

ΠΑΝΕΠΙΣΤΗΜΙΟ  
ΔΥΤΙΚΗΣ ΜΑΚΕΔΟΝΙΑΣ  
UNIVERSITY OF WESTERN MACEDONIA

**Quality Manual  
for  
Undergraduate  
Study Programs**



**ΜΟΔΙΠ**  
ΜΟΝΑΔΑ ΔΙΑΣΦΑΛΙΣΗΣ ΠΟΙΟΤΗΤΑΣ  
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## Terminology

Academic Certification	External evaluation process, based on specific, predetermined, internationally accepted and, previously publicized, quantitative and qualitative criteria and indicators, harmonized with the Principles and Guidelines for Quality Assurance in Greek HEQA (European Standards Guidelines 2015).
Procedure / Process	Prescribed way of performing processes.
Quality Assurance	Systematic and continuous quality monitoring, evaluation and improvement process.
Governance	Rectory Authorities.
Corrective action	Action aimed at eliminating the cause that brought about non-compliance with the standard.
Document	Means of providing information e.g. process form, plan, report, template.
Review Committee	A group consisting of the Q.A.U., its Secretary, the Rector, and the Vice-Rectors of the Foundation.
International ranking tables	Tables, in which the performance of a Foundation is presented comparatively based on a set of specific indicators.
Work instruction	Stage description of a process in the form of detailed steps for its implementation
Completed Information National Quality System	HAHE Information System for the collection of quality data from the Higher Educational Institutions of Greece.
Quality Policy	Document that captures management's commitment to quality.
Quality Goal	Desired result in the context of quality policy.

## Acronyms

E.N.Q.A.	European Association for Quality Assurance in Higher Education
E.Q.A.F.	European Quality Assurance Forum
E.U.A.	European University Association
K.P.I.	Key Performance Indicator
HAHE	Hellenic Authority for Higher Education
H.E.I.	Higher Educational Institution
S.A.R.F.	Special Account for Research Funds
I.Q.A.S.	Internal Quality Assurance System
Q.A.U.	Quality Assurance Unit
I.E.T.	Internal Evaluation Team
I.I.N.Q.S.	Integrated Information National Quality System
D.S.P.	Doctoral Studies Program
P.S.P.	Postgraduate Studies Program
UoWM	University of Western Macedonia
U.S.P.	Undergraduate Studies Program
C.C.	Course Curriculum

## **1.Introduction**

### **Quality Assurance**

The University of Western Macedonia is responsible for ensuring and continuously improving the quality of its educational and research work, as well as for the effective operation and performance of its services, in accordance with international practices, especially those of the European Higher Education Area and the principles and directions of HAHE.

The competent body for the administration and management of the Foundation's internal quality assurance system is the Quality Assurance Unit (Q.A.U.). Q.A.U. is responsible for the organization, operation, and continuous improvement of the I.Q.A.S., the implementation and coordination of the internal evaluation procedures of the academic and service units, as well as the support of the external evaluation and certification procedures, in the context of the principles, directions and instructions of HAHE.

For quality management regarding the functions of its services (administrative, technical, financial) the University applies and complies with the requirements of the International Standard ISO 9001:2015.

To achieve accountability and fight corruption, UoWM adopts and applies, among others, the principles of ISO 37001:2017.

For the protection of personal data, UoWM applies the provisions of the General Data Protection Regulation (E.U. 679/16) as incorporated into the Greek legal order and is applicable every time.

The environmental management of the University is ensured by applying the provisions of the International Standard ISO 14001:2017.

The social responsibility of the University is measured according to the information of the International Standard ISO 26001:2010.

### **Academic Unit Quality System: Purpose and scope**

The purpose of the Q.A.U. Academic is to achieve high quality services in the operation of the Academic Unit and the continuous improvement of its educational and research work. More specifically, this includes the Academic certification of the Undergraduate Studies Program (U.S.P.).

The processes that make up the quality manual include steps, timelines, stakeholders, and flow charts. Procedures include steps, which must be followed by the academic units, in order to achieve the expected result.

Documentation of the steps is achieved through the necessary documents and forms (listed in the appendix).

## **2. General Requirements of the Undergraduate Studies**

### **Program Certification Standard**

#### **2.1 Strategic planning, feasibility, and sustainability of the academic unit**

UoWM has drawn up an appropriate strategy for the establishment and operation of new academic units and the provision of new Undergraduate Studies Programs. The strategy is informed by specific feasibility and sustainability studies.

#### **2.2 Quality policy of the institution and the academic unit**

UoWM operates a certified Internal Quality Assurance System and draws up and implements a Quality Policy, which derives from its strategy. The policy is specialized in the operation of new academic units and new study programs and is accompanied by an annual Quality target setting, both at the level of the Institution and at the level of the academic unit, for their continuous development and improvement.

#### **2.3. Design, approval, and quality monitoring of new Undergraduate Studies Program**

UoWM has designed the new Undergraduate Studies Program following a specific written procedure, which should provide for the participants, the sources of information and the program's approval bodies. In the planning of the U.S.P., the objectives, the expected learning outcomes, the desired professional qualifications, and the way of achieving them should have been defined. These details and the details of the U.S.P. structure are announced publicly in the context of their Study Guide.

#### **2.4. Student-centered learning in teaching and student assessment**

The academic unit has ensured that the U.S.P. provides the necessary conditions for students to be encouraged to take an active role in the learning process. The planned student evaluation methods must be oriented towards this direction.

#### **2.5. Admission, study, recognition of academic qualifications and awarding of diplomas and certificates of skills of the new Undergraduate Studies Programs**

The academic units have drawn up regulations for all subjects and study stages of the Program (introduction / start of education, stages of study, recognition of studies and obtaining a degree).

## ***2.6. Ensuring the adequacy and high-quality teaching staff of the new Undergraduate Studies Programs***

UoWM must ensure the adequacy, the level of knowledge and skills of the teaching staff of the academic units, and apply meritorious and transparent procedures for their recruitment, training and further development.

## ***2.7. Learning resources and student support services for the new Undergraduate Studies Programs***

UoWM has sufficient funding to meet the needs for the operation of the academic unit and the new curriculum as well as the means to meet the needs of teaching and learning. On the one hand, it has sufficient infrastructure and services for student learning and support, and on the other hand, it facilitates direct access to them by establishing relevant internal rules (e.g. classrooms, laboratories, libraries, networks, feeding, accommodation, career services, social policy, etc.).

## ***2.8. Collection, analysis, and use of information for the organization and operation of the new Undergraduate Studies Programs***

UoWM and its academic units have full responsibility for the collection, analysis and use of information, in order to effectively manage the U.S.P. as well as related activities, in a unified, functional and immediately accessible way.

## ***2.9. Public Information on the new Undergraduate Studies Programs***

UoWM and its academic units publicize their educational and academic activities in a direct and accessible way. The relevant information is up-to-date and formulated with objectivity and clarity.

## ***2.10. Periodic internal evaluation of the new Undergraduate Studies Programs***

UoWM and its academic units have an internal quality assurance system, in the context of which they carry out an audit and an annual internal evaluation of their new study programs, so that, through monitoring and possible corrections, the goals that have been set are achieved, with the result of their continuous improvement. In the context of the above actions, it is deemed necessary to inform all interested parties.



### ***2.11. Periodic external evaluation and certification of the new Undergraduate Studies Programs***

The new Undergraduate Studies Programs must be submitted to periodic external evaluation by expert committees appointed by HAHE, to certify them. The results of the external evaluation and certification are used for the continuous improvement of the Institutions, academic units, and study programs. The duration of the certification is determined by HAHE.

### ***2.12. Monitoring the transition from previous Undergraduate Studies Program to the new ones***

UoWM and its academic units implement transition procedures from previously existing Undergraduate Studies Programs to the new ones, in such a way to ensure their compliance with the requirements of the standard.

### 3. Quality Policy

#### 3.1 Undergraduate Studies Programs' Quality Policy

UoWM's quality policy is formulated in the form of a statement, which is made public and implemented with the participation of all interested parties. It has as its object the pursuit of specific annual quality objectives, related to the quality assurance of the new study program offered by the academic unit. For the implementation of this policy, UoWM, among others, undertakes to implement procedures that will prove the adequacy and quality of the resources of the academic unit, the suitability of the structure and organization of the U.S.P., the suitability of the qualifications of the teaching staff as well as the quality of the academic unit's support services and its staffing with appropriate administrative staff. The Foundation also undertakes to carry out an annual internal evaluation of the new U.S.P. in collaboration with the I.E.T. and the Foundation's Q.A.U.

The Quality Policy of UoWM academic units include their commitment to implement quality procedures that will demonstrate: a) the suitability of the structure and organization of study programs b) the pursuit of learning outcomes and qualifications in accordance with the European and National Higher Qualifications Framework of Education c) the promotion of the quality and effectiveness of the teaching work d) the suitability of the qualifications of the teaching staff e) the promotion of the quality and quantity of the research work of the members of the academic units f) the ways of connecting teaching with research g) the level of demand for the acquired qualifications of graduates in the labor market h) the quality of supporting services, such as administrative services, libraries and student care services i) the performance of the annual review and internal inspection of the U.S.P. 's quality assurance system as well as the cooperation of I.E.T. with the Foundation's Q.A.U.

## 4. Processes and flow charts

### 4.1 Process 1: Undergraduate Studies Program Quality Policy preparation and revision process

#### 4.1.1 Process scope

The purpose of the Department's quality policy is the continuous and systematic assurance, improvement, and enhancement of the quality of all components of its work. This policy includes specific quality assurance actions, with the aim of creating a framework within which the academic unit must operate. The successful implementation and management of the quality policy is expected to bring about the following results:

1. Strengthening the prestige and international recognition of the degree.
2. Strengthening the quality of academic activities, with the aim of improving student performance.
3. Increasing the satisfaction and trust of the work and society bodies towards the knowledge, abilities, and skills of the graduates of the Department.
4. Improvement of the competitive position of the department, in relation to other domestic and foreign counterparts.
5. Strengthening the quality and quantity of the Department's research activities.

#### 4.1.2 Steps

1. The Assembly of the Department meets for the purpose of training or analyzing the political quality of the Department. The text of the policy is drawn up considering data such as:
  - The recommendations, after consultation, of the External Advisory Committee and the members of the Academic Unit.
  - The Foundation's strategy.
  - The Foundation's latest external evaluation report.
  - The I.Q.A.S. certification report of the Foundation.
  - The Department's internal evaluation report.
  - The decisions of the Senate of the Foundation regarding quality assurance.
  - The decisions of the Assembly of the Department regarding quality assurance.
  - Relevant standards and directives of HAHE for the quality assurance, of Q.A.U. as well as relevant standards and directives of European bodies and quality assurance organizations (ENQA, E.U.A., E.Q.A.F. etc.).
  - Action programs, reports, and proposals of the academic units.
2. The Assembly of the Department forwards the final decision to all Stakeholders for the implementation of the Department's quality policy.

