



Technological Education Institute of Larissa,
Greece

Implementation of Quality Assurance Processes at a Greek Higher Education Institution: First experiences

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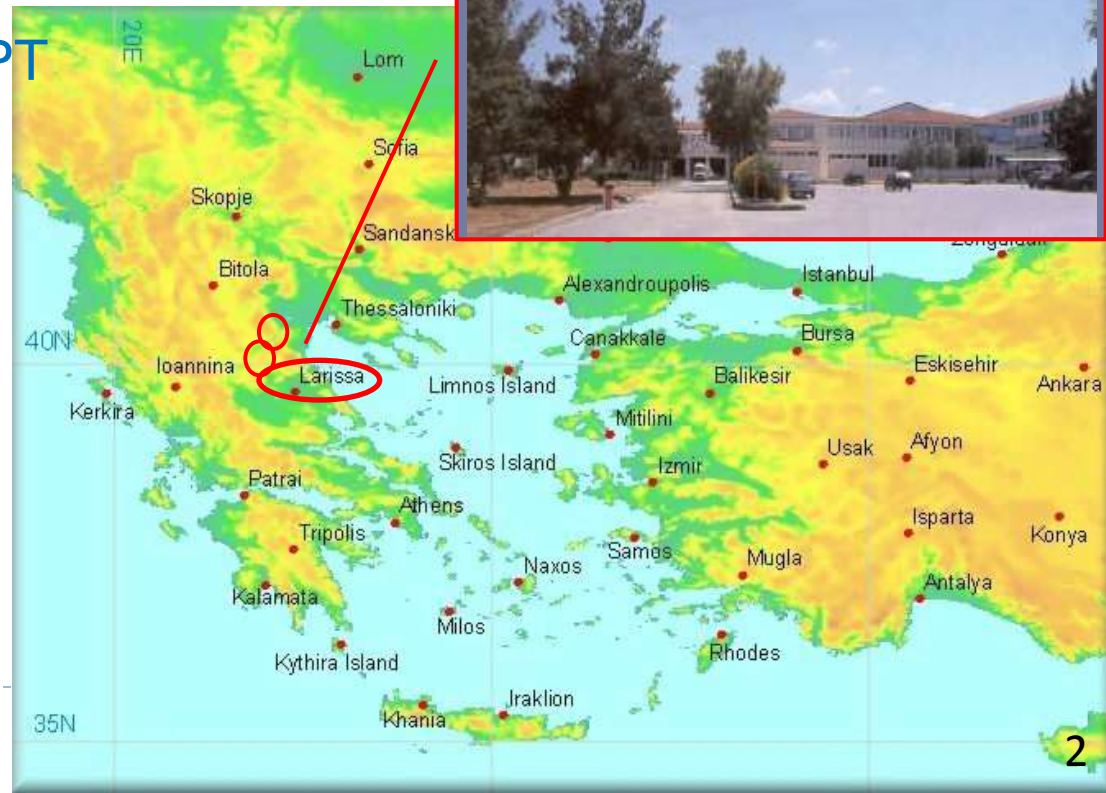
Introduction

▶ The Technological Education Institute of Larissa, Greece

- ▶ Established in 1983. Currently 4 faculties, 20 departments, 20 UG, 9 PG study programs in Applied Sciences.

- ▶ Business & Management, Engineering, Agriculture & Food Technologies, Forestry & Wood/Furniture Technology

- ▶ Campus: 2,000 acre
- ▶ Ac. Staff: 250 FT, 500 PT
- ▶ Students: 17,000
- ▶ Operating Budget: 10m€ / annum
- ▶ Research turnover: ≈ 3,2m€ (last 2 years)
- ▶ Development projects: ≈ 5,2m€ (last 2 years)



