

UNIVERSITY OF WESTERN MACEDONIA



STRATEGIC AND OPERATIONAL PLAN
2020 - 2025

KOZANI

MARCH 2023

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PART I

THE UNIVERSITY OF WESTERN MACEDONIA

Introduction

The University of Western Macedonia (U.o.W.M.) was founded in Kozani in 2003, under the Presidential Decree 92 / 11-4-2003. The first members of the Interim University Administration were appointed under the Ministerial Decision F. 120.61 / 132/61865 / B2 / 25.6.2003.

Originally, U.o.W.M. ran courses in 2 cities, Kozani and Florina, with 3 Schools - Education, Engineering and Fine Arts - and 6 Departments.

Abiding by Law 4610/2019 (Government Gazette 70 / A / 07.05.2019), the Technological Education Institute of Western Macedonia was merged with the University of Western Macedonia, and, as a result, significant structural changes took place in the new institution. The new University of Western Macedonia runs 7 Schools and 22 Departments in 5 cities of the Region of Western Macedonia.

U.o.W.M. is a fully self-governing Legal Entity of Public Law. According to the Constitution academic requirements, U.o.W.M. aims at catering for outstanding higher education and training with emphasis on sciences. All University activities shall contribute in full respect to Citizen's constitutional rights and to the Human Rights established by international organizations, attending to invariably promoting democratic institutions and practices required for science advancement and social recognition. The University also functions as a powerful link between the Greek society and the broader international, European and Balkan environment by fostering collaboration - within the relevant statutory framework and principles- with other legal and natural entities.

U.o.W.M. is focused on creative and effective academic-community collaboration, as prescribed in the respective legislation, Internal Regulations and U.o.W.M.'s statutory principles. In addition, beyond written regulations, the academic community fosters a set of timeless values and principles, which endorse free scientific thinking. All University activities should aim at improving education, promoting research and achieving a leading role in scientific advancement. Teaching focuses on developing students' critical thinking, familiarising them with research approaches, helping them acquire internationally recognised degree-awarding scientific qualifications for a successful professional career, and shaping responsible citizens with social sensitivity traits and democratic ethos.

Organisational Structure

At present, U.o.W.M. runs 22 undergraduate and 27 postgraduate programmes. Table 1 below demonstrates a full profile of the University of Western Macedonia (Study, Facilities, Students, Graduates, Researchers, Staff).

Table 1. U.o.W.M. in numbers
(following merger with TEIWM)

U.o.W.M. PROFILE	
Undergraduate Study Programs (USP)	22
Postgraduate Study Programs (PSP)	35
University Cities - Department Locations	5
University Facilities	17
Undergraduate enrolled students ²	12.708
Current students ³	11.888
Graduates ⁴	6.366
Enrolled Postgraduate Students ⁵	3.044
Postgraduate Degree Holders ⁶	3.622
Current PhD Candidates ⁷	407
PhD awarded Degrees ⁸	211
Current Post-Doctoral Candidates	44
Academic Staff	211

Special Teaching staff/Special Laboratory Teaching staff/ Special Laboratory Technical staff /Other Staff	78
Administrative Staff	158

Source: U.o.W.M., February 2023

² University

³ University and concerns the number of active undergraduate students from 1st year to N+2 years

⁴ It only concerns the University. All undergraduate students graduating since the establishment of the University Departments and until the end of February 2023 are listed

⁵ University and postgraduate students are included regardless of the time of their initial admission to the postgraduate program they are studying

⁶ It only concerns the University. Listed are the postgraduate students graduated since the establishment of the Postgraduate study programs in the University Departments and until the end of February 2023

⁷ University and includes PhD candidates regardless of their admission for the beginning of their PhD thesis

⁸ It only concerns the University. Listed are the graduating PhD candidates since the establishment of the University Departments and until the end of February 2023

U.o.W.M. Schools and Departments

Engineering (Kozani)	<ul style="list-style-type: none">•Electrical and Computer Engineering•Mineral Resources Engineering•Product and Systems Design Engineering•Mechanical Engineering•Chemical Engineering
Social Sciences and Humanities (Florina)	<ul style="list-style-type: none">• Communication and Digital Media• Early Childhood Education• Primary Education• Psychology
Fine Arts (Florina)	<ul style="list-style-type: none">• Fine and Applied Arts
Economic Sciences (Kozani)	<ul style="list-style-type: none">• International and European Economic Studies• Management Science and Technology• Accounting and Finance• Economics• Business Administration• Regional and Cross-Border Development Studies• Statistics and Insurance Science
Science (Kastoria)	<ul style="list-style-type: none">• Informatics• Mathematics
Agriculture (Florina)	<ul style="list-style-type: none">• Agriculture
Health Sciences (Ptolemaida)	<ul style="list-style-type: none">• Midwifery• Occupational Therapy

*The following departments were established by law 4610/2019, but their operation has been suspended:

- Early Childhood Education and Care (School of Social Sciences and Humanities, Kastoria)
- Film School (School of Fine Arts, Florina)
- Production of Audiovisual Media (School of Economics, Kozani)
- Food and Nutrition Science (School of Agricultural Sciences, Florina)
- Speech Therapy (School of Health Sciences, Ptolemaida)
- Marketing (School of Economics, Grevena)

Governance

The Administration Bodies of the U.o.W.M. consist of: the Management Council, the Senate, the Rector, the Vice-Rectors, and the Executive Director.

Board of Management

Based on Law 4957/2022, the Board of Management (BoM) has the following responsibilities and any others provided for by the internal regulations of the U.o.W.M., as long as these have not been assigned by law to other bodies of H.E.I.

In particular, the Board of Management (BoM):

- Approves, after a proposal by the Rector and the opinion of the Senate, the four-year strategic plan of H.E.I., which includes at least the strategy for the development of H.E.I. at the local, national, European and international level, in accordance with its particular character and the context of its mission in the following areas: academic and research policy, lifelong learning and education, strengthening the Foundation's extroversion and internationalization, strengthening the connection with society and the economy, development of innovation within H.E.I. and upgrading the quality of the academic environment of H.E.I.
- Approves, after a proposal from the Rector, the programmatic agreements of article 15 of Law 4653/2020 (A' 12) with the Ministry of Education and Religious Affairs, which are concluded after a proposal from the Rector.
- Approves, after a proposal by the Rector and the Executive Director, the initial summary and detailed annual budget of H.E.I. (regular budget, budget of public investments and own resources), its reforms, as well as the report of H.E.I. which he submits for approval to the Ministry of Education and Religious Affairs.
- Approves, following a proposal from the Research Committee, the initial summary and detailed budget of the Special Research Funds Account (SRFA) of the H.E.I., its report, the financial statements and the results of the year of.

- Approves, following a proposal by the Management Board of the H.E.I.'s Property Development and Management Company, its initial budget and its reforms, as well as its balance sheet, financial statements and the results of its use.
- Approves, following the recommendation of the Rector, the proposal for the publication or amendment of the Organization of the H.E.I., which it submits to the Ministry of Education and Religious Affairs.
- Approves, on the proposal of the Executive Director, the execution of expenses and takes any decision necessary to carry out any kind of competitive process for the conclusion of public contracts for the purpose of supplying goods and providing services or carrying out projects or studies, if the expenses are incurred the regular budget or the National Development Program (NDP) of the H.E.I. and exceed the limit of expenditure value assigned to the Rector of the H.E.I., in accordance with paragraph 7' of paragraph 1 of article 15, as well as the execution of projects and studies for the upgrading of the infrastructure and equipment of the academic units and other academic and research structures of the H.E.I. in the context of the implementation of the H.E.I.'s strategic plan, according to its available resources.
- Forms all types of committees, such as committees of technical specifications, committees of implementation and evaluation, committees of monitoring and acceptance, and approves their minutes for tender procedures that fall under its competence.
- Approves the content of all types of contracts with natural or legal persons that bind the H.E.I.
- Accepts, upon recommendation of the Executive Director, any kind of donation related to money, real estate, items, services, equipment or the execution of projects/studies, for the benefit of H.E.I., inheritance or bequest, as well as sponsorship, provided does not contradict the mission of H.E.I.
- Selects the Executive Director of H.E.I., following the recommendation of the Rector of H.E.I., and dismisses him/her from his/her duties.
- Approves, following the recommendation of the Research Committee, the amount of withholding in percentage (%) of the revenue of each category of projects/programs that is withheld in favor of the Special Research Funds Account (SRF) of the Higher Education Institution (H.E.I.), as well as the distribution of the annual revenues of the SRF, in accordance with article 237 and the use of the reserves of the SRF, in accordance with article 242.
- Supervises and controls the operation of the SRF of the H.E.I., and appoints the members of the Research Committee, following the recommendation of the Rector and the proposal of the Dean's Office of each Faculty and appoints the sworn auditors who carry out the annual audit.
- Appoints the members of the Management Board and the Executive Director of the H.E.I.'s Property Development and Management Company, dismisses them from their

duties, supervises its operation and appoints the statutory auditors who carry out the annual audit.

- Approves the establishment or participation in spin-off companies or other companies, following the recommendation of the Research Committee, and designates the representatives of the H.E.I. to their governing bodies.
- Approves the annual planning and report for the utilization of H.E.I.'s property, as well as the annual report on H.E.I.'s activities.
- Approves, following the Rector's recommendation, the plan for annual and multi-year recruitment of administrative staff according to the needs of H.E.I. and submits this to the Ministry of Education and Religious Affairs.
- Forms the Foundation's Technical Council.
- Approves the conclusion of program contracts or agreements with other public sector entities.
- Attracts new funding, donations, financial support, and collaborations with foreign bodies.
- Forms the Committees of articles 218 to 222 and approves the plans of articles 224 to 228.
- Appoints the Deans of the Schools of the H.E.I., except for the single-departmental Schools, among the three (3) candidates indicated by the Evaluation Committee formed by the Dean's Office, in accordance with article 24, and terminates them for good reason.
- Appoints Department President and Sector Director if there are no candidates for the respective position in a Department or Sector.
- Checks the legality of the procedures for the election and promotion of members of the Teaching and Research Staff (T.R.S.) and may refer the minutes of election or promotion if irregularities are found in the process.
- Terminates the Vice-Rectors of H.E.I. with an increased majority of eight eleven (8/11) for an important reason, such as the commission of disciplinary offences, the non-application of existing legislation, the Internal Regulation, the Organization, and the decisions of the Management Board, as well as the unjustified non-implementation of the approved strategic plan and the programmatic agreements of the Foundation of article 15 of Law 4653/2020.
- Approves the establishment of Research University Institutes, controls and supervises their operation and designates the statutory auditors who carry out the annual audit.
- Cooperates with the Internal Audit Unit of H.E.I.
- May request any information, document or item related to the operation of H.E.I., and according to its judgment, necessary for the execution of its responsibilities.
- Approves the report of the activities of the Rector and Vice-Rectors of H.E.I., the Research Committee and the Board of Directors of the Property Management and Utilization Company.
- Forms committees to study or process issues that fall within its responsibilities.

- Draws up an annual activity report, which also announces to the Ministry of Education and Religious Affairs and the National Authority for Higher Education (N.A. f.H.E.).

The Management Board (M.B.) consists of eleven (11) members, of which six (6) members are internal, and five (5) members are external. The tenure of the members of the M.B. is four years long.

The Senate

The Senate has the following responsibilities and any others provided for by the internal regulation of the H.E.I., as long as these have not been assigned by law to other bodies of the H.E.I.:

- Approves the establishment or modification of the first, second and third cycle study programs, including foreign language study programs of the Institution, as well as their content.
- Approves the internal operating regulations of the study programs.
- Approves the institutional course list.
- Submits to the Minister of Education and Religious Affairs an opinion on the establishment, abolition, merger, absorption, division, renaming or change of seat of Schools and Departments of the Foundation.
- Approves the conclusion of partnerships with local or foreign institutions or research centers, institutes, and technological bodies of article 13A of Law 4310/2014 (A' 258) for the organization of inter-institutional study programs of the first, second and third cycles, as well as the protocols for academic or research collaboration with local or foreign bodies.
- Approves the internal regulation of the H.E.I., following the proposal of the Rector.
- Approves the start and end of academic semesters.
- Elaborates and submits proposals to the Management Council for the preparation of H.E.I.'s four-year strategic plan in matters of academic and research policy and development, internationalization, lifelong learning, connection with society and the economy, strengthening innovation within H.E.I. and generally enhancing the quality of the Institution's academic environment.
- Designs the educational and research policy of A.E.I., ensuring the assurance and upgrading of its quality and sets up the H.E.I.'s Quality Assurance Committee.
- Approves the establishment of university laboratories, university clinics, university museums, research institutes, upon the recommendation of the competent body of the units in which they are placed and designates their head until the first election process is carried out, as well as if there are no nominations or lack thereof for any reason.
- Registers the establishment of Sectors in the existing academic unit, Departments or Schools and their changes.
- Approves the establishment of the Training and Lifelong Learning Center (T.L.L.C.) of H.E.I. and its Internal Regulation of Operation.

- Forms the Council of T.L.L.C. and designates the Center's Director of Training, following a proposal from the Rector.
- Approves the establishment of the University Center for Research and Innovation (U.C.R.I.) and its Internal Regulation of Operation.
- Approves, following the recommendation of the Board of Directors of U.C.R.I., the establishment, merger, division, abolition or renaming of Research Institutes.
- Selects, following the recommendation of the Board of Directors of U.C.R.I., the Scientific Directors of the Research Institutes, as well as the members of the Scientific Committees, if they exist.
- Approves the annual recruitment planning for members of Teaching and Research Staff (T.R.S.), S.E.S., S.T.S., and S.T.L.S., and temporary teaching staff, following a proposal by the Deans' offices of the Schools of H.E.I., after a proposal by the Assemblies of the Departments, which is submitted to the Ministry of Education and Religious Affairs.
- Allocates the positions of members of T.R.S., S.E.S., S.T.S., and S.T.L.S., and temporary teaching staff approved by the Ministry of Education and Religious Affairs to the Departments of the H.E.I., according to their needs and the approved annual recruitment planning.
- Approves the requests for movement of T.R.S., S.E.S., S.T.S., and S.T.L.S., from one Department to another Department of the same H.E.I. or other H.E.I., in accordance with article 153.
- Awards titles of Emeritus and Honorary Professors as well as Honorary PhDs, upon recommendation by the Dean's Office.
- Selects the members of the Board of Directors, the Director and the Deputy Director of the Research University Institutes, following a public invitation, in accordance with article 269.
- Checks the approved Registers of Cognitive Areas and the Registers of Internal and External Voters, and may refer them where it is found that they have not been compiled in a transparent and meritorious manner.

The Senate is composed of the a) Rector, b) School Deans, c) the Heads of the Departments, d) one (1) representative from each category of members of the S.E.S, S.T.S., and S.T.L.S., of the H.E.I., as long as they serve in it corresponding categories of personnel, which are highlighted according to article 41, and e) the student representatives.

Rector and Vice-Rectors

The Rector is appointed as one (1) of the internal members of the Management Council (M.C.) and has the following responsibilities as well as those provided by the internal regulations of the U.o.W.M., as long as these have not been assigned by law to other bodies of the H.E.I.

In particular, the Rector:

- Directs the H.E.I., represents it judicially and extrajudicially and has the general supervision of its operation.
- Directs the Management Council (M.C.) and the Senate of H.E.I., prepares the agenda, appoints rapporteurs for the agenda issues, presides over their work, proposes the issues for which he has not appointed as rapporteur another member and ensures the implementation of their decisions.
- Undertakes the responsibility for compliance with the legislation, the Internal Regulation of Operation of H.E.I. and the decisions of the administrative bodies of H.E.I.
- Undertakes the responsibility for the smooth operation of the H.E.I.'s services. and ensures the cooperation of H.E.I.'s bodies, staff, and students.
- Draws up, in collaboration with the relevant Vice-Rector and the Executive Director, the budget of H.E.I. (regular budget, budget of public investments and own resources), as well as their reforms and submits them for approval to the M.C.
- Draws up, in collaboration with the relevant Vice-Rector and the Executive Director, the final financial report of the H.E.I. and submits it for approval to the M.C.
- Approves the execution of expenditures and takes every decision required for the conclusion of public contracts for the purpose of the supply of goods, the provision of services and the execution of projects or studies, net value, plus Value Added Tax (VAT), with a maximum limit the amount corresponding to the tender process of the direct assignment, as long as the costs are borne by the regular budget or the Business Development Program (B.D.P.) of the H.E.I.
- Forms all kinds of committees, such as committees of technical specifications, implementation and evaluation, monitoring and acceptance, and approves their minutes for tender procedures for which the Rector is responsible, according to case ζ).

- Draws up, in collaboration with the Vice-Rectors by area of responsibility and the Executive Director, a four-year strategic plan for the development of H.E.I. with regard to academic affairs, research, internationalization, lifelong learning, connection with the society and the economy, strengthening innovation within the H.E.I. and in general, strengthening the quality of the academic environment of the H.E.I., and submits it for approval to the M.C.
- Draws up, in collaboration with the Vice-Rectors of the H.E.I., according to their area of responsibility and the Executive Director, the programmatic agreements of article 15 of Law 4653/2020 (A' 12) with the Ministry of Education and Religious Affairs and submits them for approval to the M.C.
- Orders the expenditures of the H.E.I.
- Draws up, in cooperation with the Vice-Rectors by area of responsibility and the Executive Director, a draft of the internal regulation and submits it to the Senate for approval.
- Draws up, in collaboration with the Vice-Rectors and the Executive Director, a plan for the Organization of H.E.I. and submits it for approval to the M.C.
- Presides the Council of the Center for Education and Lifelong Learning (C.f.E.L.L.) of the H.E.I. and recommends to the Senate the appointment of the Training Director.
- Draws up, in collaboration with the Executive Director, the plan for the annual and multi-year recruitment of administrative staff according to the needs of H.E.I. and submits it for approval to the M.C.
- Announces the new positions of members of Teaching Research Staff (T.R.S.), Special Educational Staff (S.E.S.), Laboratory Teaching Staff (L.T.S.) and Special Technical Laboratory Staff (S.T.L.S.) and issues the acts of appointment of all categories of personnel of the H.E.I., the acts of service changes of the staff, unless these have been specifically assigned to other bodies, as well as the ascertaining acts of barren election or negative judgment.

- Provides for the organization of the administrative services of the H.E.I. and appoints the administrative staff in them.
- Appoints, following the proposal of the Executive Director, the Heads of the administrative structures, until the completion of the judgment and selection procedures of Heads, in accordance with article 86 of the Code of Status of Public Political Administrative Officers and Employees of the National Directorate of Public Administration. (law 3528/2007, A' 26) and transfers the right to sign documents to the heads of the services of A.E.I.
- Draws up an activity report, which he submits to the M.C. and the Senate of the H.E.I.
- Forms committees to study or process issues that fall within the Rector's responsibilities.
- Draws up, in cooperation with the relevant Vice-Rector and the Executive Director, the annual planning and report for the utilization of the property of H.E.I., as well as the annual report of activities and the general operation of H.E.I. and submits them for approval to the S.D.
- Presides over the Research Committee of the Special Research Funds Account (S.R.F.A).
- Presides over the Board of Directors of the H.E.I.'s Property Development and Management Company.
- Proposes to the Senate the members of the Council of C.f.E.L.L., following a proposal by the Dean's Office of each Faculty.
- May request the provision of data and documents from any body and bring them to the attention of the M.C.
- Is responsible for security issues and for the protection of all types of staff and students of the H.E.I., as well as the immovable and movable property of the Foundation.
- Provides for the measures to be taken to ensure the equal access of teaching, research, administrative and other staff with disabilities to the premises of the H.E.I., as well as the access of students with disabilities or special educational needs to teaching and research and all the activities developed within the academic community.

- Takes all kinds of measures to deal with urgent issues when the competent administrative bodies of A.E.I. unable to function and make decisions.

The Vice-Rectors have a tenure parallel to that of the Rector. By act of the Rector, following the consent of the M.C. the areas of responsibility of the Vice-Rectors and the responsibilities of the Rector are determined, which are transferred to each Vice-Rector according to the area of responsibility assigned to him/her.

Executive Director

The Executive Director of the Higher Educational Institution (H.E.I.) manages the organizational units of the H.E.I. and their staff, except for the Internal Audit Unit, coordinates and supervises their work, ensures the smooth and efficient administrative and financial operation of the H.E.I., the implementation of its strategic plan and annual targets, and cooperates with the supervisors and other staff of the organic units of the H.E.I. to fulfill its mission.

In particular, the Executive Director of the H.E.I. exercises the following powers:

- Assists the Management Council (M.C.) and the Rector in the exercise of their responsibilities and advises on issues assigned to him regarding the organization, operation and coordination of the H.E.I.'s activities,
- Monitors the implementation of the strategic plan of article 224 hereof, of the program planning agreements of article 15 of Law 4653/2020 (A' 12), of the annual target setting of the H.E.I. and the decisions of the administrative bodies of the H.E.I.,
- Coordinates and supervises the implementation of the H.E.I.'s digital transformation plan,
- Proposes the implementation of measures to the Rector of the H.E.I. to achieve the goals of the H.E.I., the Special Research Funds Account (S.R.F.A.) and the H.E.I.'s Property Management and Utilization Company,
- Participates in the collective bodies of the H.E.I. which are presided over by the Rector or the competent Vice-Rector as the case may be, as well as the Board of Directors of the H.E.I.'s Property Management and Utilization Company, upon the order of the Rector, without the right to vote,

- Plans and coordinates the promotion actions of the H.E.I. in accordance with the decisions of its bodies,
- Collaborates with the Internal Audit Unit to implement the internal audit system and improve the efficiency of the H.E.I.'s services,
- Monitors the work of the U.o.W.M.'s committees of articles 218 to 222 and the drafting of articles 224 to 228 of Law 4957/2022,
- Cooperates with all the organic and academic units of the H.E.I., in order to monitor the correct implementation of the decisions of the administrative bodies of the H.E.I. and to recommend to the Rector of the H.E.I. measures to improve their effectiveness and efficiency,
- Draws up an annual activity report, which he submits to the Rector of the H.E.I. and
- Exercises any other authority determined by the internal regulation of the H.E.I. or assigned to him by the Rector of the H.E.I.

School Administration Bodies

The School Administration Bodies are the General Assembly of the School, the Dean's Office, and the Dean. In each School a Secretariat is established for its administrative and secretarial support.

Department Administration Bodies

The Department Administration bodies are the Assembly of the Department, the Board of Directors (in Departments with two or more Sectors) and the Chairman of the Department. In each Department a Secretariat is established that provides administrative and secretarial support to its educational and research work.

