

UNIVERSITY OF WESTERN MACEDONIA



STRATEGIC AND OPERATIONAL PLAN

2020 - 2025

KOZANI

NOVEMBER 2021

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Introduction

The University of Western Macedonia (UoWM) 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, UoWM 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.

UoWM is a fully self-governing Legal Entity of Public Law. According to the Constitution academic requirements, UoWM 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 organisations, 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.

UoWM is focused on creative and effective academic-community collaboration, as prescribed in the respective legislation, Internal Regulations and UoWM'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, UoWM 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. UoWM in numbers
(following merger with TEIWM)

UoWM PROFILE	
Undergraduate Courses	22
Postgraduate Courses	27
University Cities - Department Locations	5
University Facilities	17
Undergraduate enrolled students	9.134
Current students	8.661
Graduates	5.422
Enrolled Postgraduate Students	2.097
Postgraduate Degree Holders	2.288
Current PhD Candidates	369
PhD Degrees	180
Current Post Doctoral Candidates	27
Academic Staff	193
Special Teaching staff/Special Laboratory Teaching staff/ Special Laboratory Technical staff /Other Staff	73
Administration Staff	131

Source: UoWM, August 2021

UoWM 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

UoWM has got a clear governance structure, which comprises: the Senate, the Rector's Council, the Rector, the Vice-Rectors.

The Senate

Based on Law 4485/2017, the Senate draws up the University strategy, develops and specifies the relevant actions required for the growth of the University at a local, national, European and international level. It also takes up responsibilities not assigned by law specifically to other bodies of the University, and assumes duties based on UoWM Organisation and the Internal Regulations.

More specifically, the Senate:

- determines the individual directions for the UoWM academic strategy and development, on the basis of which the Rector's Council draws up draft programme planning agreements,
- oversees UoWM operation,
- sanctions UoWM annual regular financial budget and the public investment programme with the relevant amendments, as well as the annual review of financial reports, upon the recommendation of the Rector's Council,
- approves of the annual review of UoWM activities and its overall operation,
- draws up UoWM's educational and research policies in compliance with quality assurance and upgrading, and establishes the University Quality Assurance Unit (QAU),
- sanctions all Curricula content.

The Senate is composed of the Rector, Vice-Rectors, School Deans, Heads of Departments, students' representatives, representatives of the Special Teaching staff, Special Laboratory Teaching staff and Special Laboratory Technical staff and one representative of the administrative staff.

The Rector's Council

The Rector's Council:

- submits proposals to the Senate about uoWM's strategy as regards the progress of the University at a local, national, European and international scale, and builds up its distinctive status and profile in the context of its mission,
- prepares draft programme planning agreements, according to which the Senate determines the relevant directions for the University progress,
- prepares and reviews the annual regular financial budget and UoWM's public investment programme budget, as well as the final financial report, submits them to the Senate for approval and supervises the implementation of the relevant decisions. The budgets allocate funds for the educational, research and other activities of the University, thus, applying the respective programme agreement,
- makes recommendations about the University Organisation and Internal Regulations planning to the Rector, to be submitted for approval to the Senate,
- proposes to the Senate about relevant committees to examine or handle issues that fall under their remit,
- is responsible for observing statutory, Organisation and Internal Regulation obligations,
- oversees the organisation of the University administration services and allocates administrative staff,
- submits proposals to the Senate about academic staff allocation and reallocation in Departments,
- exercises specific duties assigned by the Senate, for a specific time, and after a justified decision,

Additionally, the Rector's Council is assigned tasks based on the University Organisation and Internal Regulations.

The Rector's Council is composed of the Rector, Vice-Rectors, one student representative, who comes from and is nominated by the co-opted student members of the Senate, as well as one administration staff representative, also member of the Senate.

Rector and Vice-Rectors

The Rector is a UoWM full professor elected for a four-year term, as set out in the call. Similarly, the Vice-Rectors are UoWM full, or associate professors elected for the same term of office. At UoWM, the four Vice-Rectors are elected for:

- Academic Affairs and Student Welfare
- Research and Lifelong Learning
- Finance, Planning and Development
- Administrative Affairs

School Administration Bodies

The School Administration bodies include: the School General Assembly, the Dean’s Council, and the Dean. School Administration services are established for administrative and secretarial support, (case a, par. 2, article 54 of law 4178/2013 (A 174)).

Department Administration Bodies

The Department Administration bodies include: the Department General Assembly, the Department Council (in Departments with two or more divisions) and the Head of Department. Department Administration services are established for administrative and secretarial support, (case a, par. 2, article 54 of law 4178/2013 (A 174)).

Human Resources

Teaching and Research Staff

The total number of UoWM academic staff (193), as well as of the Special Teaching staff (EDIP in Greek), Special Laboratory Teaching staff (EEP), and Special Laboratory Technical staff (ETEP) (62) during the first half of 2020, by Department and rank, is shown in Table 2.

Table 2. UoWM Teaching and research staff by School and Department

SCHOOL/DEPARTMENT	PROFESSORS	ASSOCIATE PROFESSORS	ASSISTANT PROFESSORS	LECTURERS	EDIP	EEP	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

SCHOOL/DEPARTMENT	PROFESSORS	ASSOCIATE PROFESSORS	ASSISTANT PROFESSORS	LECTURERS	EDIP	EEP	ETEP
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							
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: UoWM, August 2021

Other Department Staff

UoWM 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 UoWM 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: UoWM, August 2021

Table 4. Staff by employment status

	Number of employees	Contract staff
Directorate of Financial Services	14	0
Legal Services	2	0
Directorate of Administration Services	11	0
Directorate of Academic Affairs and Student Welfare	10	0
Directorate of Facilities Management and IT Support	29	0
Directorate of Financial and Administrative Support for the Special Account for Research Funds	9	0
Library and Publications	13	0

International and Public Relations	3	0
Senate Administration Office	2	0
Rector and Vice-Rectors' Administration Office	3	0
School Administration Office	9	0
Administration Office of University Bodies and Committees	1	0
Administration Office of the University Research Centre	1	0

Source: UoWM, August 2021

Students

The Table below (Table 5) demonstrates the number of enrolled students as well as the number of current students in each UoWM study cycle.

Table 5. UoWM number of students per School, Department and study Cycle

School	Department	Number of enrolled undergraduate students	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	800	100	642	160	80
	Mineral Resources Engineering	326	182	317	0	6
	Product and Systems Design Engineering	349	187	349	58	2
	Mechanical Engineering	485	62	349	184	41
	Chemical Engineering	226	32	226	84	17
SOCIAL SCIENCES AND HUMANITIES	Communication and Digital Media	456	236	455	0	0
	Early Childhood Education	562	163	516	575	61
	Primary Education	495	158	444	317	47
	Psychology	230	155	230	0	0
FINE ARTS	Fine and Applied Arts	501	83	429	29	8
ECONOMIC SCIENCES	International and European Economic Studies	523	311	523	0	18
	Management Science and Technology	652	367	652	182	28
	Accounting and Finance	625	337	625	380	7
	Economics	131	83	131	0	2
	Business Administration	410	208	410	0	15
	Regional and Cross-Border Development Studies	569	294	569	0	6
	Statistics and Insurance Science	479	276	479	0	0

School	Department	Number of enrolled undergraduate students	Number of current first-year students	Number of current postgraduate students (N+2) years*	Number of current postgraduate students**	Number of PhD Candidates
SCIENCE	Informatics	307	205	307	49	12
	Mathematics	140	91	140	0	0
AGRICULTURE	Agriculture	435	266	435	49	12
HEALTH SCIENCES	Midwifery	260	122	260	0	8
	Occupational Therapy	173	91	173	0	0

Source: UoWM, August 2021

* For all Undergraduate courses run by each Department

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

Administration & Services

UoWM Administration comprises:

Senate

The functions of the Senate, apart from those provided for by the current law, and the regulations of the UoWM Organisation and Internal Regulation, as well as other provisions of the current legislation, include:

- a. drawing up the University overall strategy, developing and specifying the relevant actions required for the progress of the University on a local, national, European and international scale, and building up its distinctive status and profile in the context of its mission, upon the Rector's Council proposals,
- b. developing and specifying the relevant actions required for the progress of the University on a local, national, European and international scale,
- c. supervising all University functions,
- d. consenting to the Rector's decisions on fund allocation for UoWM's educational, research and other activities,
- e. submitting proposals to the Rector about partnerships with educational or training/vocational Institutions and scientific and social bodies in Greece or abroad,
- f. approving of the University Internal Regulation and amendments, under the provisions of Article 8,
- g. sanctioning the annual budget and public investment programme with the relevant amendments as well as the annual review of financial reports, upon the recommendation of the Rector's Council,
- h. endorsing an annual review of the University activities and functions,
- i. supervising UoWM's Facilities and Estate Management Corporation and deciding on and/or discharging Council members and the Managing Director,