TEI/L and the town of Larissa



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|---|---|
| 22. Αρχαιολογία | 17. Γενικό Τμήμα Θετικών Επιστημών Κέντρο Έργων Γλωσσικών και |
| 21. Αθλητικές Εγκαταστάσεις - Γήρδα | 12. Σχολή Διοίκησης & Οικονομικών |
| 19. Αίθουσα Διδασκαλίας Α | 8. Τμήμα Διοίκησης Επιχειρήσεων |
| 18. Αίθουσα Διδασκαλίας Β | 12. Τμήμα Λογιστικής |
| 23. Αίθουσα Τηλεμαθημάτων/Τηλεδιάσκεψης | 12. Τμήμα Βιολογίας και Διατροφής |
| 6. Αρχαιότερο Κτίριο Δ.Δ.Ε | 7. Τμήμα Τουριστικών Επιχειρήσεων |
| 2. Γραφείο Διασύνδεσης | 13. Σχολή Επιστημονικών Υποστηρίξεων |
| 2. Γραφείο Σπουδαστικής Μέριμνας | 13. Τμήμα Νοσηλευτικής |
| 4. Γραφείο Ερευνητικών Προγραμμάτων & Διασύνδεσης | 13. Τμήμα Ηλεκτρονικών Εργαστηρίων |
| 4. Βιβλιοθήκη Τριών Κορυφών | 14. Σχολή Τεχνολογίας Γεωπονίας |
| 16. Επιμελητήριο Εκπαίδευσης & Ερευνών (ΕΛΑΚΕ) | 9. Τμήμα Ζωικής Παραγωγής |
| 26. Εστιατόριο | 14. Τμήμα Φυτικής Παραγωγής |
| 15. Βεράνδα του Φυτικού Παραγωγής | 14. Τμήμα Μηχανικής Βιοσυστημάτων |
| 10. Κινητή Βιβλιοθήκη | 20. Σχολή Τεχνολογικών Εφαρμογών |
| 12. Κέντρο Ψυχολογίας Στήριξης Φοιτητών | 20Α. Τμήμα Μηχανολογίας |
| 26. Κέντρο Γυμνασίου | 20Β. Τμήμα Μηχανολογίας |
| 26. Κόμβος Διεύθυνσης | 8. Τμήμα Τεχνολογίας Γεωπονικών Εργαστηρίων |
| 11. Μεγάλο Αρχαιότερο | |
| 27. Παιδικός Σταθμός | |
| 1. Σπουδαστικές Βοήθειες | |
| 13. Στάθμος Πόστων Βοηθειών | |
| 24. Συναρμολογημένο Κέντρο | |



H.E. in Greece: The environment

- ▶ 22 Universities and 16 T.E.I.s. All state owned
 - ▶ Tremendous expansion in the last decade
 - ▶ 1998: 238 departments \approx 60,000 student intake
 - ▶ 2010: 488 departments ($>100\%$) \approx 85,000 student intake(40+%)
 - ▶ Academic autonomy, Management at all levels is elected by academics, students, and administrators
 - ▶ Funded by the State, Additional funds from R&D programs
 - ▶ State is involved in student university entrance exams, in approving the filling of academic vacancies, decisions on new departments, ...)
 - ▶ Last major reform in 1982
 - ▶ Significant improvements 2005 – 2009 (i.e. QA procedures, Limiting the time to get a degree, new PG program regulations, Strategic planning at institutional level, Government-Institution 4 year contract etc.)
 - ▶ New major reform is expected to be announced in few weeks
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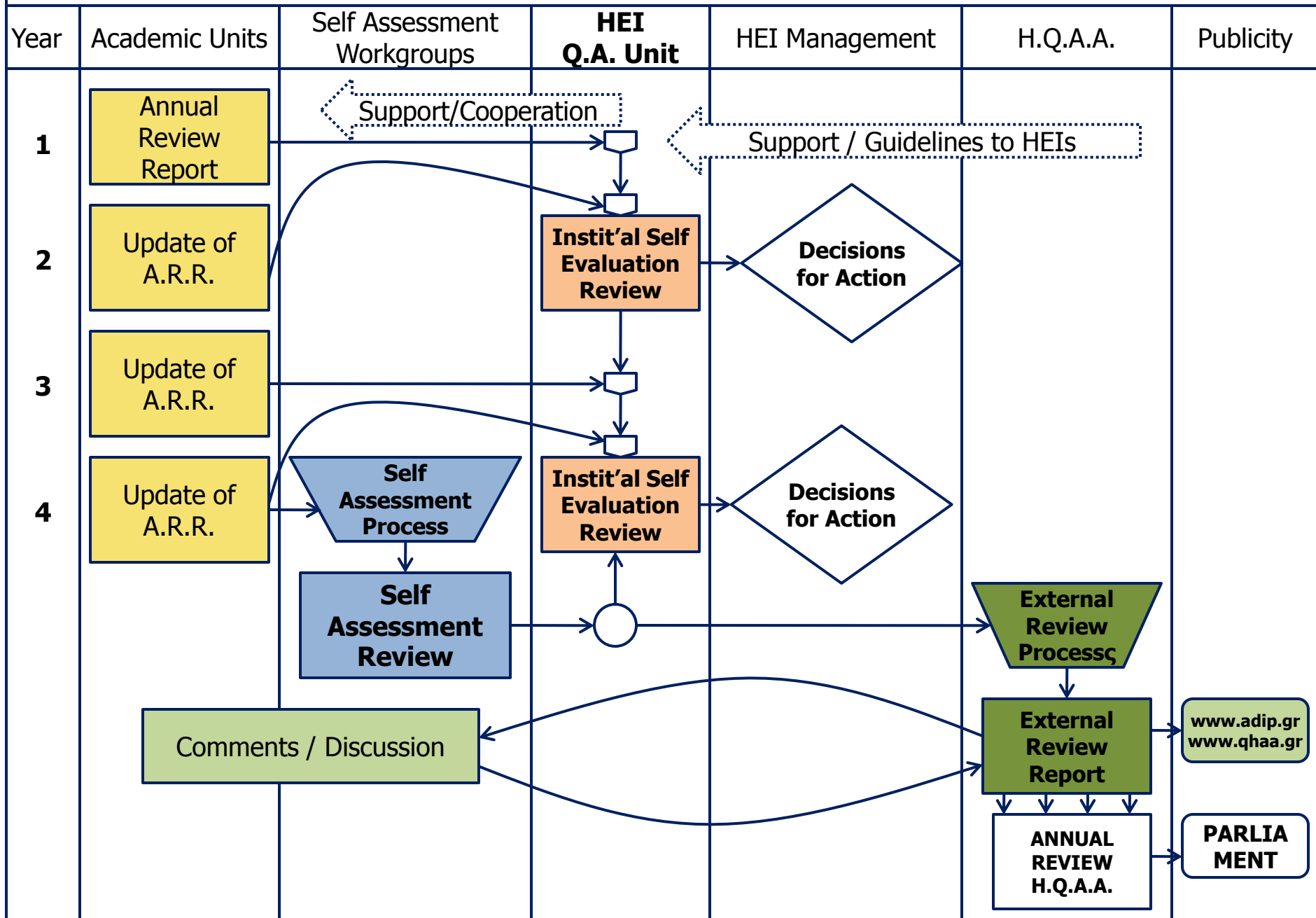
H.E. in Greece: Current challenges