Human Resources

Teaching and Research Staff

The distribution of the total number of the U.o.W.M academic staff (209), as well as of the Special Teaching Staff (S.T.S), Special Laboratory Teaching Staff (S.L.T.S.), and Special Laboratory Technical Staff (S.L.T.S.) (73), by Department and rank, is shown in Table 2 below:

Table 2. U.o.W.M. Teaching and research staff by School and Department

SCHOOL/DEPARTMENT	PROFESSORS	ASSOCIATE PROFESSORS	ASSISTANT PROFESSORS	LECTURERS	EDIP	EOP	ETEP
ENGINEERING							
Electrical and Computer Engineering	10	6	6	4	6		3
Mineral Resources Engineering	5	3		1	1		2
Product and Systems Design Engineering	5	3	1	2	4		1
Mechanical Engineering	9	5	10	1	3		4
Chemical Engineering	6	3	2	1	3		1
Total	35	20	19	9	17	0	11
SOCIAL SCIENCES AND HUMANITIES						1	1
Communication and Digital Media	2		4				1
Primary Education	12	3	4		5		
Early Childhood Education	5	5	3		3		
Psychology			2				
Total	19	8	13	0	8	1	2
FINE ARTS							
Fine and Applied Arts		6	4		2	5	2
Total	0	6	4	0	2	5	2
ECONOMIC SCIENCES							
International and European Economic Studies	3		2				
Management Science and Technology	3	1	3	1	2		2
Accounting and Finance	5	1	2	2			2
Economics	3		5				2
Business Administration		1	5		1		
Regional and Cross-Border Development Studies	4	1	1				
Statistics and Insurance Science			2				
Total	18	4	20	3	3	0	6
SCIENCE							
Informatics	3		3	2	1		1
Mathematics	1						
Total	4	0	3	2	1	0	1
AGRICULTURE							

SCHOOL/DEPARTMENT	PROFESSORS	ASSOCIATE PROFESSORS	ASSISTANT PROFESSORS	LECTURERS	EDIP	EEP	ETEP
Agriculture	3	1	7	1	2		2
Total	3	1	7	1	2	0	2
HEALTH SCIENCES							
Midwifery	1		4				1
Occupational Therapy			1	1	1		
Total	1	0	5	1	1	0	1
Overall Total	80	39	71	16	34	6	25

Source: U.o.W.M., September 2022

Other Department Staff

U.o.W.M. also includes the following staff categories:

- (1) Administrative staff
- (2) Scientific Associates - Assistants
- (3) Non-tenure Teaching Staff
- (4) Non-tenure Administration Staff
- (5) External research partners with research duties
- (6) External research partners with administrative / support duties.

The specific Department staff members are allocated as shown in Table 3.

Table 3. Other U.o.W.M. Staff per Department

Departments	(1)	(2)	(3)	(4)	(5)	(6)
Electrical and Computer Engineering	3	0	0	0	46	20
Product and Systems Design Engineering	2	0	0	0	2	0
Mineral Resources Engineering	2	0	0	0	0	1
Mechanical Engineering	2	0	0	0	56	31
Chemical Engineering	2	0	0	0	14	6
Communication and Digital Media	3	0	0	0	0	0
Primary Education	6	0	0	0	4	12
Early Childhood Education	4	0	0	0	18	14
Fine and Applied Arts	4	0	0	0	0	3
Management Science and Technology	2	0	0	0	0	2
Accounting and Finance	3	0	0	0	1	2
Economics	2	0	0	0	0	0
Business Administration	1	0	0	0	0	0
Informatics	3	0	0	0	0	0
Agriculture	3	0	0	0	4	7
Midwifery	2	0	0	0	2	0

Mathematics	1	0	0	0	0	0
Occupational Therapy	2	0	0	0	0	0
Social Sciences and Humanities	0	0	0	0		
Psychology	2	0	0	0	0	0
Statistics and Insurance Science	1	0	0	0	0	0
International and European Economic Studies	1	0	0	0	0	3
Regional and Cross-Border Development Studies	1	0	0	0	6	1

Source: U.o.W.M., September 2022

Table 4. Allocation of staff to the U.o.W.M. services

	Number of employees
Directorate of Financial Services	15
Legal Service Department	2
Directorate of Administration Services	11
Directorate of Academic Affairs and Student Welfare	8
Directorate of Facilities Management and IT Support	31
Financial and Administrative Support Unit (F.A.S.U.) - Special Funds and Research Account (S.F.R.A.)	10
Library Directorate and Information Center	13
International and Public Relations	3
Secretariat of the Senate	2
Rector and Vice-Rectors' Secretariat	3
Deans' Administration Office	8
Administration Office of the University Research Centre	1
Career Office	1
Directorate of Security and Protection Unit	1
University Farm, School of Agriculture (Self-governing)	2

Source: U.o.W.M., September 2022

U.o.W.M. Students

The distribution of registered students, as well as active students in each of the three education cycles of the Schools and Departments of the P.D.M. are shown in Table 5.

Table 5. U.o.W.M. number of students per School, Department and study Cycle

School	Department	Number of enrolled undergraduate student	Number of current first-year students	Number of current postgraduate students (N+2) years*	Number of current postgraduate students**	Number of PhD Candidates
ENGINEERING	Electrical and Computer Engineering	848	54	637	235	84
	Mineral Resources Engineering	339	14	336	0	10
	Product and Systems Design Engineering	659	185	659	50	4
	Mechanical Engineering	693	178	548	168	35
	Chemical Engineering	345	103	345	97	23
SOCIAL SCIENCES AND HUMANITIES	Communication and Digital Media	717	165	715	0	1
	Early Childhood Education	877	208	829	626	55
	Primary Education	790	205	729	344	45
	Psychology	501	146	501	0	0
FINE ARTS	Fine and Applied Arts	641	120	552	36	9
ECONOMIC SCIENCES	International and European Economic Studies	754	131	754	0	20
	Management Science and Technology	863	115	863	279	28
	Accounting and Finance	791	107	785	373	7
	Economics	356	129	356	0	2
	Business Administration	517	85	517	0	20
	Regional and Cross-Border Development Studies	561	0	561	0	9
	Statistics and Insurance Science	565	83	565	0	6
SCIENCE	Informatics	713	228	710	0	13
	Mathematics	163	26	163	0	0
AGRICULTURE	Agriculture	504	67	503	56	13
HEALTH SCIENCES	Midwifery	570	168	570	0	14
	Occupational Therapy	374	101	374	0	0

Source: U.o.W.M., August-September 2022

* For all Undergraduate courses run by each Department

**For all Postgraduate courses, regardless of the law by which they were established or re-established.

Administrative Structure - Administrative Services

The administrative structure of the U.o.W.M. comprises as follows:

Directorate of Academic Affairs and Student Welfare

It is responsible for the orderly, efficient, lawful and in accordance with the priorities and goals of the Foundation, as determined by its Management Bodies, support of the educational work of the Schools of the Foundation and the operation of the student care services.

Departments: Student Welfare Department, Department of Studies, Internship and Career Office and Department of Academic Affairs.

Directorate of Administration Services

It coordinates the University administrative services and monitors their efficient organisation and functions. It aims at planning and designing service functions-activities, to ensure compliance with the overall University service strategic plan.

Divisions: Administrative Affairs, Administration of University Bodies & Committees, Human Resources, and Protocol.

Directorate of Financial Services

It is engaged in managing all U.o.W.M. financial affairs.

Divisions: Budgeting, Procurement and Estates Management, Payroll, Management of Public Investment, Audit and Clearance of Expenditure.

Directorate of Facilities Management & IT Support

It is responsible for the preparation or monitoring of studies, for the supervision and control of the technical works carried out at the premises of the University, for the processing of technical issues, for the inspection and maintenance of the Institution's facilities as well as for their smooth operation. At the same time, the Directorate is responsible for the study, planning, implementation, and management of Information Systems in matters related to the administrative function of the Foundation; it further deals with issues related to the documentation and care, handling and good operation of the data network.

Divisions: Facilities Management/ IT Support, Networks, Technical Services and Organization and Project Planning and Management.

Financial and Administrative Support Unit (F.A.S.U.) - Special Funds and Research Account (S.F.R.A.)

It is responsible for the management and utilization of funds for research, education, training and technological development and innovation as well as for other relevant services to achieve its purposes.

Divisions: Purchases, Procurement and Tenders, Project Monitoring and Management, Administrative and Legal Support, Internal Audit and Quality Assurance, Economic and Financial Management, Project Monitoring and Management Department.

Quality of Security and Protection Unit

It is responsible for the implementation and evaluation of the policy and measures for security and protection issues within the premises of the U.o.W.M., with the aim of ensuring the smooth and uninterrupted exercise of the educational, research, administrative and other activities of the U.o.W.M. in Kozani, Kastoria, Florina, Grevena and Ptolemaida.

The Unit also supports the Rector of the U.o.W.M in matters of security and protection, as well as the Security and Protection Committee of the U.o.W.M for the exercise of its powers.

Divisions of the Directorate: Kozani Security and Protection Unit Department, Kastoria Security and Protection Unit Department and Florina Security and Protection Unit Department.

Library and Information Center Directorate

Ensures the correct selection, acquisition, disposal, and effective management of the necessary material to support the educational or other activities of the University. It is also responsible for compiling and offering bibliographic information, continuous research and service to the needs of the University, continuous information on developments in Librarianship and information sciences in compliance with national and international standards.

Quality Assurance Unit (Q.A.U.)

It is the central coordinating unit of the University's quality assurance and evaluation processes. Its mission is the continuous improvement of the quality of the educational and research work of the Institution, as well as the effective operation and performance of its services, in accordance with international practices and, more specifically, of the European Higher Education Area, and the guidelines of the Hellenic Authority for Higher Education (H.A.H.E.).

Department of International and Public Relations

The Public and International Relations team is responsible for the promotion of educational, research and other University activities, organisation of ceremonies, events, celebrations,

conferences, and honorary awards and honours and social protocols. It also collaborates with the University Administration bodies to formulate and implement Internationalisation Strategies, reviews, communicates, proposes, and organises international relations, and oversees and coordinates partnerships with universities and research institutions abroad.

Library Directorate and Information Centre

The Library Directorate and Information Centre ensures the correct selection, acquisition, disposal, and effective management of the necessary material to support the educational or other activities of the University. It also takes care of compiling and offering bibliographic information, continuous research, and service to the needs of the University, continuous information on developments in Librarianship and information sciences in compliance with national and international standards.

University Farm, School of Agriculture

It is responsible for the efficient management of the model farm of the School of Agriculture, with an area of about 200 acres, in the infrastructure of which experiments are carried out in the directions of plant and animal production.

Legal service Department

The mission of the Legal Service is to serve the U.o.W.M. in all forms of its cases, judicial or extrajudicial, as well as the legal guidance of its Authorities and Services with opinions and advice in accordance with the applicable legislation, with a view to defending the legal interests of the University.

The Legal Services' responsibilities also include handling the University mail, keeping minutes and records, proceedings and keeping a fully updated file for any case that needs judicial handling.

Rector and Vice-Rectors' Secretariat

It is responsible for the maintenance and processing of the Rector and Vice Rectors' personal correspondence, the organization of meetings, visits and contacts, and any other authority that supports the exercise of their duties. It also engages in public relations and social protocol issues.

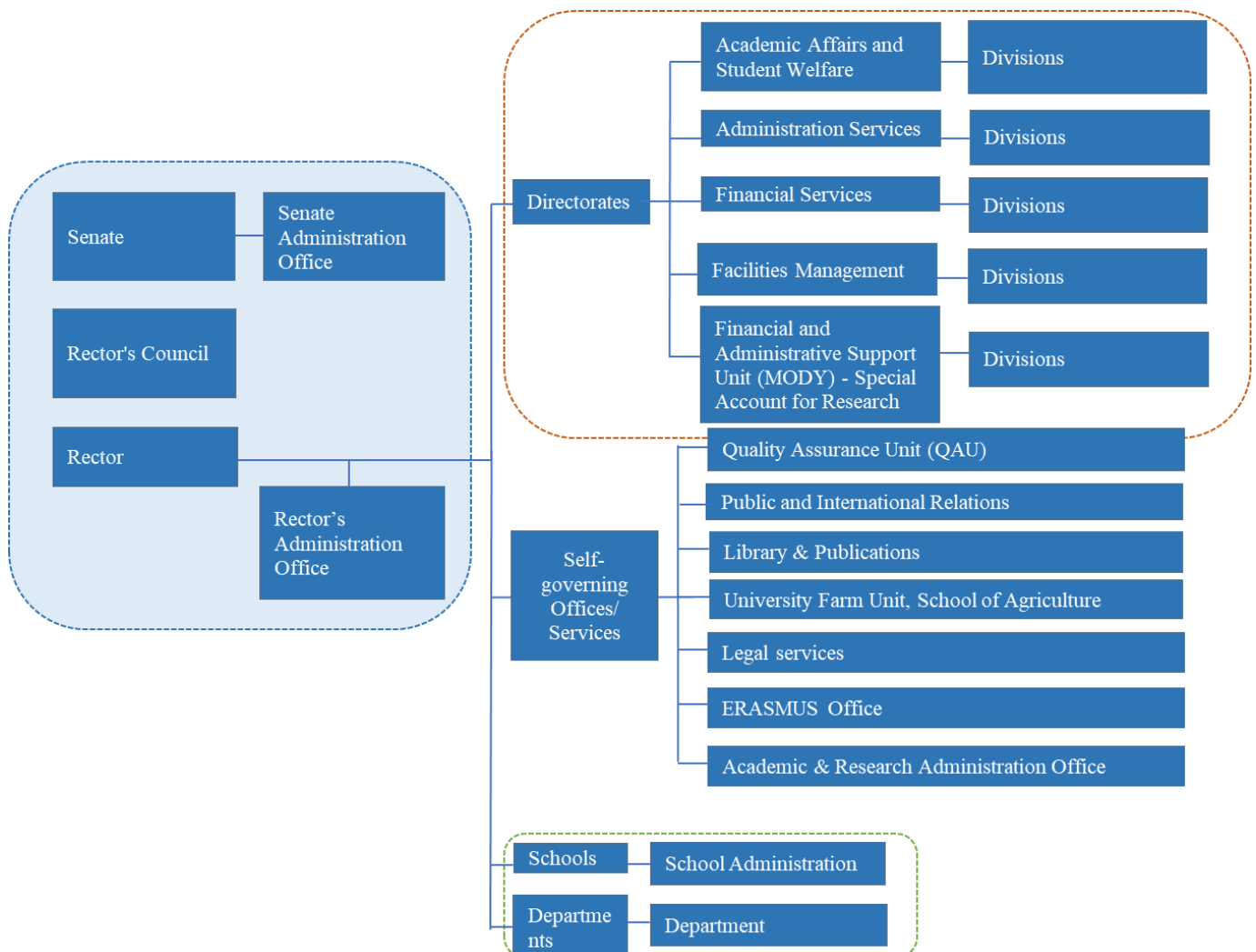
Secretariat of the Senate

It provides administrative and secretarial support to the Senate and the Rector's Council. In particular, the Secretariat of the Senate is responsible for the preparation, approval and notification of the agenda items to the members of the collective bodies, the issuance of the

decisions of the Senate or extracts of the minutes, the maintenance of a record of minutes, as well as any matter concerning the orderly operation of the body.

ERASMUS office

U.o.W.M.'s Erasmus Office basically runs the European Erasmus+ program and, more specifically, student and staff mobility to and from Higher Education Institutions and Host Institutions abroad. The major objective of the Office is to effectively contribute to the internationalization of the University and the promotion of intercultural understanding and extroversion.



Organization chart: U.o.W.M. Organizational structure. Schools, Departments and Department Administration Offices are self-governing administration units.

Academic Affairs & Student Welfare	<ul style="list-style-type: none"> ▪ Student Welfare ▪ Academic Affairs ▪ Study, Student Placements and Career
Administration Services	<ul style="list-style-type: none"> ▪ Administrative Affairs ▪ Human Resources ▪ Protocol & Dispatch ▪ Administration of University Bodies & Committees
Financial Services	<ul style="list-style-type: none"> ▪ Management of Public Investment ▪ Audit and Clearance of Expenditure ▪ Payroll ▪ Procurement and Estates Management ▪ Budgeting
Facilities Management & IT Support	<ul style="list-style-type: none"> ▪ Networks ▪ IT Support ▪ Project Planning and Management ▪ Facilities Management
F.A.S.U. – S.F.R.A.	<ul style="list-style-type: none"> ▪ Purchases, Procurement and Tenders ▪ Project Claim Management and Development ▪ Administrative and Legal Support ▪ Internal Audit and Quality Assurance ▪ Economic and Financial Management ▪ Project Monitoring and Management
Directorate of Security and Protection Unit	<ul style="list-style-type: none"> ▪ Security and Protection Unit Department (Kozani) ▪ Security and Protection Unit Department (Kastoria) ▪ Security and Protection Unit Department (Florina)

Library and
Information
Centre Directorate

- Department of Library Processing, Digital Research and Education Support Services
- Service and Training Services Department

Study Programs

Courses are delivered in three cycles: first (undergraduate), second (postgraduate) and third (doctoral research). According to the European Credit Transfer System (ECTS), which is specified by a Presidential Decree as regards study workload, one workload unit (ECTS) corresponds to 25 to 30 working hours per course. One unit of workload (ECTS) corresponds to 25 to 30 hours of work on the subject of the course. For each semester, the students' total workload is estimated at 30 E.C.T.S. Thus, Bachelor's degree courses are equivalent to two hundred and forty (240) ECTS credits (8 semesters X 30 = 240 ECTS).

The first study cycle consists of attending an undergraduate study program (USP) and includes courses equivalent to 240 credits according to the European Credit Transfer System (ECTS).

The second cycle of study consists of attending a postgraduate study program (MSc) and includes for each study program courses corresponding to a minimum of 60 credits; it concludes with the awarding of a postgraduate study diploma.

The third study cycle consists of attending a doctoral study program, which includes for each program courses corresponding to a minimum of 30 credits and the preparation of a doctoral thesis. It is completed in a minimum of three years with the award of a doctoral degree.

The University can also run non-formal education programs, such as lifelong learning certificate-awarding programs (case 4, article 2, Law 3879/2010), offered by the Centre for Lifelong Learning (CLL).

All the above programs can also be offered with distance teaching methods and/or in a foreign language.

Undergraduate Study Programs

POLYTECHNIC SCHOOL

Department of Electrical and Computer Engineering

During the first six semesters, courses include core modules, which include fundamental knowledge in Mathematics, Physics and Electrical Engineering. Students after the 6th semester can choose a specialist area/direction of study to further specialize in one of the following:

- Computers, Hardware and Software
- Telecommunications and Networks
- Energy

Minimum duration is 5 years.

Upon successful completion of the course, graduates have acquired knowledge, skills and abilities to design, implement, support and maintain systems and services for the production, transmission, distribution, storage, processing, control and use of information and energy.

Also, graduates of the Department receive a single and undivided master's degree (integrated master), which corresponds to level 7 of the National and European Qualifications Framework.

Department of Mineral Resources Engineering

The study program of the Department is five years. Taught courses emphasize on mineral raw materials (ores, industrial minerals, oil, coal, natural gas, as well as geothermal energy sources), which are among the major sources for economic development. Students are also taught about the exploitation of mineral raw materials and their special importance for Greece, which exploits domestic resources and applies an increased outward-looking business attitude. Courses last 10 academic semesters. During the 8th and 9th semesters, students can choose one of the three study directions recommended:

- Mining and Geotechnical Engineering
- Energy Resources
- Geo-environmental Engineering

Upon successful completion of their studies, graduates are awarded a Diploma in Mineral Resources Engineering, with professional rights regulated by article 14 of the PD. 99 / Government Gazette.187 v.A / 5.11.2018.

Department of Product & Systems Design Engineering

The Department's purpose is to produce graduates who will be able to employ their creative skills by combining art and science with a range of new technologies, and design user-friendly, innovative, and ground-breaking products and systems.

Courses are organised within the following directions of study:

- Design of interactive systems
- Product Design and Manufacturing
- Systems Design

Upon completion of their studies, graduates are qualified with transferrable scientific and technological knowledge and skills to be able to contribute to all stages of design and manufacturing of industrial products and production systems.

Department of Mechanical Engineering

The Department of Mechanical Engineering caters for high-quality education, scientific research, and knowledge, and offers students a wide range of options in the field of Mechanical Engineering, which is the oldest and broadest discipline in Engineering. It is a continuously evolving discipline, associated with major technological advances. Nowadays, Mechanical Engineers are involved in substantial cutting-edge engineering achievements, such as composite materials, mechatronics, and nanotechnology.

Students choose (7th semester) one of the following three study directions:

- Energy
- Manufacturing
- Industrial Management

Graduates are entitled to become qualified licensed Mechanical Engineers and registered members of the Technical Chamber of Greece, from which they are granted a relevant license to practice their profession, according to their inclusion in the specialty of Mechanical Engineering. Furthermore, graduates are awarded a single, uniform Integrated master's degree in mechanical engineering, equivalent to Level 7 according to the National and European Qualifications Framework.

Department of Chemical Engineering

The aim of the Department is that the knowledge from the field of chemical engineering, to be utilized to train students from the undergraduate to the advanced postgraduate level. Through education, special importance is placed upon creating a strong background in the basic sciences, to students' understanding of science with modern technological means and methods based on both literature and research, as well as to the preparation of the professional career and competitiveness of graduates. Emphasis is also placed on the production of knowledge through research at a fundamental and applied level, both in areas of chemical engineering and in other areas and interdisciplinary fields, as well as the Department's contribution to the reconstruction and development effort of the wider region of Western Macedonia and the country, in

collaboration with productive bodies and businesses through the example of excellence, research and innovation.

SCHOOL OF SOCIAL SCIENCES AND HUMANITIES

Department of Communication and Digital Media

The Department's mission is to offer state-of-the-art theoretical and applied knowledge to students and promote research in the multidimensional field of Communication by combining Communication science with Digital Media and the new Digital Environment.

Curricula cover disciplinary issues in Communication by combining cognitive domains that are part of Social Sciences, following an interdisciplinary approach to subjects, such as Mass Communication, Journalism, Public Relations, Advertising, Market Research, Marketing, Political Science, Sociology and Intercultural Communication. In addition, they integrate education in new trends in the Science of Digital Media and New Technologies, especially those concerning the Internet and Multimedia, as well as the rapid advances they bring in Communication, by offering courses that connect the science of Communication with Digital Media.

Department of Primary Education

The Department caters for semester courses, training at the Model Experimental Primary School and in local Primary Schools, and an optional dissertation.

Graduates are awarded a Bachelor's degree (minimum study duration is eight semesters) that offers them the opportunity to be appointed public Primary School teachers. The Department also grants students a Certificate in a specialist area subject, provided they have successfully attended at least one relevant optional or elective course and have also successfully completed a Diploma Thesis in the specific area subject.

Department of Early Childhood Education

Course curricula aim at qualifying graduates with scientific knowledge and professional skills to enable them to:

- follow advances in Education Sciences,
- conduct independent research towards producing new knowledge in education and teaching, and
- fulfill their pedagogical-teaching work responsibly and successfully.

Graduates are awarded a Bachelor's degree (minimum study duration is eight semesters) and are hereby appointed as Kindergarten teachers in Kindergartens. The department's curriculum aims at qualifying graduates with critical thinking and relevant skills to facilitate them to apply

scientific approaches and continuously improve teaching. Studies include both compulsory and elective courses which focus on cognitive areas and subjects based on the students' personal and academic interests, and inclinations, as well as their future professional and scientific career.

Department of Psychology

Undergraduate courses lead to a Bachelor's degree in Psychology (PD 84/2013), and enables graduates to work as licensed Psychologists (Law 991/79, Law 2646/98 and Law 3919/11 Government Gazette 32).

The Department has a dual mission:

- to cultivate and promote Psychology as a science through academic teaching and research, both basic and applied.
- to provide graduates with the necessary resources as future professionals, assuring them to the best possible, a thorough theoretical, research and practical training, which will allow them to participate in the development of psychological knowledge and acquire the foundations for a successful professional career in the private, public, and academic sectors.

Graduates are eligible for further specialist graduate training in psychology and job placements as licensed Psychologists (non-specialization) by applying to Regional Health Directorates according to Law 991/1979, Government Gazette 278/20, 12. 1979, A '.