- j. giving opinions on merging, divisioning, renaming, abolishing and changing University seats, as well as establishing, abolishing, merging, divisioning, renaming and changing School or Department seats,
- k. deciding on establishing and changing Divisions,
- l. formulating the University educational and research policy in compliance with quality assurance and upgrading, and establishing the University Quality Assurance Unit (QAU),
- m. sanctioning new and updated registers of internal and external members for UoWM academic staff's election, promotion, tenure, and renewal of term of office, upon the recommendation of the Dean's Council, and following a decision of the Department Assembly,
- n. establishing electors for UoWM academic staff's election, promotion, tenure, and renewal of term of office of self-governing University Departments, upon the recommendation of interim Department Assemblies,
- o. sanctioning the first, second and third cycle Study Regulations,
- p. deciding on establishing the Training and Lifelong Learning Centre (TLLC) and sanctioning its Study Regulation, delegating authority to the TLLC Director upon the recommendation of TLLC President, following the opinion of the Centre Council, sanctioning the annual budget and annual financial review, and drawing up a four-year development plan,
- q. endorsing all University course curricula,
- r. deciding on establishing postgraduate courses, upon the recommendation of Department Assemblies, and determining all academic, administrative, organisational, and financial issues, in compliance with the relevant legislation for postgraduate courses,
- s. deciding on establishing and organising, according to article 13A, law 4310/2014 (A' 258), second and third cycle courses in collaboration with other HEIs and research centres including the Academy of Athens research centres and the Institute of the Biomedical Research Foundation of the Academy of Athens (BRFAA),
- t. deciding, upon the recommendation of Department Assemblies, on organising second and third cycle courses in collaboration with accredited Institutions and research centres abroad, in accordance with the provisions of Article 43,
- u. deciding on organising, whole or part first-cycle courses in a foreign language, exclusively for citizens of non-EU countries, in collaboration with the International University of Greece (IHU) upon the recommendation of relevant Department Assemblies or Schools with the consent of the relevant Departments,
- v. drawing up the academic calendar including exam dates,
- w. deciding on the University suspended operation for exceptional reasons, such as safety and natural disasters, as well as on the functions of collective bodies during holidays,
- x. sanctioning emergency measures taken by the Rector,
- y. proposing new seats for academic staff members to the Minister of Education, Research and Religions, following Deans' proposals submitted upon the relevant recommendation of Department Assemblies, and allocating academic staff in University Departments,

- z. making proposals for employment of Special Teaching staff, Special Laboratory staff and Special Laboratory Technical staff to the Minister of Education, Research and Religions, following Deans' proposals and the relevant recommendation of Department Assemblies, and allocating academic staff in University Departments or Schools,
- aa. submitting proposals for administrative staff to the Minister of Education, Research and Religions, following a Rector's proposal,
- bb. allocating staff and funding to Departments pursuant article 5, Presidential degree 407/1980 (A' 112) and article 19, law 1404/1983 (A' 173), respectively,
- cc. delegating authority to Deans or Department Heads, in case there are no candidates,
- dd. establishing committees to examine or carry out processes within its competencies, upon the recommendation of the Rector's Council,
- ee. delegating, by a three-quarters (3/4) majority of all its members and by reasoned decision published in the Government Gazette, responsibilities to the Rector's Council for a specific period of time,
- ff. dividing budgetary commitments to the University educational, research and other activities in the framework of the draft program planning agreements and the recommendation of the Rector's Council,
- gg. granting honorary awards (Honorary Doctor, Emeritus and Honorary Professor), upon the recommendation of Department Assemblies,
- hh. ensuring that necessary measures are taken to enable disabled people/students to have access to the University buildings, and students with special educational needs to attend lectures and use educational material for all three course cycles,
- ii. deciding upon Deans' proposals on interdisciplinary courses within Departments of the same or other Schools,
- jj. delegating responsibilities that are not specifically assigned by law to other University bodies.

Rector's Council

The functions of the Rector's Council, under the current law and the regulations of the UoWM Organisation and Internal Regulations, as well as other provisions of the current legislation, include:

- a. submitting proposals to the Senate about the University strategy as regards the progress of the University at a local, national, European and international scale, and building up its distinctive status and profile in the context of its mission,
- b. preparing draft programme planning agreements, which the Senate uses to lay down the guidelines for the University progress,
- c. drawing up and reviewing the University annual regular financial budgets, as well as public investment programmes, submitting them to the Senate for approval and supervising the implementation of the relevant Senate's decisions. The budgets allocate funds for the educational, research and other activities of the University, thus, applying the respective programme agreement,

- d. making recommendations about the University Organisation and Internal Regulations planning to the Rector, to be submitted for approval to the Senate,
- e. proposing to the Senate about relevant committees to examine or handle issues falling within its responsibilities,
- f. ensuring compliance with the relevant legislation, Organisation regulations and the Internal Regulation,
- g. overseeing the organisation of UoWM's administrative functions and staff,
- h. submitting proposals to the Senate about academic staff allocation and reallocation in Departments,
- i. exercising specific duties assigned by the Senate, for a specific time, and after a reasoned decision.

The Council's decisions are communicated to the Senate within one (1) month and are posted on the University website.

Directorate of Academic Affairs and Student Welfare

It is responsible for ensuring that University functions are properly, efficiently and lawfully carried out, in compliance with the priorities and objectives determined by the University Administration bodies, supports the educational functions of the University Schools and oversees UoWM's student welfare services.

Divisions: Student Welfare, Academic Affairs and Study, Student Placements and Career.

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, Protocol & Dispatch.

Directorate of Financial Services

It is engaged in managing all UoWM 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 carries out or monitors projects, supervises and manages construction works, and inspects and supervises facilities maintenance. In addition, it engages in planning, designing, installing and managing University IT Systems, monitors records and operates and controls data networks.

Divisions: IT Support, Networks, Facilities Management, Project Planning and Management.

Financial and Administrative Support Unit (FASU) - Special Account for Research Funds (SARF)

It manages and uses funds for research, education, training and technological development and innovation as well as other relevant services.

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

Quality Assurance Unit (QAU)

It is the central coordinating unit of the University quality assurance and evaluation processes. Its objectives include drawing up a systematic and detailed record and promotion of the work carried out both in Academic Units and Departments and the University.

Public and International Relations

The Public and International Relations team deliver and support a wide range of services, such as 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 & Publications

The Library & Publications service ensures that the relevant support material for the University educational or other processes are properly selected, collected, disseminated and effectively controlled and managed. It also provides for compiling and offering bibliographic information, investigating and supporting University needs, and supplies updated information on Library science and information systems, in compliance with national and international standards.

University Farm, School of Agriculture

It runs the model farm of the School of Agriculture (approx. 2,000m²), where crop and animal production tests are carried out.

Legal services

They are either judicial or extrajudicial services for all University legal cases and provides in-house legal advice and opinions to UoWM's Authorities and Services, in accordance with the current legislation and with a view to defending the legal interests of the University.

The service also handles the University mail, keeps minutes and records, proceedings and fully updated files for legal cases.

Rector and Vice-Rectors' Administration Office

It handles the Rector and Vice Rectors' personal correspondence, organises meetings, visits and contacts, and any other relevant processes and functions. It also engages in public relations and social protocol issues.

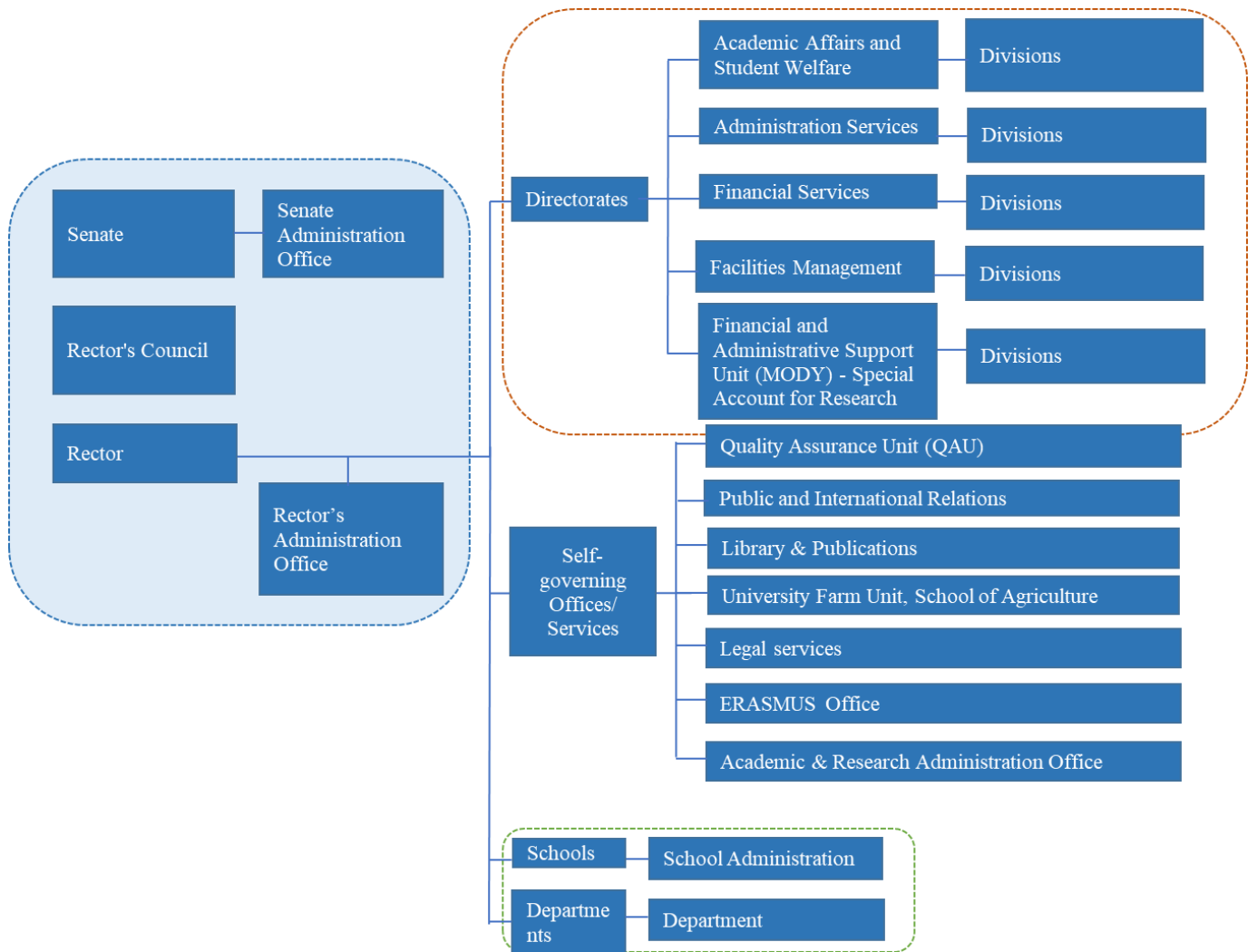
Senate Administration Office

It provides administrative and secretarial support to the Senate and the Rector's Council. More specifically, it prepares, sanctions and communicates the agenda to members of collective bodies, issues Senate's decisions or extracts of minutes, and manages minutes and record filing of all University functions.