- ▶ **Expansion not guided by Excellence in Quality**
 - ▶ Lack of accreditation, reviews etc., most of times a political rather than academic decision
 - ▶ Large number of students, Lower staff / student ratio,
 - ▶ **Current trends in H.E. not addressed, e.g.**
 - ▶ Internationalization
 - ▶ Flexibility in curricula design
 - ▶ Strategic Planning, Self-Diversity
 - ▶ Market opportunities
 - ▶ **Low competition, Lack of incentives for academics**
 - ▶ **Still the “best” students selected**
 - ▶ **Individual / Group excellence models → Few students excel**
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Quality Reforms

- ▶ 2006: Quality Assurance is made mandatory for all HEIs (*in agreement with the Bologna Process*)
 - ▶ The Hellenic Quality Assurance Agency for Higher Education (HQAA) is established www.hqaa.gr
 - ▶ HEIs establish Quality Assurance Units within each institution
 - ▶ Oversee & co-ordinate the QA process and perform assessments at an institutional level
 - ▶ Departments form Self Assessment Workgroups.
 - ▶ A self assessment study is issued every four years, followed by an external peer review
 - ▶ Aims: **Accountability** (*department, institution, government*), **Transparency, Quality improvements**
 - ▶ Current progress : **50% of HEI departments**
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Quality Assurance Cycle at H.E.I.s in Greece