SCHOOL OF FINE ARTS

Department of Fine and Applied Arts

The Department of Fine and Applied Arts:

- fosters and promotes knowledge in painting, sculpture, and applied arts, such as photography - video, digital art forms (animation, 3D animation), print illustration, study and design of modern objects of craft and industrial production (design) and decoration. Special emphasis is placed on highlighting cultural heritage and the impact of major trends in art.
- to provide students with the necessary knowledge for a thorough training for artistic, scientific, and professional career in arts.
- caters for special education and training in teaching art in primary and secondary schools.

Graduates are eligible to work in the public or private sector, in art-related jobs. They can also work as freelancers or primary or secondary school teachers, upon acquiring their pedagogical competence certification by attending a special program designed by the Department.

Also, graduates of the Department receive a single and undivided master's degree (integrated master), which corresponds to level 7 of the National and European Qualifications Framework.

SCHOOL OF ECONOMIC STUDIES

Department of International and European Economic Studies

The Department offers the basic courses of economics but at the same time adopts modern trends, offering courses that touch upon contemporary concerns, so that graduates are equipped not only with academic theory but also with its applied practice.

Curricula integrate Economics focusing on the internationalization, international entrepreneurship, globalization and European economic integration, and the international economic relations of the EU and Greece; in addition, they include administration courses in international business administration, business accounting and international finance, providing added value to the graduates' training via attractive, modern, and relevant courses.

Graduates are awarded a degree in Economics, equivalent to those of other relevant Departments of Economics of Greek Universities but also with the corresponding degree in Economics from European and American universities.

Department of Management Science and Technology

Courses aim at training students in cutting-edge trends of Management Science and Technology. In particular, the mission of the Department is teaching, researching and, generally, training students in topics of Management Science directly related to modern technologies and organizational studies, placing emphasis on Informatics, Communication, leadership, and quantitative methods in decision-making, and thereby aiming at developing a business strategy and reorganizing business activities.

Graduates' wide-ranging technological and administrative background allows them to be competitive in all traditional areas of Public Administration as executives and consultants, in Business Administration embracing the new environment of e-business, marketing and digital marketing and engage in innovation and organizational developments.

Department of Accounting and Finance

The aim of the Department is to promote knowledge and research in the field of Economics, and mainly in the field of Accounting and Finance, to enable students to pursue a career in the respective fields. Curricula are adapted to the Greek reality and aim to meet the professional needs in accounting and finance nationally. During the first two years of studies, courses cover fundamental principles in the relevant disciplines, and in the third and fourth years, more specialized knowledge is offered in Accounting and Finance.

The Department's mission is to:

- provide students with the necessary knowledge that ensures their proper training for a scientific and professional career.
- promote knowledge and applied research in the disciplines of Accounting and Finance.
- establish partnerships with local, national, and international institutions and companies to effectively link education to the market and society in general.

The Department offers specialized knowledge and transferrable skills in issues, such as accounting, tax, auditing, finance, financial services, both in specialized institutions and private companies, as well as in the public and wider public sector and local authorities in Greece and abroad. Graduates are also offered the theoretical background and knowledge and are, thus, eligible to teach primary and secondary education courses both in general economics and in specialized subjects, such as accounting.

Department of Economics

The Department's mission involves fostering and promoting Economics through teaching and research. The Department caters for education in two directions of study: a) Economic Analysis and b) Business Economics. Graduates are qualified to pursue Postgraduate and Doctoral Studies in Greek or international Universities. The Department offers state-of-art courses that meet National Economy needs as well as domestic and global labor market requirements, aiming at a direct liaison of graduates with the labor market.

Being the only Department of Economics in Western Macedonia, its research activities are closely linked to the regional / local development process. In this context, the Department collaborates with public bodies, municipalities, and companies, and emphasizes on national, regional, local, and sector-level production, demand, innovation, development, growth, extroversion, institutions, trade, economic relations, services, and relevant strategies that will lead to improving competitiveness and excellence.

Department of Business Administration

The Department's mission involves fostering and promoting the Business Administration science and qualifies its graduates to offer their expertise both in the private and public sector. It aims to create an academic environment, which offers students a sound theoretical background and brings them in contact with the real world of business, thus, preparing them for the diverse requirements of contemporary business environments.

Curricula cover all the specialist area subjects of Business Administration, whilst constantly adapt to the rapid developments in both economics and technology. During the last year of studies, specialized courses are provided in the fields of Business Administration, Information Systems and Tourism Business Administration.

Department of Regional and Cross-border Development

Courses focus on regional development with emphasis on innovation, entrepreneurship, competitiveness, regional policies, and economics. Moreover, it is the only Department in Greece that focuses on studying borders as a dynamic economic and social phenomenon. Courses lead to a degree in Regional and Cross-Border Development Science and focus on the study of socio-economic and sustainable development of the Regions and their cross-border development policies, aiming at students' comprehensive education and successful specialist careers. In addition, advanced courses in Eastern and SE European languages offer graduates additional prospects for employment and further education at a postgraduate level, both in Greece and abroad.

Graduates acquire an extensive knowledge as regards the local, regional, national, and global contexts of development and cooperation, with emphasis on policy design and implementation in the framework of European territorial cooperation through interdisciplinary approaches. The quantitative regional analysis skills acquired via courses in Statistics, Econometrics, Cartography and Geographic Information Systems are useful for graduates in both the public and private sectors.

Department of Statistics and Insurance Science

The Department offers a modern course program to meet the scientific and professional needs of its students. Its main mission is the thorough training of executives who will meet the requirements of a responsible professional position in both the public and private sectors. It also aims to enable its graduates to join postgraduate and doctoral programs, as well as easy access to the labor market.

Curricula focus on the fundamental topics of Statistics and Insurance Science and aim at qualifying graduates with specialist knowledge and enabling them to be highly competitive with graduates of respective Departments. The emphasis given on lab training and practice exercises is a substantial comparative advantage over other respective courses. Finally, the Department aims to enhance collaboration with foreign and Greek universities via joint postgraduate programs in related fields, which will meet local and national economy needs.

SCHOOL OF SCIENCE

Department of Informatics

The mission of the Department is to promote the discipline of Informatics, by specializing in the following areas: Networks, Software and Computers. This is achieved by conducting theoretical and applied research and qualifying students for a scientific and professional career.

Upon successful completion of their studies, students will:

- have the academic and practical background in the field of Informatics and Computer Technology and relevant job qualifications.
- be able to work both in the private and public sectors in areas such as software service, software products development and computer systems hardware.
- be able to carry out feasibility studies and use e-commerce and network transactions applications.
- acquire the necessary background to pursue postgraduate studies.

The graduates' professional rights are determined by Presidential Decree 183 (Gov. Gaz. A246, 2008). In the public sector, they can be employed as secondary education teachers (P.D 268 Gov.Gaz.268A / 2004), and Information Technologists (P.D.347 Government Gazette 315A / 2003).

Department of Mathematics

The Department, located in Kastoria, caters for up-to-date courses in Mathematics, and ensures high quality education and training. Graduates are awarded a Bachelor's Degree in Mathematics (no specializations or study directions), Level 6, according to the National Qualifications Framework (equivalent to Bachelor's Degree).

Being one of the newest Departments of the university, it is expected to become self-directed in the next two years. Its infrastructure is considered very satisfactory.

The extroversion of the Department results from its synergy with domestic and foreign institutions as well as with several other Departments within the University, for example, the Department in collaboration with the Departments of Economic Sciences and Chemical Engineering, organizes a foreign language Undergraduate Study Program entitled "Economics and Sustainable Development", which is expected to operate from 2023-2024.

Its special role also results from its connection with one of the largest development projects in Western Macedonia, the Orliaka Educational Astronomical Park.

SCHOOL OF AGRICULTURE

Department of Agriculture

The Department aims at offering discipline-based education and enable students to contribute as scientists to:

- the continuous technological advancements and upgrading of agricultural and livestock farms and agri-food companies

- the development and integration of innovations in all processes of production, organization and distribution of products, which will exploit the comparative advantages of Greek agriculture and livestock products
- the sustainable use of natural resources in the agricultural sector, minimizing the adverse effects on climate and biodiversity, welfare of productive animals and quality of agricultural products.
- the integrated development of rural areas through the optimal utilization of the agricultural and regional policy tools.

Courses last five years, the first three of which include general and specialized background courses (core courses) in agricultural science for all students. At the end of the 6th semester, students choose one of the 3 directions of study lasting 4 semesters, during which students attend specialization courses in: a) Plant Production b) Animal Production and c) Agricultural Economics.

SCHOOL OF HEALTH SCIENCES

Department of Midwifery

According to EU-RL 2013/55EU, Midwifery qualifications must be provided by higher education institutions. Greece is one of the first European countries that established Midwifery in higher education, and since the academic year 2019/2020, when TEIs merged with Universities under Law 4610, Midwifery departments in Higher Technological Education (former TEIs) have been academically accomplished.

The department has as its mission, on the one hand, teaching and applied research, on the other hand, the development and transmission of knowledge related to the technology and science of Midwifery as well as providing graduates with the necessary resources for their scientific and professional careers and development.

The Department mainly focuses on: state-of-art courses, interface of theory and practice, direct networking and collaboration with professional centers and organizations, intensive supervision of studies and monitoring of the graduates' professional career. Courses fully cover the students' scientific and educational and training needs in obstetrics, gynecology, neonatology, occupational ethics, family planning, sex education, research, prevention, and health education.

Department of Occupational Therapy

The Department enables its students to be trained in the science and practice of Occupational Therapy and to acquire competent knowledge and skills in order to be sufficiently engaged in the clinical and research challenges of the field.

Courses embrace issues concerning the use, evaluation and treatment for the development, recovery or maintenance of daily living and working skills of individuals (children and adults) with motor, mental or cognitive disabilities. They cover areas of self-care, productivity and leisure, and detection of dysfunctional elements and specialized occupational therapy intervention, to enable people with disabilities to achieve the highest possible level of functionality and adaptive behavior and successfully assume the functional roles of life. Courses comply with the guidelines of the World Federation of Occupational Therapists (WFOT).

Graduates of the Department can have professional careers in Hospitals, Clinics, Special Schools, Rehabilitation Centers, Retirement Homes, Non-Profit Organizations, Education or work as Freelance Occupational Therapists, Specialist Occupational Therapists in Mental Health Centers, Rehabilitation Centers, Correctional Institutions, Research Unit Members, and Education.

Postgraduate Study Programs

Postgraduate Study Programs (MSc) aim at promoting education and research and fulfilling national educational, research and satisfy the development needs of the country. They are scientifically coherent, subject- and discipline-specific and meet high-quality education requirements.

U.o.W.M. Postgraduate Study Programs were established / re-established in accordance with the provisions of Laws 4485/2017 and 4610/2019. The provisions of Law 4485/2017 were repealed and now the law in force is Law 4957/2022.

More specifically, the Postgraduate study programs offered per School and Department are summarized as follows:

Polytechnic School

- Welding Engineering and Non-Destructive Testing of the Mechanical Engineering Department of the Polytechnic School of the University of Western Macedonia.
- Renewable Energy Sources and Energy Management in the Buildings of the Department of Mechanical Engineering and the Department of Electrical and Computer Engineering of the Polytechnic School of the University of Western Macedonia.
- Advanced Energy Systems Engineering of the Mechanical Engineering Department of the Polytechnic School of the University of Western Macedonia.
- Biomedical Engineering of the Mechanical Engineering Department of the Polytechnic School of the University of Western Macedonia.
- Hydrogen Science and Technologies of the Department of Mechanical Engineering and the Department of Chemical Engineering of the Polytechnic School of the University of Western Macedonia.
- Energy Investments and Environment of the Department of Chemical Engineering of the Polytechnic School and the Department of Economics of the School of Economics of the University of Western Macedonia.
- Food Quality Control of the Chemical Engineering Department of the Polytechnic School of the University of Western Macedonia in collaboration with the Plovdiv University of Food Technology, Bulgaria.
- Advanced Process Engineering of the Chemical Engineering Department of the Polytechnic School of the University of Western Macedonia.
- MBA in Business Administration majoring in Management Information Systems of the Department of Electrical and Computer Engineering of the Polytechnic School and the Department of Organization and Business Administration of the School of Economic Sciences of the University of Western Macedonia.
- Mechatronics of the Department of Electrical and Computer Engineering of the Polytechnic School of the University of Western Macedonia.
- Digital Health and Health Services Management of the Department of Electrical and Computer Engineering of the Polytechnic School and the Department of Obstetrics of the School of Health Sciences of the University of Western Macedonia.
- CAD/CAM Systems and Product Design of the Product and Systems Design Engineering Department of the Polytechnic School of the University of Western Macedonia.
- Management and Transportation of Oil, Natural Gas and Hydrogen (International, Interinstitutional, Interdepartmental) of the Department of Mineral Resources Engineering of the Polytechnic School, the Department of International and European Economic Studies and the Department of Organization and Business Administration of the School of Economics of the University of Western Macedonia in collaboration with Azerbaijan University of Economics.
- Advanced Information Technologies of the Department of Electrical and Computer Engineering of the Polytechnic School, the Department of Informatics of the Faculty of Science of the University of Western Macedonia in collaboration with the Department of Informatics of the School of Informatics of the University of Piraeus.

School of Economic Sciences

- Banking-Insurance and Finance of the Accounting and Finance Department of the School of Economics of the University of Western Macedonia.
- Accounting and Auditing of the Department of Accounting and Finance of the School of Economics of the University of Western Macedonia.
- Green Leadership, Organizational Culture and Sustainable Innovative Entrepreneurship of the Department of Accounting and Finance, the Department of International and European Economic Studies and the Department of Organization and Business Administration of the Faculty of Economics of the University of Western Macedonia.
- Tax and Financial Business Law: EU and Greek Context of the Department of Accounting and Finance, the Department of International and European Economic Studies of the School of Economics of the University of Western Macedonia.
- Human Resources Management, Communication and Leadership in Organizations/Businesses of the Department of Administrative Science and Technology of the School of Economics of the University of Western Macedonia.
- Electronic Business and Digital Marketing of the Department of Administrative Science and Technology of the School of Economics of the University of Western Macedonia.
- Public Administration of the Department of Economics of the School of Economics of the University of Western Macedonia.

School of Social Sciences and Humanities

- Educational Sciences: Education in Natural Sciences, the Environment and Technology of the Early Childhood Education Department with the Primary Education Department of the School of Social Sciences and Humanities of the University of Western Macedonia.
- Public Speaking and Digital Media of the Department of Early Childhood Education with the Department of Communication and Digital Media of the School of Social Sciences and Humanities of the University of Western Macedonia.
- Creative Writing of the Pedagogical Department of Early Childhood Education of the School of Social Sciences and Humanities of the University of Western Macedonia with the Film Department of the School of Fine Arts of the Aristotle University of Thessaloniki.
- Educational Sciences: The Evaluation in Education and Lifelong Training-Retraining of the Department of Early Childhood Education of the School of Social Sciences and Humanities of the University of Western Macedonia.
- Educational Sciences with New Technologies of the Department of Primary Education of the School of Social Sciences and Humanities of the University of Western Macedonia.
- Educational Sciences: Issues of History, Historical Education and Educational Policy of the Department of Primary Education of the School of Social Sciences and Humanities of the University of Western Macedonia.
- Educational Sciences: Organization and Management of Education-Educational Leadership of the Department of Primary Education of the School of Social Sciences and Humanities of the University of Western Macedonia.
- Educational Sciences: Teaching Mathematics of the Department of Primary Education of the University of Western Macedonia with the Department of Educational and Social Policy of the University of Macedonia, the Department of Preschool Education of the Aristotle University of Thessaloniki and the Department of Primary Education of the Faculty of Sciences of Education of the Democritus University of Thrace.
- Educational Sciences: Training of Teachers in Innovative Approaches to Teaching and Learning of the Department of Primary Education with the Department of Communication and Digital Media and the Department of Psychology of the Faculty of Social Sciences and Humanities of the University of Western Macedonia.
- Educational Sciences: The Teaching of the Modern Greek Language of the Pedagogical Department of Early Childhood Education with the Department of Primary Education of the University of Western Macedonia.
- Development of Digital Games and Multimedia Applications of the Department of Communication and Digital Media of the University of Western Macedonia.

School of Fine Arts

- Visual Arts and Landscape: Approaches to the Natural and Urban Space of the Department of Visual and Applied Arts, School of Fine Arts, University of Western Macedonia

School of Agriculture

- Production, Certification and Marketing of Plant Propagation Material of the Department of Agriculture of the Faculty of Agricultural Sciences of the University of Western Macedonia.
- Integrated Management of Production Animals and Wildlife of the Department of Agriculture of the Faculty of Agricultural Sciences of the University of Western Macedonia.

In addition, the University of Western Macedonia participates in inter-institutional postgraduate study programs where the administrative support has been undertaken by other University Institutions. Such Post-graduate study programs are the following:

Interdisciplinary Postgraduate programmes

- Applied-Clinical Sociology and Art, Department of Sociology, Aegean University in co-operation with the Department of Fine and Applied Arts, University of Western Macedonia.
- Museology-Cultural Management, Schools of Architecture, Mechanical Engineering, and Early Childhood Education, Aristotle University of Thessaloniki in co-operation with the Department of Primary Education, University of Western Macedonia.
- Critical thinking and soft skills in Biomedical Sciences, School of Medicine Aristotle University of Thessaloniki in co-operation with the Department of Primary Education, University of Western Macedonia.
- Rhetoric, Human Sciences and Education, Department of Primary Education, National and Kapodistrian University of Athens and the Department of Early Childhood Education, University of Western Macedonia.

Finally, the University of Western Macedonia has concluded special cooperation protocols with Universities of Cyprus in the framework of cooperation for postgraduate programs. The specific post-graduate programs include:

Interdisciplinary postgraduate programmes in co-operation with universities of Cyprus

- MSc in Forensic Accounting, Department of Accounting & Finance, School of Economic Sciences, University of Western Macedonia, in co-operation with the Department of Accounting & Finance, University of Neapolis, Paphos.
- Intercultural Studies - Greek As A Second/Foreign Language, Department of Early Childhood Education, School of Social Sciences & Humanities, University of Western Macedonia, in co-operation with the Department of Education, University of Frederick.

Doctoral (PhD) Study Programs

In each U.o.W.M. Department a Doctoral (PhD) Studies Program operates with a field of action in research, which provides specialization in the main academic subjects but also in related fields of the U.o.W.M. Departments. Doctoral Studies aim at the production of high-level scientific research emphasizing the publication of the scientific work prepared in their context and the creation of scientists capable of contributing to the advancement of education and science in specialized subjects. The procedure for awarding doctoral degrees is governed by the current provisions on Higher Education.

According to article 91 of Law 4957/2022, the doctoral studies program and the regulations of the study program are determined by a decision of the Department's Assembly, which are approved by the Senate. Pursuant to the previous law (Article 45 of Law 4485/2017), the Doctoral Studies Regulations of the University Departments have been published in the Government Gazette and posted on the website of the Departments of the University.

In addition, the Department of Accounting and Finance of the School of Economics of the University of Western Macedonia has signed a special cooperation protocol with Neapolis University-Cyprus for the preparation of doctoral theses of doctoral candidates with co-supervision.

Admissions to Doctoral Studies Programs

Under the current legislation, PhD candidates are Master's degree holders and are admitted to the 3rd study cycle, according to the specific requirements set out in the Internal Regulation of Doctoral Studies of each Department. The duration of time for the preparation of the doctoral thesis cannot be less than three (3) full calendar years from the date of appointment of the Three-Member Advisory Committee.

The University of Western Macedonia has established special criteria as regards the quality of publications required for doctoral theses. It also grants candidates with financial support to motivate high quality research.

Postdoctoral Research

The U.o.W.M. provides doctoral degree holders with the possibility of conducting post-doctoral research in areas that fall within the research interests and academic subjects of its Faculties and Departments.

Objectives of the post-doctoral research at U.o.W.M. include:

- expanding doctoral theses' research findings to new fields

- endorsing scientific contribution to the advancement of science, research, and research applications
- enhancing research innovation and advancement
- disseminating outcomes and transferring know-how
- highlighting U.o.W.M.'s academic prestige and world-class research

Excellence Scholarships for Postdoctoral Researchers: Following a decision of the Research Committee and sanctioned by the U.o.W.M. Senate, postdoctoral research is financially supported with up to 5% of previously approved funds from the Special Account for Research Funds (S.F.R.A.), insofar S.F.R.A.'s obligations / commitments permit. Grants support early-career postdoctoral researchers with significant academic contribution.

Compensatory scholarships for Postdoctoral Researchers for participation in research projects: The scholarships are awarded by U.o.W.M.'s S.F.R.A. to postdoctoral researchers engaging in co-financed projects or other functions entitled for grants from resources derived from managing various projects and in accordance with the terms set out in the relevant implementation guide.

Training and Lifelong Learning Centre

The Training and Lifelong Learning Centre (TLLC) of the University of Western Macedonia was established under the Ministerial Decision 47258 / Z1 (Government Gazette vol. B' 1149/2018) and Law 4485/2017 (Government Gazette vol. A'114 /2017). It is an academic unit engaging in coordination and interdisciplinary cooperation of certificate-awarding programmes focusing on training, continuing education, and, generally, live or distance lifelong learning.

The Training and Lifelong Learning Centre of the University of Western Macedonia was established with the purpose of:

- leveraging U.o.W.M.'s scientific human resources and infrastructure to engage in projects to the benefit of the Greek society and relevant to the citizens' needs for training and specialist education.
- catering for state-of-the-art education, training, and specialist courses for as many citizens as possible.
- introducing U.o.W.M. in the international education market by undertaking international projects aimed at an international audience.
- helping U.o.W.M. contribute to innovating the educational system, upgrading quality in both formal and non-formal education, and minimising social exclusion in education.

According to its Internal Regulation (Government Gazette vol. B '443/2020), all University activities related to continuing education, training, and lifelong learning, in general, are bound to be carried out by U.o.W.M.'s TLLC under the relevant legislation and the rules laid by the Senate and its Operational Regulation. The Centre can organise and carry out non-formal certificate awarding study programmes, as well as any type of Lifelong Learning-related projects.

TLLC educational or training programmes can be implemented in collaboration with H.E.I.s or domestic research centres, as well as with accredited Higher Education Institutions, by decision of the Rector's Council.

Distance Learning Methods

In the study programs of each cycle, distance learning can be used as a complementary method of education, by decision of the Rector, which is issued following a proposal by the Dean's Office of the relevant School and approved by the University's Senate. In exceptional circumstances, in individual lessons, distance learning can also be used as an exclusive teaching method.

