communication services, etc. The HUA's Plant Maintenance Office at the Purchasing and Property Unit of the Financial Management Division, continuously monitors, through outsourced contracts, the infrastructure and facilities, including ICT (Information and Communication Technology), the library and laboratory equipment, catering for the needs of maintenance, safekeeping and cleanliness. Similar established routines apply for the ICT infrastructure and the Library, which are well kept and constantly upgraded. For example, procedures for recording, tracking and dealing with inaccuracies are documented in detail in the corresponding Laboratory Regulation (Κανονισμός Εργαστηρίου). One of the stated goals of HUA is the gradual upgrading of the classroom furniture.

It is evident that HUA manages to maintain a clean and attractive physical environment that is praiseworthy. The Review Panel observed that HUA has developed a culture of quality assurance with clear assignments of responsibilities and tasks, systematically supported and monitored by the institution's Internal Quality Assurance System (MODIP), despite the limitations of the

structure and the available staff. The available structures and associated personnel of MODIP are publicized in the home page of the HUA.

Working environment

HUA ensures that the work environment has a positive impact on the performance of all members of the academic community. The institution emphasizes transparency in processes that deal with fair and equitable treatment and provides a social psychological environment that is conducive to high quality academic work. HUA cares for functional hygienic premises, lighting, heating, ventilation, cleanliness and availability of spaces for all.

In addition, HUA is oriented towards adopting good practices to transform to a "Green" University, fostering an attitude of sustainability in their activities aiming at: protecting the environment by saving energy and resources, dealing with proper management of waste, recycling materials, improving the acoustics of classrooms, replacing all lighting elements with LEDs, transitioning to natural gas, and certifying the energy status of its buildings.

From the conversations with staff, students and stakeholders, the Review Panel can confirm that HUA is an environment characterized by proximity, familiarity and respectful relationships for all, enabling a culture of "quality".

Human resources

The responsibilities and duties of all staff (teachers, researchers and administrators, both permanent and contracted) are defined by the Organization and the Internal Regulations (ΦΕΚ/Government Gazette 764/B/30-9-1993) as applicable, in accordance with the legislation and specified by each academic or administrative unit. The Leadership of the HUA employs a transparent recruitment policy based on meritocratic and ethical values. It also recognizes the importance of continuing development of its human resources for the qualitative enhancement of teaching, research and relations with the surrounding community. The HUA continuously evaluates the performances and developmental needs of the staff, encouraging and offering a variety of opportunities for everyone to grow in his/her professional role. The continuous training and evaluation of the staff is safeguarded through the quality assurance process.

HUA is distinguished for its small size but succeeds to afford a satisfactory ratio of 26 students per faculty member. The low student rate to academic faculty at HUA is beneficial to both the student and faculty members and allows for a very personal and productive work environment. However, the Review Panel is concerned that the large increase in the number of admissions combined with heavily reduced state funding, would adversely affect this ratio in the future.

The teaching staff of the HUA has a remarkable international experience. A high percentage of faculty members have participated in teaching mobility and other European Union programs, carried out postgraduate studies abroad, partake in academic networks and international scientific conferences. Notable is also that 3 out of 4 employees of all categories are women, and this circumstance is reflected in the gender composition of the HUA's leadership.

Finally, the Review Panel believes the distinction between "civil servants" and "temporary" under contract personnel, is a threat to the continuing success of the university particularly with the inability, imposed upon the institution, to offer positions to qualified candidates and valuable employees. It creates two classes of employees with similar duties and responsibilities but different rewards and benefits. This is an undesirable inequality.

Panel judgement

Principle 2: Provision & Management of the Necessary Resources	
2.1 Funding	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
2.2 Infrastructure	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
2.3 Working Environment	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
2.4 Human Resources	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Principle 2: Provision & Management of the Necessary Resources (overall)	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

The currently enacted regulations that require HUA to follow the central processes for financial administration of research grants and contracts, substantially threatens the quality of the research, discourages innovation, and should be reconsidered.

It is strongly recommended that HUA prioritizes the scheduled replacement of the “fixed” furniture in the classrooms in order to facilitate flexibility in teaching and learning methodologies.