3. The Chair of the Department's website posts the Quality Policy on the Department's website.

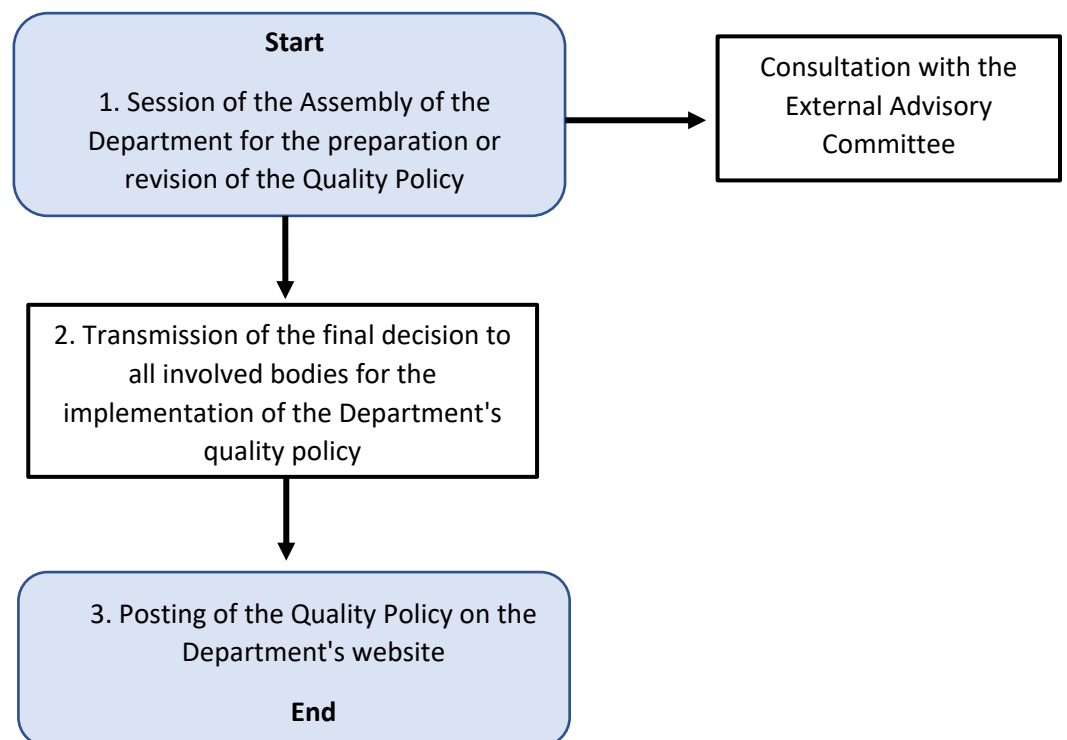
#### 4.1.3 Involved Parties:

1. Department Assembly
2. Q.A.U.
3. External Advisory Committee
4. Students
5. Academic and administrative staff
6. Social, productive and cultural agencies.

#### 4.1.4 Timeline:

The Department's Quality Policy is designed once and approved. It is revised whenever is deemed necessary by the Assembly of the department. It is evaluated by the Department Assembly on an annual basis.

#### 4.1.5 Flow Chart – U.S.P.'s Quality Policy preparation and review process



## 4.2 Process 2: Undergraduate Studies Program's approval and review process

### 4.2.1 Process scope

The curriculum is regularly evaluated and updated by the Assembly of the Department, to correct any deficiencies and harmonize with the scientific developments in the Department's subjects, its new needs, as well as with the developments in the national and international labor market. The Departments of UoWM are obliged to hold at least one Assembly per academic year about reforming the Undergraduate Studies Program. Restructuring aspects of the U.S.P. includes any change related to Compulsory, Elective/Major courses, etc. (e.g. of ECTS, titles or course contents, merging or cancellation of courses, etc.) of the operating U.S.P.

### 4.2.2 Steps

#### 1. The Curriculum Committee with the I.E.T. of the Department:

Collects and evaluates sources of information such as the following:

- The potential of students and their resources from Secondary Education.
- Study programs from other well-known Universities in Greece and abroad.
- Consultation with social partners (relevant private and public bodies, e.g. chambers, etc.).
- Consultation with students, recent and past graduates.
- Data on the employment of graduates derived from relevant research and/or communication with public and private sector bodies.
- The international trends in the scientific literature and the identification of emerging cutting-edge scientific areas.
- Results of investigation by working groups within the Department or by invited experts within the scope of the U.S.P.
- Monitoring results of the applicable U.S.P.
- Course evaluation results.
- Submits to the Department Assembly a report in which it justifies the changes based on the sources of information considered, the documentation of the necessity of which should appear in the Department's minutes with clear justification, such as the development of science, for example, the adaptation to the international trend followed by the respective study programs, the needs of the labor market, etc.

#### 2. The Assembly of the Department:

- Puts the plan out for consultation among the members of the Department (Departments, Faculty, and other scientific staff, undergraduate, postgraduate

and doctoral candidates) with a clear recording and enumeration of the proposed changes to the aspects of the U.S.P. and quoting clarifications where necessary.

- Suggests measures, clarifications and transitional arrangements for students from older years (e.g. for which year of admission the proposed changes will apply, if there will be a transitional period, etc.).
  - The changes of the U.S.P. compared to the old study program per semester should be very clearly listed, with a mandatory indication of the sum of 30 ECTS and with a marking of the changes in the new one.
  - Submits the minutes of the Assembly for the revision of the curriculum and the relevant available material to the Department of Academic Affairs.
  - The Department of Academic Affairs, after conducting an audit, sends the minutes of the Assembly for the review of the curriculum and the relevant available material to the Q.A.U.
  - In the event that the revision of the study program concerns observations of the External Evaluation, then table 1 should be completed.
3. A meeting of the Q.A.U. Committee is held in the presence of the Chair and the I.E.T. of the Department to complete form 1.
  4. The Q.A.U., in case of a positive recommendation, forwards the reform accompanied by its recommendation to the Senate.
  5. The Q.A.U. in the event of a negative recommendation forwards its recommendation to the Department and the Department makes a decision after a meeting whether to take into account Q.A.U.'s recommendations in order to resubmit its proposal for reforming the U.S.P. to the Q.A.U.. The Q.A.U. meets and forwards the Department's decision and its recommendation to the Senate, in order for the Senate to take the final decision.

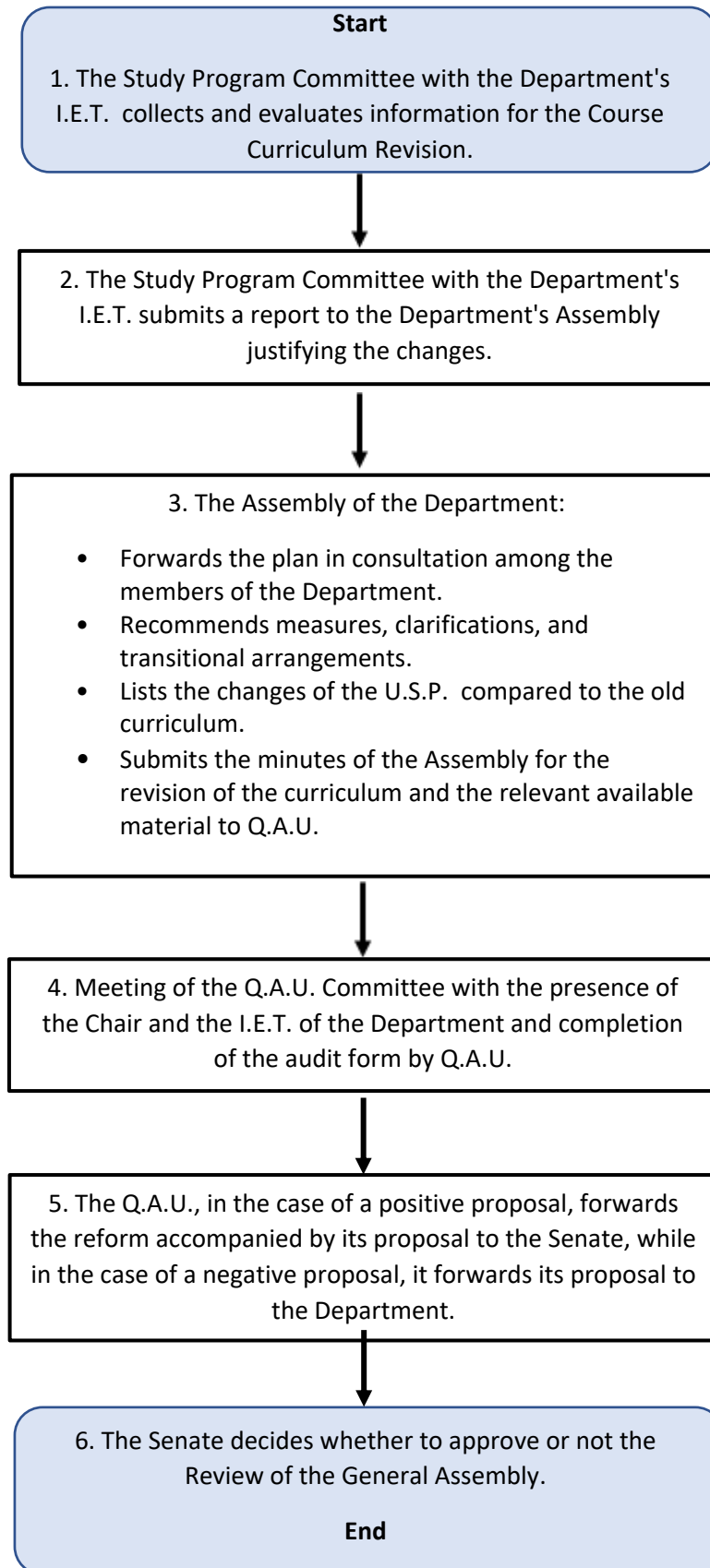
#### 4.2.3 Stakeholders

1. I.E.T.
2. Department Assembly,
3. External bodies - external Advisory Committee
4. Graduates
5. Students

#### 4.2.4 Timeline

The approval and revision of the U.S.P. is a recurring process, carried out on an annual basis.

#### 4.2.5 Undergraduate Studies Program approval and review process Flow chart



### 4.3 Process 3: Undergraduate Studies Program Internal Evaluation Process

#### 4.3.1 Process Scope

The internal evaluation, as a self-evaluation process, will be developed by the Departments of the UoWM as an internal process with the aim of highlighting the Department as the main body for planning and evaluating its educational work. In particular, the application of self-evaluation in the Departments:

- Aims to improve the quality of educational and research work.
- Identifies weaknesses, clarifies problems, creates conditions for initiatives and taking innovative actions, creates conditions for improving educational and research practices.
- Mobilizes all the members of the academic community, strengthens relationships of trust and reciprocity between them, and promotes culture change.
- Cultivates co-responsibility and self-commitment, as it involves community members in jointly decided actions and commits them to their own plans.
- Supports the upgrading of pedagogical and research practices.
- Strengthens the better administration and operation of the departments as well as the effective utilization of human resources.
- Contributes to the continuous feedback for the design of the institution's quality policy and the determination of the necessary interventions.
- Disseminates good practices and indicates areas for self-education and training.

#### 4.3.2 Steps

1. Decision on the subject and date of the internal evaluation by the I.E.T. of the Study Program.
2. Provision of relevant information to the parties involved from the I.E.T. of the Study Program.
3. Distribution of the scope of evaluation to the members of the I.E.T. of the Study Program.
4. Conducting the evaluation (while conducting the evaluation, the findings must be documented, and the planning must be followed).
5. Meeting of the I.E.T. of the Study Program for the assessment of the findings and the documentation of non-conformities or observations (after the end of the assessment).
6. Compilation of a report of the internal evaluation by the Q.A.U. of the Study Program in accordance with the standard of the Q.A.U., which includes the



- recorded non-conformities and possible suggestions for improvement.
7. Communication of the Q.A.U. of the Study Program with the Q.A.U. and the interested parties, with whose cooperation appropriate corrective or preventive actions are immediately planned.
  8. Inspection by the Q.A.U. of the Study Program of the corresponding activities within the configured schedule and evaluation of the adequacy or effectiveness of the applied corrective actions.