The Office staff are appointed by the Rector.

ERASMUS office

UoWM's Erasmus Office basically runs the European Erasmus+ programme 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 University internationalisation and promote intercultural understanding and extroversion.



Organisation chart: UoWM Organisational structure. Schools, Departments and Department Administration Offices are self-governing administration units.

Organisation chart: Directorates & Administration services

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
FASU - SARF	<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

Study Programmes

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. 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 involves attending undergraduate courses, which are equivalent to 240 credits, according to the European Credit Transfer System (ECTS), whereas the second study cycle requires courses equivalent to a minimum of 60 credits for a Master's degree. Finally, the third study cycle involves undertaking doctoral research, corresponding to a minimum of 30 credits and a doctoral thesis. Minimum duration for a PhD degree is at least three years.

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

All the above programmes are distance learning and / or in a foreign language.

Undergraduate Study

SCHOOL OF ENGINEERING

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 specialise 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.

Department of Mineral Resources Engineering

Taught courses emphasise 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. They 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 offers undergraduate courses, which enable students to employ their creative skills by combining art and science with a range of new technologies, and design user-friendly, innovative, and groundbreaking 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, and are awarded a single, uniform Integrated Master's degree in Mechanical Engineering, Level 7 (National and European Qualifications Framework).

Department of Chemical Engineering

The Department caters for outstanding undergraduate and postgraduate education in chemical engineering. Courses offer students a sound theoretical grounding in fundamental science using cutting-edge technological means and methods based on relevant literature and research and qualify graduates to be competitive and achieve a successful career. Emphasis is also placed on fundamental and applied research in chemical engineering and other interdisciplinary fields, as well as collaboration with institutions and enterprises involved in industrial production, with a view to contributing to efforts made for regional and national development, via 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, thus, linking 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 an assignment in that 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 Kindergarten teachers. Courses aim 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. Electives 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:

- fosters education and research in Psychology, by means of fundamental and applied academic teaching and research
- qualifies students for a successful future career in the private, public, and academic sectors, by catering for thorough theoretical education and research as well as practical training.

Graduates are eligible for further specialist graduate training in psychology and job placements as licensed Psychologists (non-specialisation) by applying to Regional Health Directorates (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.

- qualifies students to pursue a professional or academic 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 programme designed by the Department.

SCHOOL OF ECONOMIC STUDIES

Department of International and European Economic Studies

The Department offers core courses in economics and embraces contemporary cutting-edge trends, to qualify graduates with both theoretical and applied knowledge.

Curricula integrate Economics focusing on internationalisation and international entrepreneurship, globalisation 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 and 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 organisational studies, placing emphasis on Informatics, Communication, leadership, and quantitative methods in decision-making, and thereby aiming at developing a business strategy and reorganising 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 organisational 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, specialised knowledge in Accounting and Finance.

The Department mission is to:

- qualify students to pursue a successful 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 specialised knowledge and transferrable skills in issues, such as accounting, tax, auditing, finance, financial services, both in specialised 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 specialised subjects, such as accounting.

Department of Economics

The Department 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 Greece and abroad. The Department offers state-of-art courses that meet National Economy needs as well as domestic and global labour market requirements, aiming at a direct liaison of graduates with the labour 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 emphasises 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 mission involves fostering and promoting the Business Administration science and qualifies students 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, specialised 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, 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. Their quantitative regional analysis skills via courses in Statistics, Econometrics, Cartography and Geographic Information Systems are useful in both the public and private sectors.

Department of Statistics and Insurance Science

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. 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 programmes in related fields, which 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 specialising 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 transaction applications
- acquire the necessary background to pursue postgraduate study.

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 specialisations or study directions), Level 6, according to the National Qualifications Framework (equivalent to Bachelor's Degree).

SCHOOL OF AGRICULTURE

Department of Agriculture

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

- continuous technological advancements and upgrading of agricultural and livestock farms and agri-food companies
- development and integration of innovations in all processes of production, organisation 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, minimising the adverse effects on climate and biodiversity, welfare of productive animals and quality of agricultural products
- an integrated development of rural areas through the optimal utilisation of the agricultural and regional policy tools.

Courses last five years, the first three of which include general and specialised 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 specialisation courses in: a) Plant Production b) Animal Production and c) Agricultural Economics.

SCHOOL OF HEALTH SCIENCES

Department of Midwifery

Greece is one of the first European countries that established Midwifery in higher education (EU-RL 2013 / 55EU), 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 caters for education, applied research, and transferrable knowledge in Midwifery. It also qualifies graduates for a scientific and professional career and development.

The Department mainly focuses on: state-of-art courses, interface of theory and practice, direct networking and collaboration with professional centres and organisations, 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 caters for outstanding education and training in Occupational Therapy to enable students to acquire competent knowledge and transferrable skills, and thus, sufficiently engage in discipline-related clinical and research challenges.

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 specialised occupational therapy intervention, to enable people with disabilities to achieve the highest possible level of functionality and adaptive behaviour and successfully assume the functional roles of life. Courses comply with the guidelines of the World Federation of Occupational Therapists (WFOT).

Graduates can have professional careers in Hospitals, Clinics, Special Schools, Rehabilitation Centres, Retirement Homes, Non-Profit Organisations, Education or work as Freelance Occupational Therapists, Specialist Occupational Therapists in Rehabilitation Centres.

Postgraduate Study

Postgraduate Study Programmes (MSc) aim at promoting education and research and fulfilling national educational, research and development needs. They are scientifically coherent, subject- and discipline-specific and meet high-quality education requirements. UoWM Postgraduate Study Programmes were established / re-established in accordance with the provisions of Laws 4485/2017 and 4610/2019. More specifically, the programmes per School and Department are summarised as follows:

Engineering

- **Electrical and Computer Engineering**
 - *MBA in Management Information Systems (Interdisciplinary with the departments of Regional and Cross-Border Development, Economics)*
 - *MSc in Mechatronics*
- **Mineral Resources Engineering**
 - *MSc in Petroleum Oil and Gas management and transportation – Mogmat (Interdisciplinary with the departments of International & European Economic Studies, Business Administration, Azerbaijan State University of Economics-UNE)*
- **Product & Systems Design Engineering**
 - *CAD/CAM and Product Design*
- **Mechanical Engineering**
 - *MSc in Welding Engineering and Non Destructive Inspection*
 - *MSc in Renewable Energy Sources & Energy Management in Buildings (Interdisciplinary with the department of Electrical & Computer Engineering)*
 - *MSc in Advanced engineering of energy systems*
 - *MSc in Biomedical engineering*
- **Chemical Engineering**
 - *MSc in Energy investments and the environment (Interdisciplinary with the departments of Regional and Cross-Border Development, Economics)*
 - *MSc in Analysis and Control of Food Product (Interdisciplinary with the departments of University of Food Technologies, Plovdiv, Bulgaria)*

Social Sciences & Humanities

- **Early Childhood Education**
- *MEd in Educational Sciences: Science Environment and Technology in Education (Interdisciplinary with the department of Primary Education)*
- *Public Discourse and Digital Media (Interdisciplinary with the department of Communication & Digital Media)*
- *Creative Writing (Interdisciplinary with the department of (School of Film, Aristotle University of Thessaloniki)*
- *Education Studies: Teaching Modern Greek Language*
- **Primary Education**
- *Education Sciences: Teacher education in innovative approaches to teaching and learning*
- *Education Sciences: History, Teaching History, Education Policy*
- *Education Sciences: Management and Administration in Education – Educational Leadership*
- *Science of Education: MEd in Mathematics Education (Interdisciplinary with the department of Educational & Social Policy, AUTH, and Primary Education, Democritus University of Thrace)*
- *Education Sciences: Teacher education in innovative approaches to teaching and learning*
- *Intercultural Studies – Greek as a second/foreign Language (Interdisciplinary with the department of Education, Frederick University of Nicosia, Cyprus)*

Economic sciences

- **Accounting & Finance**
- *MSc in Banking-Insurance and Finance*
- *M.Sc. in Accounting and Auditing*
- *MSc in Forensic Accounting (Interdisciplinary with the department of Accounting & Finance, Neapolis University, Pafos, Cyprus)*
- **Business Management & Technology**
- *Human Resources Management, Communication and Leadership*
- *E-Business and Digital Marketing*

Science

- **Informatics**
- *MSc in Modern Information Technologies and Services (Interdisciplinary with the department of Informatics, University of Piraeus)*

Fine Arts

- **Fine & Applied Arts**
 - *Visual Arts and Landscape: Approaches to Natural and Urban Space*

Agriculture

- **Agriculture**
 - *MSc in production, certification and distribution of plant reproductive material*
 - *MSc in Livestock and Wildlife Management*

In addition, the University of Western Macedonia organises the following interdisciplinary postgraduate programmes in co-operation with other Universities (responsible for the administrative support, as well):

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

Finally, the University of Western Macedonia has concluded special cooperation protocols with Universities of Cyprus in the framework of cooperation for postgraduate programmes. The specific programmes 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) Research

Doctor of Philosophy (PhD) research, available in every Department at the University of Western Macedonia, delivers specialist knowledge in specific fields of study and in relevant UoWM disciplines and subject areas. Doctoral research is focused on cutting-edge original research culminating in a PhD thesis and qualifying researchers to contribute to educational and scientific innovation and advancement. Doctoral degrees are awarded under the current provisions for Higher Education.