Distance Learning via ZOOM

U.o.W.M. uses 188 licences for distance learning rooms, out of which:

- 87 for undergraduate courses
- 44 for postgraduate courses
- 57 for various purposes, e.g., teleconferencing

ZOOM teaching rooms usage statistics

Table 6. Use of ZOOM teaching rooms per month for U.o.W.M.'s undergraduate Departments

	Meetings	Average Meeting Duration (min)	Average Number of Participants	Maximum Number of Participants	Courses with >=200 Participants	Meetings with <10 Participants
2020-03	590	99.7	86.4	380	46	47
2020-04	2731	104.8	89.4	648	267	192
2020-05	3080	104.7	45.8	226	3	350
2020-06	1956	105.7	43	752	31	325
2020-07	684	111.3	71.6	614	49	149
2020-08	68	101.2	35	262	3	26
2020-09	1097	98.3	45.4	374	16	237
2020-10	2502	116.5	71.8	3988	139	217
2021-01	2635	119.8	54.5	536	63	278
2021-02	1644	124	70.1	657	106	247

2021-03	3364	127.5	61.4	338	49	298
2021-04	2966	128.2	51.6	795	29	276
2021-05	2777	122.5	42.7	262	19	325
2021-06	1753	118.2	53.8	402	62	304
2021-07	151	108.5	22.8	191	0	71
2021-08	237	106.6	26.2	443	4	109
2021-09	1175	99.2	31.4	244	4	323
2021-10	219	107.8	26.1	201	1	100
2021-11	479	113.1	21.6	255	1	230
2021-12	436	122.6	21.1	307	1	198
2022-01	396	129.4	25.7	277	3	154
2022-02	211	108.1	12.4	216	1	137
2022-03	377	117.7	21.4	152	0	205
2022-04	257	118.4	20.6	490	1	143
2022-05	402	119.8	15.8	171	0	252
2022-06	257	102.9	16.7	239	1	131
2022-07	80	104.4	14.1	58	0	41
2022-08	41	89.9	9.2	27	0	27
2022-09	137	78.5	12.4	131	0	93

Distance learning exams via "Moodle"

Distance learning exams are organized via "Moodle". "Moodle" is a platform which allows users to create random question quizzes available for a limited time to be used for the regular exam process. Students are eligible to sit the exams using their institutional account.

Table 7. Statistics for the use of Moodle during the exam periods of June and September 2020

Department	June			September			Total			
	No of Sessions	Average number of registered students	Average number of examinees	Number	Average number of registered students	Average number of examinees	Number	Average number of registered students	Average number of examinees	Max.
Accounting and Finance	27	223	132	54	261	70	81	248	91	312
Agriculture	69	105	44	116	123	27	185	116	33	109
Business Administration	13	162	57	67	192	45	80	187	47	396
Communication and Digital Media	20	246	75	42	222	59	62	230	64	237
Chemical Engineering	17	89	39	31	88	23	48	88	29	91
Informatics	19	213	85	62	194	54	81	198	61	201

Electrical and Computer Engineering	43	177	64	102	178	49	145	178	53	279
Economics	11	45	25	35	51	17	46	49	19	37
Fine and Applied Arts	0	0	0	0	0	0	0	0	0	0
Primary Education	4	98	59	4	111	27	8	105	43	84
Product and Systems Design Engineering	33	219	73	47	212	55	80	215	62	166
Regional and Cross-Border Development Studies	4	231	142	9	231	41	13	231	72	149
Mathematics				4	51	18	4	51	18	25
Mechanical Engineering	38	229	61	100	240	64	138	237	63	222
Mineral Resources Engineering	13	120	32	15	126	20	28	123	25	94
Management Science and Technology	10	268	137	31	248	60	41	253	79	246
Midwifery	10	85	66	24	104	27	34	98	38	145
Early Childhood Education				4	195	68	4	195	68	125
Occupational Therapy				1	87	10	1	87	10	10
Psychology	3	71	69	2	75	9	5	73	45	69
International and European Economic Studies	5	307	102	10	307	44	15	307	63	109
Statistics and Insurance Science	4	181	106	9	213	58	13	203	73	111
TOTAL	343	162	72	769	160	38	1112	158	48	396

Research at the University of Western Macedonia

Research Development Key Principles

U.o.W.M.'s research policy was designed and implemented in such a way as to serve two core principles:

- Criteria for quality assurance in research, and
- The orientation to excellence

Quality criteria include, for example, validity and reliability of quantitative research, as well as context-related meaning, reflectivity in research practice, cohesion, exemplification, plausibility checks, etc. as regards qualitative research. Excellence, on the other hand, is focused on encouraging and enhancing distinction in all research fields. In this context, excellence policies are based on rewarding the academic staff for their individual high performance, establishing

new research units, and the creating of a favourable environment that will promote innovative actions.

Special Account for Research Funds (S.F.R.A.)

U.o.W.M.'s Special Account of Research Funds (S.F.R.A., ELKE in Greek) was established under Law 4485/2017 and the amendments of Law 4610/2019. S.F.R.A. aims at allocating and managing funds from any source to cover expenses of any kind for research, education, training, development as well as lifelong training, scientific, technological and art projects, specialised studies, tests, laboratory measurements and analyses. In addition, S.F.R.A. provides opinions, specification drafting on behalf of third parties, as well as other relevant services or activities that contribute to linking education and research with production and are undertaken by the University staff (academic, and teaching support staff) or in collaboration with other experts under Public or Private Law.

S.F.R.A.'s Research Committee is a self-governing, decision-making unit established by decision of the Rector and comprising representatives of all U.o.W.M. Departments and the Vice Rector for Research (Chair). Department representatives and deputies are nominated by the relevant Department Assembly.

Research Activity

The funded projects and the research infrastructures created in the Departments of the U.o.W.M., in the context of the research projects developed at the University, are presented in the following Tables (8-9). In detail, research activities of specific Departments include:

- (1) Active funded projects (total)
- (2) Active funded institutional projects
- (3) Active funded European projects - HORIZON - with a coordinating member of the Department
- (4) Active European projects - HORIZON
- (5) Active national projects from European funds
- (6) Active projects by international companies and organizations
- (7) Active projects by national bodies (public and private)
- (8) Active projects from Postgraduate Study Programs tuitions
- (9) Active projects from Undergraduate Foreign Language Study Programs tuitions
- 10)Active projects from lab service revenue
- (11) Active innovation and technology transfer projects from the utilization of research results
- (12) Active projects from other resources (university sources)

(13) External partners of active funded projects

(14) Spin Offs – Workshops - Centers of Excellence

Table 8. Funded Projects and Research Facilities in U.o.W.M.'s Departments

	(1)*	(2)*	(3)*	(4)*	(5)*	(6)*	(7)*	(8)*
Electrical & Computer Engineering	39	0	3	8	14	0	13	3
Mineral Resources Engineering	2	0	0	0	0	0	2	0
Mechanical Engineering	47	1	0	3	14	0	18	5
Product & Systems Design Engineering	8	1	0	1	2	0	3	1
Chemical Engineering	18	0	0	0	4	0	11	2
Communication & Digital Media	4	1	0	0	1	0	1	0
Primary Education	24	2	0	2	0	0	6	4
Early Childhood Education	17	0	0	5	1	0	3	5
Fine & Applied Arts	5	0	0	0	0	0	4	1
Management Science & Technology	4	0	0	0	0	0	0	1
Accounting & Finance	10	2	0	2	2	0	1	2
Economics	3	0	0	0	3	0	0	0
Business Administration	0	0	0	0	0	0	0	0
Informatics	3	0	0	0	1	0	0	1
Agriculture	11	0	0	1	1	0	7	2
Midwifery	1	0	0	0	0	0	1	0
Psychology	0	0	0	0	0	0	0	0
Statistics and Insurance Science	0	0	0	0	0	0	0	0
Regional & Cross-Border Development Studies	8	0	0	2	0	0	2	2
Mathematics	0	0	0	0	0	0	0	0
Occupational Therapy	1	1	0	0	0	0	0	0
International and European Economic Studies	2	0	0	0	1	0	0	1

Source: University of Western Macedonia, 2021.

Table 8. Funded Projects and Research Facilities in U.o.W.M.'s Departments (continued)

	(9)*	(10)*	(11)*	(12)*	(13)*	(14)*
Electrical & Computer Engineering	0	0	0	1	37	5
Mineral Resources Engineering	0	0	0	0	0	1
Mechanical Engineering	0	0	0	6	104	8
Product & Systems Design Engineering	0	0	0	0	6	3
Chemical Engineering	0	0	0	1	54	5
Communication & Digital Media	0	0	0	1	0	1

Primary Education	0	0	0	10	81	4
Early Childhood Education	0	0	0	3	233	3
Fine & Applied Arts	0	0	0	0	15	0
Management Science & Technology	0	0	0	3	10	1
Accounting & Finance	0	0	0	1	18	2
Economics	0	0	0	0	3	1
Business Administration	0	0	0	0	0	0
Informatics	0	0	0	1	2	3
Agriculture	0	0	0	0	10	0
Midwifery	0	0	0	0	0	1
Psychology	0	0	0	0	0	0
Statistics and Insurance Science	0	0	0	0	0	0
Regional & Cross-Border Development Studies	0	0	0	2	9	2
Mathematics	0	0	0	0	0	0
Occupational Therapy	0	0	0	0	0	0
International and European Economic Studies	0	0	0	0	11	3

Source: University of Western Macedonia, 2021.

Table 9 below summarizes the total (budget) accounts of research and development programs per U.o.W.M.'s source of funding, during the period 2014- 31.12.2021.

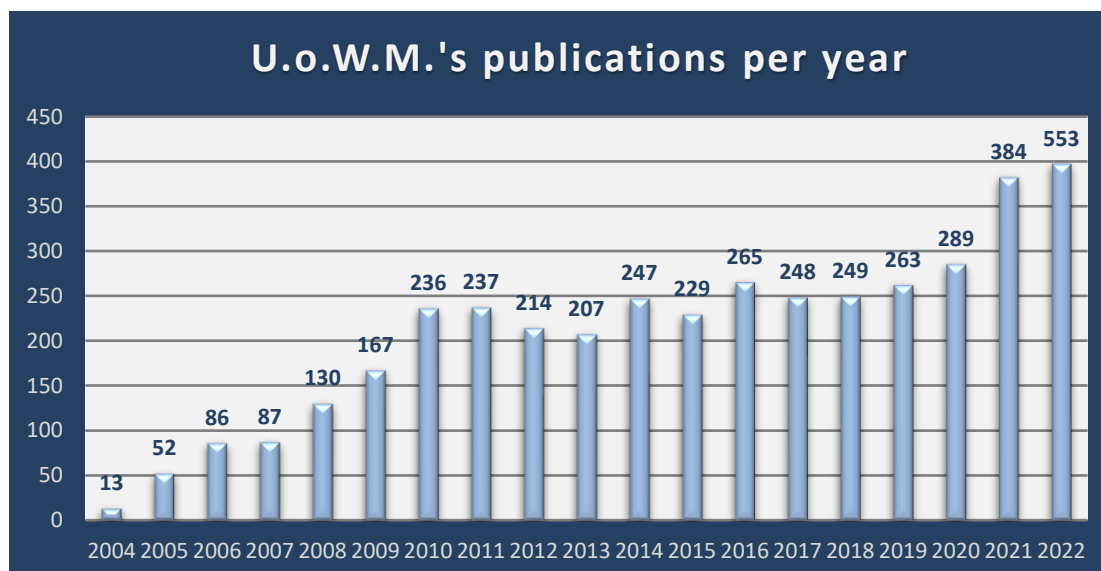
Table 9. U.o.W.M. Research & Development projects and (budget) accounts for the period 2014-2020

Programme / Source of Funding	Budget (€)
Erasmus+	789.246,92
Horizon 2020 / 7th Framework Programme (FP7)	2.067.212,59
Interreg Europe / CBC / IPA /MED etc.	940.304,97
Life	303.167,64
National Strategic Reference Framework 2014-2020	12.332.950,78
Hellenic Foundation for Research and Innovation	258.006,60
Private entities	7.352.359,71
State Scholarships Foundation (IKY, in Greek)	1.166.285,08
Special Account of Research Funds (ELKE, in Greek) / U.o.W.M. Research Committee	8.216.067,59
Contracts with Public Entities	666.223,85

Source: U.o.W.M.'s Special Account of Research Funds (S.F.R.A., ELKE in Greek)

In Chart 1, the Number of U.o.W.M.'s publications per year for the period from 2004 to 2022, is presented.

Chart 1: Number of U.o.W.M.'s publications per year



Source: Scopus

Table 10 shows the number of publications and the recognition that seems to have been received by the Greek and international academic community for the research work of U.o.W.M.'s academic staff during the same period, based on references (source Scopus).

Table 10. Citation/ research impact per U.o.W.M. Department

	Number of Publications	Number of cross-References
Electrical & Computer Engineering	90	1969
Mineral Resources Engineering	19	227
Mechanical Engineering	44	1965
Product & Systems Design Engineering	41	522
Chemical Engineering	48	1568
Communication & Digital Media	13	239
Primary Education	10	101
Early Childhood Education	39	107
Management Science & Technology	8	116
Accounting & Finance	10	130
Economics	30	350

Business Administration	7	91
International & European Economic Studies	3	7
Regional & Cross-Border Development Studies	19	163
Statistics & Insurance Science	5	108
Informatics	13	145
Agriculture	32	470
Psychology	6	2
Midwifery	15	37
Mathematics	11	98
Occupational Therapy	18	647

Source: U.o.W.M., 2021.

Accredited Laboratories

The University of Western Macedonia runs accredited research and educational Laboratories to support research and teaching processes through research proposals and research assignment and implementation. The Laboratories belong either to specific Departments or Schools and are distributed as follows:

Polytechnic School

Electrical and Computer Engineering

- Biomedical Technology and Digital Health Lab
- Intelligent Systems & Optimisation
- Applied and Computational Electromagnetics
- Telecommunication Networks and Advanced Services (TELNAS)
- Internet of Things and Applications
- Robotics, Embedded and Integrated Systems
- Mixed Reality and Network-centric Systems

Mineral Resources Engineering

- Air Pollution and Environmental Physics (Airlab)

Product and Systems Design Engineering

- Computational Design and Digital Fabrication (CODE + Lab)
- Computer-Applied-Design Lab (CAD)

Mechanical Engineering

- Biomaterials and Computational Engineering
- Machining and Quality Control
- Oscillations and Machine Dynamics (Laboratory of Vibrations and Machine Dynamics)
- Renewable & Alternative Forms of Energy & Rational Energy Use
- Energy Systems Engineering and Anti-Pollution Technologies

- Laboratory of Mechanical Systems (LMS)
- Laboratory of Quantitative Methods in Statistics and Business Research (MORSELAB)
- Non-Destructive Testing Laboratory (MEANDER NDT Lab)

Chemical Engineering

- Alternative Fuels and Environmental Catalysis (L.A.F.E.C.)
- Environmental Pollution Technology (EPT)
- Environmental Pollution Chemistry and Water and Liquid Waste Treatment (EPC-EYA)

Interdisciplinary (Mechanical Engineering & Chemical Engineering)

- Air and Waste Management Laboratory - AWMA Lab (New, pending)

School of Social Sciences and Humanities

Communication and Digital Media

- Digital Media and Strategic Communication

Early School Education

- Language Study and Language Teaching Programmes
- Education for the Book:"Bibliologeion"

Primary Education

- Local History

School Laboratories

- Pedagogical Studies and Innovative Educational Practices - PeStInEP
- Nature and Life Mathematics - MathsLife
- Science and Sustainability Education - S.S.E.
- Visual Arts Laboratory - VAL
- Creativity, Innovation and Technology in Education - CrInTE
- Social and Migration Studies
- Children and adolescents with special educational needs and/or disabilities: Detection, evaluation, intervention (SPE)
- Lifelong Education-Social Policy Workshop (Lifelong Learning-Social Policy)

School of Economics

Regional and Cross-Border Development

- Sustainable Development of Rural Areas (L.S.D.R.A.)
- Management of Technology Research Lab - MATER

Management Science and Technology

- Communication in Management and Technology

Accounting and Finance

- Economic and Social Studies and Research
- Banking and Finance

International and European Economic Studies

- European Business and Economic Law and Taxation, Accounting and Auditing Applications
- International Entrepreneurship, Ethics and Diplomacy
- International and Greek Standards - Financial - and Digital Transformation of Private and Public Enterprises

Business Administration

- Laboratory of Human Computer Interaction and Information Systems Design
- Laboratory of Business Economics

Economics

- Applied Finance

School of Science

Informatics

- Telecommunications, Networks and Distributed Systems
- Microprocessors - Microcontrollers, Electronic Systems, Automatic Control and Robotics
- Artificial Intelligence, Data and Signal Processing applications

School of Health Sciences

Midwifery

- Biostatistics and Biomedical Research Methodology

University Center for Research and Innovation (U.C.f.R.I.) (Greek P.A.P.E.K.) "TEMENOS"

The University Research Center (U.R.C.), called "TEMENOS" of the University of Western Macedonia, was established by par. 1 of article 15 of Law 4610/2019 (Government Gazette 70/t.A'/07.05.2019) , was renamed the University Center for Research and Innovation (U.C.f.R.I.) (Greek P.A.K.E.K.) based on article 462 of Law 4957/2022, and operates as a distinct academic unit of the University of Western Macedonia, headquartered in the city of Kozani.

The purpose of U.C.f.R.I. (Greek P.A.K.E.K.) is:

- carrying out basic and applied research
- leveraging research output to the benefit of Greek society
- catering for new scientists' specialist education
- delivering services to public and private entities
- delivering education and training (placements)
- mediating between the public and private sectors and establishing research units in enterprises; and
- promoting the Greek language and culture abroad

To achieve the above objectives, U.C.f.R.I. (Greek P.A.K.E.K.):

- undertakes research and runs or manages research or development projects in relevant subject areas,
- collaborates with Manufacturing companies and Industry in Greece or abroad to promote and leverage research output,
- works in partnership with international organisations, the Greek State, legal entities under public and private law, Local Authorities, cooperatives, scientific associations, health care providers, H.E.I.s, science or technology parks, to establish liaison of research with education and production of goods,
- collaborates with Greek and foreign experts on University-related issues to pursue relevant objectives,
- delivers high quality educational programmes in English on ancient, medieval, and modern Greek and international history, archaeology, philosophy, literature, arts, theatre, culture, the environment, and sustainable development, and
- engages in any other activity congruent with the above-mentioned purposes.

U.C.f.R.I. (Greek P.A.K.E.K.) runs the following Institutes:

- Energy development and transition to the post-lignite era, based in Kozani
- Humanities research, based in Florina
- Traditional architecture and cultural heritage, based in Kastoria
- Civil protection, based in Ptolemaida
- Audiovisual Arts, based in Florina
- Greek language, based in Florina and
- Sustainable development and management of natural resources, based in Grevena.

The U.C.f.R.I. (Greek P.A.K.E.K.) is run by a Board, composed of the Vice-Rector for Research and Lifelong Learning (President), the Vice-President and the Institute Directors as members. The Board Vice President, Institute Directors and members of the steering committees are U.o.W.M. academic staff members, whose administrative experience and research work are

related to the U.R.C. Institutes' objects and are knowledgeable in attracting research funds for programmes or projects as well as in leveraging research output.

U.o.W.M. Committees, Offices & Societies

Quality Assurance Committee for distance learning education

The Committee was established to support distance learning courses in the University of Western Macedonia, which, on the occasion of the recent health crisis, have been a dynamic component of global educational systems. The committee was established with a view to focusing on continuously developing and improving distance learning services at U.o.W.M. More specifically, Q.A.U. for distance learning education aims at: a) exploring best practices in asynchronous and modern distance learning, b) exploring best practices for asynchronous and synchronous distance learning exams c) continuously improving asynchronous and synchronous distance learning quality d) collaborating with other Institutions and bodies for the implementation of distance learning education (undergraduate and postgraduate).

The committee is coordinated by a Q.A.U. department and submits an Action Plan and Report to the Rector's Council and Q.A.U..

Review Committee for Internal Quality Assurance System (IQAS)

The Review Committee for the Internal Quality Assurance System (IQAS) is composed of the Rector, Vice Rectors, Q.A.U. and Q.A.U. administrator. The Committee examines data from various sources, such as internal evaluation results, process performance results, preventive / corrective actions, and (a) reports objective achievement rates to the Senate and (b) submits proposals about changes that could have a positive impact on IQAS efficiency to the Senate.

The Committee submits an Action Plan and Report to the Senate.

- informs the Senate about the degree of achievement of the objectives and
- recommends to the Senate changes that could have a positive effect on the effectiveness of the IQAS.

Committee on Excellence and Liaison of Research with Education

The Committee on Excellence and Liaison of Research with Education was established to:

- a) promote excellence by organising seminars, workshops, etc., and endorses PhD candidates' research work in each University School.
- b) establish university centres of excellence at the U.o.W.M.

- c) submit proposals to integrate liaison of research with education in course curricula
- d) submit interdisciplinary project proposals.

Support Committee for Vulnerable Groups

The Support Committee for Vulnerable Groups of the University of Western Macedonia was established to provide holistic care and support to the University human resources (administrative and academic staff, undergraduate and postgraduate students and PhD candidates, alumni, research associates) and endorses a wide-ranging network of biopsychosocial services, aiming at promoting psychological resilience, as well as personal, professional, and social development.

In this context, the U.o.W.M. Student Support Unit for Vulnerable Groups (S.S.U.f.V.G.) (Greek MYFEO) delivers social care and counselling services to all University students, especially to disadvantaged individuals. S.S.U.f.V.G. (Greek MYFEO) aims to enable equal access to education for students with different abilities and needs, by providing for adaptive processes, assistive technology, access services, consultation, and funding.

More specifically, S.S.U.f.V.G. (Greek MYFEO) develops the following actions:

- offering daily psychological support and counselling (individual and group) to students in all University cities
- implementing best practices and student assistance protocols and special exam methods
- training the University staff in student support actions
- appointing competent staff in all Department Administration services to support people with disabilities
- delivering services to improve accessibility to University buildings
- creating library access facilities for people with mobility problems and visual impairments
- delivering services to improving e-accessibility - accessibility to information (services for students with sensory disabilities)
- organising transport services for students belonging to vulnerable groups
- providing benefits to students coming from low-income families, such as rent subsidies or other financial support.

The Committee is coordinated by the Department of Student Welfare and submits an Action Plan and Report to the Rector's Council and Q.A.U..

Committee on Animal Welfare and Environmental Sustainability

The Committee on Animal Welfare and Environmental Sustainability was established to engage in animal (stray, domestic and wild) protection and conservation of the environment. Indicative Actions of the Committee are:

- the elaboration and submission of scientific, thorough, and realistic opinions and proposals on animal welfare and environmental issues to the University Administration and all public competent bodies
- the collaboration with scientists, academics, intellectuals, and politicians
- the collaboration with large animal welfare organizations in Greece and abroad
- the submission of proposals for the implementation of relevant research and educational programs
- the organization of conferences, seminars, and workshops to raise awareness in such issues.

Health Crisis Management Committee

The committee was formed by academic staff members and scientific associates of the Departments belonging to the School of Health Sciences, under the Dean of the School of Health Sciences, to react against the recent health crisis, and protect the academic community and, at the same time, the seamless operation of the University.

Specifically, the committee aims to:

- communicate with the National Public Health Organisation (EODY in Greek) and other health authorities to submit proposals to the University Administration as regards the recent health crisis
- organize relevant information conferences, seminars, and workshops
- submit proposals for the implementation of relevant research and educational programs
- monitor and evaluate general health risks.

Committee on Gender Equality

The Committee on Gender Equality was established to promote gender equality. Indicative actions of the Committee are the following:

- preparing action plans to promote and ensure equality in the University educational, research and administrative processes
- proposing measures to promote equality and fight sexism
- providing mediation services to address complaints of harassment
- organizing relevant information conferences, seminars, and workshops.