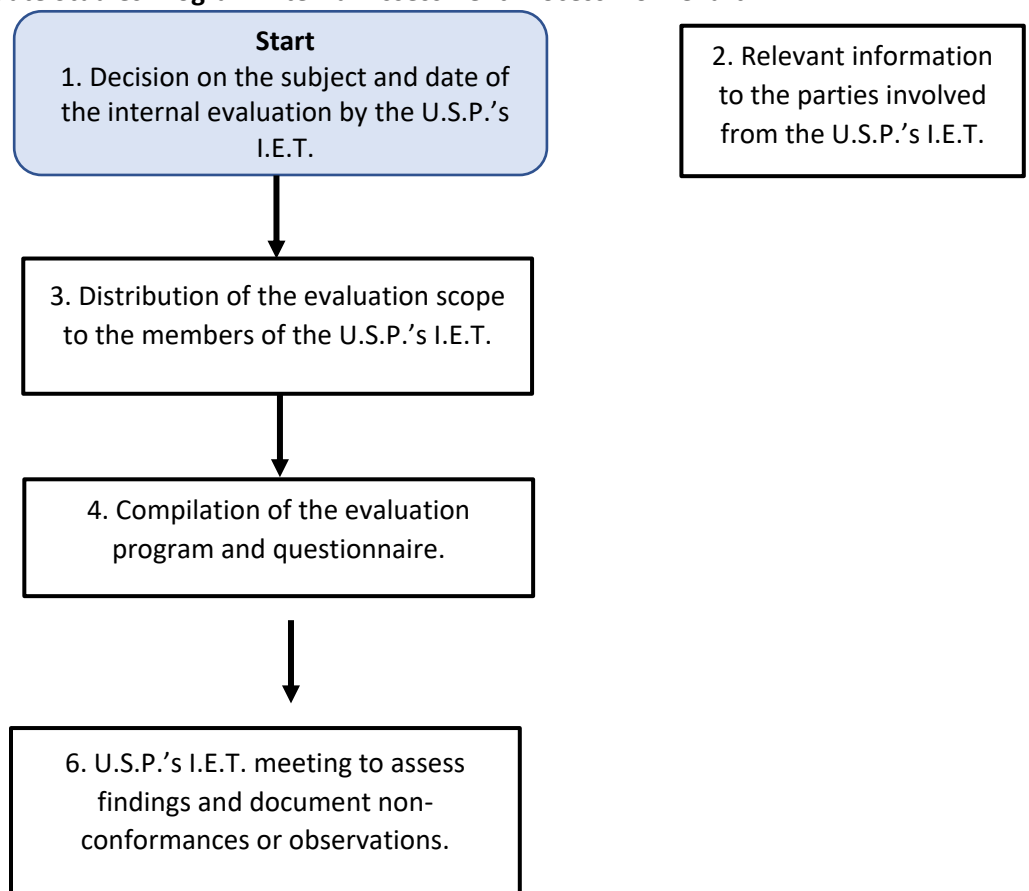
#### 4.3.3 Stakeholders

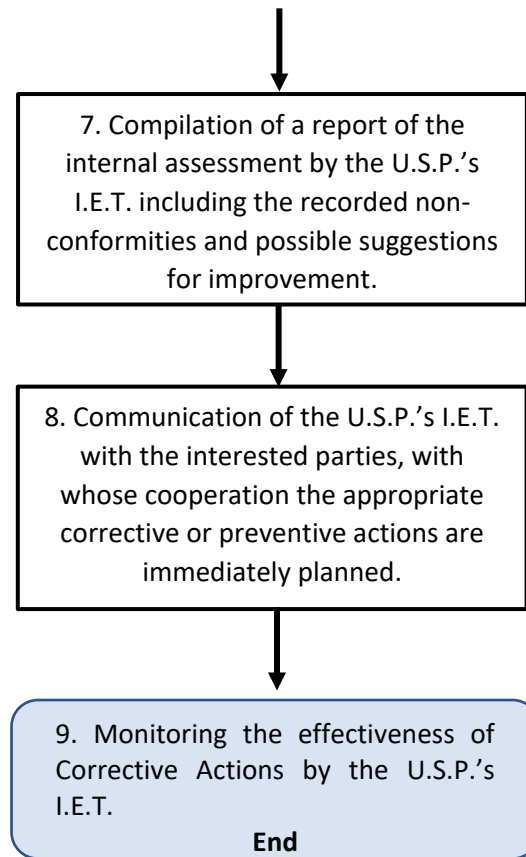
- The Chair and the Members of the I.E.T.
- The Chair and the members of the Department.
- The executives of the Secretariats of the Departments.
- The Chair and the Members of the Q.A.U.
- The partners and employees of the Q.A.U.

#### 4.3.4 Timeline

Internal evaluation takes place at least once a year and is a recurring process.

#### 4.3.5 Undergraduate Studies Program Internal Assessment Process Flow Chart





#### 4.4 Process 4: Teaching Evaluation Process

##### 4.4.1 Process Scope

The teaching evaluation process is conducted twice a year in each U.S.P. based on a standardized questionnaire designed by the Q.A.U. of the UoWM. The questionnaire specifically contains questions:

- for the academic staff's teaching work,
- the coursebooks and their adequacy,
- the material uploaded on e-class,
- the use of ICT in teaching,
- the behavior of teachers (empathy, patience, consistency and acceptance)
- and finally, self-evaluation and self-improvement questions for the students themselves.

The Assembly of the Department is obliged to draw up a report on the actions implemented after the results of the evaluation and submit it to the Q.A.U. The Chair of the department is obliged to submit reports, which reflect the improvement actions employed by the Department, for each semester of study, based on the results of the evaluations.

The I.E.T. and the Chair of the Department monitor the evaluation scores and, in the cases, where a teacher achieves the highest score, he/she is awarded an honorable award. In the event that a teacher scores below 3, the I.E.T. and the Chair of the Department contact him/her and a discussion is held about the fact, as well as about further actions aimed at improvement. The Chair of the Department investigates the negative comments and discusses them with the teacher concerned. It is recommended that Departments publish, if they deem it appropriate, the grade point averages on their website. The average score for each course will be derived from the completion of 10 questionnaires or more, otherwise the course is not taken into consideration in the process.

All enrolled students of the Institution participate in the Department's Internal Evaluation, mainly through specific questionnaires, which provide them with the opportunity to express their own opinions anonymously. Completing the questionnaires is very important, as it gathers useful information about courses, academic staff, and infrastructure, which is used exclusively for planning, as well as the development and continuous improvement of the educational work and services offered to students. Only students who have registered for the specific courses can complete online questionnaires for the undergraduate courses.

#### 4.4.2 Steps

1. The Q.A.U. starts the evaluation process via its website where the questionnaire is posted (<https://qau.uowm.gr>), after the 8th week of the course lectures.
2. The Q.A.U. informs, through electronic mail and the departments' secretariat, the academic staff (members of the Faculty, Appointed Teachers and external partners) about the start of the evaluation.
3. Students are informed by the Q.A.U. and the Secretariat and the link to complete the process is sent to them personally. At the same time, they are informed by the academic staff about this very important process.
4. The Academic Staff, after the evaluation process is completed and after the end of the semester exams, are informed about the results through the Q.A.U. information system.
5. The I.E.T. and the Chair of the Department receives the overall results of the department through the Q.A.U. information system.
6. The I.E.T. and the Chair of the Department propose corrective proposals and measures to improve the teaching work to the Assembly of the Department which are kept in minutes.
7. The Assembly of the Department:
  - after evaluating the results and recommendations of the I.E.T, makes improvement proposals.

- gives the honorable award to the teacher who collected the largest means score.

The minutes of the Assembly are sent to the Q.A.U.

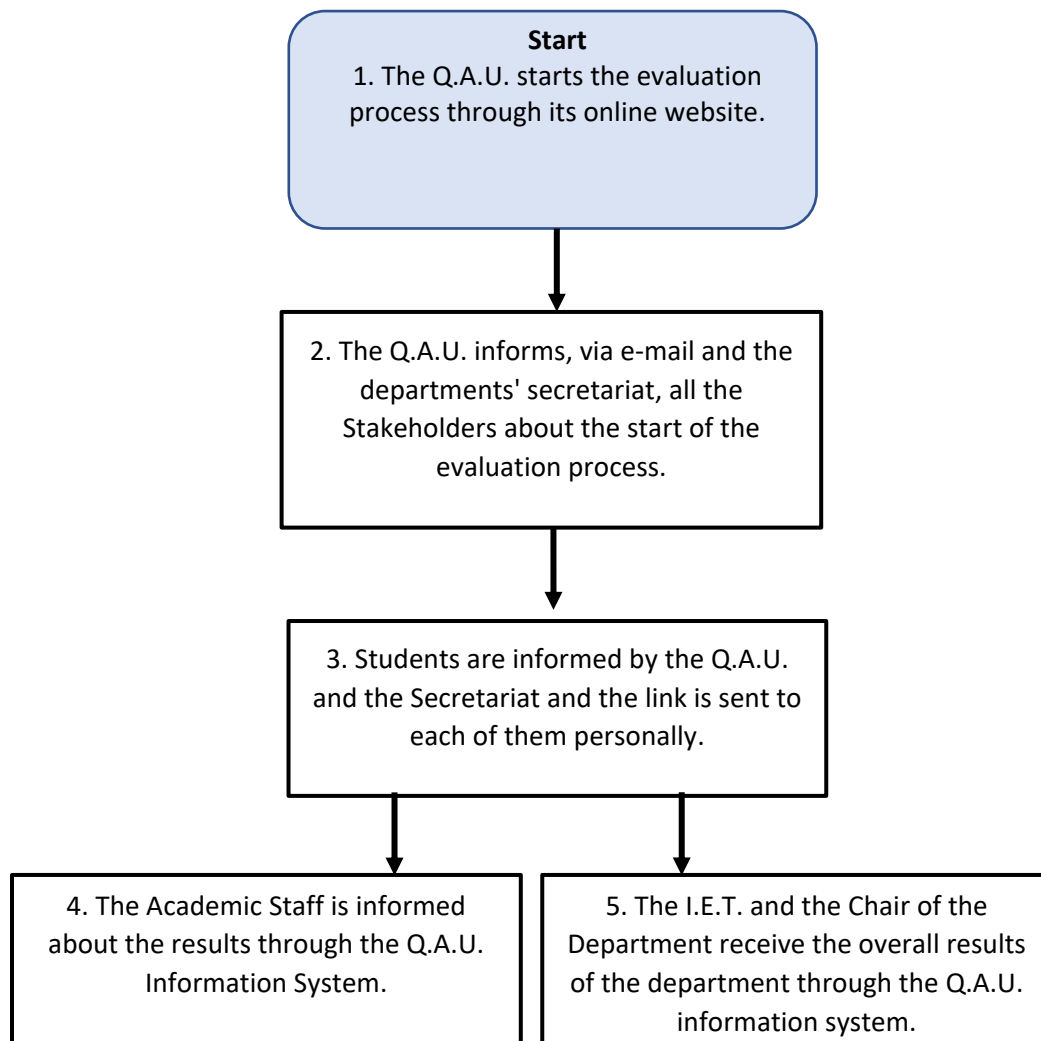
#### 4.4.3 Stakeholders

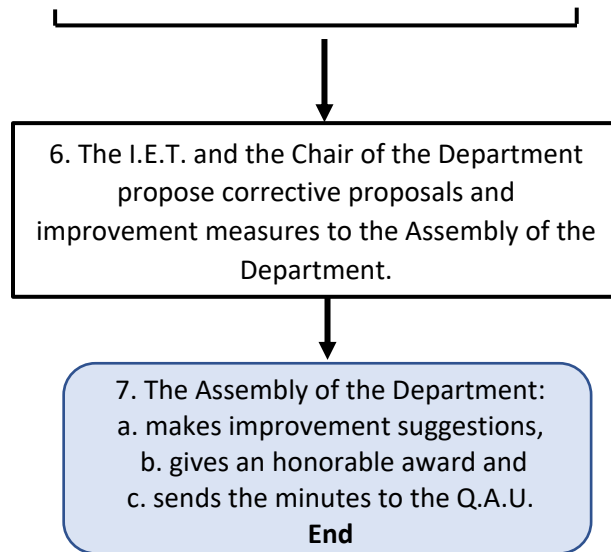
1. Q.A.U.
2. I.E.T.
3. Department Assembly
4. Students
5. Academic Staff

#### 4.4.4. Timeline

The teaching evaluation process takes place every semester after the 8th week of the course lectures.