Principle 3: Establishing Goals for Quality Assurance

Institution compliance

The Harokopio University of Athens, in compliance with ADIP directives, has developed an internal system for quality assurance (IQAS) which outlines qualitative and quantitative and realistic, measurable and timely goals, in order to monitor and improve the quality of their academic programs, research activities and administrative services. The quality assurance system has been developed with viable Key Performance Indicators (KPIs) that contribute to the achievement of the various goals, always in line with their stated objective for excellence in education and research. The stated goals and relative indicators are monitored and reviewed periodically based on appropriate procedures. The whole process is overseen by the University's Quality Assurance Unit (QAU/MODIP) in collaboration with the Internal Evaluation Groups (IEGs/OMEAs) at the Departmental level and was introduced in 19/07/2018. The goals of the University have been established based on a collaborative process that involved administration, faculty staff and students, both postgraduate and undergraduate. Additionally, input and suggestions from the various internal and external evaluations of HUA and of the individual Departments were taken into consideration and implemented. The stated goals of the Harokopio University of Athens are appropriate for a small university that strives for excellence in their respective scientific fields. Since HUA is an amalgamation of different, distinct, and diverse departments, careful consideration must be given in the application of the different goals at the level of the individual department. The specific disciplinary differences of each of the Schools and Departments must be considered and the goals adjusted for.

The institution clearly defines the goals and suitable indices in their documents for Quality Goals and Quality Assurance, referring to all aspects of relevant educational activities, research and innovation, administrative and resources. HUA has proposed an action plan for the implementation of the quality goals and appropriate procedures for measuring and monitoring them on a regular basis. The time-frame for setting target values mainly refers to 2018/19. In the context of the IQAS operation, the action plan is communicated to all stakeholders involved. This will contribute to creating a culture of quality among stakeholders.

Panel judgement

Principle 3: Establishing Goals for Quality Assurance	
3.1 Study Programmes/ education activities	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
3.2 Research & Innovation	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
3.3 Administration (funding, human resources, infrastructure management)	
Fully compliant	X

Substantially compliant	
Partially compliant	
Non-compliant	
3.4 Resources (funding, human resources, infrastructure)	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Principle 3: Establishing Goals for Quality Assurance (overall)	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

HUA should consider the disciplinary differences and traditions of their distinct, and diverse departments in the application of the goals defined in the general overall university structure. The specific disciplinary differences of each of the Schools and Departments must be considered and the goals adjusted for.

Principle 4: Structure, Organisation and Operation of the IQAS

Institution compliance

In HUA the structure and mode of function of MODIP, and the Internal Quality Assurance System (IQAS) which this unit manages, are based on the Quality Manual (QM) which is thorough and comprehensive: the strategic flow (input, output, follow-up) is clearly reported in the QM where actions to control the processes are fully identified and coupled with proper KPIs: it is notable the Institution poses the control on processes on a very good data-set to check the assurance of KPIs.

The management flow and control of services, infrastructures, and general systems are excellently shaped (QM, pp. 24-28). The QM represents a clear guide to govern QA implementation and it is on line to HQA standards.

It is important to note that the Institution performed a SWOT analysis identifying strengths/weaknesses/opportunities/threats and reported them in the specific processes. The results obtained in terms of revenues clearly indicates that HUA has focused properly both internal and external environments to address the educational offers.

The MODIP is adequately staffed to manage both overall structure and specificities (see recommendation). MODIP is working closely with the other university's bodies demonstrating a real effectiveness in assuring quality to all the processes.

It is important to note that HUA-MODIP has strongly boosted the internal QA with an open 'window' to the external world allowing also the stakeholders and other institutions to fully check the HUA policy and procedures: KPIs and advancements are available on the Web mirroring the strategic view of the Institution.

Staff, students and stakeholders report a clear involvement in the QA approach performed at HUA. Especially for stakeholders, it is envisaged in the strategic approach of HUA a competitive advantage which relies on the QA mentality students are involved with.

Panel judgement

Principle 4: Structure, Organization and Operation of the IQAS	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

Although properly staffed at the present time, it is advisable that at least one permanent staff position (not on soft money) should be created for support of MODIP in its multiple tasks in the way to assure a more stable continuity in the knowledge of internal processes.

Principle 5: Self-Assessment

Institution compliance

The HUA is continuously collecting data of student performances and student evaluations for the courses and faculty. In addition, questionnaires for faculty and personnel satisfaction are routinely collected. The data are tabulated and were provided in the self-assessment report. In addition to electronic questionnaires, the Review Panel, found that personal interviews are routinely conducted from which more accurate assessments are collected. This is a very good practice that adds the personal touch and humanity to numeric indicators.