Student Surveys

Departmental Files

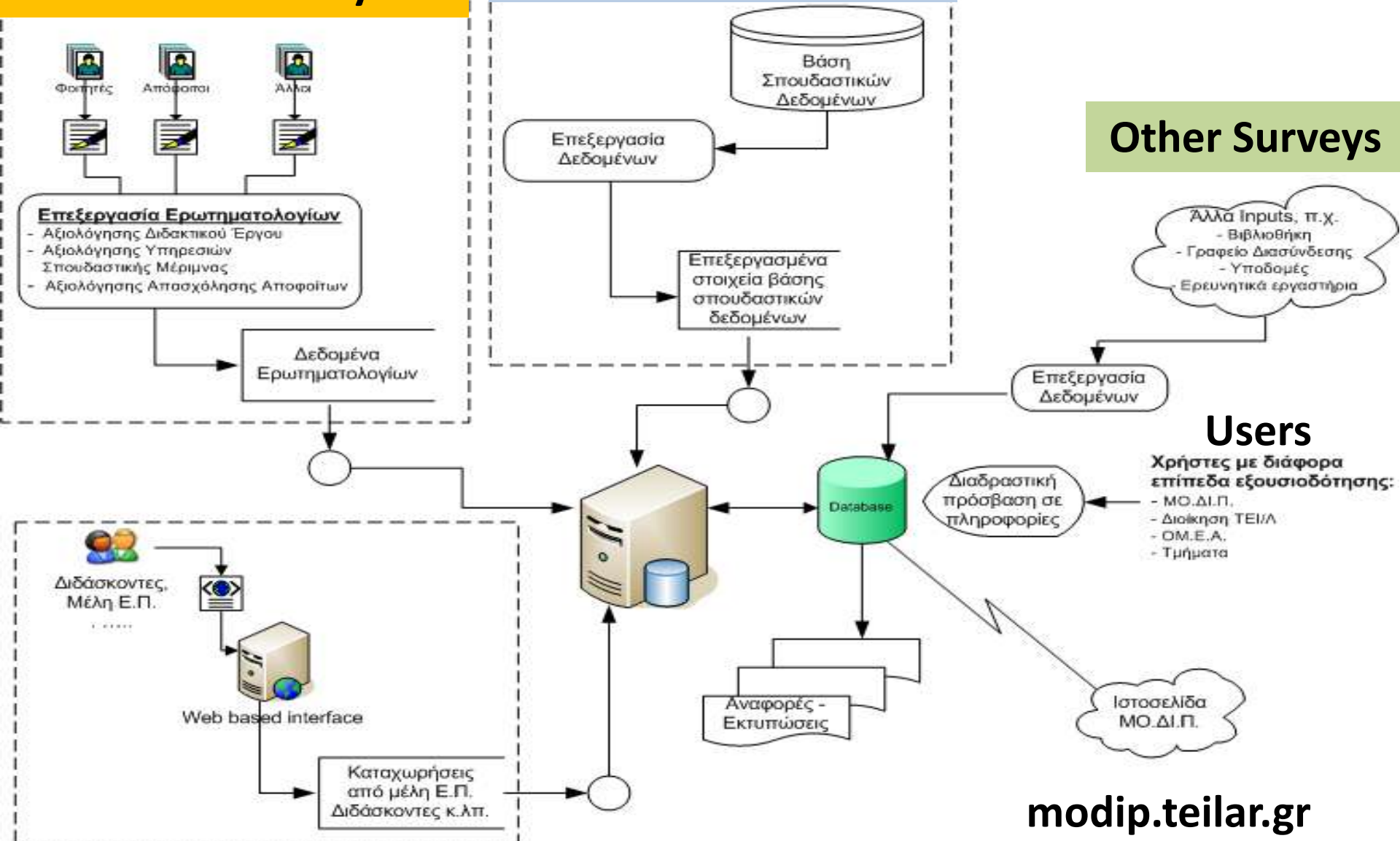
Other Surveys

Users

- Χρήστες με διάφορα επίπεδα εξουσιοδότησης:
- ΜΟ.ΔΙ.Π.
 - Διοίκηση ΤΕΙ/Α
 - ΟΜ.Ε.Α.
 - Τμήματα