#### 4.4.5 Teaching Evaluation Process Flow Chart





#### 4.5 Process 5: Academic Advisor Process

##### 4.5.1 Process Scope

For each new student, the Department Assembly assigns the duties of an Academic Advisor to the academic staff of the Study Program, no later than November 30 of each academic year. The number of students is equally distributed among the U.S.P.'s academic staff and the selection is done randomly. A student's Academic Advisor remains the same until the end of his/her Studies.

The coordination of the Academic Advisors of each U.S.P. is done by the Chair of the U.S.P.

The Academic Advisor has a list of the e-mail addresses of the students assigned to him/her and communicates with them about study matters as well as matters of common interest. In the event that the Academic Advisor finds that there is a lack of infrastructure in a course, he/she may propose to the Coordinating Committee or the Curriculum Committee seminars or remedial teaching.

For the essential support of the students regarding their studies, the cooperation of the Academic Advisors of each U.S.P. with the Liaison Office, the Student Support Unit for Vulnerable Groups (Greek M.Y.F.E.O.) as well as with all the structures of the Foundation is deemed essential.

The student is aware that the role of the Academic Advisor is purely advisory.

##### 4.5.2 Steps

1. The Department assigns the duties of an Academic Advisor, making an equal distribution of its students to all faculty members.
2. Students are informed by e-mail from the secretariat about the assignment of their Academic Advisor.
3. The Academic Advisor announces on the Department's website and on the e-class learning platform, specific times of discussion with the students for whom

he/she has been assigned an advisory project.

4. The Academic Advisor schedules at least two group meetings per semester, either face-to-face or online.
5. The student can request a meeting with his/her Academic Advisor after his/her request (Application Form)
6. The Academic Advisor, after the group meetings with the students or the individual meeting with the student he/she supervises, fills in the meeting contact form (Student Meeting with the Academic Advisor Contact Form).
7. The Academic Advisor informs the Chair of the Department in writing about the contacts with the students and any problems raised by them. In his/her report he/she can point out malfunctions or deficiencies that create problems for the students and propose measures to deal with them.

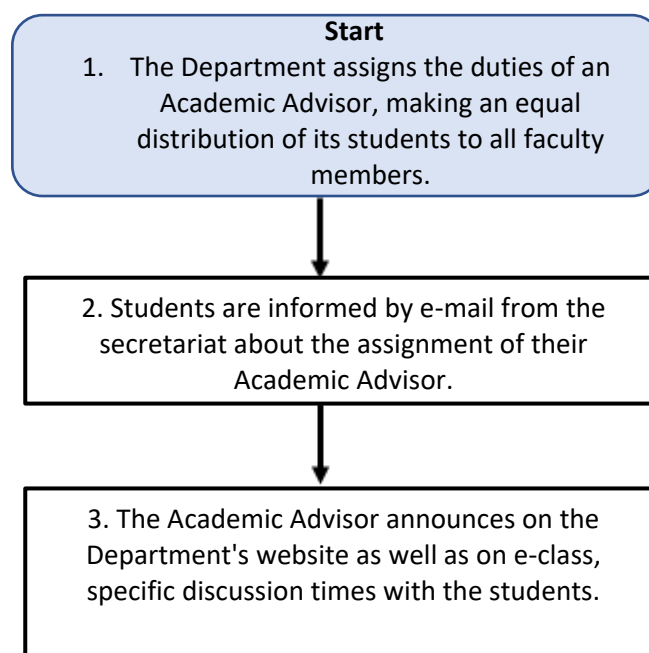
#### 4.5.3 Involved Parties

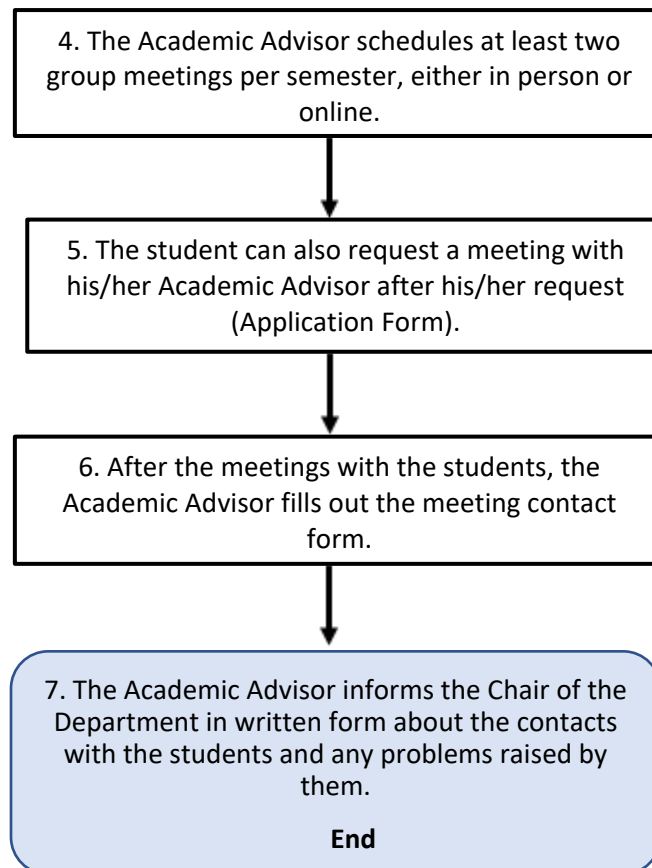
1. Department Assembly
2. Academic staff
3. Department Secretariat
4. Students
5. Q.A.U.

#### 4.5.4 Timeline

For each new student, the Department Assembly assigns the duties of an Academic Advisor to the teachers of the Study Program, no later than November 30 of each academic year.

#### 4.5.5 Academic Advisor Process Flow Chart





#### 4.6 Process 6: Complaints Management Process

##### 4.6.1. Process Scope

In the context of strengthening the student-centered educational process, but also the principles of transparency and accountability, the present "**Complaints Management Procedure**" of the students, academic and administrative staff of the University of Western Macedonia has been adopted. This specific procedure concerns all complaints related to the quality of the educational and administrative services provided by the Department.

In order to register complaints from students, the "**Complaint Submission Form**" is available online, which students can fill out and submit electronically from the following link <http://modip.uowm.gr/nfe/index.php?p=3&c=2&i=4> to the Secretariat of the Legal Counsel, in which they briefly, clearly and objectively record the problem-complaint.

## *Process 6.1: Complaints Management Process by the Chair of the Department*

### **4.6.1.1 Description**

The Chair of the Department manages the problems – complaints submitted by the students in cooperation with the parties involved, when the complaint concerns exam and grading issues.

### **4.6.1.2 Steps**

1. Submission of the complaint through the **Electronic Complaint Submission Form**, to the Secretariat of the Legal Counsel, in which the problem - complaint is recorded briefly, clearly and objectively.
2. The Legal Counsel, after receiving the problem - complaint, examines it, informs the Rector, and forwards it electronically to the Chair of the Department, when the complaint concerns exam and grading issues.
3. The Chair of the Department examines the student's complaint, along with any additional material, and takes the appropriate actions.
4. The Chair of the Department competently informs the student and the Legal Counsel, within a period of 20 days of the actions taken and the general handling since the submission of the complaint, as well as of any decisions of the relevant administrative body.
5. The Legal Counsel informs the Rector.

### **4.6.1.3 Stakeholders:**

1. Rector
2. Legal Counsel
3. Department Chair
4. Students
5. Academic and administrative staff

### **4.6.1.4 Timeline:**

The Chair of the Department duly informs the student and the Legal Counsel, within a period of 20 days, from the submission of the Complaint.

### **4.6.1.5 Relevant documents:**

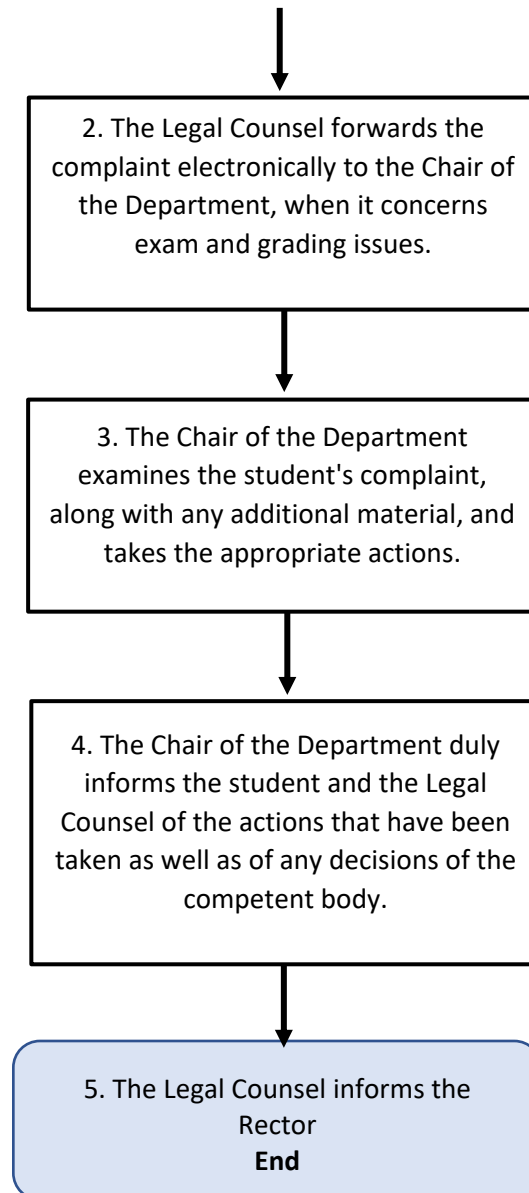
Online Complaint Form

### **4.6.1.6 Complaints Management Process by the Chair of the Department Flow Chart**

#### **Start**

1. Submission of the complaint through the Electronic Complaint Submission Form, at the Secretariat of the Legal Counsel.





### *Process 6.2: Complaints Management Process by the Student Advocate*

#### **4.6.2.1. Description**

The Student Advocate manages the problems-complaints submitted by the students in cooperation with the parties involved, except for those concerning grades and exams. The UoWM has set up the independent "STUDENT ADVOCATE" office, to which any student can report any problem with the aim of mediation by the Advocate for its resolution.

#### 4.6.2.2. Steps

1. Submission of the complaint through the **Electronic Complaint Submission Form**, to the Secretariat of the Legal Counsel, in which the problem - complaint is recorded with brevity, clarity and objectivity.
2. The Legal Counsel, after receiving the problem - complaint, examines it, informs the Rector, and forwards it electronically to the Student Advocate for all problems - complaints concerning students, except for grading and exam issues.
3. The Student Advocate, in the context of his role, may, for example:
  - request from the Foundation's services any information, document, or other evidence for the case,
  - examines persons,
  - performs an autopsy and orders an expert opinion.
4. The Student Advocate, if he finds that in a specific case the legality is not observed, that there are phenomena of maladministration or that the proper functioning of the Institution is disturbed, he draws up a finding which informs the professor to whom the case concerns or the competent administrative department and the student who submitted the petition, and mediates in any appropriate way for the resolution of the matter problem.
5. The Student Advocate duly informs the student and the Legal Counsel about the actions taken and the general handling since the submission of the complaint, as well as about any decisions of the relevant administrative body.
6. The Legal Counsel informs the Rector.

#### 4.6.2.3. Involved parties:

1. Rector
2. Legal Counsel
3. Student Advocate
4. Students
5. Academic & Administrative staff

#### 4.6.2.4. Timeline:

The Student Advocate duly informs the student and the Legal Counsel, within reasonable time from the submission of the Complaint.