Regulations for PhD research are set out according to article 45, Law 4485/2017 and the decisions made by each Department Assembly, approved by the University Senate and published in the Government Gazette. They are also posted on Department websites and notified to the Ministry of Education and Religious Affairs.

Pursuant to the above article, the Regulations for Doctoral research of the University Departments are published in the Government Gazette and posted on UoWM's Department webpages.

Admissions

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.

Full-time PhD research is supervised by a three-member Advisory Committee and normally requires a minimum of three years.

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

Focusing on innovation and excellence, the University of Western Macedonia fosters postdoctoral research in various discipline- and research-related fields.

Postdoctoral research aims at:

- expanding 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 UoWM's academic prestige and world-class research

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

Compensatory scholarships for Postdoctoral Researchers: The scholarships are awarded by UoWM's SARF 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 aims at:

- leveraging UoWM'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

- introducing UoWM in the international education market by undertaking international projects
- helping UoWM 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 UoWM'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 HEIs or domestic research centres, as well as with accredited Higher Education Institutions, by decision of the Rector's Council.

Distance Learning

Distance learning can be supplementary to educational processes in all study cycles, by decision of the Rector, following Deans' proposals sanctioned by the Senate. In exceptional circumstances, distance learning can be used as an exclusive method for specific courses.

Distance Learning via ZOOM

UoWM uses 120 licences for distance learning rooms. During March - April 2020, 97 rooms were used:

- 90 for undergraduate courses
- 37 for postgraduate courses
- 59 for various purposes, e.g., teleconferencing

Table 6. Use of ZOOM teaching rooms

	Meetings	Average Duration (min)	Average Number of participants	Maximum duration (min)	Courses with >=200 Participants	Courses with <=10 Participants
March-20	590	100	86	352	46	47
April-20	2731	105	89	473	267	192
May-20	3080	105	46	427	3	350
June-20	1956	106	43	645	31	325
July-20	684	111	72	511	49	149
August-20	68	101	35	377	3	26
September-20	1097	98	45	541	16	237
Oktober-20	2502	117	72	1194	139	217
Total	12708	105	61	565		

Distance learning exams via "Moodle"

Distance learning exams are organised via "Moodle", 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 Key Principles

UoWM research policy is based on two core principles:

- quality assurance in research, and
- excellence

Quality criteria include 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 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 promoting innovative actions.

Special Account for Research Funds (SARF)

UoWM's Special Account of Research Funds (SARF, ELKE in Greek) was established under Law 4485/2017 and the amendments of Law 4610/2019. SARF 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, SARF 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.

SARF's Research Committee is a self-governing, decision-making unit established by decision of the Rector and comprising representatives of all UoWM Departments and the Vice Rector for Research (Chair). Department representatives and deputies are nominated by the relevant Department Assembly.

Research Activity

The Special Account for Research Funds informs the University teaching and research staff about the University funded research activities. In detail, research activities include:

- (1) Funded projects
- (2) Funded European projects coordinated by Departments

- (3) European projects (competitive)
- (4) National European-funded projects
- (5) Projects carried out by international companies and organisations
- (6) Projects carried out by national companies and organisations
- (7) External project partnerships
- (8) Spin outs / Laboratories / Centres of Excellence

Table 8. Projects and Research Facilities & Services per Department

	(1)*	(2)*	(3)*	(4)*	(5)*	(6)*	(7)*	(8)*
Electrical & Computer Engineering	80	4	11	36	-	2	114	5
Mineral Resources Engineering	1	-	-	-	-	1	-	1
Mechanical Engineering	94	-	15	26	-	8	94	8
Product & Systems Design Engineering	7	-	1	1	-	1	3	3
Chemical Engineering	12	-	-	7	-	2	13	5
Communication & Digital Media	4	-	-	1	-	-	-	1
Primary Education	39	-	2	5	-	2	40	5
Early Childhood Education	54	-	9	7	1	5	71	3
Fine & Applied Arts	9	-	1	1	-	1	5	-
Management Science & Technology	4	-	-	-	-	-	10	1
Accounting & Finance	4	-	1	2	-	-	-	4
Economics	5	-	-	1	-	-	3	1
Business Administration	-	-	-	-	-	-	-	-
Informatics	2	-	-	-	-	-	12	3
Agriculture	13	1	1	4	2	2	9	-
Midwifery	1	-	-	-	-	1	-	5

Source: University of Western Macedonia, 2020.

Table 9 below shows budgets for UoWM research and development programmes per source of funding, 2014-2020.

Table 9. UoWM Research & Development projects, 2014-2020

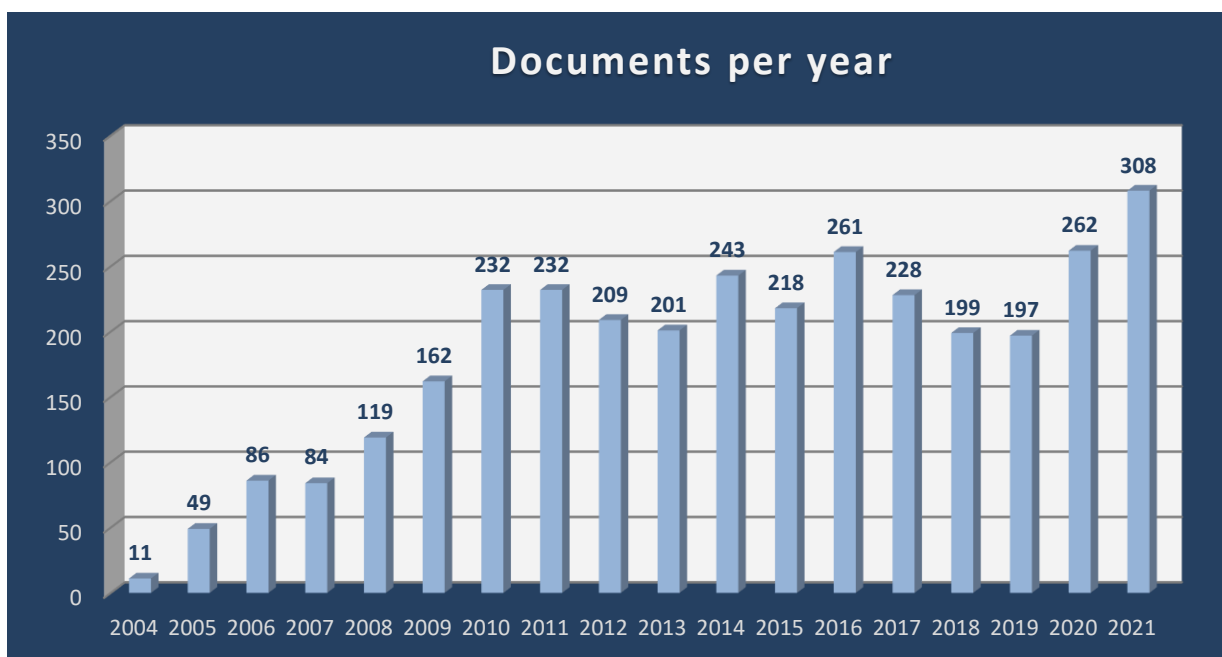
Programme / Source of Funding	Budget (€)
Erasmus+	623.929,57
Horizon 2020 / 7th Framework Programme (FP7)	1.671.867,58
Interreg Europe / CBC / IPA /MED etc.	834.004,53
Life	258.809,76
National Strategic Reference Framework 2014-2020	7.294.210,94
Hellenic Foundation for Research and Innovation	258.006,60
Private entities	4.935.715,40
State Scholarships Foundation (IKY, in Greek)	962.641,85

Special Account of Research Funds (ELKE, in Greek) / UoWM Research Committee	6.474.790,63
Contracts with Public Entities	434.744,70

Source: UoWM's Special Account of Research Funds (SARF, ELKE in Greek)

In diagram 1 includes citation-based information on the benchmark research output at UoWM, in a national and international context (source: Scopus).

Diagram 1: Research output at UoWM



Source: Scopus

Table 10. UoWM's citation impact per Department

	CITATIONS	REFERENCES
Electrical & Computer Engineering	1371	12408
Mineral Resources Engineering	130	1302
Mechanical Engineering	875	14493
Product & Systems Design Engineering	189	2124
Chemical Engineering	420	9899
Communication & Digital Media	127	973
Primary Education	119	424
Early Childhood Education	159	945
Management Science & Technology	38	264
Accounting & Finance	72	517
Economics	101	2045
Business Administration	40	582
International & European Economic Studies	10	58

Regional & Cross-Border Development Studies	71	666
Statistics & Insurance Science	42	838
Informatics	136	2321
Agriculture	180	3479

Source: UoWM, 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:

School of Engineering

Electrical and Computer Engineering

- Biomedical Engineering and Electronic 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

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)

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
- Children and adolescents with special educational needs and / or disabilities: investigation, evaluation, intervention

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
- Education on Books: "Bibliologeion"

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

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

"TEMENOS" University Research Centre

UoWM's Research Centre (URC), called "TEMENOS", was established in Kozani under Law 4610/2019. "TEMENOS" aims at delivering and promoting science, research, innovation, excellence and culture for social and economic development and progress. More specifically, "TEMENOS" engages in:

- 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, "TEMENOS":

- 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, HEIs, science or technology parks, to establish liaison of research with education and production,
- 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.