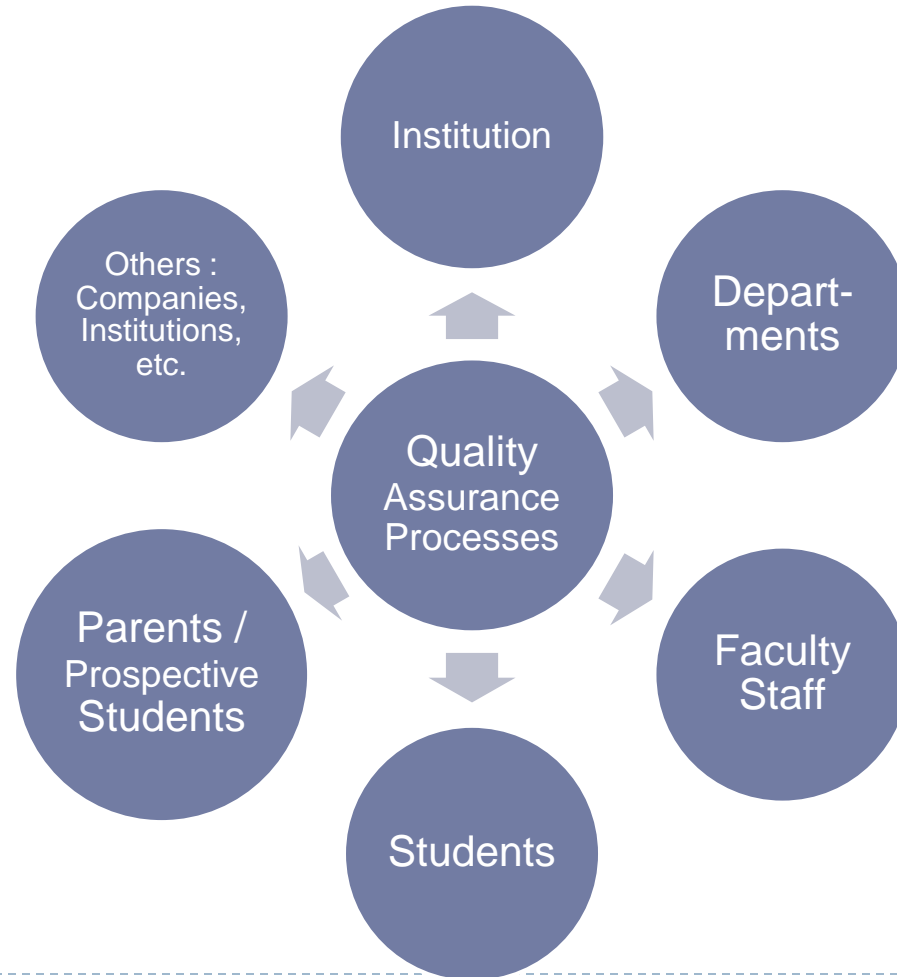
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Academic Staff



Introducing Basic Q.A. Processes

- ▶ Various Stakeholders have different expectations



QA Stakeholders: Institution

Interests

- ▶ Promote Excellence
- ▶ Increase Funding Opportunities
- ▶ Become more competitive

Actions

- ▶ Make it a strategic issue
- ▶ Introduce institution – wide policies across all departments. Link results to funding
- ▶ Commit resources
- ▶ Extent QA to other student services
- ▶ QA in research

QA Stakeholders: Departments

Interests

- 😊 A “chance” to reform curricula and teaching
- 😊 Identify weaknesses and areas of improvement with much less internal conflicts
- 😐 Problems lie with the institution not with the department
- 😐 Necessary evil. Will do it because otherwise could lose funds. Exploit the system.
- 😞 Reduce the bureaucratic burden on academic staff

Actions

- ▶ Support and promote best practices
- ▶ Diffusion of knowledge from departments that do it successfully (*2 annual meetings*)
- ▶ Build information systems to support the processes
- ▶ Even those who do it just for necessity will realize some benefits

QA Stakeholders: Academic Staff

Interests

- 😊 A “chance” to discuss issues at departmental level
- 😐 Concerns for low ratings by students
- 😐 Concerns for low research output
- 😞 Added value questionable
- 😞 Doubts regarding the reliability of student assessment

Actions

- ▶ Provide relative assessment reports to all staff, while protecting privacy
- ▶ Discussions of annual report in departmental meetings with student presence
- ▶ Private meetings with Dept. Head for exceptions
- ▶ Take student assessment into account in contract renewals

QA Stakeholders: Students

Interests

- 😊 Improve learning process
- 😊 Infrastructure
- 😊 Lecturers
- 😊 Teaching methods