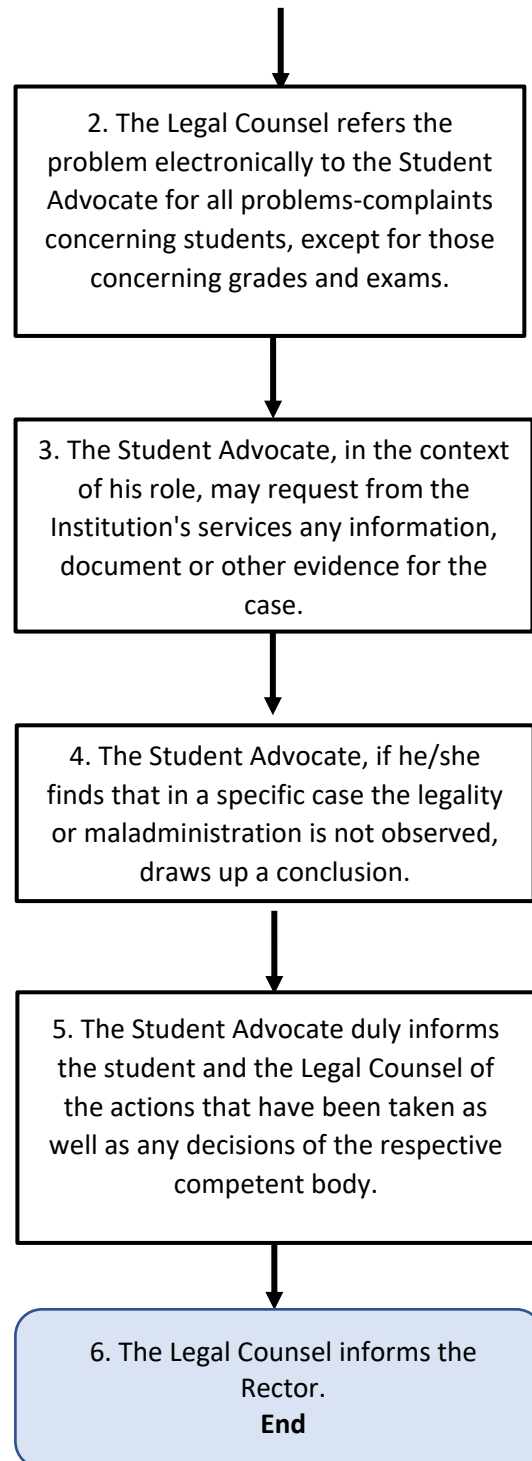
#### 4.6.2.5. Relevant documents:

Online Complaint Form

#### 4.6.2.6 Complaints Management Process by the Student Advocate Flow Chart

##### Start

1. Submission of the complaint through the Electronic Complaint Submission Form, at the Secretariat of the Legal Counsel.



### *Process 6.3: Process for Handling Complaints by the Ethics Committee*

#### **4.6.3.1. Description**

The Ethics Committee of the University of Western Macedonia examines ex officio or after a written report - complaint of students, academic staff members, researchers,

visiting professors and administrative staff, matters of its competence, in order to establish the violation of the rules of the Code of Ethics; it further investigates related incidents following an order from the Rector. The UoWM Ethics Committee manages matters concerning:

1. Respect for Human Rights
2. Meritocracy and equal opportunities
3. Academic excellence
4. Intellectual Property Protection
5. Integrity, Transparency, Efficiency, Accountability in the use of Public Resources, Protection of the Foundation's assets
6. Dissemination of a culture of ethical behavior and rules of ethics

#### 4.6.3.2. Steps

1. Submission of a report-complaint through the **Electronic Complaint Submission Form**, to the Secretariat of the Legal Counsel, in which the report-complaint is recorded with brevity, clarity and objectivity.
2. The Legal Counsel, after receiving the report-complaint, examines it, informs the Rector, and forwards it electronically to the Ethics Committee of the UoWM for all matters related to its responsibilities.
3. The UoWM Ethics Committee meets and examines reports-complaints.
4. The UoWM Ethics Committee duly informs the student and the Legal Counsel of the actions that have been taken and the general handling since the submission of the report-complaint, as well as of the Committee's decision.
5. The Legal Counsel informs the Rector.

#### 4.6.3.3. Involved parties:

1. Rector
2. Legal Counsel
3. Ethics Committee
4. Students
5. Academic and administrative staff

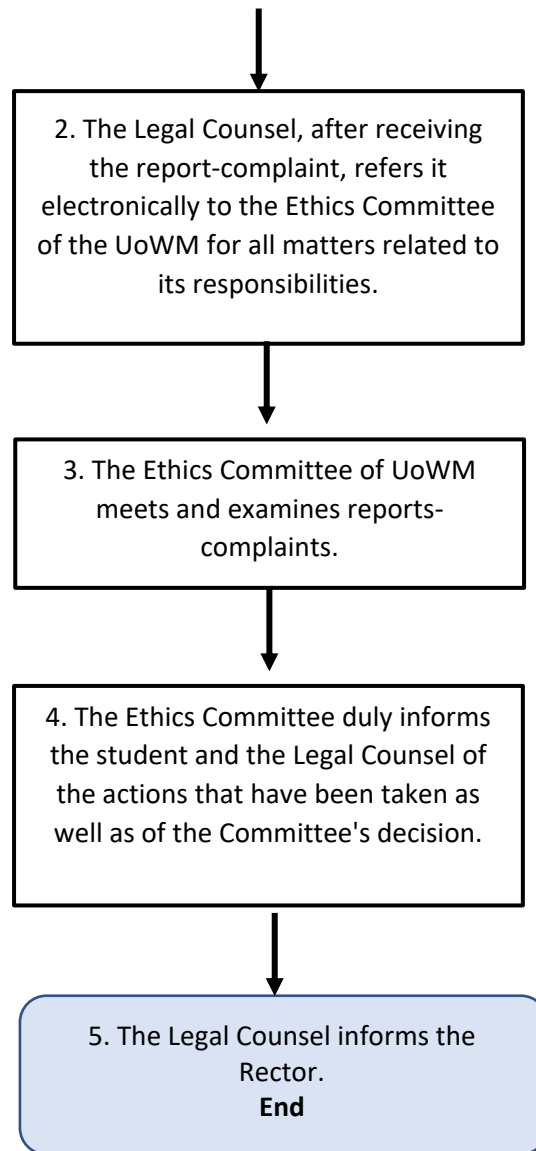
#### 4.6.3.4. Relevant documents:

Electronic Complaint Form, Ethics Committee Minutes

#### 4.6.3.5. Process for Handling Complaints by the Ethics Committee Flow Chart

##### Start

1. Submission of the complaint through the Electronic Complaint Submission Form, at the Secretariat of the Legal Counsel.



### *Process 6.4: Complaints Management Process by the Gender Equality Committee*

#### **4.6.4.1. Description**

The Gender Equality Committee manages issues related to incidents of harassment. It only acts if the harassment and/or sexual harassment has been happening for a short period of time, if the perpetrator seems willing to talk, and only if the victim wants mediation.

#### **4.6.4.2. Steps**

1. Submission of the incident through the **Electronic Complaint Submission Form** to the Secretariat of the Legal Counsel, in which the incident is recorded with brevity, clarity and objectivity.

2. The Legal Counsel, after receiving the incident, examines it, informs the Rector, and refers it electronically to the UoWM Equality Committee, when the matter concerns incidents of harassment.
3. The UoWM Equality Committee evaluates the incident and recommends a way to handle it. In particular, depending on the background, the Gender Equality Committee either:
  - encourages the victim to explain to the person causing the unwanted behavior that it is not welcome, that it is offensive, that it creates dissatisfaction and that it interferes with his/her work/study
  - undertakes mediation.
4. The UoWM Equality Committee takes action:
  - in the event that the perpetrator does not wish to be mediated, sends a letter to the perpetrator, in which he/she is reminded of the ethics and behavioral issues related to the reported action.
  - in the event that the victim chooses direct communication with the perpetrator/spouse, then he/she has the responsibility to monitor its outcome.
  - in the case of mediation, the Committee for Gender Equality assumes the responsibility of communicating with the perpetrator.
5. The UoWM Equality Committee, in case the actions do not provide satisfactory results, or if the case is serious or if disturbing behavior continues, the case is referred to the Ethics Committee or the Disciplinary Council.
6. As soon as the management of the incident is completed, the UoWM Equality Committee informs the person concerned and the Legal Counsel about the actions taken and the outcome of the case.
7. The Legal Counsel informs the Rector.

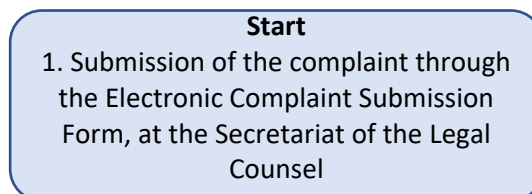
#### 4.6.4.3. Involved parties:

1. Gender Equality Committee
2. Rector
3. Legal Counsel
4. Disciplinary Board
5. Ethics Committee
6. Students
7. Academic and administrative staff

#### 4.6.4.4. Relevant documents

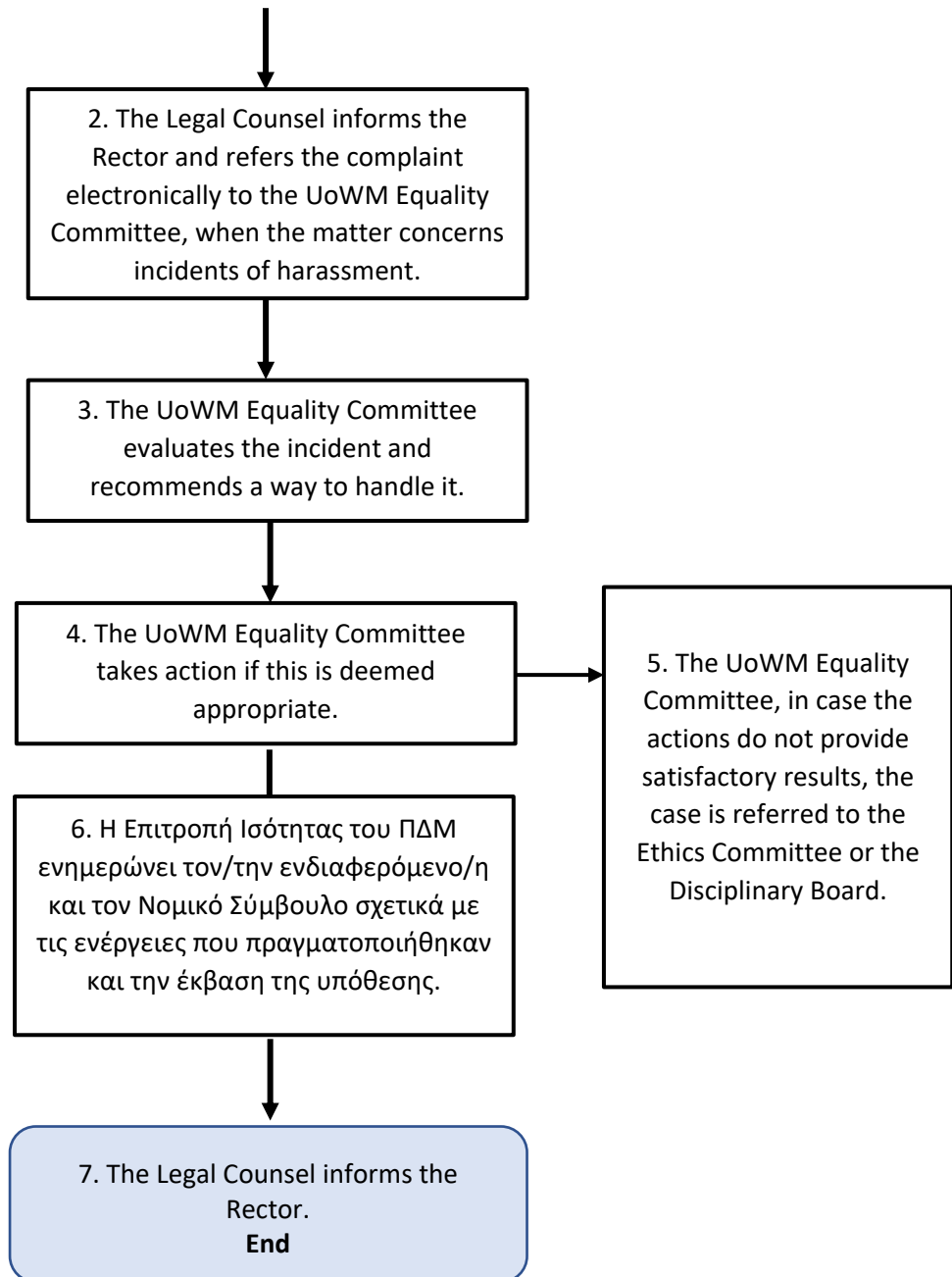
Online Complaint Form, Gender Equality Committee Minutes

#### 4.6.4.5. Complaints Management Process by the Gender Equality Committee Flow Chart



Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης





### *Process 6.5: Complaints Management Process by the Personal Data Protection Officer*

#### **4.6.5.1. Description**

The University of Western Macedonia accepts as personal data: Any information that concerns natural persons, as an identified or identifiable living person. For example, this information includes their name, home address, social security

number, Internet Protocol (IP) code, health and insurance information, employment status, and more.