“TEMENOS” runs the following Institutes:

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

The Centre is run by a Board, composed of the Vice-Rector for Research and Lifelong Learning (President), the Vice-President and the Institute Directors (members). The Board Vice President, Institute Directors and members of the steering committees are UoWM academic staff members, whose administrative experience and research work are related to the URC Institutes’ objects and are knowledgeable in attracting research funds for programmes or projects as well as in leveraging research output.

UoWM 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 UoWM. Thus, it 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 QAU department and submits an Action Plan and Report to the Rector’s Council and QAU.

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, QAU and QAU 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.

Committee on Excellence and Liaison of Research with Education

The Committee:

- a) promotes excellence by organising seminars, workshops, etc., and endorses PhD candidates' research work in each University School.
- b) establishes university centres of excellence
- c) submits proposals to integrate liaison of research with education in course curricula
- d) submits interdisciplinary project proposals.

The committee submits an Action Plan and Report to the Rector's Council and QAU.

Support Committee for Vulnerable Groups

The Support Committee for Vulnerable Groups of the University of Western Macedonia provides 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 UoWM Student Support Unit for Vulnerable Groups (MYFEO) delivers social care and counselling services to all University students, especially to disadvantaged individuals. 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.

MYFEO engages in:

- 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 the disabled
- 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 low-income students, 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 QAU.

Committee on Animal Welfare and Environmental Sustainability

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

The Committee:

- elaborates on and submits scientific, thorough, and realistic opinions and proposals on animal welfare and environmental issues to the University Administration and all public competent bodies
- collaborates with scientists, academics, intellectuals, and politicians
- collaborates with large animal welfare organisations in Greece and abroad
- submits proposals for the implementation of relevant research and educational programmes
- organises conferences, seminars, and workshops to raise awareness in such issues.

The committee submits an Action Plan and Report to the Rector's Council and QAU.

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 University functions. In detail, 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
- organise relevant information conferences, seminars, and workshops
- submit proposals for the implementation of relevant research and educational programmes
- monitor and evaluate general health risks.

The committee submits an Action Plan and Report to the Rector's Council and QAU.

Committee on Gender Equality

The Committee was established to promote gender equality by engaging in:

- 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
- organising relevant information conferences, seminars, and workshops.

The committee submits an Action Plan and Report to the Rector's Council and QAU.

Culture Committee

The committee proposes, implements, and promotes cultural and artistic activities. It aims at:

- 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 cultural activities and functions
- submitting proposals for the implementation of relevant research and educational programmes
- fostering and propagating local customs

The committee submits an Action Plan and Report to the Rector's Council and QAU.

Sports & University Sports Centre Committee

The committee, established to promote sports in academia, aims at:

- engaging students in taking up sports
- organising sports events
- submitting proposals for sports facilities and upgrading UoWM's sports facilities
- fostering partnerships between the University and local and national entities

The committee submits an Action Plan and Report to the Directorate of Technical Services and IT support, the Department of Student Welfare, the Rector's Council and QAU.

Internal Regulation Committee

The Internal Regulation Committee submits proposals to the Senate about UoWM Internal Regulation and provides for compliance with the current statutory requirements. The Committee is informed on the best international practices in governance and internal organisation in higher education, collaborates with the internal audit unit and submits substantiated proposals to the Senate.

The committee submits an Action Plan and Report to the Rector's Council and QAU.

Committee on UoWM Strategic Planning

The Committee submits proposals to the Senate about the University long-term strategic plan. It is informed on developments and achievement in higher education, proposes appropriate corrective measures and, if necessary, reformulates University objectives.

The Committee submits an Action Plan and Report to the Rector's Council and QAU.

Library Committee

The Library Committee aims at the efficient operation of the University library and submits 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.

The committee submits an Action Plan and Report to the Rector's Council and QAU.

Student Ombudsman

The Student Ombudsman - currently pending - is subject to Law 4009/2011, and aims at a) due process 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. It is eligible to:

- investigate cases, ex officio or following a student report, and mediate dispute settlements to the competent University Bodies
- apply to UoWM services for any information, document or other evidence about legal cases, conducts investigations, carries out autopsies and expert examinations
- draw 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 mediate problems by any appropriate means
- to file ambiguous, unsubstantiated or unproven reports, whereas in case of disciplinary misconduct, the case is forwarded 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. Students can submit applications either by e-mail, in person or by post (signed or anonymously).

The Office submits an Action Plan and Report to the Department of Student Welfare, the Rector's Council and QAU.

Office for Leverage of UoWM Research Output

The office belongs to UoWM's Facilities Management corporation which is bound to be established to leverage research findings, generate revenue, and decide on research leverage methods.

The Office is coordinated by the Facilities Management corporation and submits an Action Plan and Report to the Rector's Council and QAU.

Teaching and Learning Support Office

The Office aims to promote University teaching processes by means of various actions aimed at enhancing learning, innovation, and teaching processes, both in undergraduate and postgraduate courses. The Office focuses on:

- 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 organising 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:

- organising 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
- organising conferences and scientific activities.

The Teaching and Learning Support Office is supervised by the Vice Rector for Academic Affairs and Student Welfare and submits an Action Plan and Report to the Rector's Council and QAU.

Academic, social, cultural and environmental society of Western Macedonia

The Academic, Social, Cultural and Environmental Society of the University of Western Macedonia, named "Epicurus", 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
- 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.

The Society submits an Action Plan and Report to the Department of Public and International Relations, the Rector's Council and QAU.

UoWM Alumni

UoWM alumni community 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 programmes, seminars, workshops, conferences, postgraduate courses, etc.)
- facilitating graduates' access to the labour market

The Association submits an Action Plan and Report to the Study, Careers & Placement Service, to the Rector's Council and QAU.

"XENOFON" Student Volunteers

"XENOFON" is a voluntary group engaging in research in Economics, especially Financial Sciences.

The Association submits an Action Plan and Report to the Rector's Council and QAU.

Agriculture Student Volunteers

The Group was launched in 2018-2019. The Group's members are students, 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.

Facilities

The University of Western Macedonia runs Schools and Departments in five cities in Western Macedonia (Kozani, Florina, Kastoria, Grevena, Ptolemaida). The main campus, located in Kila, Kozani, accommodates the University Administration authorities, department administration offices, the School of Economics, 2 of the 5 departments of the School of Engineering, the Library, the Hall of Residence, a student restaurant (there is a second restaurant in the city centre), and the university gym. According to Law 4610/2019 (Government Gazette 70 / A / 07.05.2019), UoWM facilities include:

School of Engineering

The School of Engineering is located in Kozani. The Departments of Mechanical Engineering, Electrical and Computer Engineering, and Chemical Engineering are located off-campus, in separate buildings in Kozani.

In detail:

Department of Electrical and Computer Engineering (Kozani, Karamanli & Lygeris St.). It is housed in a rented ground floor space (1,934m²), where the administration office, lecture rooms, laboratories and academic staff offices are located. The Department shares laboratories (805m²) with the Department of Mechanical Engineering.

Department of Mechanical Engineering (Kozani, Bakola & Sialvera street). It is housed in a two-floor building (2,732m²). The department rents estate for laboratories in Argirokastrou st. (2,000m²) and shares other (805m²) with the department of Electrical and Computer Engineering.

Department of Mineral Resources Engineering. It is located on the main campus in Kila, Kozani.

Department of Product and Systems Design Engineering. It is located on the main campus in Kila, Kozani.

Department of Chemical Engineering. Lectures are delivered in a separate building in Kozani (Bakola & Sialvera str.), as well as on campus in Kila, Kozani. Lab sessions are delivered in a separate building (Argyrokastrou str.).

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 run courses in university-owned facilities.

School of Social Sciences and Humanities

It is located in Florina (3rd km Florina-Niki) and Kastoria. The School runs 4 Departments, of which three in Florina (Primary Education, Early Childhood Education and Psychology), and one in Kastoria (Communication & Digital Media), where there is also a student restaurant and library.

School of Agriculture

It is located in Konitopoulou str., Florina, in a neoclassical building (shared with the School administration services), a main new building with lecture rooms, laboratories, auditorium, hall of Residence and student restaurant, as well as a library and sports facilities. The School farm is located in a group of traditional buildings with laboratories and offices, barns, storehouses, a greenhouse and plantations used for student training.

School of Fine Arts

It is located in Florina (3rd km Florina-Niki), and in a village, Psarades, Prespes, where there are laboratories and exhibition areas. The School is going to be soon relocated in a new campus building in Florina.

School of Science

In the School facilities, located in Kastoria (Fourka), there are 2 Departments, the Department of Mathematics and the Department of Informatics, as well as a student restaurant.