Culture Committee

The Culture Committee was established to propose, implement, and promote cultural and artistic activities. Indicative actions of the Committee are:

- raising intellectual and cultural standards within the University and the region of Western Macedonia, with conferences, workshops, exhibitions, lectures, and other cultural events
- promoting the University's cultural activities and functions
- submitting proposals for the implementation of relevant research and educational programs
- fostering and propagating local customs

Sports & University Sports Centre Committee

The Sports & Sports Centre Committee was established to promote sports in academia. Indicative actions of the Committee are:

- promoting sports mainly in the student community
- organizing sports events
- submitting proposals for sports facilities and upgrading U.o.W.M.'s sports facilities
- fostering partnerships between the University and local and national entities

Internal Regulation Committee

The Internal Regulation Committee was established to submit proposals to the Senate about U.o.W.M.'s Internal Regulation and provides for compliance with the current statutory requirements. The Committee is informed on the best international practices in governance and internal organization in higher education, collaborates with the internal audit unit and submits substantiated proposals to the Senate.

Committee on Strategic Planning

The Committee on Strategic Plan was established to submit proposals to the Senate about the University's long-term strategic plan. It is informed on developments and achievement in higher education, the degree of the actions' achievement, and proposes appropriate corrective measures and, if necessary, reformulates University objectives.

Library Committee

The Library Committee was established aiming at the efficient operation of the University library and the submission of relevant proposals to the University Authorities. Its function is advisory and supervisory. The Publications and Library Head reports to the Library Committee about library processes and prepares and introduces annual financial and administrative reports and annual planning schemes to the committee and the Senate.

Student Ombudsman

The Student Ombudsman - currently pending - is subject to Law 4009/2011, and aims at a) the observance of legality in the context of academic freedom, b) mediation between students and the University academic staff or administrative services c) fight against incompetent management and d) the proper functioning of the University.

The Student Ombudsman is appointed by the Senate and is under a professor or emeritus professor's responsibility. The scope of responsibilities of the Student Ombudsman includes the following:

- investigating cases, ex officio or following a student report, and mediating dispute settlements to the competent University Bodies
- applying to U.o.W.M.'s services for any information, document, or other evidence document about legal cases, conducting investigations, carrying out autopsies and expert examinations
- drawing up reports, in case of illegal actions, incompetent management or disruption of the proper functioning of the University, which are notified to the competent Professor or administrative service and the student who submitted a report, and mediating problems by any appropriate means
- filing ambiguous, unsubstantiated, or unproven reports, whereas in case of disciplinary misconduct, forwarding the case to a competent disciplinary legal authority.

Conclusions and annual activity reports, subject to the provisions of Law 2472/1997 (A '50), as applicable, are posted on the University website. Interested students can submit applications either by e-mail, in person or by post (signed or anonymously).

Office for Leverage of Research Output

The office for Leverage of Research Output belongs to U.o.W.M.'s Facilities Management corporation which is bound to be established to leverage research findings, generate revenue, and decide on research leverage methods.

Teaching and Learning Support Office

The Office aims to promote University teaching processes by means of various actions aimed at enhancing learning, innovation, and continuous improvement of the teaching processes of the U.o.W.M., both in undergraduate and postgraduate courses. The Office focuses on the following:

- supporting and providing information to the teaching staff on innovative educational practices and engaging students in various activities, including seminars, making use of the existing University infrastructure and staff
- supporting, training, and providing information to the teaching staff about ICT applications in teaching using the University infrastructure and facilities, and encouraging interdisciplinary cooperation
- creating frameworks for the collection and distribution of educational material
- enabling communication among teaching staff members and organizing meetings for exchanging views on best practices or potential teaching problems
- forming partnerships with relevant educational or professional bodies in Greece or abroad in areas of mutual interest.

The Teaching and Learning Support Office may undertake and / or participate in additional educational activities, such as:

- organizing learning activities and actions in collaboration with other scientific, professional, research or educational institutions in Greece or abroad on the conclusion of a relevant cooperation protocol
- delivering services to enhance teaching and learning processes, such as writing research papers, innovative educational material development, relevant research projects
- organizing conferences and scientific activities.

Academic, social, cultural, and environmental society of Western Macedonia

The Academic, Social, Cultural and Environmental Society of the University of Western Macedonia, named "Epicurus", and based in the U.o.W.M. aims at (see Annex):

- endorsing the cultural, intellectual, social, and environmental development of Western Macedonia
- promoting the social, economic, cultural, and intellectual status both of its members and local population
- fostering social solidarity, cooperation, unity and strengthening relations between its members and local population
- continuously ensuring and taking initiatives to improve hygiene, the natural environment, and ecosystems, as well as raising members and local population's awareness of environmental issues, such as environmental protection and conservation.

Alumni

The Association named "Alumni Association of the University of Western Macedonia", aims at:

- monitoring graduates' careers

- connecting graduates with the alumni community and strengthening relations with the University
- creating bonds between graduates and companies as well as professional bodies
- providing scientific, professional, and social support to graduates (e.g., opportunities for lifelong learning programs, seminars, workshops, conferences, postgraduate courses, etc.)
- facilitating graduates' access to the labor market

"XENOFON" Student Volunteers

"XENOFON" Student Volunteers aims to offer voluntary scientific research and work in the field of Economic Sciences, and in particular in Financial Science.

Agriculture Student Volunteers

The U.o.W.M. Agriculture Student Volunteers Group launched its voluntary action during the academic year 2018-2019. The Group's members are students, of all departments and ages, whose common concern is to promote volunteering, contribute to University processes and improve learning environments. They work for the preservation and improvement of the natural environment, and the University outdoor space. In addition, they engage in community-service activities, such as blood donation, domestic garbage collection, planting in schools, etc. in the context of its wider social offering.

Facilities

The University of Western Macedonia runs Schools and Departments in five cities in Western Macedonia (Kozani, Florina, Kastoria, Grevena, Ptolemaida). The main campus is located in the Active Urban Planning Zone (A.U.P.Z.) (Greek ZEP) and accommodates the University Senate and authorities, department administration offices and 3 of the 5 departments of the Polytechnic School.

Polytechnic School

The Polytechnic School is located in Kozani. The Departments of Mechanical Engineering, Electrical and Computer Engineering, and Chemical Engineering have recently moved to the new University Campus located in the Active Urban Planning Zone (A.U.P.Z.) (Greek ZEP) of Kozani, while some of the laboratory courses take place in the old campus of Koila, Kozani. The Department of Mineral resources Engineering and the Department of Product Systems and Design Engineering are housed in the campus of Koila, Kozani.



School of Economic Sciences

It runs 7 Departments, of which 4 (Accounting and Finance, International and European Economic Studies, Regional and Cross-border Development Studies and Management Science and Technology) run courses on the main campus in Kozani. The Departments of Business Administration, and Statistics & Insurance Science run courses in Grevena (6th km Grevena-Kozani, and the Department of Economics in Kastoria (Fourka). All departments are housed in university-owned facilities.

School of Social Sciences and Humanities

It is located in Florina (3rd km Florina-Niki). The School runs 4 Departments, of which the Department of Primary Education, the Department of Early Childhood Education and the Department of Psychology, run courses in Florina, while the Department of Communication & Digital Media runs courses in Kastoria (Fourka region). On the inside of the School building there is also a student restaurant and library.

School of Agriculture

The School is located in Konitopoulou str., Florina. In this area are the neoclassical central building of the School's administration, the new building that houses lecture rooms, laboratories, auditorium, hall of Residence and student restaurant, as well as a library and sports facilities. At the lowest point of the School building unit is the farm, which includes a series of buildings characterized as traditional, which are used as laboratories and offices, stables and storage areas, a glass-enclosed greenhouse and crops used in the educational process. Also, in close proximity to the School there is the experimental field for educational

and research needs of large cultivated plants, fruit trees and vines with a toll-type canopy for the storage of modern agricultural machinery.

School of Fine Arts

The Facilities of the School of Fine Arts are located in Florina (3rd km Florina-Niki), and in a village, Psarades, Prespes, where there are laboratories and exhibition areas. The School also has laboratory and exhibition areas in the village of Psarades, Prespes. The new building complex of the School is to be erected on the site of the existing campus in Florina - and the architectural competition has been completed for this purpose.

School of Science

It is based in Kastoria (Fourka region) and consists of 2 Departments, the Department of Mathematics and the Department of Informatics. The student restaurant also operates within the premises of the School.

School of Health Sciences

It is located in Ptolemaida (KEPTSE area) and runs 2 Departments: The Department of Midwifery and the Department of Occupational Therapy.

Student Welfare

U.o.W.M. offers the following student welfare facilities per city, as shown in the table below:

Table 11. U.o.W.M. Student welfare facilities per city

	Kozani	Florina	Kastoria	Grevena	Ptolemaida
Restaurant	✓	✓	✓	✓	✓
Accommodation	✓	✓		✓	
Library	✓	✓	✓		
Sport Facilities	✓	✓		✓	

Regarding the student accommodation facilities, the U.o.W.M. includes Halls of Residence (owned and rented) on three of the five university campuses, with the number of beds as shown in the following table:

Table 12. U.o.W.M. Halls of Residence: distribution of bed availability per city

City	Number of beds
Florina	
Euxeinos Leschi	32
Department of Agriculture	82
Kozani	
Owned	190
Rented	150
Grevena	
Owned	65
Kastoria	0
Ptolemaida	0
Total	519

The percentage of satisfaction student accommodation needs accounts for 78% and 40% in Florina and Kozani, respectively. U.o.W.M. aims at expanding accommodation facilities in those University cities with no accommodation infrastructures as well as in the Active Urban Planning Zone (Greek ZEP) where the new campus for the Engineering School is being built in Kozani.

In addition, the number of students who are eligible for free meals is demonstrated in the table below (Table 13).

Table 13. Free meals per city: distribution of total number of eligible students

	Kozani	Florina	Kastoria	Grevena	Ptolemaida
Number of students (eligible for free meals)	1,824	1063	712	272	373

Geographical distribution of University facilities

The University runs facilities in five major cities of Western Macedonia:

KOZANI

A. POLYTECHNIC SCHOOL

The School runs five (5) Departments:

Electrical and Computer Engineering (main campus in the Active Urban Planning Zone) (A.U.P.Z.) (Greek ZEP), (Kozani)

Mechanical Engineering Engineering (main campus in the Active Urban Planning Zone) (A.U.P.Z.) (Greek ZEP), (Kozani)

Mineral Resources Engineering (main campus in Kila, Kozani)

Product and Systems Design Engineering (main campus in Kila, Kozani)

Chemical Engineering (main campus in Kila, Kozani)

B. SCHOOL OF ECONOMIC SCIENCES

The School runs four (4) Departments:

International and European Economic Studies (main campus in Kila, Kozani)

Management Science and Technology (main campus in Kila, Kozani)

Accounting and Finance (main campus in Kila, Kozani)

Regional and Cross-Border Development Studies (main campus in Kila, Kozani)

ZONE OF ACTIVE URBAN PLANNING (KOZANI)

The Koila campus has the following building structures: lecture rooms - laboratories, an anti-pollution technology building, 2 auditoriums, student residences, a gym and administrative services. In its total the area covers the following:

Student residences: 1,400 sq.m.

Former Administration Office: 1,350 sq.m.

New Administration Building: 3,150 sq.m.

Indoor gym: 1,615 sq.m.

Anti-pollution technology building: 1,585 sq.m.

Classrooms – laboratories – 2 auditoriums: 8,600 sq.m.

Ground floor central facility: 7,450 sq.m.

Total area of building structures (of the former TEI) in Koila: 38,000 sq.m.

NEW UNIVERSITY CAMPUS IN THE ACTIVE URBAN PLANNING ZONE OF KOZANI

The area intended for the full development of the University of Western Macedonia extends south from the Kozani-Ioannina axis and at a distance of 4 km west of the city of Kozani. To the south it borders the Active Urban Planning Zone (AUPZ) (Greek ZEP) area of Kozani and the property area of the settlement of Argilos. To the north it borders the farm of the settlement of Vateros and at a distance of 150 m. from the boundaries of the field the Kozani-Siatista-Ioannina national road passes. To the west it borders the Vaterou farm, while at a distance of 200 m. from the south-western end, the Kozani-Kalambaka railway line passes, with an old track, which continues northward initially parallel to and then moving away from the western boundary of the field. Finally, to the east it borders the estate area of Kozani. The total area of the stadium is 948,087.20 sq.m.



In Active Urban Planning Zone (AUPZ) (Greek ZEP), the new building infrastructures of the U.o.W.M. are in operation, which include two main building complexes:

- Administration building complex
- Education building complex

The Administration building is developed on five levels above ground and one level underground. Administration building area (main and auxiliary areas): 6,903.72 sq.m. The Education building complex consists of a reception and office building and two identical buildings with laboratory and teaching areas, which are developed on two levels and are identical to each other. All three buildings of this complex have underground spaces, where the E/M facilities, their ancillary spaces, as well as the sanitary facilities are located.

Area of the Education complex (main and auxiliary spaces): 13,410.98 sq.m.

Total building area: 20,314.70 sq.m.

In the city of Kozani, in a building granted by the Municipality of Kozani in the park of Ayios Dimitrios, with an area of 1300 sq.m., are located the U.o.W.M. student welfare services of the.

For the feeding of the students of the institution, in the city of Kozani, two (2) catering halls are used which are located outside the premises of the institution, namely:

- Restaurant in a building on 20 Konstantinoupoleos Street, total area 386.40 sq.m. (ground floor 154.70 sq.m., basement 154.70 sq.m. and loft 77.00 sq.m.)
- Ground floor restaurant in a building on Konstantinoupoleos Street 27, main area 107.00 sq.m. and auxiliary 61.44 sq.m.

Finally, in the city of Kozani, for housing its students, the U.o.W.M.rents 150 beds located in a building on 27 X. Sakali Street, in the Ayios Nikanoras area. It is a building consisting of three (3) floors with apartments - one-room houses, multi-kitchen with stove - refrigerator and bathroom. On the second (2) floor, the hall for social events and a canteen to serve the tenants of the building are placed.

KASTORIA

A. SCHOOL OF SCIENCE

It runs (2) Departments:

Mathematics

Informatics

B. SCHOOL OF SOCIAL SCIENCES AND HUMANITIES (based in Florina)

Communication and Digital Media

C. SCHOOL OF ECONOMIC SCIENCES (based in Kozani)

Economics

The two Departments are housed in two University-owned two-floor buildings, which include the following:

Building A: Multipurpose building - Library, which houses:

- a large auditorium (1,320m²)
- Administration services (1,340m²)
- Library and small auditoriums (940m²)

- Utility rooms

There is also underground space with utility rooms (470.70 m²).

Total area of Building A: 3,600m².

Building B: Lecture rooms, laboratories, and staff offices:

- 4 lecture rooms (for 50 students)
- 4 lecture rooms (for 90 students)
- 8 PC rooms (20 seats)
- 2 seminar rooms
- Laboratory
- 3 offices
- Living room
- Utility rooms

There is also underground space with utility rooms (284, 25m²).

Total area of Building B: 2,986m²

Total area of Buildings A & B: 6,586m²

GREVENA

A. SCHOOL OF ECONOMIC SCIENCES (based in Kozani)

It runs two (2) Departments:

Business Administration

Statistics and Insurance Science

The two Departments are housed in two University-owned two-floor buildings (6th km of Grevena – Kozani) and are similar to the University buildings in Kastoria (designed by the same company).

Building A: Multipurpose building - Library, which houses:

- a large auditorium (1,320m²)
- Administration services (1,340m²)
- Library and small auditoriums (940m²)
- Utility rooms

There is also underground space with utility rooms (470,70m²).

Total area of Building A: 3,600m².

Building B: Lecture rooms, laboratories and staff offices:

- 4 lecture rooms (for 50 students)
- 4 lecture rooms (for 90 students)
- 8 PC rooms (20 seats)
- 2 seminar rooms
- Laboratory
- 3 offices
- Living room
- Utility rooms

There is also underground space with utility rooms (284, 25m²).

Total area of Building B: 2,986m²

Total area of Buildings A & B: 6,586m²

B. HALL OF RESIDENCE

In Grevena, U.o.W.M. Departments are housed in a rent-free three-floor building (67-bed capacity). In the underground area (330m²) there are lounge rooms, toilets, and storage room. The 3-ward ground floor (845 m²) includes rooms with toilets, rooms, shared toilets, and a student restaurant). All floors (850m²) include 3 wards with rooms and toilets and 2 kitchens.

Total area: 2,025m².

FLORINA

A. SCHOOL OF SOCIAL SCIENCES AND HUMANITIES

It runs two (3) Departments:

Primary Education

Early Childhood Education

Psychology

The School of Social Sciences and Humanities (SSSH) is housed in university-owned renovated buildings (former Pedagogical School in Florina until 1989), 3 km away from Florina (on the national highway Florina – Niki). To serve its needs, the School of Social Sciences and Humanities has the following spaces:

Auditorium A (capacity: 300 seats)

Auditorium B (capacity: 150 seats)

21 lecture rooms

Laboratory for Local History

Laboratory for Nature and Life Mathematics

Laboratory for Science and Sustainability Education

Biology Laboratory

Education on Books: Bibliologeion

Laboratory for Creativity, Innovation and Technology in Education

Laboratory for Children and adolescents with special educational needs and / or disabilities

Laboratory for Language Study and Language Teaching Programmes

Laboratory – studio for Fine Arts

Music studio/lecture room

IT Laboratory

Gym

Library with School Handbooks

Study room

Library

Pedagogical School archives

Total area: $\approx 12,000\text{m}^2$.

B. SCHOOL OF AGRICULTURE

It runs only one Department, Agriculture. Facilities include a three-floor neoclassical building (built in 1929) with:

7 lecture rooms

4 laboratories

IT laboratory

academic and administrative staff offices

canteen

utility rooms

Total area: $2,100\text{m}^2$.

In the University Farm there are also 7 laboratories ($2,592\text{m}^2$).

In an area near the School of Agriculture there is a university-owned group of buildings (Building Permit No. 444/1998, amended in No. 228/2003) with:

- Hall of Residence

- Auditorium (470 m², seats 284)
- Library
- 5 offices
- 4 laboratories
- dining room
- gym
- Utility rooms

Building group area: 7,929.01m²

Total area of buildings: 12,621.01m²

C. SCHOOL OF FINE ARTS

It runs one Department, Fine and Applied Arts (TEET, in Greek), which is housed in a rent-free group of buildings close to the School of Social Sciences & Humanities (3rd km Florina – Niki).

Total building area: 2,000m²

The Department also runs laboratories in the following free-rent buildings:

- Painting, in Messonissi (450 m²)
- Sculpture, in Messonissi (450 m²)
- Painting, in Proti (500 m²)
- Building (art studio) in Psarades, Prespes (500 m²)

The School will also use renovated free-rent facilities (10,486,33 m²) in Florina (39, Karamanli Ave., “Agia Olga”).

Total area: 14.336,33m²

STUDENT ACCOMODATION

U.o.W.M. rents a Hall of Residence in Florina (Macedonia & Egnatia str., 628,79 m²), with one-, two- and three-room flats (capacity of 36-38 beds).

Total area: 628,79 m²

PTOLEMAIDA

SCHOOL OF HEALTH SCIENCES

It runs two (2) Departments:

Occupational Therapy

Midwifery

The two Departments are housed in a rent-free building (former Vocational High School, in KEPTSE), owned by the Municipality of Eordea. At present, only the ground floor area (926 m²) is used, but soon underground space will be ready for use (926 m²).

On the ground floor there are:

- Lecture rooms
- Offices
- Restaurant
- Utility rooms

Other U.o.W.M. Facilities

Overall, U.o.W.M. facilities are exhibited in Table 14 below.

Table 14. U.o.W.M. Facilities

Lecture rooms	123
Room capacity	7,533
Room Area	9,818 m ²
Laboratories	166
Laboratory Capacity	2,800
Laboratory Area	9,072 m ²
Other facilities (area)	38,171 m ²

The number of lecture rooms and laboratories per Department is shown in Table 15:

- (1) Lecture rooms only for Department use
- (2) Capacity of lecture rooms
- (3) Shared lecture rooms
- (4) Laboratories only for Department use
- (5) Capacity of laboratory rooms
- (6) Shared laboratories rooms

Table 15. U.o.W.M. Lecture rooms and Laboratories per Department

	(1)	(2)	(3)	(4)	(5)	(6)
Electrical and Computer Engineering	4	378	0	9	165	0
Mineral Resources Engineering	3	230	1	7	140	2
Mechanical Engineering	4	1,115	16	22	649	15
Chemical Engineering	0	130	2	0	48	2
Communication and Digital Media	4	439	1	5	100	0
Primary Education	37	2,147	2	11	284	2
Early Childhood Education	19	1,004	3	6	152	2
Fine and Applied Arts	2	170	0	29	405	0
Management Science and Technology	1	50	8	2	20	20
Accounting and Finance	4	720	4	3	190	3
Economics	6	480	3	2	40	0
Business Administration	10	1,200	0	8	240	0
Informatics	5	380	1	8	152	0
Agriculture	10	650	0	21	525	0
Midwifery	4	208	0	6	180	0

Source: U.o.W.M., 2019.

Libraries

Table 16. Central University Library Data

Number of University Libraries	5
Capacity	476
Area	3,444 m ²
Remote access (libraries)	YES
Heal-link	YES
Collaboration with other Libraries	YES
Collaboration with other e-libraries	46
University e-library	9
Number of books	106,527
Number of journals	505
e-books and journals	135,125

Settling U.o.W.M.'s estate and facilities ownership issues is of high priority for future actions.

e-services

IT support and Networks offer the following e-services:

- email / Webmail ()
- Mailing Lists (<https://noc.U.o.W.M..gr/www/services/maillinglists/>)
- Asynchronous distance learning (e-Class) (<https://noc.U.o.W.M..gr/www/services/eclass/>)
- Synchronous distance learning, Zoom, BigBlueButton
- Teleconferences (<http://noc.U.o.W.M..gr/www/services/webconf/>, ePresense, synergy, BigBlueButton)
- Webhosting (<http://noc.U.o.W.M..gr/www/services/webhosting/>)
- Microsoft Office 365 (via DELOS 365) (<https://noc.U.o.W.M..gr/www/services/delos365/>)
- G Suite for Education (<https://noc.U.o.W.M..gr/www/services/gsuite/>)
- Microsoft Azure Dev Tools for Teaching (<https://noc.U.o.W.M..gr/www/adt4t/>)
- VPN (<http://noc.U.o.W.M..gr/www/services/vpn/>)
- Homepages (<http://noc.U.o.W.M..gr/www/services/homepages/>)
- Plagiarism (turnitin) (<https://noc.U.o.W.M..gr/www/services/turnitin/>)
- Lecture room reservations (<https://noc.U.o.W.M..gr/www/services/mrbs/>)
- Synergy platforms (<https://noc.U.o.W.M..gr/www/services/synergy/>)

- Distribution of Free Software for educational purposes (Microsoft Office, SPSS, AutoCAD etc.) (<https://noc.U.o.W.M..gr/www/services/software/>)

Information systems

U.o.W.M. operates the following Information systems:

- Cardisoft – student registration -22+3 Undergraduate + ~25 Postgraduate courses and PhD programs
- Student registration for former T.E.I. students (custom) (~15 Undergraduate + ~15 Postgraduate courses)
- Rescom – Facilities Management (S.F.R.A.) (used at S.F.R.A.)
- OTS e-protocol numbers (for administrative services and Schools/Departments with over 35 users)
- OTS «Public Sector Accounting» (for the Directorate of Financial services, ~ 10 users)
- Entersoft (for the Procurement and Estates Management, 3 users)
- Singular Logic – Human Resources & Payroll (for Payroll and Human resources, 6 users)
- Personnel leave tracking subsystem (<https://hr.U.o.W.M..gr/ermportal>).
- Electronic Document Handling System (EDHS)
- Computer equipment monitoring and management system (IT Asset Management) for the computer equipment of the central administration.
- MDM (Mobile Device Management).
- Print Management/Monitoring System (Papercut)
- ACE ERP system (Compilation of project tender documents)
- Fespa static program
- InstantSteel (metal construction solution)
- Autocad design package
- Erasmus office project assistance application (ErasmusPlus!)
- OPS MODIP (<https://qa.U.o.W.M..gr/>)
- IT/Network Help Desk System – Ticketing (<https://helpdesk.U.o.W.M..gr/>)
- Technical Service Help Desk System – Ticketing (<https://service.U.o.W.M..gr/>)
- PC remote support system (TeamViewer)
- Electronic application platform (<https://apps.noc.U.o.W.M..gr>)

- Custom contract tracking application (Used by the 7 School Secretariats)
- Sierra / Advance Library Applications (Use in Libraries and their Annexes)
- ePrints/DSpace work repositories (<http://noc.U.o.W.M..gr/www/services/dspace/> and https://library.U.o.W.M..gr/?page_id=70)

Quality Assurance Unit (Q.A.U.)