The student performance is continuously monitored and available on the HUA web side. The average graduation rate of HUA students in n+2 years is very good. The HUA has set goals to further improve the graduation rates.

HUA is actively involved with international programs for further enhancing the educational experience of students (like the Erasmus program) and internships with the industry. In addition a significant number of students are exposed to active research and are given the opportunity to continue their education in post graduate programs.

HUA actively engages external stakeholders in their decisions of expanding and improving the systems, programs and courses. The external evaluation committee was impressed by the meetings with external stakeholders, who expressed their full satisfaction with the quality of the education of the HUA graduates. They were pleased to hire HUA graduates and readily have them fully engaged in productive functions within their corporations. Most of the stakeholders offered Internships to the students, as part of their educational training program, and consequently offered them employment.

Suggestions for improvement are taken from all members of the HUA community and given due consideration. The students were particularly happy to report to the Review Panel that they have an input to the exam schedule of the HUA, which is of great importance to them as it affects their performance and graduation rates. Changes for improving the system are an ongoing continuing process. The introduction of electronic automated processes was welcomed by students, faculty and staff, who expressed their satisfaction. Although the response rate to the recently introduced electronic questionnaires is a set goal for improvement, they are enough to provide meaningful statistical data points.

HUA, given the opportunity, is prepared to undertake further educational challenges. The administration is looking forward to expanding the programs of the university while preserving the high-quality educational experience.

In summary, the established system mirrors the ADIP recommendations and is further enhanced by internal experience of the HUA program quality assurance with a functioning continued cycle for improvement.

Panel judgement

Principle 5: Self-Assessment	
Fully compliant	X
Substantially compliant	

Partially compliant	
Non-compliant	

Panel Recommendations

HUA should be given the opportunity to expand their programs and continue the high-quality educational experience.

Principle 6: Collection of Quality Data: Measuring, Analysis and Improvement

Institution compliance

HUA has developed and implemented the appropriate information system, designed internally, according to the ADIP requirements. All constituents are provided, with a questionnaire answered online, using a token emailed to their centrally managed university account. Their access to the information system is protected. The HUA MODIP measures and monitors the performance of the various activities of the institution through the appropriate procedures and assesses their level of effectiveness. The university regularly collects data in the appropriate areas from all constituents in the university, through regular electronic survey distributed every semester. MODIP has implemented appropriate procedures for evaluating the reliability of the data, as well as monitoring, which is conducted based on indices and data provided by ADIP in the pertinent guidelines and forms, which are part of the National Information System for Quality Assurance in Higher Education (NISQA). Through the established mechanisms, HUA monitors effectively and efficiently the collected data and the performance metrics. It was clear from the Review Panel's visit, reviews and discussion with all the pertinent stakeholders, and in particular with the undergraduate and graduate students, that results from the internal and external reviews are diligently considered and implemented in the continuous improvement process. Data are properly presented in an informative way, allowing for direct interpretation and comparison internally and externally; allowing for the appropriate decision making and the formation and review of the strategic and operational goals. It is important to also note that while available data are always part of all decision-making processes and procedures, the size of HUA allows for all constituents to be involved in decision making, at the appropriate level. External stakeholders, alumni and particularly students spoke highly of the presence of a spirit of "humanity" within the University. An example of this attitude is the research that HUA is currently undertaking, through its Counselling Services, to evaluate the levels of stress that beginning students experience during the first year of their studies and the different psychological and sociological forces that affect them. This allows to tailor their services and functions for the betterment of the available counselling resources.

HAU is a small, agile and very well managed institution that is required to implement processes and procedures rather developed for large public universities. As such, and although HUA is able to manage and perform adequately, the institution is required to re-allocate resources from multiple other sources and use not permanent staff in order to comply with the exhaustive bureaucratic requirements.

Panel judgement

Principle 6: Collection of Data: Measuring, Analysis & Improvement	
6.1 Study Programmes / education activities	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
6.2 Research & Innovation	

Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
6.3 Activities related to the administration (funding, human resources, infrastructure management)	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	
6.4 Human Resources	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Principle 6: Collection of Data: Measuring, Analysis & Improvement (overall)	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

HUA is required to implement processes and procedures related to quality assurance without real allocations of resources needed for the establishment of the imposed infrastructure. As such, and although HUA is able to manage and perform adequately, the institution is required to re-allocate resources from multiple other sources and use not permanent staff in order to comply with the exhaustive bureaucratic requirements.