This policy is in accordance with the EU General Data Protection Regulation. (G.D.P.R.), as well as with opinions / decisions issued by the Hellenic Data Protection Authority.

#### 4.6.5.2. Steps

1. Submission of the incident through the **Electronic Complaint Submission Form** to the Secretariat of the Legal Counsel, in which the complaint is recorded with brevity, clarity and objectivity.
2. The Legal Counsel, after receiving the complaint, examines it, informs the Rector, and forwards it electronically to the Personal Data Protection Officer, when the matter is related to personal data.
3. The Personal Data Protection Officer evaluates the incident and suggests the appropriate manner of handling it, in accordance with the General Data Protection Regulation.
4. The Personal Data Protection Officer, in case the actions do not provide satisfactory results, the case is referred to the Ethics Committee or the Disciplinary Board.
5. As soon as the management of the incident is completed, the competent body informs the person concerned and the Legal Counsel about the actions taken and the outcome of the case.
6. The Legal Counsel informs the Rector.

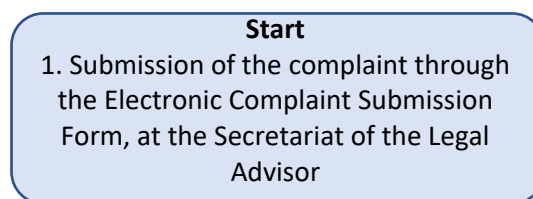
#### 4.6.5.3. Involved parties:

1. Personal Data Protection Officer
2. Rector
3. Legal Counsel
4. Disciplinary Board
5. Ethics Committee
6. Students
7. Academic and administrative staff

#### 4.6.5.4. Relevant Documents:

Online Complaint Form

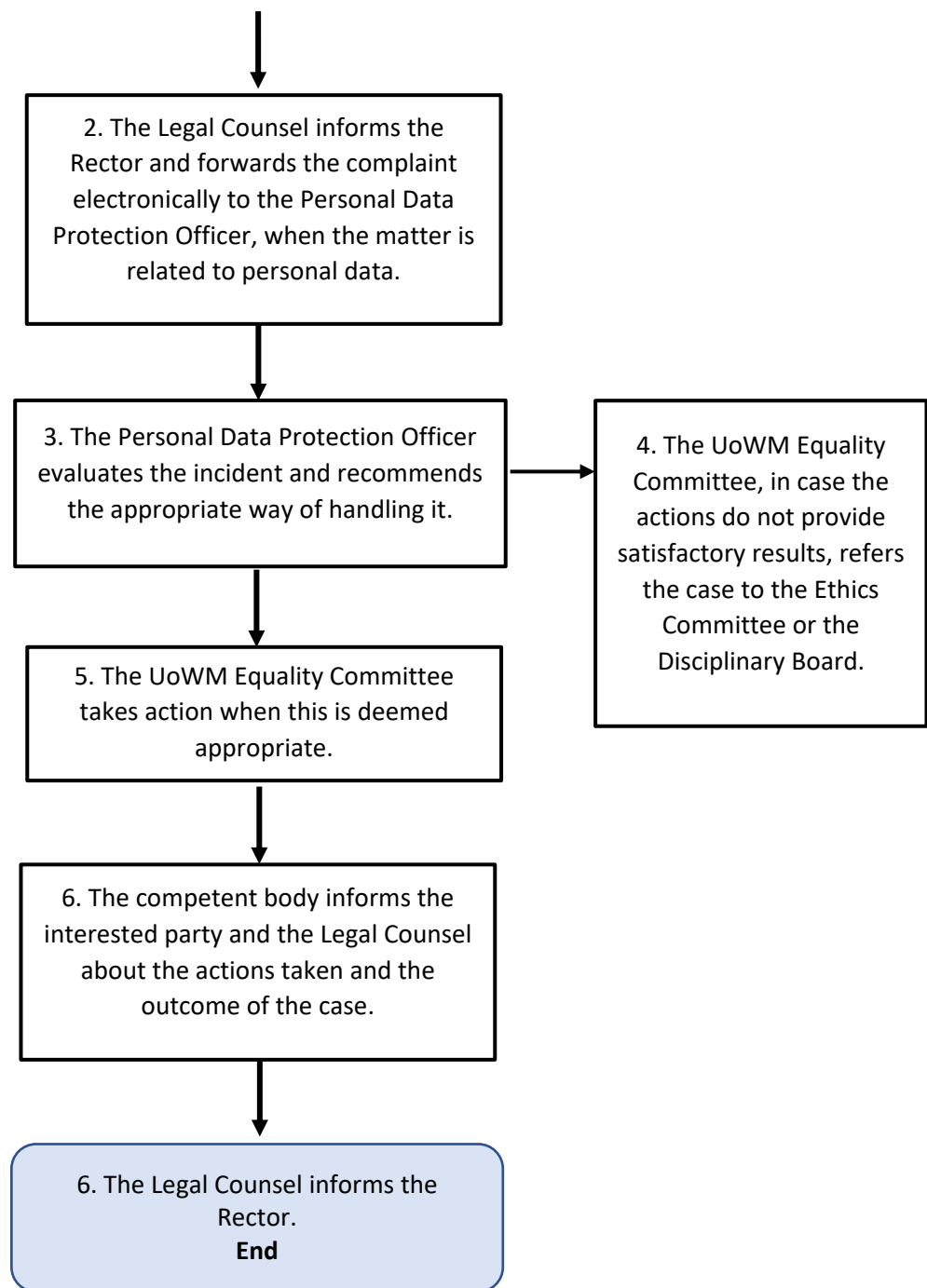
### 6.5.5. Complaints Management Process by the Personal Data Protection Officer Flow Chart



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







#### 4.7 Process 7: Graduate Tracking Process

##### 4.7.1 Process Scope

This process aims to strengthen the connection between the students and the institution. The goal of the graduate tracking process is to create a university that fosters a sense of community and instills in its students a lifelong commitment to

positive feedback, encouraging students to participate in programs that inspire positive volunteerism and impart a culture of giving. With this process, each Department ensures that its graduates will remain connected with the Department either for postgraduate studies or for information and access to information regarding the job search.

#### 4.7.2 Steps

1. The Assembly of the Department appoints a faculty member as an alumni Responsible, whose main responsibilities are the following:
  - Monitoring the graduates of the Department in the labor market.
  - Maintaining an alumni database to reconnect and network alumni of the University of Western Macedonia with each other.
  - Connecting graduates with businesses and professional organizations in collaboration with the University's liaison office.
2. The alumni responsible faculty member organizes at least two events per year for the students of the Department, with the aim of informing them about issues such as: the alumni structure, how they can benefit by registering in it after graduation, their participation in the advisory committee, etc.
3. The alumni responsible faculty member publishes a newsletter at regular intervals with the aim of general scientific, professional and social support for graduates (e.g. opportunities for life-long learning programs, seminars, workshops, conferences and postgraduate courses, etc.).

#### 4.7.3 Involved parties

1. Department Assembly
2. Academic Staff
3. Students
4. Alumni
5. Liaison Office

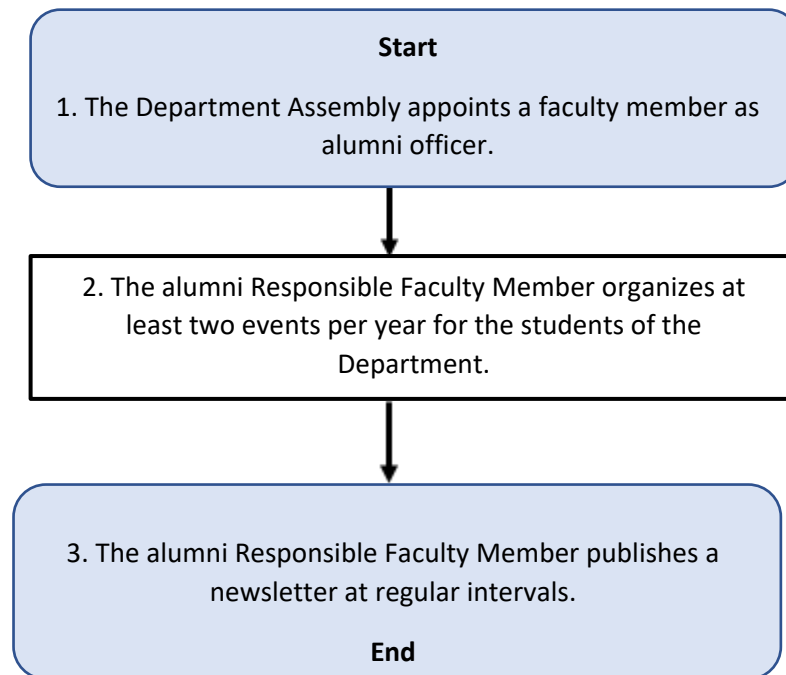
#### 4.7.4 Timeline

The alumni Responsible faculty member, after being appointed by minutes from the Department Assembly, must maintain a database of graduates and update his list after each graduation. He/ She must urge the Department's graduates to register on the university's alumni platform with their details and publish a newsletter at regular intervals to provide information on issues related to the University, postgraduate programs and life-long education programs.

#### 4.7.5. Relevant Documents:

Alumni Data, Newsletter

#### 4.7.6 Graduate Tracking Process Flow Chart



#### 4.8 Διαδικασία 8: Student Exit Interview Process

##### 4.8.1 Process Scope

The Systematic and continuous evaluation is essential to improve the quality of academic programs and helps plan for the future. The exit interview procedure is a key element to ensure evaluation in order to continuously improve the quality of studies and services, the educational experiences offered to students by the University of Western Macedonia (UoWM) by adopting a model of best practices. The feedback received through the results provides useful information regarding the creation of new courses of interest to students, the offering of new distance (on-line) courses, the organization of summer schools, the allocation of additional resources for internship management and career services, and the revision of forms and documents for the curriculum.

##### 4.8. Steps

Upon successful completion of all degree course requirements (undergraduate/postgraduate/doctoral level) and the senior student's application for the award of a degree:

1. The Academic Advisor is informed by the Secretariat about the students who

- are applying for a degree.
2. The Academic Advisor notifies the senior students and informs them about the process and the stages (filling in the questionnaire form & conducting an interview) of the exit interview process as well as about the valid submission of the questionnaire as a prerequisite for obtaining their degree.
  3. The Academic Advisor, after informing the interested students, sends the online questionnaire to those students who have proceeded to a degree application and have completed the required documents.
  4. The Academic Advisor, after the online submission of the required questionnaire by the students, conducts an interview with each of the students.
  5. The Academic Advisor, after the completion of the interview, provides each student with a signed certificate of completion of the exit interview process, which then the student submits to the secretariat in order to finalize his/her request to receive a degree.