School of Health Sciences

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

Student Welfare

UoWM offers the following student welfare facilities per city, as shown in the table below:

Table 11. Student welfare facilities per city

	Kozani	Florina	Kastoria	Grevena	Ptolemaida
Restaurant	✓	✓	✓	✓	✓

Accommodation	✓	✓		✓	
Library	✓	✓	✓		
Sport Facilities	✓	✓		✓	

Student accommodation facilities include Halls of Residence (owned and rented) on three of the five university campuses, as shown in the following table:

Table 12. UoWM Halls of Residence: bed availability per city

City	Number of beds
Florina	
Euxeinos Leschi	32
Department of Agriculture	82
Kozani	
Owned	90
Rented	340
Grevena	
Owned	67
Kastoria	0
Ptolemaida	0
Σύνολο	611

Student accommodation availability accounts for 78% and 40% in Florina and Kozani, respectively. UoWM aims at expanding accommodation facilities in those University cities with no accommodation as well as in the area 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: total number of eligible students

	Kozani	Florina	Kastoria	Grevena	Ptolemaida
Number of students (eligible for free meals)	2,250	835	529	352	246

Geographical location of University facilities

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

KOZANI

MAIN CAMPUS (KILA) - Total Building Area: 38,000 m²

KOZANI - Total Building Area: 8,771 m²

UoWM students can have free meals in 2 off-campus student restaurants in Kozani:

- 20, Konstantinoupoleos Str. (total area 386.40 m² (ground floor 154.70 m², basement 154.70 m² and loft 77.00 m²)

- 27, Konstantinoupoleos Str. (main building 107.00 m², utility rooms 61.44 m²)

Finally, UoWM also rents a three- floor student accommodation building (150 beds) in Kozani (27, Ch. Sakali str. Skourka), with small one-room fully equipped studios (cooking stoves, refrigerator), a lounge room (2nd floor) and a canteen.

A. SCHOOL OF ENGINEERING

The School runs five (5) Departments:

- Electrical and Computer Engineering (Kozani)
- Mechanical Engineering (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)

On the main campus in Kila, there are the following facilities: lecture rooms - laboratories, anti-pollution technology building, 2 auditoriums, Hall of Residence, gym, and administrative services. More specifically:

- Hall of Residence: 1,400m².
- Former Administration Services building: 1,350m²

- New Administration Services building: 3,150m²
- Indoors gym: 1,615m²
- Pollution Control Technology building: 1,585m²
- Lecture rooms - laboratories – 2 auditoriums: 8,600m²
- Main building (ground floor): 7,450 m²

Total area of facilities on the main campus (former T.E.I.) in Kila: 38,000m².

The Department of Electrical and Computer Engineering rents estate (ground floor, 1,934 m², Karamanli & Lygeris str.) in Kozani.

The Department of Mechanical Engineering rents the following buildings in Kozani:

- a two-floor building (2,732 m², Sialvera & BaKola str.)
- laboratories at (805 m², 11, Kon. Karamanli str.).

The Department of Mechanical Engineering also uses rent-free laboratory facilities (2,000m², Argyrokastrou Street, Kozani).

Finally, the University uses rent-free facilities owned by the Municipality of Kozani (park of Agios Dimitrios, 1300m²) to house Administration services, the Centre for Lifelong Learning (KEDIVIM) and the "TEMENOS" University Research Centre (UEC).

Total area of UoWM facilities in Kozani: 8,771m².

C. ZONE OF ACTIVE URBAN PLANNING (KOZANI)

The new UoWM facilities are being built in the Zone of Active Urban Planning of Kozani (ZEP, in Greek), and include two main building groups:

- Administration services
- Main buildings (staff offices, lecture rooms & laboratories)

The Administration services will be housed on a five-floor building with available space below the ground floor (6,903.72m²).

The main buildings (staff offices, lecture rooms & laboratories) include a reception area and staff offices, and two similar facilities with laboratories and lecture rooms (two-floor buildings). All three buildings have underground space available, where IT infrastructure, utility rooms and wet rooms are housed.

Total area of main buildings: 13.410,98m²

The specific building group is going to be completed by mid-2021, as scheduled.

Total area of Main group of buildings: 20.314,70m²

KASTORIA

A. SCHOOL OF SCIENCE

It runs (2) Departments:

- Mathematics
- Informatics

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

Communication and Digital Media

C. SCHOOL OF ECONOMIC SCIENCES (seat 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 (seat 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, UoWM 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). The facilities include:

- Auditorium A (seats 300)
- Auditorium B (seats 150)
- 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
- PC 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
- PC 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 m^2 , seats 284)
- Library
- 5 offices
- 4 laboratories
- dining room
- gym
- Utility rooms

Building group area: $7,929.01\text{m}^2$

Total area of buildings: $12,621.01\text{m}^2$

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 (3^{rd} km Florina – Niki).

Total building area: $2,000\text{m}^2$

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

- Painting, in Messonissi (450 m^2)
- Sculpture, in Messonissi (450 m^2)

- 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

D. STUDENT ACCOMODATION

UoWM rents a Hall of Residence in Florina (Macedonia & Egnatia str., 628,79 m²), with one-, two- and three-room flats (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 Facilities

Table 14 below demonstrates all UoWM facilities.

Table 14. UoWM Facilities

Lecture rooms	123
Capacity	7,533
Area	9,818 m ²
Laboratories	166
Capacity	2,800
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, where numbers (1), (2) etc.:

- (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. UoWM 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: UoWM, 2019.

Libraries

Table 16. University Libraries

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 UoWM'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.uowm.gr/www/services/maillinglists/>)
- Asynchronous distance learning (e-Class) (<https://noc.uowm.gr/www/services/eclass/>)
- Synchronous distance learning, Zoom, BigBlueButton
- Teleconferences (<http://noc.uowm.gr/www/services/webconf/>, ePresense, synergy, BigBlueButton)
- Webhosting (<http://noc.uowm.gr/www/services/webhosting/>)
- Microsoft Office 365 (via DELOS 365) (<https://noc.uowm.gr/www/services/delos365/>)
- G Suite for Education (<https://noc.uowm.gr/www/services/gsuite/>)
- VPN (<http://noc.uowm.gr/www/services/vpn/>)
- Homepages (<http://noc.uowm.gr/www/services/homepages/>)
- Plagiarism (turnitin) (<https://noc.uowm.gr/www/services/turnitin/>)
- Lecture room reservations (<https://noc.uowm.gr/www/services/mrbs/>)
- Synergy platforms (<https://noc.uowm.gr/www/services/synergy/>)

Information systems

UoWM operates the following Information systems:

- Cardisoft – student registration -22+3 Undergraduate + ~25 Postgraduate courses and PhD research
- Student registration for former T.E.I. students (custom) (~15 Undergraduate + ~15 Postgraduate courses)
- Rescom – Facilities Management (SARF) (used at SARF)
- 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)
- Application for part-time appointment monitoring (custom) (for 7 School Administration services)
- Sierra / Advance (for the Central and other University Libraries)
- ePrints/DSpace Thesis Depositories (<http://noc.uowm.gr/www/services/dspace/> και https://library.uowm.gr/?page_id=70)
- E-class
- E-web

Quality Assurance Unit (QAU)

Evaluation is a fundamental academic tool, used to upgrade UoWM's educational and research processes and improve functionality and efficiency. Evaluation procedures aim at ensuring and enhancing the quality of the University academic Departments and addressing potential problems in terms of status, objectives, and mission. UoWM Quality Assurance Unit (QAU) works in line with international practices, and, more specifically, those of the European Higher Education Area (EHEA), and the principles and directions of the Hellenic Authority for Higher Education (HAHE).

It is a University which organises, co-ordinates and implements the University Quality Assurance and Accreditation procedures in compliance with the legal requirements in Greece (Laws 3374/2005; 4009/2011; 4485/2017).

QAU, supported by all members of the academic community and social partners, sets out the University strategy for quality assurance and formulates relevant policies for the ongoing process of enhancing quality. UoWM's strategy, policies and processes for quality assurance, posted on QAU's website, are declarations – commitments, which involve:

- the relationship between teaching and research in the University
- UoWM's strategy for quality- and management-related strategy
- the organisation of UoWM's internal quality assurance system
- the responsibilities delegated to Departments, Schools, and other organisational units, and members of the academia to safeguard quality assurance
- students' commitment in quality assurance
- quality assurance implementation, monitoring and review methods.

Evaluation includes:

- a detailed description and systematic report of University Department and Service processes
- a documented evaluation report and promotion of UoWM's activities and functions on objective-based criteria and
- integration of the evaluation outcomes in teaching, research, and all University functions.

Evaluation criteria and indicators are based on the relevant institutional framework, and operate on the following four axes:

- teaching quality
- research quality
- curricula quality and
- quality of other services (administrative services, student welfare, ICT infrastructure, transparency in fund management, etc.)

Communication and dissemination of evaluation results and consecutive academic quality improvement measures provide for transparency in evaluation systems. Evaluation results enhance the achievement of the underlying University objectives, accomplishments, as well as potential weaknesses requiring improvements, which academic unit staff are committed to carrying out. Improvements beyond the capacity of Department staff are carried out by the University Administration, whilst those beyond the capacity of the Administration are undertaken by the State.

Both University Departments and the University itself are subject to evaluation processes separately. More specifically, evaluation processes take place for Undergraduate and Postgraduate courses, and all other services involved in the educational, laboratory and research work of the University and academic Departments.

The Quality Assurance Unit is established by decision of the Senate and is composed of:

1. the Vice Rector for Academic Affairs or an ex officio professor appointed by decision of the Senate (Chair)
2. five academic staff members, appointed by the Senate
3. one representative of the scientific and administrative staff, elected by all peer members, at the Rector's invitation
4. one undergraduate students' representative, appointed by student-members of the Senate, and
5. one postgraduate students and doctoral candidates' representative, elected by all peer students.

QAU members are appointed for a four-year term, whereas student representatives only for one.