It is recommended that HUA is provided the necessary resources in order for the institution to continue complying with the requirements.

Principle 7: Public Information

Institution compliance

The online presence of HUA, with all pertinent important information of teaching and research, is adequate. The overall presence of the university is well documented on their site. Information for each undergraduate or graduate program of study is well documented and publicly available. The open e-class learning system provides a very good structure for online learning as well as management of learning resources for internal and/or public consumption. There is a robust electronic process that engages from initial steps of student applications, course outlines, degrees awarded, tuition fees. The in-house online management system for student records is well designed and fully used. All internal and external evaluation reports for HUA and the programs of study are easily accessible through the university website, including published information which is current and clearly stated. Both, the university's mission statement and its quality assurance policy are available online. The structure and operation of all the units within the university is readily available online and it can be easily located. HUA researchers have a strong publication record and their work is well recognized within the scientific community.

Although, the university is heavily engaged in research and public service, its presence within the larger society and educational community is not commensurate with its achievements. An example, among many others, is the project *“Ανοιχτά Ψηφιακά Μαθήματα Χαροκοπέιου Πανεπιστημίου”* that although provides good opportunities for life-long learning is not very well publicised and accessible.

Panel judgement

Principle 7: Public Information	
Fully compliant	
Substantially compliant	X
Partially compliant	
Non-compliant	

Panel Recommendations

HUA should increase its efforts to strengthen their acknowledgement by the general public, as well as taking full advantage of public media, advertising and projecting their achievements and their impact to society at large.

Principle 8: External Evaluation and Accreditation of the IQAS

Institution compliance

HUA is well aware of the established process of ADIP in reference to external evaluation of the internal quality assurance system. The administration, the faculty students and staff the committee interviewed were aware of the IQAS external review, its role, and its contribution towards improvement of the overall quality of the HUA.

The HUA last external evaluation occurred 2 years before this evaluation, in 2016. The report of the external evaluation committee was studied, and a reply was produced by HUA. The basic findings of the 2016 external evaluation were fully addressed in this reply. The 2018 Review Panel discussed the findings of the 2016 review and related reports in meetings with the administration, faculty, students and staff of the HUA. The Panel was positively impressed by the extensive knowledge of that report. The identified issues were fully addressed and viable solutions were implemented. The feedback the Panel received was very positive. For example the issue with student housing that was identified in the 2016 report was explained that HUA students are able to obtain housing from the central housing system I.NE.ΔI.BI.M. This system is fully used by HUA students. In addition during our tour of facilities this committee observed the University was actively promoting, on display boards, the availability of neighborhood places for rent. In a meeting with the students, the students expressed their satisfaction with the housing I.NE.ΔI.BI.M. system and the housing stipends they receive. The only further desire they expressed was a presence of HUA students in the decisions making process of the I.NE.ΔI.BI.M. The other areas of concern expressed by the 2016 external committee have been solved through the requirements of the current ADIP guidelines. For example, issue 2 of the 2016 evaluation for establishment of a process for complains was addressed. The student advocate was established ("Συνήγορος του Φοιτητή", ΦΕΚ 78/22.01.2018, τ. Β'). In addition the Review Panel was pleased to find that the advocate program extends its services to all members of the HUA family besides students, i.e. staff and faculty have access to the service.

The HUA students in particular, were enthusiastically describing that minor issues of concern at HUA were readily addressed before they became problems and meaningful solutions were readily implemented. The third issue identified in the 2016 external evaluation for a system monitoring the student performance was addressed by the very successful implemented MODIP information system.

The 2016 identification of lack of sport facilities was not identified as an issue during this visit. The students were happy to have the university support in their efforts for establishment of student clubs of their interests, like the friends of animals' club and actively engaged in saving animals in their community.

The Review Panel found HUA enthusiastically embraced the new ADIP guidelines and implemented process in full compliance of the principles described. The OMEAs of each department are in constant communication with MODIP of HUA. This is in part due to the benefits of the small size of HUA.