#### 4.8.3 Stakeholders

1. Academic Advisor
2. Chair of the Department
3. Department Secretariat
4. Partners and employees of the Q.A.U.
5. Students of the Department

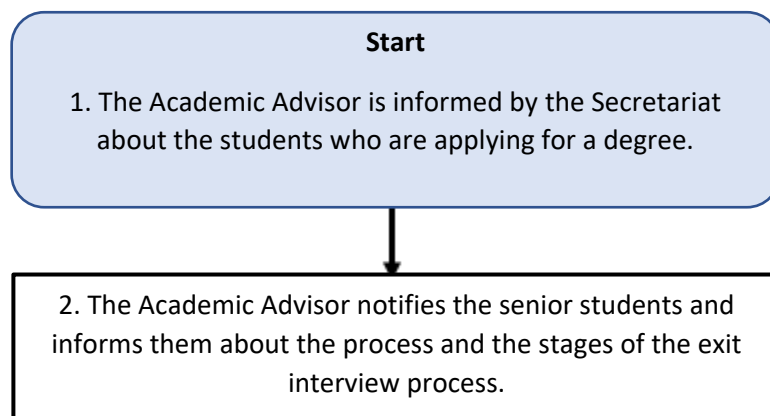
#### 4.8.4 Timeline

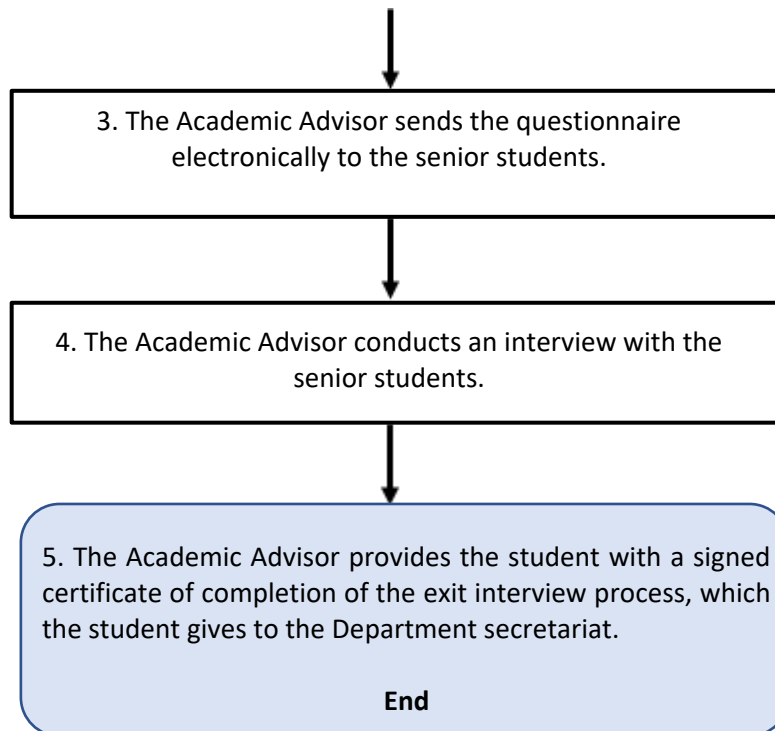
Μετά την υποβολή αίτησης υποβολής πτυχίου, και μέχρι την οριστικοποίηση της αίτησης, ο ακαδημαϊκός σύμβουλος με τον φοιτητή/τρια, οφείλει να ολοκληρώσει τη διαδικασία της συνέντευξης αποχώρησης.

#### 4.8.5. Σχετικά έγγραφα:

Student Exit Interview Questionnaire, Student Exit Interview Questions

#### 4.8.6 Student Exit Interview Process Flow Chart





#### *4.9 Process 9: Process for the utilization of the recommendations of the external evaluation of the U.S.P.*

##### **4.9.1 Process Scope**

The process for utilizing the recommendations of the external evaluation of the U.S.P. aims to take into consideration the conclusions and recommendations of the committee of independent experts for the continuous improvement of the Study program in order to offer new perspectives to the international competitiveness of the degree awarded.

##### **4.9.2 Steps**

1. The Chair of the Department informs the Assembly of the Department about the final decision to grant or not the certification of the U.S.P. as well as about the recommendations of the committee of independent experts.
2. The Assembly of the Department meets to assess the findings and to document non-compliances or observations of the committee of independent experts.
3. The Assembly of the Department prepares an Action Plan, i.e., the planning of actions that will be carried out using the necessary resources that will contribute to the achievement of the proposed improvements and the removal of the weaknesses that have been identified in the External Evaluation & Certification Report of the U.S.P.

4. The Assembly of the Department evaluates the actions carried out after two years from the date of certification, the progress made during the implementation of the Action Plan and draws up the "Results Monitoring" table according to the HAHE standard.
5. The Assembly of the Department in collaboration with U.S.P.'s I.E.T. prepares the Monitoring Report of the Study Program and submits it to the Q.A.U.

#### 4.9.3 Stakeholders

1. HAHE
2. The Chair and the Members of the Quality Assurance Committee
3. The Head Officer of the Q.A.U.
4. The Chairs and members of the I.E.T. of the Departments.
5. The executives of the Secretariats of the Departments.
6. The partners and employees of the Q.A.U.

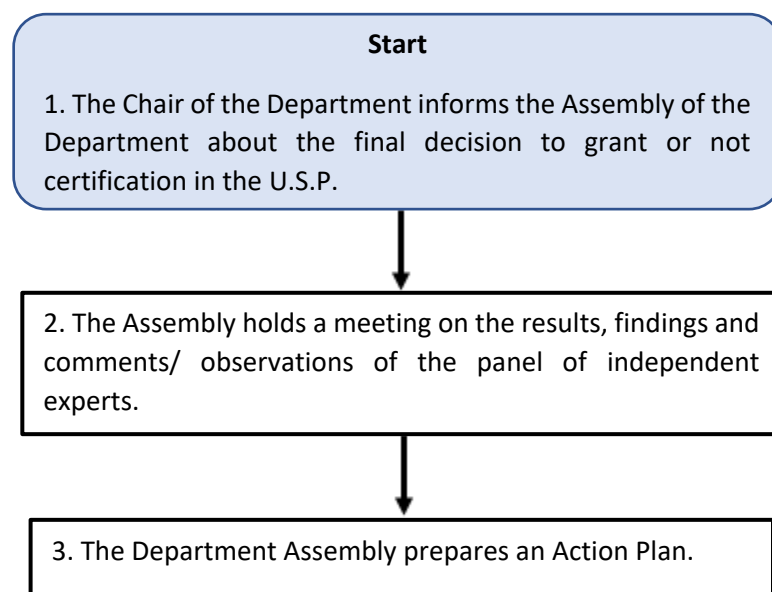
#### 4.9.4 Timeline

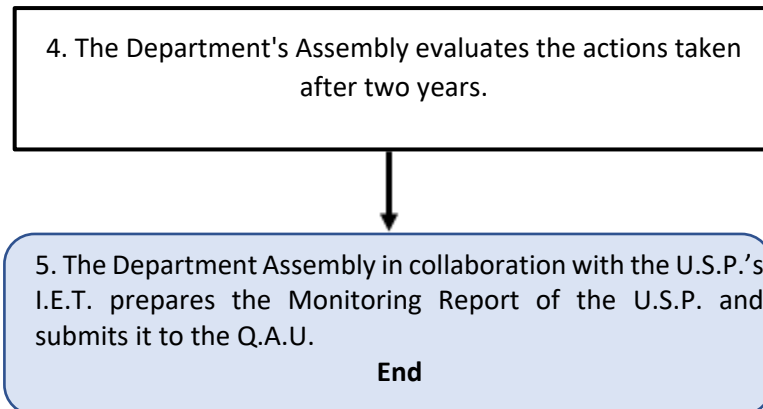
After the final certification report of the Department, and within two years, the Department must send a progress report, for its response to the recommendations of the evaluation/certification Committee. In a period of 5 years, where the U.S.P. will be re-evaluated, the Department must complete the report on the response to the recommendations of the evaluation/certification committee.

#### 4.9.5. Relevant Documents:

U.S.P. Certification Decision, U.S.P. Certification Report, U.S.P. Monitoring Report

#### 4.9.6 Process of utilization of the recommendations of the external evaluation of the U.S.P. Flow chart





#### 4.10 Process 10: Welcome Procedure for U.S.P. New Faculty Members

##### 4.10.1 Process Scope

In the context of strengthening and improving the quality of the services provided to the teaching staff of the University of Western Macedonia, as well as considering the principles of transparency and accountability, the University of Western Macedonia has adopted this "Welcome Procedure" for the members of the teaching staff. This procedure applies to all new teaching staff members, both permanent and temporary. The welcome procedure aims to define a framework of actions within which the U.S.P. must inform its new members so that they can respond to their duties more effectively.

The purpose of this procedure is:

- The facilitation of the teaching staff member's contacts with the institutions and services of the Department and the Administration.
- The provision of information on issues related to university life.
- The provision of information on the rights and obligations of the teaching staff member in the context of his/her academic career.
- The provision of assistance for the smooth and seamless execution of his/her duties.

##### 4.10.2 Steps

1. The Chair of the Department informs the members and the Secretariat of the Department about the recruitment of the new faculty member or temporary teaching staff member.
2. The Chair of the Department informs the new faculty member/temporary teaching staff member about the Department, the Department's strategy, its operating regulations, and the codes of behavior towards the students.

3. The Department Directors inform the new faculty member/temporary teaching staff member about the orientations and the courses and provide information/instructions about degree/diploma these issues.
4. The Secretariat informs the new faculty member/temporary teaching staff member about the rooms/classrooms, laboratories and infrastructure of the Department.
5. The Secretariat informs the new faculty member/temporary teaching staff about the creation of an institutional account, the operation of the e-class learning platform and the other electronic services provided by the Institution.
6. The Department Secretariat informs the new faculty member/temporary teaching staff member about the services provided by the library, by sending supporting material.

#### 4.10.3 Stakeholders

1. The Chair of the Department
2. The Department Secretariat
3. The Academic and Administrative Staff of the Department

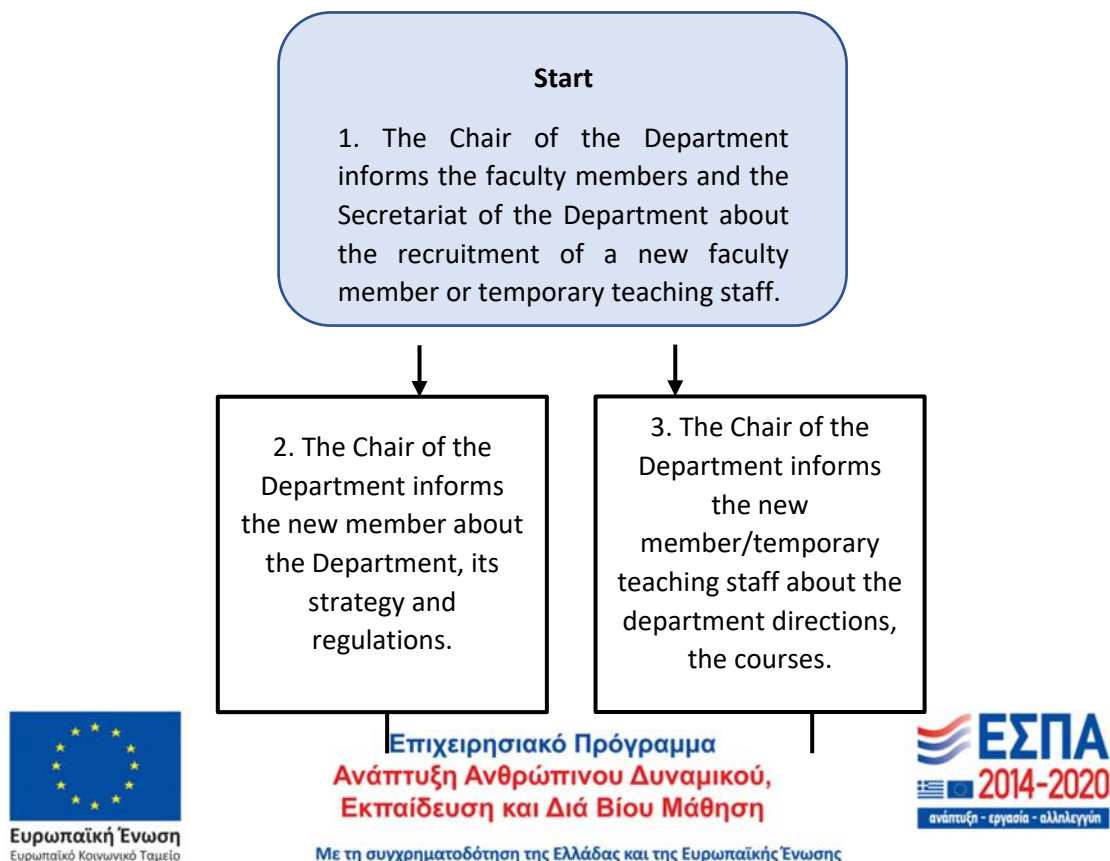
#### 4.10.4 Timeline

Every time the Department welcomes a new faculty member.