QAU Administration Service reports to the Vice Rector for Academic Affairs or QAU's chair, in case they are different persons, and is supported by the Scientific Support Team (SST). By decision of the Vice Rector for Academic Affairs and ratified by QAU, a member of the University administrative staff is appointed as general coordinator of the unit and one as Head of administration service. In addition, QAU is supported by two external partners (one for administrative and technical support and one for IT support).

IT Structure and specifications

QAU, as a central UoWM 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 customised study programme e-evaluation subsystem carried out by undergraduate and postgraduate students, and University partners
- 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 UoWM 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 provided by the academic staff:

Personal Information

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

Teaching Experience

Academic staff members can choose one Department (if they teach in at least 2 Departments) and an academic year and:

- fill in information about undergraduate and / or postgraduate courses (in Office Word)
- fill in undergraduate and / or postgraduate course descriptions (in Office Word)
- review and edit a previous year information form
- copy information in various forms

Research Impact

IT systems operated by QAU 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)

The electronic environment of the Internal Evaluation Groups (IEG) 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. QAU 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, the University website, in response to the obligation of publicity and transparency, includes all possible information about administrative bodies and decisions, resource management, study organisation, 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 involves 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 corroborates 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.

Requests made by the public media concerning information communicated by the University are reported to the Rector, who is competent to examine them and decide.



PART II

STRATEGIC PLAN 2020 - 2025

University Vision, Mission and Values

Vision

The vision in the UoWM 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, UoWM 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
- 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

UoWM'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.

UoWM'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 UoWM'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 organisations to endorse employment and wealth, and create new opportunities for research and economy
- lifelong education and training by emphasising the importance of human resources as a key component in production
- exploitation of UoWM'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 UoWM are basic prerequisites and essential conventions of principles and ethics to meet mission and vision requirements. These values should be cherished by the entire UoWM academic community.

Hard work, dedication and passion

UoWM 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 UoWM's mission, and 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, UoWM 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.

University Components and parties



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. As alumni are the major asset of the University in terms of their measurable impact on society and economy, UoWM fosters close contact and relationship with them. Although UoWM 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

UoWM academic and research staff are key players 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. UoWM'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 programmes, publications,

and scientific reviews, and organises conferences and a variety of academic and scientific events. However, the small number of current academic staff has remained UoWM's Achilles' heel, despite their outstanding research output and impact.

Society and Stakeholders

UoWM 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. UoWM pursues a far more dynamic and active role in organising 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. UoWM recognises 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, UoWM 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 decarbonisation 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

UoWM can create a considerable impact on local communities in Western Macedonia, should it foster the following mission requirements:

- a) 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) initiatives for research centres, 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 UoWM'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, UoWM will aim at human resources retraining and flagship actions:

Human resources retraining

UoWM 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 labour market.

Flagship Actions

The University of Western Macedonia, prominent for its long academic history and high status in the local community and among international affiliates, has undertaken a key role in implementing the new development model for the region. In this framework, it will undertake flagship Master Plan actions for clean energy and retraining of human resources.

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. In this context, the University has attracted 1.5 million euros funds for the main building in Kila, Kozani (Regional Operational Programme for Western Macedonia, 2014-2020 – PEPDYM in Greek), and by the end of the current academic year, further funding will receive approval for the rest of the University buildings in Grevena, Kastoria and Florina. It is worth noting that the project is designed to be a user- experience research laboratory, as it will be carried out by members of the academia. In addition, in collaboration with the Local Authorities and the establishment of an "Energy Community", actions will be focused on promoting energy sustainability and fight energy poverty of financially vulnerable individuals and groups.

The University of Western Macedonia also aims at full digitisation, which will transform it into an e-Campus. In this framework, digital infrastructure, such as e-documents and standardised 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.

UoWM has also submitted a funding proposal for various projects, such as a specialised Innovation Zone in Western Macedonia, start-ups, research in Hydrogen Technologies and Renewable Energy Sources and Smart Grids, using storage technologies, which will be financed by Public and Private entities. 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 Centres)
- 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

- organised actions for attraction and support of investors and relevant research centres and groups from other parts of the country and abroad
- design and implementation of programmes in line with the Innovation Zone objectives.

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. UoWM'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 UoWM's Administration, Staff and Students' commitment to reliable and ongoing quality enhancement of the University study programmes, research and administration services, with a view to creating a strong pole for knowledge, development, and social contribution.
- 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,
 - 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 UoWM's functions and services to local communities, the state, and the international academia,
 - endorsing total transparency,
 - improving UoWM services and facilities
 - 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, UoWM applies the provisions of the General Data Protection Regulation (EU 679/16) directly applicable in the Greek legislation and with consistent effect.
 - UoWM's environmental management is applied as provided, under the International Standard ISO 14001: 2017.
 - UoWM'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 UoWM'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.
 - 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 UoWM members are accountable for quality assurance. UoWM 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 organises 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.uowm.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.uowm.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 reorganised 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 UoWM, 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.

UoWM 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 neighbouring 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 UoWM to achieve its Strategic goals for the next five years (2020-2025).

Swot Analysis

A SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) for UoWM 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. Medium-sized and flexible university with new academic structure and modern facilities and infrastructure, with:

- updated Curricula
- new Departments and attractive disciplines
- plenty of Postgraduate courses
- a large number of enrolled undergraduate and postgraduate students
- suitable and fully equipped building facilities in five cities
- new (under construction) modern facilities

2. A fair number of academic staff with satisfactory research impact and international recognition among other research peers:

- growing number of research output
- fairly young-aged staff
- large proportion of female academic staff

3. Internal procedures to enhance education, research quality and University functions:

- implementing evaluation systems
- updating and applying UoWM's strategic plan guidelines (Organisation, Organisation Chart, Internal Regulation, etc.)
- implementing quality assurance systems (ISO, GDPR, etc.)
- using state-of-the-art teaching methods (projects, simulations, turn-it-in)
- applying e-government (teleconferencing meetings, digital signature, publication of decisions)
- following and continuously developing standard procedures and forms
- efficiently operating services, such as the Quality Assurance Unit, Liaison Office, Erasmus Office, and modern Libraries.

4. Opportunities for partnerships with other Institutions and stakeholders in Greece and abroad and contribution to research networks and projects:

- increased research expenditures
- increased number of research projects

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
- high operating costs due to the large number of University branches
- high operating costs due to the synergy between Universities and TEIs
- poor student welfare due to the large number of University branches
- weak coordination and shared School objectives due to the large number of University branches

2. Internal organisational and administrative constraints and malfunctions:

- reduced rates of facilities and use of infrastructure (laboratory and other facilities)
- fairly high administrative burden on the small number of academic staff
- small number of administrative staff
- lack of quality background
- inadequate collaboration with local communities
- no departments of Medicine and Civil Engineering

External environment

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

Opportunities

1. 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
 - a growing demand for service delivery from local companies
 - a growing demand for educational and lifelong training programmes from local communities
 - growing needs for specialist human resources in the Region of Western Macedonia
 - partnerships with Regional and Local authorities, and other stakeholders for facilities building and management, and service delivery to students
2. Ability to find new funds and improve state fund prospects:
 - new financial resources through new programmes 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
3. Possibilities to enhance UoWM's attractiveness as a result of its geographical location and applied policies:
 - fostering collaboration with universities and stakeholders of neighbouring countries
 - organising Undergraduate and Postgraduate courses in non-native languages
 - attracting students from neighbouring, mainly Balkan, countries
 - strengthening the Erasmus programme, inside and outside the EU.
 - meeting increasing demands for qualified staff and services in the new natural gas energy market.

Threats

1. 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 organisational 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

2. Threats on the competitive potential of educational services:

- distance learning education
- English-language courses in neighbouring 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 minimise 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) UoWM's strategy will be focused on quality and advancement of education and research, internationalisation and attraction of human resources, as well as building up closer bonds with society through education, economy and culture.

The present chapter discusses UoWM'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 UoWM's future policies are three (3): competitiveness, development, and cultural mission. The specific strategic axes include six (6) strategic objectives, as shown in the following Chart:

- 1 Education
- 2 Research
- 3 Social bonds
- 4 Internationalisation
- 5 Academic context
- 6 Quality Assurance

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



1.1. Enhancing Quality and Promoting Undergraduate Courses

- 1.1.1. Upgrading quality of undergraduate study 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 SARF.
- 1.1.3. Upgrading modern and asynchronous distance learning education in undergraduate courses.
- 1.1.4. Establishing and organising 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 (Programme Agreement).
- 1.1.6. Offering sabbatical leaves to academic staff members and other teaching staff and facilitating teaching abroad through ERASMUS programmes.
- 1.1.7. Organising 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. Capitalising on doctoral candidates and academic fellows in assisting educational and

research work.

- 1.1.9. Endorsing academic fellowship programmes and creating a framework for undertaking research.
- 1.1.10. Empowering Study Advisors.
- 1.1.11. Enhancing Curricula with interdisciplinary elective courses.

1.2. Improving Organisation and Quality Assurance of Postgraduate Study

- 1.2.1. Upgrading quality of postgraduate study by applying evaluation processes.
- 1.2.2. Organising 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. Organising new postgraduate courses focused on innovation and international partnerships.
- 1.2.6. Improving curricula through collaborations with most prestigious professional organisations.