The Review Panel found that quality assurance at HUA is an on-going process. The past external evaluation provided a feedback for which the university acted and improved their

processes for quality assurance. This was verified by the current visit of the Review Panel, through interviews and documentation provided, like the senate decisions for establishing new programs (lifelong learning/Δια Βίου Μάθηση) refinements in the processes and mechanisms for evaluation and measurement standards of quality assurance (for example 336/19.07.2018 HUS Senate meeting).

Although, the legislation enacting the ADIP processes allows the hiring of administrative personnel, the timing of government hiring freeze did not allow new hires. The HUA personnel are happy to perform the accreditation related additional duties. Nevertheless, the Review Panel is concerned that HUA personnel are overextended in multiple duties in order to fulfill the newly established requirements in an environment of diminished funding. The overwhelming positive accomplishments of a successful Internal Quality Assurance Systems (IQAS) of HUA are a result of extremely motivated and capable personnel.

Panel concern

External legislative constraints on resources threaten the continued implementation of a successful quality assurance program.

Panel judgement

Principle 8: External Evaluation & Accreditation of the IQAS	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

PART C: CONCLUSIONS

I. Features of Good Practice

- HUA is found to be in full compliance of the establishment of a functioning and reliable Internal Quality Assurance System (IQAS).
- The overwhelming positive accomplishments of a successful Internal Quality Assurance Systems (IQAS) of HUA are a result of extremely motivated and capable personnel.
- The open-door policy of all faculty allows the students direct access to their teachers and all personnel to each other. It is evident that there is a strong sense of community at HUA which is reflected in the respectful relationships among all members of the HUA community.
- The low student rate to academic faculty at HUA is beneficial to both the student and faculty members and allows for a very personal and productive work environment.
- The University provides resources for professional development related leaves and travel, like attending conferences for the academic and research personnel. The Erasmus program and collaboration with the University of Sorbonne and University of Qatar offer another important venue of professional development to both students and personnel. The Review Panel was pleasantly surprised to find that in addition to students the university staff were able to successfully use the Erasmus program in enhancing their horizons and knowledge.
- HUA provides for extracurricular activities for trips to educational places like hospitals for student in the related nutrition and dietetics departments, geographic places of interest to geography and ecology student, industry etc. This is very positive aspect of the HUA quality system.

II. Areas of Weakness

HUA should increase its efforts to strengthen their acknowledgement by the general public, as well as taking full advantage of public media, advertising and projecting their achievements and their impact to society at large.

III. Recommendations for Follow-up Actions

- HUA should consider the disciplinary differences and traditions of their distinct, and diverse departments in the application of the goals defined in the general overall university structure. The specific disciplinary differences of each of the Schools and Departments must be considered and the goals adjusted for.
- Although properly staffed at the present time, it is advisable that at least one permanent staff position (not on soft money) should be created for support of MODIP in its multiple

tasks in the way to assure a more stable continuity in the knowledge of internal processes.

- It is strongly recommended that HUA prioritizes the scheduled replacement of the “fixed” furniture in the classrooms in order to facilitate flexibility in teaching and learning methodologies.
- The distinction between “civil servants” and “temporary” under contract personnel, is a threat to the continuing success of the university particularly with the inability, imposed upon the institution, to offer positions to qualified candidates and valuable employees. It creates two classes of employees with similar duties and responsibilities but different rewards and benefits. This is an undesirable inequality.
- The currently enacted regulations that requires HUA to follow the central processes for financial administration of research grants and contracts, substantially threatens the quality of the research, discourages innovation, and should be reconsidered.

IV. Summary & Overall Assessment

The Principles where full compliance has been achieved are:

- 1) Institution Policy for Quality Assurance
- 2) Provision and management of the necessary resources
- 3) Establishing goals for their Quality Assurance
- 4) Structure, Organization and Operation of the IQAS
- 5) Self-assessment
- 6) Collection of Quality Data: measuring, analysis and improvement
- 8) External evaluation and accreditation of the IQAS

The Principles where substantial compliance has been achieved are:

- 7) Public information

The Principles where partial compliance has been achieved are:

NONE

The Principles where failure of compliance was identified are:

NONE

Overall Judgement	
Fully compliant	X
Substantially compliant	
Partially compliant	
Non-compliant	

The members of the Accreditation Panel

Name and Surname

Signature

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2. **Dr Teodoro Georgiadis**, National Research Council –CNR Institute of Biometeorology, Bologna, Italy.
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4. **Prof. Loukas Kalisperis**, Pennsylvania State University, Pennsylvania, USA.