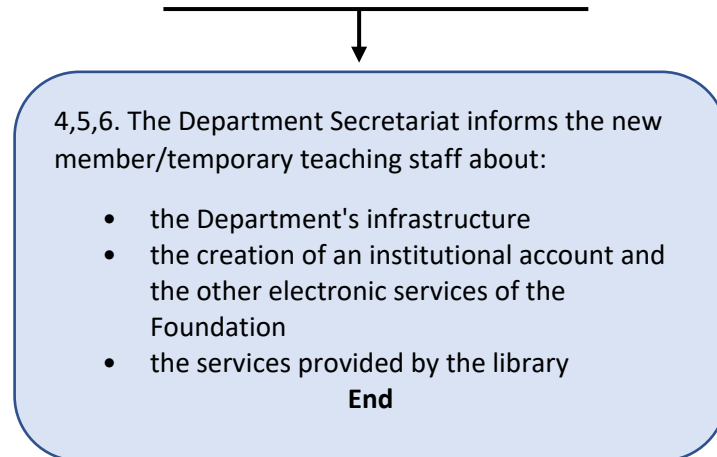
#### 4.10.5. Relevant Documents:

Strategic Plan of the Foundation, Department Strategy, Regulations of the Department and the Institution, Library material

#### 4.10.6 Welcome Procedure for U.S.P. New Faculty Members Flow Chart







#### **4.11 Process 11: Process of writing, implementing and reviewing specific annual U.S.P.**

##### **4.11.1 Process Scope**

The Academic Unit specializes its strategy at the level of quality assurance of the U.S.P., through time-defined qualitative and quantitative objectives, which are measured and reviewed. The process has as its objective the establishment of clear and defined objectives for the continuous improvement of Undergraduate Study Programs, and these include:

- The adoption of consultation procedures for the establishment of objectives.
- The selection of objectives to improve the internal operations of the U.S.P.
- The process of selecting performance indicators to monitor the degree of improvement in the quality and efficiency of the educational, research and administrative functions of the U.S.P.

##### **4.11.2. Steps**

1. The U.S.P.'s I.E.T. provides annually (at a specified time) to the Assembly of the Department, the quality data - from the information systems of the Foundation - and corresponding indicators of the U.S.P.
2. The U.S.P.'s I.E.T. draws up a plan of quality objectives, considering:
  - the opinions of the External Advisory Committee,
  - the strategy of the Department and the Foundation,
  - the results of the annual internal evaluation of the U.S.P. and the relevant data and indicators of the information systems,
  - the opinions of the Academic and Administrative Staff, students, graduates, social, productive, and cultural bodies,

- the decisions of the Senate of the Foundation regarding quality assurance,
- relevant standards and directives of the HAHE for quality assurance, as well as relevant standards and directives of European bodies and quality assurance organizations (ENQA, E.U.A., E.Q.A.F. etc.),
- changes in the current institutional framework.

3. The U.S.P.'s I.E.T. recommends the annual quality goals for the U.S.P. and the corresponding actions to achieve the goals and submits them to the Department Assembly.

4. The Department Assembly approves the annual target setting of the U.S.P.

#### 4.11.3 Stakeholders

1. The U.S.P.'s I.E.T.
2. The Q.A.U.
3. The Department Assembly
4. The External Advisory Committee
5. The Academic and Administrative Staff of the Department

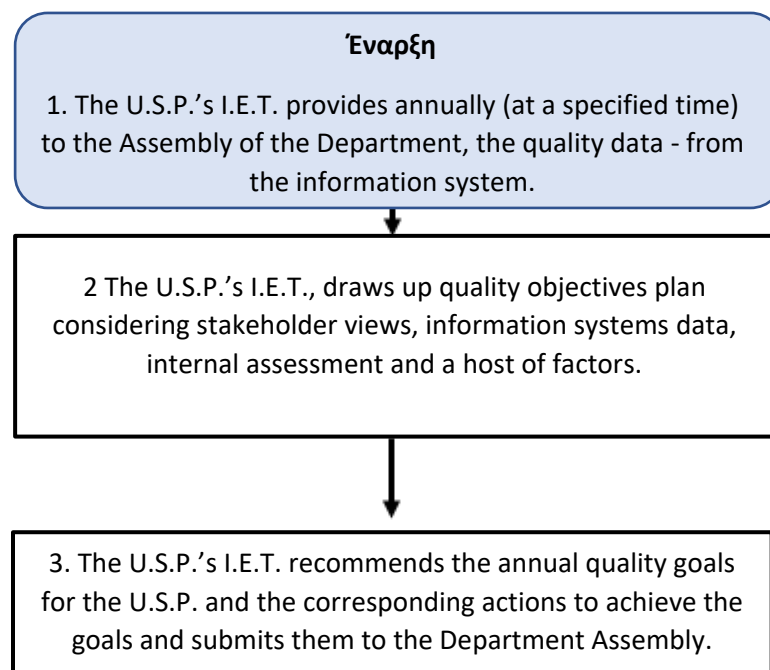
#### 4.11.4 Timeline

The specific annual objectives are planned, and their revision is assessed on an annual basis.

#### 4.11.5. Relevant Documents:

Strategic Plan of the Foundation, Department Strategy, information systems data, decisions of the Senate, relevant standards, and directives of the HAHE.

#### 4.11.6 Process of writing, implementing, and reviewing specific annual U.S.P. Flow Chart





4. The Department Assembly approves the annual annual target setting of the U.S.P.

End

#### **4.12. Process 12: Maintenance and renewal/updating process of the U.S. P. website**

##### **4.12.1 Process Scope**

The U.S.P. creates a Website and designates a person in charge of the U.S.P. Website in accordance with Procedure 6.1 of the UoWM's Internal Quality Assurance System. The U.S.P. publicizes its educational and academic activities in a direct and accessible manner. The relevant information is up-to-date and formulated with objectivity and clarity.

The U.S.P. determines, controls, maintains, and updates the content of the website in the context of a coordinated process. The control of the objectivity and clarity of the information is mainly carried out by the Chair of the Department, the Assembly of the Department, the Website Manager and the U.S.P.'s Secretariat. Finally, the Q.A.U. and U.S.P.'s I.E.T., as part of the internal evaluation process, assess the adequacy, clarity, objectivity and accessibility of the information provided by the U.S.P. website.

##### **4.12.2 Steps**

1. The interested party sends the material to be published to the Chair of the U.S.P. for approval.
2. The Chair of the U.S.P., after approving the publication of the material, sends it to the Chair of the U.S.P. website for its posting.
3. The Responsible Officer of the U.S.P. website posts the material on the U.S.P. Website.

##### **4.12.3 Stakeholders**

1. The Chair of the U.S.P.
2. The Department Assembly
3. The Responsible Officer of the website
4. The Q.A.U.
5. The Department I.E.T.
6. The Academic and Administrative Staff of the Department

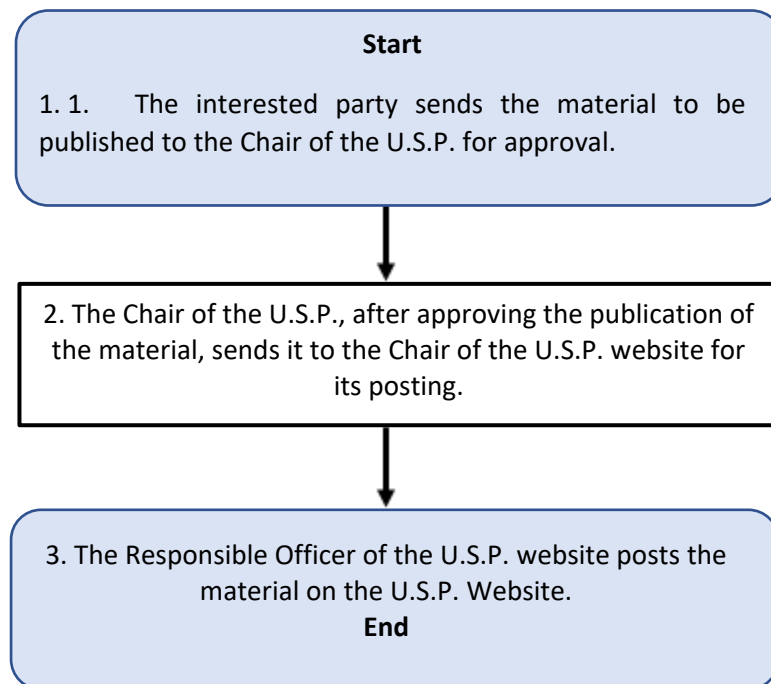
#### 4.12.4 Timeline

The Website is constantly updated and evaluated at least annually by the I.E.T. and the Q.A.U.

#### 4.12.5. Relevant Documents:

Material to be published, Institutional regulations, Internal Institutional assessments, Internal Departmental assessments

#### 4.12.5 Maintenance and renewal/updating process of the U.S. P. website Flow Chart



#### 4.13. Process 13: Internship process

##### 4.13.1 Process Scope

Internship is an important part of Higher Education, as it concerned with the acquisition of work experience and the students' contact with the labor market. It contributes to the better utilization at a professional level of the knowledge and skills acquired by the students during their studies, to their easier and more beneficial integration into the labor market as well as to the creation of two-way communication between the educational institutions and the productive bodies of the country. Gaining professional experience through conducting internship can help in the correct professional orientation of the student, who, in many cases, has not yet defined his/her professional goals or has not yet looked for alternative professional opportunities.

#### 4.13.2 Steps

1. The interested student submits an application for an internship to the department's secretariat.
2. The secretariat informs the internship manager, who holds a consultation meeting with the student concerned.
3. The internship manager after completing the internship sends a feedback questionnaire to both the organization and the student to fill out.
4. The internship manager submits an annual report to the department's Assembly with proposals to improve the program.
5. The Department Assembly sends the minutes to the internship Office and to the Q.A.U.

#### 4.13.3 Stakeholders

6. The Internship Student
7. The Internship Manager
8. Department Assembly
9. The Q.A.U.
10. The Internship Office

#### 4.12.4 Timeline

Every year, the internship manager submits an evaluation report of each Department's internship program to the Assembly, with suggestions for improvement.

#### 4.12.5. Relevant Documents:

Internship regulation, application forms, questionnaires/evaluation rubric

#### 4.12.5 Internship process Flow Chart