Actions

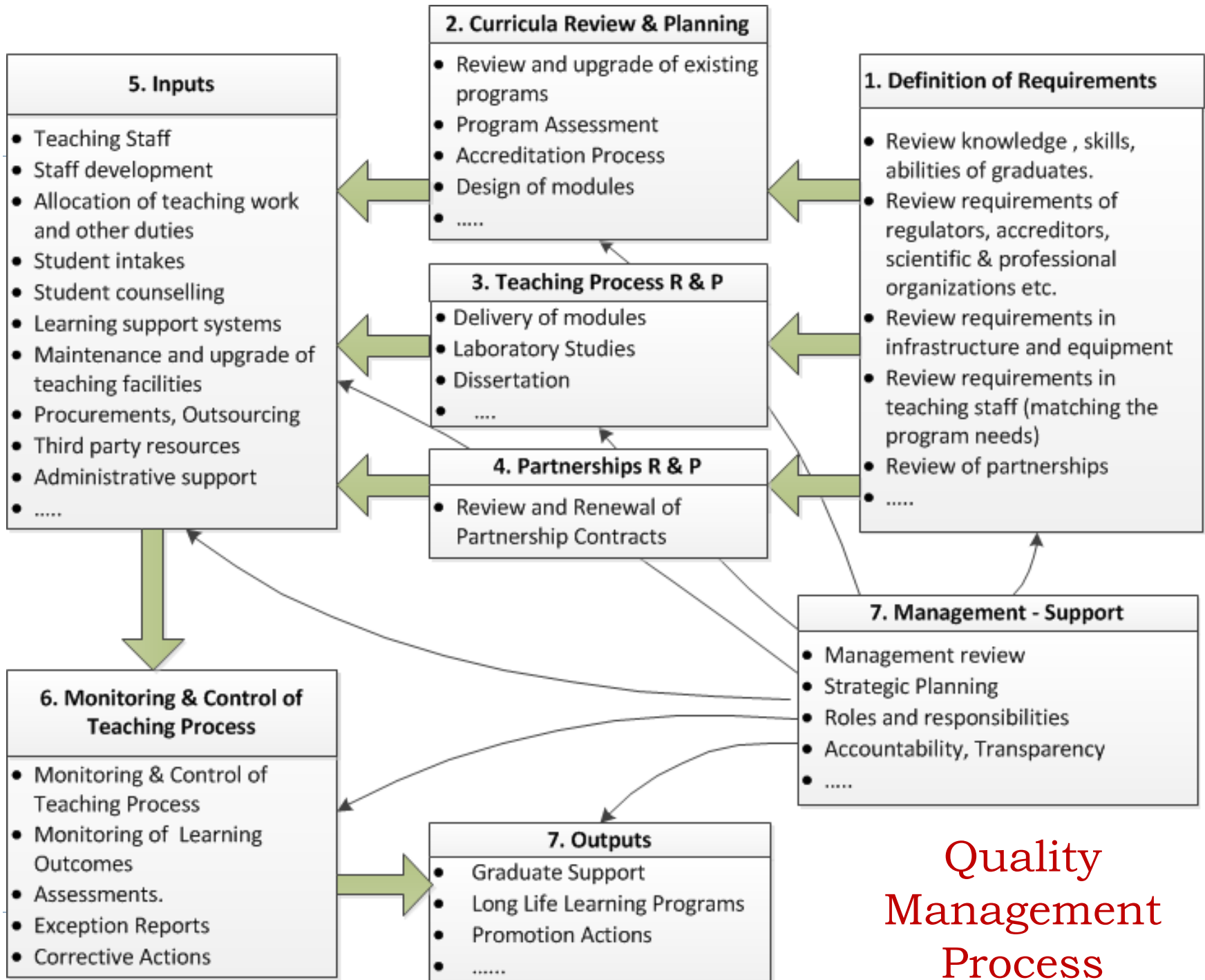
- ▶ Keep students informed
- ▶ Publicize results
- ▶ Review teaching methods.

Eager to see changes

- 😞 Two many surveys, no results

From QA to Quality Management

- ▶ QA is the first step
 - ▶ QA Process is followed by almost all departments
 - ▶ First experiences of External Evaluations positive
 - ▶
- ▶ The need for quality goes beyond QA.
- ▶ Academic Units need a system that operates as a guide for continuous review and improvement of the quality of their services.....
 - ▶ Adjustable to their needs
 - ▶ Compatible with to ISO standards (potential evolution)



The challenges ahead

- ▶ **Economic Crisis**
 - ▶ Fewer HEIs, Reduced public funding
 - ▶ Less demand for higher education,
 - ▶ Families seeking “value for money”
 - ▶ Increased competition between HEIs
- ▶ **Reforms in HE system**
 - ▶ HEIs must attract funds. New opportunities for development:
 - ▶ Collaborations with other HEIs (education / research)
 - ▶ Attract foreign students (low cost of leaving)
 - ▶ Develop more LLL programs
- ▶ **Need to formulate a clear strategy**

Quality becomes the Cornerstone



QUALITY OF
STUDENT
EXPERIENCE

... still a long way to
go...