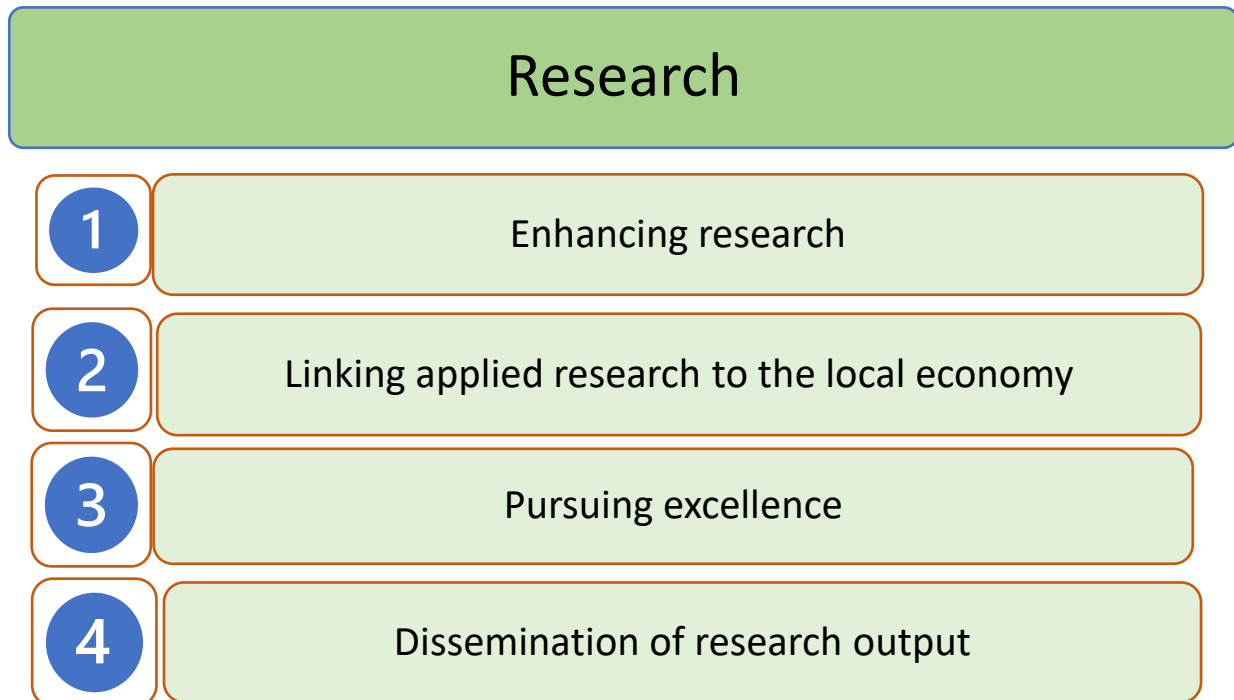
1.3. Engaging in new Educational and Training Actions

- 1.3.1. Establishing and organising summer schools at UoWM.
- 1.3.2. Enhancing UoWM's Lifelong Learning Centre (LLC) organisation, running educational and training programmes and applying needs analysis consultation processes.
- 1.3.3. Organising distance learning postgraduate courses in collaboration with foreign universities.

1.4. Promoting excellence in education

- 1.4.1. Establishing undergraduate student awards of excellence.
- 1.4.2. Offering incentives and opportunities to postgraduate students graduating with honours (2nd cycle) to enable pursuing an academic career.
- 1.4.3. Offering incentives and opportunities to postgraduate students graduating with honours (3rd cycle) to enable pursuing an academic career.
- 1.4.4. Establishing centres 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. Organising 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 University members (academic staff, doctoral candidates, etc.) with significant research impact and publications in quality scientific journals (Q1, Q2, Q3 - Scopus).
- 2.3.2. Organising special training seminars in the second and third study cycle to enhance background in research.

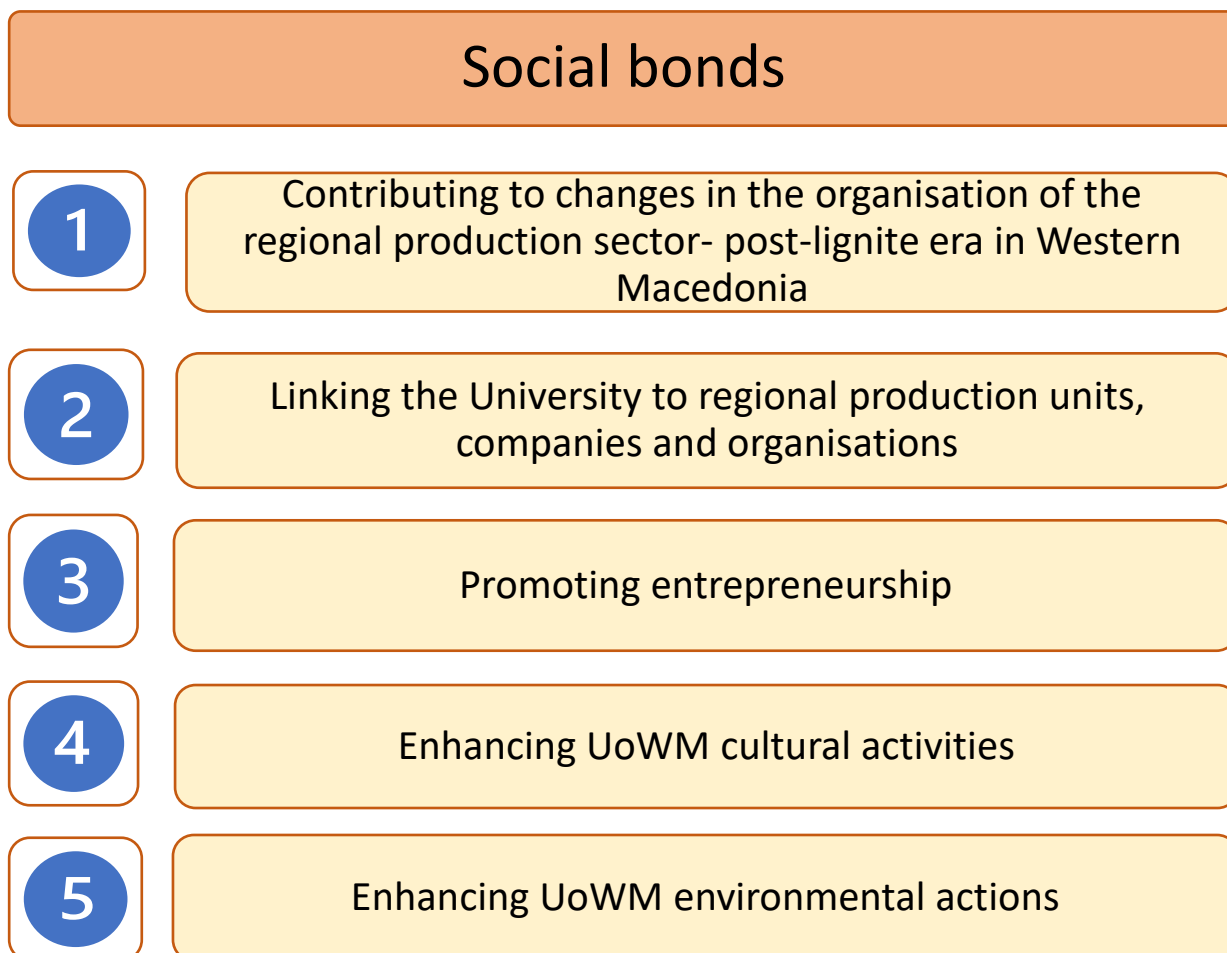
2.4. Disseminating research output

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

2.4.2. Organising 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 organisation 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 decarbonising Western Macedonia.

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

3.1.4. Providing organisational support to the Alumni Association.

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

- 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 organisations, 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 capitalise on UoWM's research output.
- 3.3.3. Endorsing entrepreneurship by integrating relevant courses in undergraduate and graduate study.
- 3.3.4. Establishing an institute of economic analysis and entrepreneurship.

3.4. Enhancing UoWM cultural activities

- 3.4.1. Drawing up a plan for UoWM 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 UoWM's cultural activities.

3.5. Enhancing UoWM 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 UoWM'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 programmes 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 Internationalisation

- 4.2.1. Communicating information.

4.3. Promoting – Endorsing International Partnerships & Programmes

- 4.3.1. Enhancing student and staff mobility and exchange in the framework of international programmes (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 live or 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

Optimising 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

11

Managing human resources

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 UoWM students.

5.2.2. Catering for part-time (2-hour or 4-hour) employment of undergraduate and postgraduate students in UoWM services and functions (libraries, catering, University farm, etc.).

5.2.3. Sending a monthly Careers office newsletter to UoWM alumni associations and students.

5.3. Establishing student support services

5.3.1. Establishing support services for UoWM students (Complaints, etc.).

5.3.2. Promoting and enhancing gender equality culture.

5.3.3. Delivering counselling and psychological support services for UoWM 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 programmes 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. Optimising University Administration services and creating quality standards

5.5.1. Organising digitalised administrative services.

5.5.2. Running an Internal Audit Unit.

5.5.3. Monitoring the implementation of strategic planning (Quality Assurance manual).

5.6. Managing Human Resources and promoting excellence in administrative services

- 5.6.1. Capitalising on mobility processes.
- 5.6.2. Applying staff management by implementing an objective-based policy.
- 5.6.3. Organising continuous staff training programmes for administration services.

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 organised 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 (QAU)

2

Designing and implementing an Internal Quality Assurance System (IQAS)

3

Designing and implementing Quality Assurance for study programmes

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

Optimising 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 (QAU).**
 - 6.1.1. Recruiting staff for QAU.
 - 6.1.2. Creating a management information system for QAU.

- 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 QAU.

- 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. Optimising University Administration services and creating quality standards**
 - 6.8.1. Standardising, simplifying and accrediting UoWM's administration functions and services to ensure efficient operation.
 - 6.8.2. Reviewing QAU 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.