Mission of Q.A.U. is the continuous improvement of the quality of the educational and research work of the University, as well as the effective operation and performance of its services, in accordance with international practices, in particular of the European Higher Education Area, and the guidelines of the Hellenic Authority for Higher Education (HAHE) (Greek ETH. A.A.E.). Q.A.U. is structured internally by: a) the Quality Assurance Committee and b) the Quality Assurance Service.

The Quality Assurance Committee is established by decision of the Senate and consists of: a) the Rector or the competent Vice-Rector of the H.E.I., b) five (5) members of the Teaching Research Staff (T.R.S) of the H. E.I. of the rank of Professor or Associate Professor, c) one (1) representative from each category of members of Laboratory Teaching Staff (L.T.S), Special Educational Staff (S.E.S.) and Special Technical Laboratory Staff (S.T.L.S.) of the H.E.I., d) one (1) representative of the undergraduate students, e) one (1) representative of postgraduate students and doctoral candidates, and f) one (1) representative from the Visiting Professors, appointed lecturers, Visiting Researchers and Contract Researchers employed at the H.E.I.

Responsibilities of the Quality Assurance Committee are:

- a) drafting a proposal for the structure and operation of the Internal Quality Assurance System (IQAS) and submitting it to the Senate for approval and publication in the Government Gazette,
- b) the development of policy and strategy for the assurance and improvement of quality in all kinds of teaching, research and administrative work offered by the H.E.I. and especially for quality,
- c) first, second and third cycle study programs, including foreign language study programs,
- d) the lifelong learning programs and in general the quality of operation of the Training and Lifelong Learning Center of the H.E.I.,
- e) the individual academic units of the H.E.I., Faculties, Departments and Sections,

- f) the quality of operation of the Special Account for Research Funds of the H.E.I., as well as the University Center for Research and Innovation (U.C.R.I.) and its Research Institutes (R.I.),
- g) the quality of operation of individual academic or research units, such as university clinics, university museums and university laboratories, including the provision of services by them,
- h) the quality of operation of the administrative services of the H.E.I.,
- i) c) the updating of the I.Q.A.S., at least every five (5) years, with the aim of its continuous improvement, in accordance with the developments in the European Higher Education Area, international practices and the guidelines of HAHE.,
- j) d) the preparation of the Quality Manual I.Q.A.S. and its submission for approval to the H.E.I.'s Senate,
- k) e) the periodic internal evaluation and review of the I.Q.A.S.,
- l) f) the cooperation with HAHE for the implementation of its directions and instructions within the framework of its competences,
- m) g) the exercise of any other authority assigned to the Quality Assurance Committee by the Internal Regulation of Operation of the H.E.I.

Structure and specifications of the Q.A.U. Information System

Q.A.U., as a central U.o.W.M. coordinating unit of quality assurance and accreditation processes, engages in:

A) e- Evaluations

- a teaching e-evaluation subsystem carried out by undergraduate and postgraduate students for all taught courses.
- a customized study program e-evaluation subsystem carried out by undergraduate and postgraduate students, and University partners with the possibility of adapting the questionnaires for each undergraduate and postgraduate program.
- an e-evaluation subsystem for the University Administrative Services, Facilities and Student Welfare via a single questionnaire common for all Departments, and filled in by

members of the academic staff, the Special Teaching staff, the Special Laboratory Technical staff, as well as administration service staff members, undergraduate and postgraduate students, and doctoral candidates.

- an e-evaluation subsystem for U.o.W..M central Administrative Services via a single questionnaire, filled in by members of the academic staff, the Special Teaching staff, the Special Laboratory Technical staff, as well as administration service staff members, undergraduate and postgraduate students, and doctoral candidates.

B) Electronic environment with the following information are recorder by the academic staff:

Personal Information

- Education
- Work experience
- Teaching experience
- Thesis supervision (Bachelor's, Master's, doctoral research)
- Participation in research programs
- Scientific committees and partnerships
- Innovative actions - distinctions

Teaching Experience

- With the possibility of choosing a Department, as there are lecturers who teach in at least 2 Departments, as well as choosing an academic year.
- With the possibility of completing the census form of an undergraduate and/or postgraduate course and printing it in word format.
- With the possibility of completing the undergraduate and/or postgraduate course outline and printing it in word.
- With the possibility to review and edit the above forms for previous years.
- With the possibility of copying the above forms from one year to another.

Research Impact

IT systems operated by Q.A.U. enable academic staff members to add information about their new research projects/papers every year, according to HAHE's requirements.

Administration

Information on the academic staff's administration experience can be filled in every year. The specific information includes membership in:

- competent bodies and committees (drop down list)
- university collective bodies and committees
- school collective bodies and committees

- department collective bodies and committees
- collective bodies and committees of independent university units
- national committees

C) Electronic environment of Internal Evaluation Groups (IEG) – Q.A.U.

The electronic environment of the Internal Evaluation Groups (IEG) and Q.A.U. includes all the above-mentioned functions. In addition, it allows IEG members to review and edit all information about the Department to which they belong. Q.A.U. members are allowed to compile and process information for all University undergraduate and postgraduate courses.

Publicity and Transparency

Transparency is a fundamental requirement to address mismanagement of public funds and lack of meritocracy in the University. It is achieved by means of publication and dissemination of all University and School single-member and collective bodies' decisions on resource management to ensure all University transparent processes and provide access to all University and School information on decision making processes.

In detail, U.o.W.M., in response to the obligation of publicity and transparency, includes in its website all possible information about administrative bodies and decisions, resource management, study organization, number of enrolled students, administrative and non-academic staff, staff status, contact details, and a photograph (unless otherwise required), facilities and infrastructure as well as available services. In the context of publicity and transparency, the University may also meet such commitments by implementing other methods, as applicable.

Information transparency examples involve staff employment status, leaves of absence and membership in committees and working groups, financial resources and fund management on an annual basis, curricula, all services delivered, lists of academic staff, and information on their research and teaching contribution during the academic year.

The University and School evaluation results (Internal and External Evaluation Reports) and, thus, the measures taken to ensure and enhance the quality of the work carried out in the University are appropriately presented or disclosed, to allow for the highest possible transparency of the national higher education system.

Similarly, course and teaching evaluation results provide thorough information and corroborate the role of students in evaluation processes.

All information on the University official website is in Greek whereas for general information and student and staff mobility material there is also an English version. Other languages are compulsory only for Foreign Language Departments and optional for the rest.

University decisions are carried out only after they are communicated on the official University website. Information is subject to statutory reservations as regards the protection of personal data.

Any requests made by the public media concerning information communicated by the University are reported to the Rector's office, who is competent to examine them and decide.



PART II

STRATEGIC PLAN 2020 - 2025

University Vision, Mission and Values

Vision

The vision in the U.o.W.M. strategic planning is to corroborate the major scientific and cultural role of the University among other Greek and European academic institutions. Based on excellence, fully featured academic profile, and generated range of knowledge, U.o.W.M. aspires to be ranked among top world universities, and make a considerable contribution to economic, social, and cultural development, both on a local and national scale.

In this framework, the University of Western Macedonia:

- pursues excellence in education, research, and innovation by attracting, supporting, and employing highly competent young researchers, and academic and administrative staff who stand out for their scientific interest and professional consistency and develop significant scientific activity.
- by applying up-to-date curricula, which endorse world-class research and extrovert scientific activities, aims to gain a high academic status and potential, and focus on social wellbeing based on democratic ideals, such as meritocracy, free thinking, and scientific knowledge.

- promises to foster, in as much as it is concerned, wellbeing, social progress and national and European culture, especially in the Balkans, through knowledge generation, scientific thinking and creativity.

Mission

U.o.W.M.'s mission is to endorse and consolidate knowledge and progress through its dynamic, reliable, and modern functions, both to the benefit of its academic community and society.

More specifically, U.o.W.M.'s mission falls under the following three thematic axes:

(1) Education – Research – Culture:

- development and implementation of curricula for disciplines that engage in sustainability in West Macedonia, Greece and the wider area of the Balkans and Europe. Curricula focus on fostering knowledge, critical thinking and ethics, which enhance students' personal development, successful professional career and social status
- support and enhancement of scholarly research, innovation and extroversion with a view to increasing U.o.W.M.'s international prestige
- promotion of academic and scientific culture as well as respect to scientific independence and ethics.

(2) Economy–Development:

- significant contribution to solving local and national development problems and support to regional development planning
- fostering business culture, ideas, and organizations to endorse employment and wealth, and create new opportunities for research and economy
- lifelong education and training by emphasizing the importance of human resources as a key component in production
- exploitation of U.o.W.M.'s assets and its intellectual, intangible, and innovative research output

(3) Just, responsible, and open society:

- contribution to shaping modern-day citizens via promoting knowledge, commitment, and cooperation in order to foster a responsible scientific outlook to contemporary problems and avoid discrimination and social exclusion
- promotion of scientific thinking, free dialogue, and exchange of ideas to the benefit of democratic values, tolerance, and societal progress
- support and promotion of cultural work, creative thinking, and environmental awareness.

Values

The moral, social, cultural, and scientific values fostered by U.o.W.M. are basic prerequisites and essential conventions of principles and ethics to meet mission and vision requirements. These values should be cherished by the entire U.o.W.M. academic community.

Hard work, dedication and passion

U.o.W.M. staff's hard work, competence, enthusiasm, and passion are the cornerstone for delivering the University mission. Educational, research and administrative processes as well as creativity and commitment require - beyond regular duties and responsibilities- efforts, commitment, and reliability to the benefit of the University.

Creativity and sustainability

New ideas, innovation and actions towards radical change and improvement of processes and outcomes require encouragement, originality, and non-conventional attitudes, which are critical components of a culture of creativity. Creativity, however, must be inextricably linked to collective efforts to preserve and improve the environment, natural resources, and facilities to the benefit of future generations and with a view to ensuring consistent University planning and functions.

Responsibility and consistency

All University members are committed, beyond their regular duties, to carrying out additional tasks, both in order to achieve specified job objectives to deliver U.o.W.M.'s mission, and to create an academic setting in compliance with University principles and values.

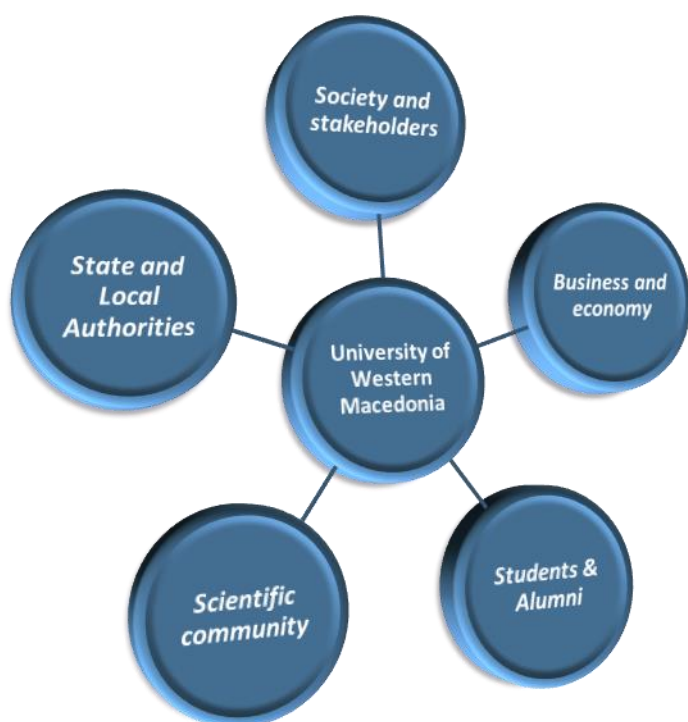
Integrity and transparency

Decision making processes and criteria, implementation of decisions and management of various University-related issues are based on transparency, the widest possible consensus and focus on consolidating meritocracy and justice in all aspects of academic life. Transparency and accountability in all University functions are associated with academia's integrity and provides a healthy work environment.

Academic freedom and respect for diversity

By showing respect for democracy and humanitarian values, U.o.W.M. defends the University members' right to prevent restrictive intervention in educational processes and scientific knowledge delivery. In addition, it protects the academia's human and constitutional rights and encourages freedom of expression, constructive argumentation, and respect for diversity of

views and attitudes. Non-discrimination policies preventing individuals' exclusion from access to knowledge due to different economic and social status or origin (gender, religion, disability etc.), are among indisputable and enduring University values.



Students and alumni

Students, a fundamental structural component of the academia at the University of Western Macedonia, are qualified with outstanding education and skills for a successful professional career and social status. In this context, U.o.W.M. seeks to support its students, so that they acquire and develop the knowledge and skills required for their professional and social consolidation and advancement. As alumni are the major asset of the University in terms of their measurable impact on society and economy, U.o.W.M. fosters close contact and relationship with them. Although U.o.W.M. is a rather young University, which has been recently growing after merging with the Technological Education Institute of Western Macedonia, it creates exciting challenges for bringing the alumni community together, as well as frameworks for future networking, with mutual benefits to both parties. Quality curricula, which aim at attracting students with an excellent academic potential, and dynamic graduate networks, have been key priorities for the University.

Academia

U.o.W.M. academic and research staff are key factors both for University functions and its relationship with Greek and international scientific communities, and cater for education and research to the benefit of science and society. U.o.W.M.'s academia is a major component of the scientific human resources in Western Macedonia. They are actively engaged in solving important local problems and contributing to international scientific outcomes, thereby having a crucial role in the overall effort to generate new knowledge. The University, according to its varying expertise and capacities, is partner in international research programs, publications,

and scientific reviews, and organizes conferences and a variety of academic and scientific events, advancing science to the best of its ability. However, the small number of current academic staff has remained U.o.W.M.'s Achilles' heel, despite their outstanding research output and impact.

Society and Stakeholders

U.o.W.M. runs courses in a region with special geographical characteristics (mountainous near-border location, long distance from the capital) and distinct social and cultural needs. This creates a challenging context for the University's efforts to contribute both to a free exchange of ideas and knowledge and also, to a thorough discussion of region-related issues. In addition, it encourages the University to engage in safeguarding values and cultural traditions and promoting and supporting all forms of artistic expression and creativity. U.o.W.M. pursues a far more dynamic and active role in organizing cultural events and activities to highlight, strengthen and -to some extent- determine its local cultural identity and foster social dialogue.

State and Local Authorities

All Greek universities are self-governing; however, institutional and legislative frameworks force them to be also state-dependent, but open to opportunities for cooperation and synergies. U.o.W.M. recognizes its social role to cater for course curricula and functions to the benefit of society and citizens and seeks to encourage collaboration both with the State and local authorities. It endorses and requires ongoing communication and collaboration with local and regional authorities, with a view to promoting social and economic development on a regional and local scale. In the context of its social mission, U.o.W.M. aspires to further enhance collaboration, by engaging in support actions with the State and Local Authorities to enable addressing potential problems and contribute to development initiatives through relevant research and know-how transfer, planning and documentation tools, etc. A major University objective is delivering state-of-the-art education in the present and producing time-value work for the future.

Business and economy

The post-lignite era

For many decades, Western Macedonia has relied its regional development and progress on lignite power generation, which fostered economic growth both in Western Macedonia and Greece, despite the consequences of the greenhouse effect and climate change resulting from lignite-fired power plants. Reducing and subsequently phasing out lignite resources for power generation requires reviewing power generation models for the wider region of Western Macedonia, which, thus, places greater emphasis on the pivotal role of the University. Notably, the transition to the new era will take place in the near rather than distant future, as Greece is the first European country that has already announced decarbonization by 2023. Region's

transition to the post-lignite era is a national crucial issue and will be supported by the European Just Transition Fund, as well as national and private resources.

In the current critical period, the University aims at meeting the expectations of the local community and the Greek state, by following the example of other European regions, where the transition to a new power generation model has strengthened the status and role of universities to mitigate the adverse effects on economy.

The role of universities in local development

In recent times, economic development policies are determined by state central services (e.g., Ministry of Development, Finance, etc.). However, local general government actors, and in particular universities, can play a crucial role in achieving targets, mainly by employing their "education, research and innovation" assets. Especially in less privileged areas, such as the region of Western Macedonia, where the private sector does not thrive, the University can become a **central pillar of development**.

Overall, the global role of universities involves direct engagement in local processes and actions. To enhance the potential benefits to local communities, it is imperative that, based on consultation rather than traditional practices, universities should employ a holistic approach to issues such as local business support, employment and competitiveness.

By applying international best practices, universities can contribute via:

1. research-based innovation at a local level
2. emphasis on human resources, mainly via educational processes
3. promotion of entrepreneurship and collaboration between companies and public stakeholders
4. locally relevant social and cultural advancement.



The role of the University of Western Macedonia in the new era

U.o.W.M. can create a considerable impact on local communities in Western Macedonia, should it foster the following mission requirements:

- a) promoting scholarly research by exploiting the University state-of-the-art laboratory equipment and staff's substantial expertise
- b) leverage of research output by providing specialist ideas and proposals for new products and services
- c) promotion of initiatives for research centers, investment schemes, as well as start-ups and mature enterprises
- d) liaison of education with entrepreneurship, and
- e) human resources retraining in Western Macedonia.

In addition, the strategic planning of the region of Western Macedonia in the post-lignite era focuses on U.o.W.M.'s substantial contribution to restructure the regional production base, and create new activities, jobs, and revenue to strengthen the local and national economies.

In detail, to accomplish its development mission in the Region of Western Macedonia, U.o.W.M. will aim at human resources retraining and flagship actions:

Flagship Actions

Human resources retraining

U.o.W.M. will engage in retraining and re-skilling actions for the workforce affected by the transition to the post-lignite era to enable them to remain active and efficient in the labor market. U.o.W.M. is called to play a central role in the information/training/retraining of human resources in the new entrepreneurship and the new employment opportunities that will be created in the region, through the Training and Lifelong Learning Center of the U.o.W.M.

The creation of new jobs to absorb the affected human resources is a key concern of the Just and Developmental Transition Plan. The establishment and operation of new businesses is expected to transform the demand for professional skills and increase the need for skilled personnel. It is obvious that the existence of human resources trained in the new required skills is a key factor for the success of the just transition. The Training and Lifelong Learning Center (T.L.L.C.) (Greek KEDIVIM) of U.o.W.M. in collaboration with other agencies, is going to participate in the critical task of re-training the human resources (Re-skilling) and upgrading their skills (Up-skilling). It is worth noting that our University's T.L.L.C. was recently certified according to ISO 21001:2018 which concerns the Planning, Organization, Development and Execution of Education, Training and Lifelong Learning Programs in general.

Zero Energy Footprint University

The University of Western Macedonia aims to become a modern European University, not only in terms of education and research quality, but also in relation to its transition into a University of Zero Energy Footprint, which implies that the power consumed will be generated exclusively from renewable energy sources in all University facilities and in all five University cities.

U.o.W.M. implements an important construction program for the energy upgrading of buildings in the cities where it is based. It is worth noting that the project is designed to be a user-experience research laboratory, as the design and study of most projects has been carried out by members of the academia.

In particular, the following projects were approved:

- "Installation of energy upgrade systems in the central education building on the University campus in Koila, Kozani" with relevant funding from the 2014-2020 PEPDYM which amounts to 1.5 million Euros,
- "Energy upgrade of building infrastructure of the University of Western Macedonia in the area of Koila, Kozani" in the Priority Axis "Implementation of strategies to achieve

low carbon dioxide emissions with an emphasis on urban areas (ERDF)" of the National Program "Transport Infrastructures, Environment and Sustainable Development" with a budget of 3.5 million Euros. The operation is co-financed by the European Regional Development Fund (ERDF). The project includes the installation and operation of a thermal energy production system from biomass and heat distribution in the buildings of the University campus in Koila, Kozani, with a district heating network, (presently, it is in the implementation phase),

- "Supply and installation of energy saving systems for the building facilities of the University of Western Macedonia in Grevena" with a budget of €913,622.96, an act co-financed by the European Regional Development Fund (ERDF),
- "Supply and installation of energy saving systems for the building facilities of the University of Western Macedonia in Kastoria" with a budget of €853,157.34, an act co-financed by the European Regional Development Fund (ERDF),
- "Improvement and upgrade of the existing building infrastructure of the University of Western Macedonia in Florina" with a budget of €7,540,322.58, an act co-financed by the European Regional Development Fund (ERDF).

At the same time, the files for approval have been submitted to the Public Investment Program (National Development Program) for the following projects:

- Energy upgrade of Koila, Kozani Student Residences with a budget of €7,150,000
- Energy upgrade of U.o.W.M. Sports Halls with a budget of €900,000
- Energy upgrade of the U.o.W.M. Agricultural School with a budget of €2,900,000

In addition, the project entitled "Implementation of Energy Upgrade Studies of the Building Stock of the University of Western Macedonia" with a budget of €500,000 has been submitted for approval to the Green Fund.

Furthermore, U.o.W.M. implements actions to promote electric mobility with the aim of reducing carbon dioxide emissions such as:

- the supply of a purely electric vehicle which will be used to cover transportation needs,
- the installation of 5 electric car charging stations at U.o.W.M. facilities.

Finally, U.o.W.M. in collaboration with 13 Local Government bodies and the Region of Western Macedonia has set up the "Energy Community of Western Macedonia" which concerns the implementation of actions to promote energy sustainability and combat energy poverty of economically vulnerable individuals and groups. Its ultimate goals are to cover 100% of the energy needs of the University and the Local Government Organizations (LGOs). The purpose

of this pioneering project, both at the national and European level, is the partnership of all first and second degree self-governing structures and the University, through this non-profit energy community to contribute to the evolution of Western Macedonia into a new "green" Region.

e- campus

The University of Western Macedonia also aims at full digitization, which will transform it into an e-Campus. In this framework, digital infrastructure, such as e-documents and standardized facilities and infrastructure, will be endorsed to enable all users (teaching staff, students, and administrative staff) to have full access to all e-services delivered by the University remotely.

In addition, U.o.W.M. is the first University in Greece that has introduced the innovative Blockchain Technology for the certification of digital documents through a program contract with the Ministry of Digital Governance. Thus, U.o.W.M. becomes the first academic institution in Greece that harmonizes with the imperatives of the era we are living in, providing security, reliability, and prestige in its transactions.

Green Data Center and Hyper-computer of Western Macedonia

In the direction of the digital transformation of the region, the creation of the Green Data Center and Supercomputer of Western Macedonia (G.D.C.S.W.M.) (Greek EDYTE) is promoted. This project of the National Technology and Research Infrastructure Network will form part of its computing infrastructure (R&E Cloud) to cover the computing needs of the academic and research community as well as the wider public sector. At the same time, it will support the employment of the local scientific potential in ICT technologies through the re-skilling and utilization of University graduates.

Innovation Zone

One of the emblematic actions envisaged by the Just Development Transition Plan for the University of Western Macedonia is the financing of a specialised Innovation Zone in Western Macedonia and the creation of start-ups, development in Hydrogen Technologies and Renewable Energy Sources and Smart Grids, using storage technologies, which will be financed by Public and Private entities.

The Innovation Zone is already on track for implementation as the "Study of Feasibility, Organization and Establishment of the Innovation, Clean Energy and Environmental Technologies Zone" has been completed and the financing for its construction has been secured.

The goal of the Innovation Zone is to develop an integrated innovation ecosystem, specializing in clean energy and environmental technologies. It is one of the central options of the master plan and its implementation will be carried out by the University of Western Macedonia in partnership with the Institute of Chemical Processes and Energy Resources (IDEP), Ptolemaida

Branch, of the National Center for Research and Technological Development (NCRTD) (Greek EKETA), according to the standards of international Innovation Zones.

More specifically, the Innovation Zone will function as an Organisation-Umbrella aiming at:

- spatial planning and promotion of facilities and innovation scheme initiatives in the local area (Technology Park, Incubators, clusters, proof-of-concept funds, Applied Research Centers)
- coordination of various individual initiatives within the Zone towards developing a National and International Ecosystem to promote technological applications and innovative entrepreneurship in clean energy technologies, with a view to protecting the environment
- organized actions for attraction and support of investors and relevant research centers and groups from other parts of the country and abroad in the subject of its specialization,
- design and implementation of programs in line with the Innovation Zone objectives,
- the organized attraction and support of investors and research centers and groups from other regions of the country and from abroad in the subject of its specialization and the design and implementation of programs that are consistent with its purposes.

In conclusion, the University, through the Innovation Zone, will be a central core in the development of an integrated innovation ecosystem with the aim of attracting technology companies as well as academic, scientific and research personnel, enhancing the brain gain in the Region of Western Macedonia.

In support of this, in the corresponding Operational Program it seems that special importance is given with various fundings to Policy Objective 1 for entrepreneurship, placing the University as a key beneficiary in several actions such as the creation of clusters, joint programs with businesses, industrial master's and doctorate degrees and many others.

1st Cluster

The 1st cluster concerns the Technology Park which will be a place to host an incubator, research laboratories and entrepreneurship. It is located right next to the new campus in Kozani.

The maturation of the 1st cluster is already being promoted, which will be an area of cooperation and interconnection between the research bodies of Western Macedonia (University and EKETA) with research groups of large companies for the development of innovative technologies. At the same time, it will function as an incubator for start-up businesses to exploit the research results produced at the University. It should be noted that at the U.o.W.M. have already been created spin-offs for the commercial exploitation of the results of applied research and two Competence Centers have been established, among the first in the country, for the transfer of technology and scientific knowledge to companies.

2nd Cluster

As the 2nd cluster of the Innovation Zone, the "Innovation Node for H2 and Energy Storage in the Region of Western Macedonia" is to be created, a project of outstanding importance of the Territorial Plans of the SDAM for green energy technologies.

Construction of Student Residences and conference center through Public and Private Sector Partnerships (PPSP) (Greek SDIT)

At the University of Western Macedonia, the ambitious project designed and claimed for the construction of new student residences and a conference center on the campuses of Kozani, Florina, Kastoria and Ptolemaida has been approved by the Inter-Ministerial Committee.

The now approved program of new building projects, with a total budget of 67.5 million euros, is one of the central priorities of the University's strategic development, as a modern European University, and will significantly strengthen its organization and operation in the dynamic development path it has entered.

Specifically, it includes the construction of student residences with a total capacity of 750 beds in the campuses of Kozani (350 beds), Florina (150 beds), Kastoria (150 beds) and Ptolemaida (100 beds) as well as the construction of the new versatile conference center at the new campus in Kozani, through public-private partnership (PPSP) (Greek SDIT). The project includes the financing, construction, operation, technical management as well as the security and cleaning services of the new structures.

The creation of high-level building infrastructure at the University of Western Macedonia:

- contributes to the development of an integrated university community,
- responds to the needs of increasing the growing number of admitted students,
- covers the accommodation and food needs of eligible students, in the context of the University's social policy, while addressing the fragmentation of current structures,
- ensures unhindered access to Higher Education for students with limited financial means,
- ensures the saving of significant resources from the reduction of the number of premises leases and housing allowances.

In addition, the construction of the new conference center is part of the implemented strategy of the Rector's Authorities for internationalization and extroversion and reinforces the University's central goal of providing a high level of education.

Quality Assurance Statement

The University of Western Macedonia engages in providing state-of-the-art education and developing creative research and working environment. The University Administration Authorities and staff are committed to ensuring quality assurance for all delivered services, which is a strategic goal of management and accountability. U.o.WM.'s vision is to become an educational and social cluster, and contribute to addressing social, cultural and developmental problems, committing to the principles of scientific ethics, sustainability, sustainable development, social cohesion and accountability, always placing emphasis on students.

The University of Western Macedonia perceives Quality as a fundamental component to deliver vision and mission targets. Quality assurance policies are based on U.o.W.M.'s Administration, Staff and Students' commitment to reliable and ongoing quality enhancement of the University study programs, research and administration services, with a view to creating a strong pole for knowledge, development, and social contribution.

The University of Western Macedonia is committed to the implementation and continuous improvement of the Internal Quality Assurance System as well as to ensuring the coordination of all individual processes, considering its geographical dispersion on the 5 campuses in the areas where it operates (Grevena, Kastoria, Kozani, Ptolemaida, Florina). The Internal Quality Assurance System is a tool for development and progress, in all aspects of the institution's operation, beyond bureaucratic barriers, enabling the homogenization and upgrading of the academic product.

The University of Western Macedonia is committed to implementing procedures that will prove the adequacy and quality of the resources of its academic units, the appropriateness of the structure and organization of the undergraduate, postgraduate and doctoral study programs, the suitability of the qualifications of the teaching staff as well as the quality of the supporting services of the academic units and their staffing with appropriate administrative staff. The Foundation also undertakes to carry out an annual internal evaluation of the new undergraduate study programs in collaboration with the University's Internal Evaluation Team and Q.A.U.

The University of Western Macedonia is committed to promote the academic character, the purpose and orientation of its postgraduate and doctoral study programs, to implement the objectives and to determine the means and ways of achieving them, to implement the indicated quality procedures, with the final aim of their continuous improvement.

By establishing and constantly reviewing, redesigning, and reformulating quality assurance policies, the University is committed to improving performance. The specific strategy will place special emphasis on values, standards, and role models, to help Greece achieve development.

In the framework of Quality Assurance Policies, University Administration encourages quality assurance and continuous improvement, and sets specific key quality objectives that are reviewed on a regular basis and are aimed at:

- catering for state-of-the-art education,
- constantly improving and upgrading educational processes,
- engaging in scientific, research and educational projects and exploiting outcomes and innovation,
- reinforcement of the Academic and Administrative Staff, especially that of the Quality Assurance Unit
- recruiting highly qualified and trained staff and strengthening human resources competence,
- disseminating knowledge and enhancing arts,
- constantly developing and upgrading information systems by applying cutting-edge technologies,
- fulfilling national development needs and endorsing a national plan for reconstructing the production sector towards sustainability,
- continuously improving working conditions and life quality,
- enhancing business performance,
- maximising beneficiaries' satisfaction,
- strengthening and promoting research,
- promoting excellence by providing functional support to students,
- enhancing the image and international prestige of the University,
- promoting U.o.W.M.'s functions and services to local communities, the state, and the international academia,
- endorsing total transparency,
- improving U.o.W.M. services and facilities,
- quality assurance of the undergraduate, postgraduate and doctoral study programs offered by the University's academic units,
- quality assurance of the new study programs offered by the University's academic units,
- getting feedback from applied relevant and reliable internal and external evaluation processes to design objective setting,
- supporting Privacy policy.

Quality Assurance Policies are focused on continuously enhancing business performance, and creating added value for all those involved, capitalising on the experience, knowledge, and dynamics of human resources.

In this context, the University of Western Macedonia has established, implemented, and improved an Internal Quality Assurance System, in compliance with the requirements of the Hellenic Authority for Higher Education (HAHE) and the relevant international practices, especially those of the European Higher Education Area (article 14, 1 L.4009 / 2011), which specify inbound and outbound data.

To ensure and improve the quality of educational and research processes, and enhance university functions and performance, the University follows the criteria set out in Article 72.2, Law 4009/2011.

To manage quality assurance of the University functions (administrative, technical, financial) the University implements and complies with the requirements of the International Standard ISO 9001: 2015.

To achieve accountability and anti- bribery procedures, the University applies, inter alia, the principles of ISO 37001: 2017.

To protect personal data, U.o.W.M. applies the provisions of the General Data Protection Regulation (EU 679/16) directly applicable in the Greek legislation and with consistent effect.

U.o.W.M.'s environmental management is applied as provided, under the International Standard ISO 14001: 2017.

U.o.W.M.'s social responsibility is applied under the requirements of the International Standard ISO 26001: 2010.

The above considerations form a solid and stable framework to support, control and apply the Internal Quality Assurance System.

Quality assurance policies are applied by:

- complying with the University legal and regulatory framework,
- establishing, reviewing, redesigning, and reconsidering quality assurance objectives, fully in line with U.o.W.M.'s strategy,
- disseminating quality policies to University stakeholders,
- carrying out internal audits.

The specific policies endorse:

- the organisation of the internal quality assurance system,
- the accountability and role of the University Administration bodies, Departments and other functional units, as well as staff members and students in terms of quality assurance,
- academic principles, ethics, non-discrimination practices, as well as the involvement of external bodies in quality assurance processes,
- consistent improvement of learning and teaching, research, and innovation,
- quality standards for study programmes in compliance with HAHE principles,
- efficient service organisation, as well as facilities construction and maintenance,
- allocation and management of resources for the University functions,
- upgrading and rational distribution of human resources.

The University Administration considers Quality Assurance System as a vital instrument to enhance its status, drawing on:

- service quality improvement
- cost reduction
- optimal organisation
- promotion of innovation

The framework and instruments for specifying and revising Quality objectives and goals are set out in regular University Management Reviews.

Continuous improvement, higher performance and anticipation of problems/non-compliance require awareness and systematic control of both individual and general processes. To control processes, the Quality Assurance System requires:

- specifying responsibilities and competencies for all jobs and processes
- records of process methods (Procedures, Instructions, Guidelines, etc.), when necessary
- inbound and outbound data specifications
- ongoing processes control
- records corroborating service quality
- projects to achieve Quality objectives
- corrective Actions to systematically avoid complications and continuously improve functions, as well as a framework for Preventive Actions

Failure to comply with the relevant policy will imply legal and non-legal consequences.

The university quality assurance policy is communicated, disseminated, and applied to all academic and administrative staff members as well as students, in order to ensure that all U.o.W.M. members are accountable for quality assurance. U.o.W.M. students are promptly

informed about the quality assurance policy of their Department and the University during the new students' reception ceremony.

To communicate its quality assurance policy, the University of Western Macedonia organizes relevant national and international events and meetings with business, research, social, environmental, and cultural stakeholders.

The Quality Assurance Policy Statement is posted both on the University website and on the Quality Assurance Unit webpage (<https://modip.U.o.W.M..gr>).

The Vision, Mission, Strategy and Quality Policy of the University of Western Macedonia are also posted both on the University website and on the Quality Assurance Unit webpage (<https://modip.U.o.W.M..gr>).

Background and status

Fundamental considerations

During the last three years in Greece, there have been crucial synergies between Universities and TEIs, which resulted in creating a new landscape in higher education. Under Law 4610/2019 the University of Western Macedonia reorganized its structure, by establishing new Schools and Departments or renaming others in the framework of synergy with the former Technological Education Institution of Western Macedonia. Law 4610/2019 brought about very important changes in the U.o.W.M., which, before this, was a relatively young and small University. Since the academic year 2019-2020 the University has grown in terms of education and research potential and output and increased the number of human resources and facilities. Despite being fairly smooth and rapid, the transition required redesigning both the functions and development scheme of the University. In the context of the University strategic planning, the underlying constraints are related to the assessment of its new potential and exploitation of performance indicators, as former ones were associated with different considerations of size and capabilities.

U.o.W.M is located in a mountainous Region with a special position in the Greek production sector (power generation), and a special geographical location, due to its proximity to Albania and Northern Macedonia, which creates opportunities and prospects in cultural, educational and economic relations. In terms of economy, the Region of Western Macedonia is facing the challenge of the post-lignite era, which requires reshaping its production base, with a view to preventing potential adverse effects. Remarkably, both the relations with neighboring countries and the post-lignite era in Western Macedonia have been perceived as opportunities and new challenges for the University, which is called to play a crucial role in development, education, and research. In addition, the increased demand of scientists and significant research output and impact both in Europe and around the globe, as well as the growing needs for postgraduate

studies and lifelong learning in Greece require that University curricula be rapidly and effectively adapted to contemporary disciplines.

In recent years, the universities and TEIs' merging has created a new context and fierce competition between Higher Education Institutions. More specifically, in contrast to metropolitan universities, regional universities encounter various problems, such as greater numbers of student transfers, low-grade undergraduate student intake and poor branding. In this framework, the University of Western Macedonia is called to build a special status and image relying on upgrading curricula and services and enhance its contribution to local culture and economy.

Finally, the end of the debt crisis in Greece is likely to create new prospects and will have a positive effect on both the economy (employment growth, needs for education and training) and higher education (additional financial resources, new jobs). This will probably give a lot of supportive impetus to U.o.W.M. to achieve its Strategic goals for the next five years (2020-2025).

Swot Analysis

A SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) for U.o.W.M. was critical to describe the University current status as well as the anticipated prospects. The implementation of Law 4610/2019 has caused significant unparalleled changes to the University status. In addition, the specific analysis avoided using previous indicators for the University (National Information System for Quality Assurance in Higher Education (NISQA) by HAHE) and comparing them with average indicators for Greek universities, as these are based on previous data, when the University was about 1/3 of its size nowadays. Thus, the analysis findings rely on the empirical assessment of informants (Deans, Heads of Departments and Directors) and lack quantitative evidence.

Internal environment

The University profile is outlined in terms of both its "strengths" and "weaknesses":

Strengths

1. Commitment to Quality.

- The U.o.W.M. through Q.A.U. coordinates the standardization procedures of all actions having highlighted quality as a fundamental and primary policy.
- Consistent application of all the rules governing the Internal Quality Assurance System in accordance with the guidelines and requirements of HAHE, but also of ENQA (European Network for Quality Assurance).
- Implementation of a Quality Management System in accordance with the principles and requirements of the ISO 9001: 2015 Standard.

- Implementation of a Social Responsibility System according to the ISO 26000: 2010 Standard.
- Implementation of an Anti-Bribery and Corruption Management System in accordance with the ISO 37001:2016 Standard.
- Implementation of an Environmental Management System in accordance with the criteria of the ISO 14001:2015 Standard.

2. Effective Management.

The successful absorption of TEI by U.o.W.M., the academic reconstruction of U.o.W.M. in view of the planned operation of the new departments/undergraduate, postgraduate and doctoral study programs as well as the foreign language study programs, the alignment of the goals of the administrative and academic units with the vision of the Administration, the operational readiness of the U.o.W.M. to react effectively to emergency situations such as that of the pandemic, but also the substantial response to the challenge of distance education are only some points of efficient and effective management.

3. Organization and Operation of the U.o.W.M. on the basis of an Overall Strategic Development Plan and the institutional framework created by the Internal Regulation and the Quality Manual.
4. A medium-sized and flexible university institution with a new academic structure and modern logistical infrastructure, which includes:
 - updated Study Programs.
 - new Departments in attractive scientific fields.
 - variety of master's degree Programs.
 - number of active undergraduate students.
 - number of postgraduate students.
 - satisfactory building infrastructures, in five cities, with sufficient logistical infrastructure.
 - very well-equipped laboratories, especially in the Polytechnic School.
 - new (under construction) modern building facilities and upgrades of existing ones.
5. Establishment of undergraduate, postgraduate, and doctoral foreign language study programs of high quality, which will strengthen the extroversion of the university and will contribute to the upgrading of the provided educational work.
6. Establishing a strong institutional framework to promote excellence and research.

7. Emphasis on the care and mental resilience of all members of the University, with the operation of structures, such as the Student Support Unit for Vulnerable Groups (SSUfVG) (Greek MYFEO) and the Holistic Care Unit (HCU) (Greek MOF).
8. The anthropocentric self-identification of the U.o.W.M. in which quality of life is a key core of its strategies. In this context, the support of the students, the administrative staff, as well as the educational and research staff of the University is holistically developed.
9. Continuing professional development and training of administrative staff.
10. Satisfactory percentage of faculty members with notable research work and international recognition:
 - increasing research outputs (a 30% increase in research papers in Scopus from the academic year 2019-20 to 2020-21).
11. Human potential with a relatively low average age (52.49%).
12. High percentage of female faculty members (48.78%).
13. Absorption of U.o.W.M. graduates. (Unemployment rates in the Department of Mechanical Engineering 9.2%, Department of Fine Arts 10.5%, Department of Primary Education 32.3%, Department of Early Childhood Education Teachers 30.4%).
14. Collaborations with other Institutions and bodies of the country and abroad and participation in research networks.
 - 145 bilateral Erasmus agreements within the EU.
 - 15 bilateral Erasmus agreements outside the EU.
 - 27 Memorandums of scientific cooperation.
 - 25 countries within the EU.
 - 15 countries outside the EU.
 - 17 collaborations with national agencies.
15. Capacity to absorb funds. Research orientation and increase of funded projects through ELKE (from 2,617,394 in 2018 to 10,343,104 in 2021).
16. The long-term support from the Region of Western Macedonia, which shares the goals of digitization, green development, and the support of socially sensitive groups.

17. The perennially strong interconnection and support of the U.o.W.M. by the local bodies, but also by the entire local community, as a result of the Social Responsibility policies that are being developed in U.o.W.M., especially in recent years.

Weaknesses

1. Disadvantages in terms of geographical location and institutional setbacks with an impact on educational and research processes:
 - reduced number of enrolled students due to geographical location and weather conditions
 - low-grade undergraduate student intake
 - inability to attract foreign students and teaching staff
2. Internal organizational and administrative constraints and malfunctions:
 - fairly high administrative burden on the small number of academic staff
 - shortages in administrative staff, especially in view of the operation of new departments / undergraduate, postgraduate, and doctoral study programs as well as foreign language study programs
3. The position of U.o.W.M. in the world ranking of universities.
4. Lower grades than the average undergraduate student.
5. Low graduation rates.
6. Dispersion in five cities.

External environment

External environment includes both "opportunities" and "threats":

Opportunities

1. Creation of an Innovation Zone in Western Macedonia with P.D.M. as the main beneficiary.
2. Ability to foster substantial synergies with local institutions and the local community and economy:
 - supporting the Regional Authorities of Western Macedonia to reform production and social structure in the post-lignite era.
 - a growing demand for advisory and design services from local authorities and agencies.
 - provision of services by certified and accredited laboratories of the U.o.W.M.

- provision of educational programs of continuing training to local communities through Greek KEVIDIM, especially in the context of the post-lignite era.
- partnerships with Regional and Local authorities, and other stakeholders for facilities building and management, and service delivery to students.

3. Ability to find new funds and improve state fund prospects. Specifically:

- new financial resources through new programs for 2021-2027 for co-financed research projects with EU funds.
- building up relationships with the Western Macedonian communities abroad to raise funds (donations and sponsorships) for cultural and educational activities.
- recovery of domestic economy and increased funding prospects.
- post-lignite era and implementation of the just transition plan.

4. Possibilities to enhance U.o.W.M's attractiveness as a result of its geographical location and applied policies. In particular:

- fostering collaboration with universities and stakeholders of neighboring countries.
- attracting students from neighboring, mainly Balkan, countries.
- strengthening the Erasmus program, inside and outside the EU.
- meeting increasing demands for qualified staff and services in the new natural gas energy market.

5. The operation of new undergraduate and postgraduate study programs that treat academic subjects that respond to the modern needs of the market as well as to meet the requirements of research and innovation.

6. Attracting foreign students and professors.

7. Development of distance seminars through Greek KEDIVIM.

8. Systematic development and support of the holistic care of all human resources of the Foundation (students, administrative and educational staff, research partners).

Threats

1. Chronic lack of a comprehensive plan for higher education based on the educational, developmental, geopolitical needs of the country.
2. The constant changes of the institutional framework for higher education.
3. Insufficient state funding.
4. Understaffing.

5. The strong guild interests that exert influence on the central authority to strengthen the Universities of Athens and Thessaloniki.
6. The macroeconomic context and the pursuit of a central policy may create threats on:
 - annual state funding to Universities, which has been significantly reduced for the last decade, thus, hampering growth.
 - poor national research and higher education policies as well as constant organizational changes, which deter long-term strategic planning.
 - student transfer policies, which cause problems to regional universities' position in the new map of higher education.
 - staff recruitment constraints, which cause understaffing, against commonly growing needs.
 - excessive bureaucracy in education and (mainly) research management.
7. Abolition of new departments / undergraduate, postgraduate and doctoral study programs as well as foreign language study programs.
8. Threats on the competitive potential of educational services. In particular:
 - development of professional education with equivalent qualifications related to professional rights (Private Colleges).
 - development of distance learning higher education services.
 - English-language course study programs in neighboring Balkan countries
 - nearby older Universities

To take advantage of opportunities and eliminate external threats, the University of Western Macedonia should exploit its inherent strengths and minimize weaknesses, by implementing a clear strategic plan, enhancing quality, and motivating human resources. In addition, it is imperative that it discover new funding resources to increase its financial autonomy.

Strategic Plan 2020-2025

The strategic policies and goals of the University of Western Macedonia must comply with its Mission, Vision and Values. For the next five years (2020-2025) U.o.W.M.'s strategy will be focused on quality and advancement of education and research, internationalization, and attraction of human resources, as well as building up closer bonds with society through education, economy and culture. The present chapter discusses U.o.W.M.'s medium-term strategic and operational plan. The diagrams that follow specify the strategic axes and the strategic and operational goals required to elaborate on a clear and coherent strategy, as well as individual actions shaping University functions.

Strategic Axes and Objectives

The strategic axes outlining U.o.W.M.'s future policies are three (3): competitiveness, development, and cultural mission. The specific strategic axes include seven (7) strategic objectives, as shown in the following Chart:



The strategic objectives deriving from strategic axes are pursued by setting up functional quality objectives which, in turn, are pursued by means of implementing specific actions in real time.

Strategic Objective 1: Education

Education

1

Enhancing Quality and promoting undergraduate studies

2

Improving Organisation and Quality Assurance of postgraduate studies

3

Development of Foreign Language Study Programs

4

Engaging in new Educational and Training Actions

5

Promoting excellence in education

1.1. Enhancing Quality and Promoting Undergraduate Courses

- 1.1.1. Upgrading quality of undergraduate studies by introducing methods of continuous internal evaluation and improving teaching quality.
- 1.1.2. Applying modern teaching methods and enhancing academic teaching skills with training seminars funded by S.F.R.A. (Greek ELKE).
- 1.1.3. Upgrading modern and asynchronous distance learning education in undergraduate courses.
- 1.1.4. Establishing and organizing English-language undergraduate curricula.
- 1.1.5. Claiming positions of academic and other teaching staff from the Ministry of Education, to ensure that recruitments are more or at least not fewer than retirements (Program Agreement).
- 1.1.6. Offering sabbatical leaves to academic staff members and other teaching

staff and facilitating teaching abroad through ERASMUS programs.

- 1.1.7. Organizing special interdisciplinary interest groups (workshops or student clubs), supervised by academics and private sector executives to enable skills, applications, and research development.
- 1.1.8. Capitalizing on doctoral candidates and academic fellows in assisting educational and research work.
- 1.1.9. Endorsing academic fellowship programs and creating a framework for undertaking research.
- 1.1.10. Empowering Academic Counselors.
- 1.1.11. Enhancing Curricula with interdisciplinary elective courses that are organized and offered by other Departments and Schools.

1.2. Improving Organization and Quality Assurance of Postgraduate (and Doctoral) Study Cycles

- 1.2.1. Upgrading quality of postgraduate study by applying evaluation processes.
- 1.2.2. Organizing Postdoctoral Research.
- 1.2.3. Upgrading quality of doctoral research by establishing appropriate institutional frameworks and applying evaluation processes.
- 1.2.4. Applying asynchronous distance learning and making use of IT applications in teaching in the 2nd study cycle.
- 1.2.5. Organizing new postgraduate courses focused on innovation and international partnerships.
- 1.2.6. Improving curricula through collaborations with most prestigious professional organizations.

1.3. Development of Foreign Language Study Programs

- 1.3.1. Creation of new study programs that will respond to the needs of the market and society with an emphasis on the following fields:
 - Sustainable and Green Development
 - New Technologies
 - Health and Welfare
 - Culture and the Art
- 1.3.2. Creation of transnational-interuniversity study programs with the development of strategic alliances such as the "European Universities" initiative.
- 1.3.3. Development of a marketing strategy based on U.o.W.M.'s competitive advantages, European and global academic trends and demand in foreign target markets in order to create a strong academic identity in the wider Balkan region, but also internationally - branding. Specifically, the operational orientation includes the target groups:
 - Balkan countries that are in the EU, but also neighboring Balkan countries
 - remaining Balkan countries, Ukraine, Russia, as well as Baltic countries

- other European countries and especially those with strong homogeneity (e.g. Germany)
 - China and India
 - African and Asian countries
- 1.3.4. Quality policy in compliance with the national strategy for higher education based on the principles of the European Higher Education Area.
 - 1.3.5. Attracting foreign students with the aim of harmonious integration and creative integration of individuals and groups with national, racial, linguistic, religious and cultural particularities, which will contribute to multiculturalism and the promotion of community values.
 - 1.3.6. Attracting high-level visiting professors from foreign research centers and Universities.

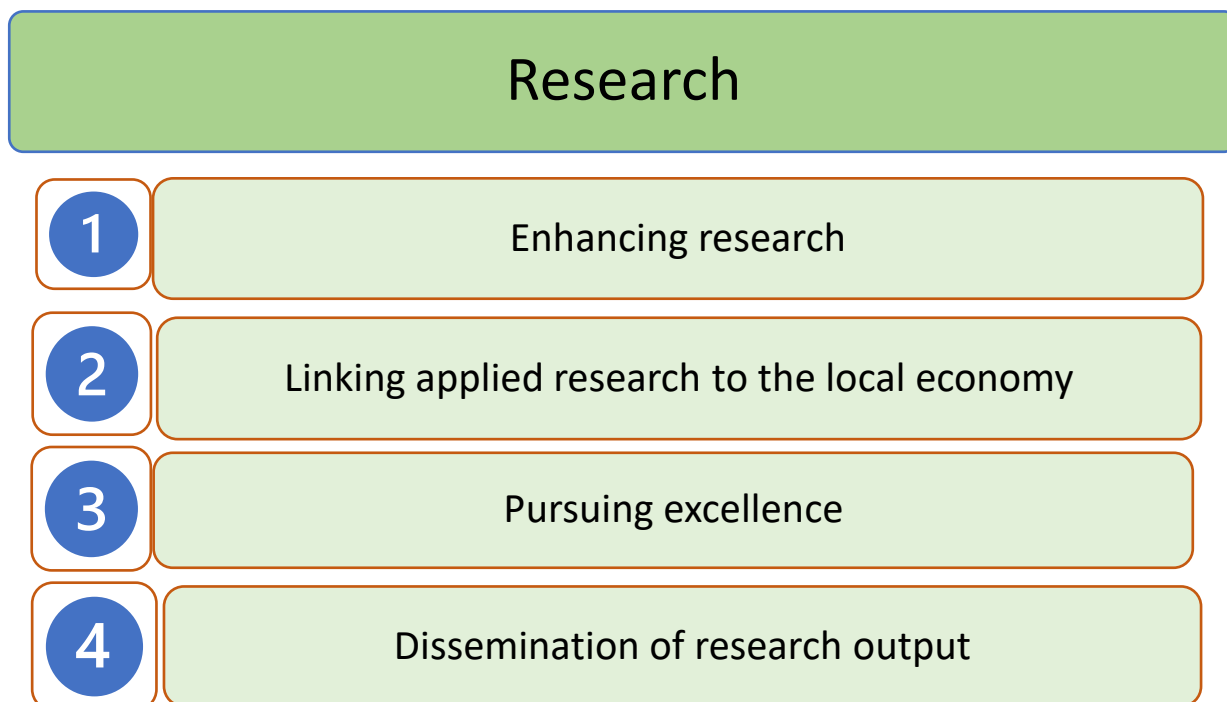
1.4. Engaging in new Educational and Training Actions

- 1.4.1. Establishing and organising summer schools at U.o.W.M.
- 1.4.2. Enhancing U.o.W.M.'s Lifelong Learning Centre's (LLC) organization, running educational and training programs and applying needs analysis consultation processes.
- 1.4.3. Organizing distance learning postgraduate courses in collaboration with foreign universities.

1.5. Promoting excellence in the educational process

- 1.5.1. Establishing undergraduate student awards of excellence.
- 1.5.2. Offering incentives and opportunities to postgraduate students graduating with honors (2nd cycle) to enable pursuing an academic career.
- 1.5.3. Offering incentives and opportunities to postgraduate students graduating with honors (3rd cycle) to enable pursuing an academic career.
- 1.5.4. Establishing centers of Excellence and linking research with education.

Strategic Objective 2: Research



2.1. Enhancing Research

- 2.1.1. Strengthening and upgrading research laboratories and establishing new ones in cutting-edge disciplines.
- 2.1.2. Establishing the 'TEMENOS' University Research Centre.
- 2.1.3. Organizing open research seminars to attract researchers.

2.2. Linking applied research to the local economy

- 2.2.1. Mapping research laboratories, eligible for accreditation, to enable service delivery to local businesses and people.

2.3. Pursuing excellence

- 2.3.1. Offering annual rewards to U.o.W.M. University members (academic staff, doctoral candidates, etc.) with significant research impact and publications in quality scientific journals (Q1, Q2, Q3 - Scopus).
- 2.3.2. Organizing special training seminars in the second and third study cycle to enhance background in research.

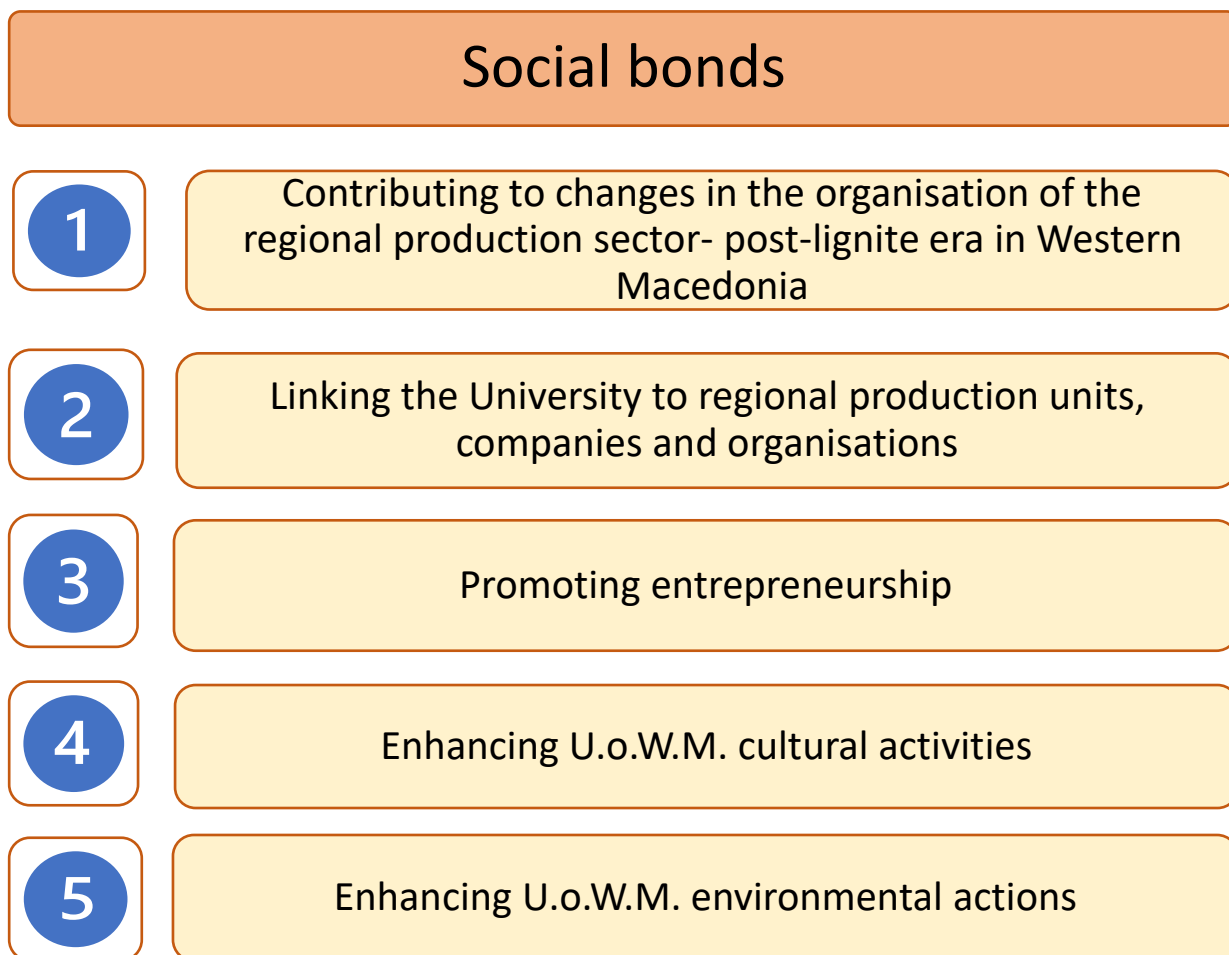
2.4. Disseminating research output

- 2.4.1. Supporting U.o.W.M. academic staff, Special Teaching Laboratory Staff and PhD candidates to participate in international conferences with a view to disseminating research output.

2.4.2. Organizing and collaborating in international and national conferences to promote research impact.

2.4.3. Providing databases and software to undertake and support research.

Strategic objective 3: Social bonds



3.1 Contributing to changes in the organization of the regional production sector- post-lignite era in Western Macedonia

3.1.1. Delivering counselling services to the Regional and Municipal Authorities of Western Macedonia.

3.1.2. Signing memoranda of cooperation with social, economic, and technological institutions in the context of decarbonizing Western Macedonia.

3.1.3. Creating a database management system for the alumni community.

3.1.4. Providing organizational support to the U.o.W.M. Alumni Association.

3.2. Linking the University to regional production units, companies, and organizations

- 3.2.1. Delivering counselling services to the Chambers of Western Macedonia.
- 3.2.2. Drawing up records of local companies and creating a database with local companies, cooperatives and organizations, which collaborate with the University.

3.3. Promoting entrepreneurship

- 3.3.1. Applying policies for protection of copyright (patenting, transfer of technology and know-how, rights of use, etc.).
- 3.3.2. Providing legal and financial support to start-ups and spin-offs to capitalize on U.o.W.M.'s research output.
- 3.3.3. Endorsing entrepreneurship by integrating relevant courses in undergraduate and postgraduate studies.
- 3.3.4. Establishing an institute of economic analysis and entrepreneurship.

3.4. Enhancing U.o.W.M. cultural activities

- 3.4.1. Drawing up a plan for U.o.W.M. cultural activities and engaging the academia in organising open cultural activities in collaboration with local communities.
- 3.4.2. Financial and material support to student initiatives in Art and Culture.
- 3.4.3. Drawing up a list of prominent local people in science and arts and establishing communication networks.
- 3.4.4. Running a university webpage with information exclusively on culture-related issues and U.o.W.M.'s cultural activities.

3.5. Enhancing U.o.W.M. Environmental Actions

- 3.5.1. Establishing implementation policies for an Environmental Management System under ISO 14001.
- 3.5.2. Supporting student environmental initiatives.
- 3.5.3. Managing health issues and crises.
- 3.5.4. Running a university webpage with information exclusively on environmental issues and U.o.W.M.'s environmental actions.

Strategic objective 4: Internationalisation

Internationalisation

1

Attracting students, researchers and academic staff

2

Internationalisation

3

Promoting - Endorsing International Partnerships & Programmes

4.1. Attracting students, researchers, and academic staff

- 4.1.1. Establishing and running cutting-edge lifelong learning programs in English to attract students from abroad.
- 4.1.2. Attracting researchers from other countries by creating incentives.
- 4.1.3. Creating accommodation facilities for academic staff and researchers.
- 4.1.4. Improving library services.

4.2. University Internationalization

- 4.2.1. Communicating information.

4.3. Promoting – Endorsing International Partnerships & Programs

- 4.3.1. Enhancing student and staff mobility and exchange in the framework of international programs (ERASMUS).
- 4.3.2. Promoting international research and educational partnerships with foreign Institutions during the academic staff's sabbatical leaves.
- 4.3.3. Drawing up information on major educational and research fields for partnerships with Institutions abroad, and creating a monitoring system for current international partnerships.
- 4.3.4. Establishing international 2nd cycle curricula in English in collaboration with foreign Universities (either face to face or long distance).

Strategic objective 5: Academic context

Academic context

- 1 Organising & enhancing student welfare services
- 2 Enhancing graduates' employability
- 3 Establishing student support services
- 4 Leveraging resources and generating new revenues
- 5 Optimizing University Administration services and creating quality standards
- 6 Managing Human Resources and promoting excellence in administrative services
- 7 Improving University facilities
- 8 Establishing a facilities maintenance system
- 9 Transparency & Accountability
- 10 Designing a Civil Protection system

5.1. Organising & enhancing student welfare services

- 5.1.1. Improving student welfare (food and accommodation) in all University cities.

5.2. Enhancing graduates' employability

- 5.2.1. Enhancing internship/placement services for U.o.W.M. students.
- 5.2.2. Catering for part-time (2-hour or 4-hour) employment of undergraduate and postgraduate students in U.o.W.M. services and functions (libraries, catering, University farm, etc.).
- 5.2.3. Sending a monthly Careers office newsletter to U.o.W.M. alumni associations and students.

5.3. Establishing student support services

- 5.3.1. Establishing support services for U.o.W.M. students (Complaints Procedure, etc.).
- 5.3.2. Promoting and enhancing gender equality culture.
- 5.3.3. Delivering counselling and psychological support services for U.o.W.M. students in all University cities.

5.4. Leveraging resources and generating new revenues

- 5.4.1. Undertaking a project for the optimal management of the University current financial resources, via e-government.
- 5.4.2. Reducing operating costs by implementing programs for energy upgrade, use of RES, etc.
- 5.4.3. Signing a long-term agreement with the Ministry of Education for state funding.
- 5.4.4. Promoting and enhancing research and entrepreneurship with emphasis on private international and European projects.
- 5.4.5. Submitting competitive research proposals to domestic and international bodies to increase research funding, focusing on small, medium, and large projects - providing relevant support by establishing a dedicated service and activating academic staff.
- 5.4.6. Improving research laboratory facilities and equipment via relevant funding from the Regional Directorate of Education (facilities).
- 5.4.7. Increasing revenues and making better use of facilities by establishing the University Facilities and Estate Management Corporation.
- 5.4.8. Legally supporting and managing complaints.

5.5. Optimizing University Administration services and creating quality standards

- 5.5.1. Organising digitalized administrative services.

- 5.5.2. Running an Internal Audit Unit.
- 5.5.3. Monitoring the implementation of strategic planning (Quality Assurance manual application).

5.6. Managing Human Resources and promoting excellence in administrative services

- 5.6.1. Capitalizing on mobility processes.
- 5.6.2. Applying staff management by implementing an objective-based policy.
- 5.6.3. Organising continuous staff training programs for administration services (both intra-institutional and extra-institutional).

5.7. Improving University facilities

- 5.7.1. Enhancing e-access to libraries.
- 5.7.2. Funding library networks.
- 5.7.3. Improving University facilities (lecture rooms and laboratories).

5.8. Establishing a facilities maintenance system

- 5.8.1. Undertaking an annual maintenance plan of the existing facilities.
- 5.8.2. Implementing a protocol for repair, restoration, and maintenance of existing facilities organized by the Department of Facilities and Estate Management and other services.

5.9. Transparency and accountability

- 5.9.1. Publishing information on the University Departments which submitted an action plan and report as regards academic staff, Special Laboratory Teaching staff, Special Laboratory Technical staff and academic units.

5.10. Designing a civil protection system

- 5.10.1. Training staff on civil protection issues.
- 5.10.2. Establishing a Committee on Health Crisis Management.

5.11. Managing human resources

- 5.11.1. Creating a wellness center for stress management.
- 5.11.2. Establishing a unit to support vulnerable students.

Quality Assurance

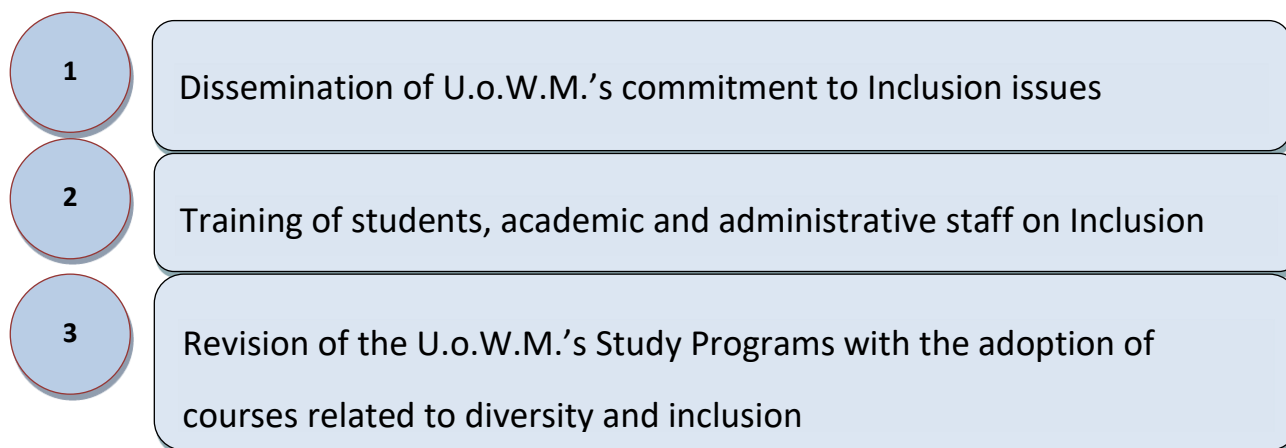
- 1 Organising and running a Quality Assurance Unit (Q.A.U.)
- 2 Designing and implementing an Internal Quality Assurance System (IQAS)
- 3 Designing and implementing Quality Assurance for study programs
- 4 Designing and implementing a Quality Management System for ISO 9001: 2015
- 5 Designing and implementing a Quality Management System for ISO 37001
- 6 Designing and implementing a Quality Management System for ISO 26000
- 7 Designing and implementing a Quality Management System for ISO 14001
- 8 Optimizing University Administration services and creating quality standards
- 9 Protecting personal data
- 10 Complying with accreditation standards
- 11 Implementing standards-based systems

- 6.1. Organising and running a Quality Assurance Unit (Q.A.U.).**
 - 6.1.1. Recruiting staff for Q.A.U.
 - 6.1.2. Creating a management information system for Q.A.U.
- 6.2. Designing and implementing an Internal Quality Assurance System (ICAS)**
 - 6.2.1. Evaluating and reviewing quality assurance policies in accordance with the relevant quality assurance procedures.
- 6.3. Designing and implementing Quality Assurance for Curricula**
 - 6.3.1. Monitoring, controlling, and reviewing curricula by the Internal Evaluation Teams of the academic units in collaboration with Q.A.U.
- 6.4. Designing and implementing a Quality Management System for ISO 9001: 2015**
 - 6.4.1. Monitoring and implementing a Quality Management System for ISO 9001: 2015.
- 6.5. Designing and implementing a Quality Management System for ISO 37001**
 - 6.5.1. Monitoring and implementing a Quality Management System for ISO 37001.
- 6.6. Designing and implementing a Quality Management System for ISO 26000**
 - 6.6.1. Monitoring and implementing a Quality Management System for ISO 26000.
- 6.7. Designing and implementing a Quality Management System for ISO 14001**
 - 6.7.1. Monitoring and implementing an Environmental Management System for ISO 14001.
- 6.8. Optimizing University Administration services and creating quality standards**
 - 6.8.1. Standardizing, simplifying and accrediting U.o.W.M.'s administration functions and services to ensure efficient operation.
 - 6.8.2. Reviewing Q.A.U. functions.
- 6.9. Protecting personal data**
 - 6.9.1. Implementing the General Data Protection Regulation (GDPR).
- 6.10. Complying with accreditation standards**
 - 6.10.1. Submitting proposals for improvement of the Internal Quality Assurance System (ICAS) and corrective actions.
- 6.11. Implementing standards-based systems**
 - 6.11.1. Designing and planning actions to comply with the recommendations of the previous ISO 9001 certification inspection.
 - 6.11.2. Designing and planning actions to comply with the recommendations of the previous ISO 26000 certification inspection.

6.11.3. Designing and planning actions to comply with the recommendations of the previous ISO 14001 certification inspection.

Strategic objective 7: Inclusion

Inclusion



7.1. Dissemination of U.o.W.M.'s commitment to Inclusion issues

- 7.1.1. Announcing U.o.W.M.'s commitment to inclusive initiatives.
- 7.1.2. Improving mechanisms for reporting incidents of bias and discrimination.
- 7.1.3. Organizing events in the U.o.W.M. with issues related to diversity, equality, and inclusion.

7.2. Training of students, academic and administrative staff on Inclusion issues

- 7.2.1. Educating the academic community about forms of bias and discrimination and how to report them.
- 7.2.2. Development of partnerships with bodies / organizations active in issues of equality and inclusion.

7.3. Revision of the U.o.W.M.'s Study programs with the adoption of courses related to diversity and inclusion

- 7.3.1. Increasing courses with learning outcomes relevant to diversity and inclusion.