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HELLENIC REPUBLIC
H.Q.A.
HELLENIC QUALITY ASSURANCE AGENCY
FOR HIGHER EDUCATION

EXTERNAL EVALUATION REPORT

DEPARTMENT OF DESIGN AND CLOTHING TECHNOLOGY

**TECHNOLOGICAL EDUCATIONAL INSTITUTE OF CENTRAL
MACEDONIA**

May 2014

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External Evaluation Committee

The Committee responsible for the External Evaluation of the **Department of Design and Clothing Technology of the Technological Educational Institute (TEI) of Central Macedonia**, consisted of the following three (3) expert evaluators drawn from the Registry constituted by the HQA in accordance with Law 3374/2005:

- 1. Paul Maropoulos Professor - Chair of Innovative Manufacturing, Director of the Laboratory for Integrated Metrology Applications, Dept of Mechanical Engineering, University Of Bath, UK / Coordinator**

- 2. Loukas Kalisperis, Professor Of Architecture, Chair, Stuckeman Center for Design Computing, School of Architecture and Landscape Architecture The Pennsylvania State University, USA**

- 3. Theofilos Aslanidis, General Manager of Hellenic Fashion Industry Association (SEPEE), Greece, Expert.**

Introduction

I. The External Evaluation Procedure

- **Dates and brief account of the site visit.**
- **Whom did the Committee meet?**
- **List of Reports, documents, other data examined by the Committee.**
- **Groups of teaching and administrative staff and students interviewed**
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The HQA has made available to the External Evaluation Committee (the *Committee*) information about the Department of Design and Clothing Technology (*DDCT*, or the *Department*) of TEI Central Macedonia for the early preparation of the Evaluation. The Department provided an Internal Evaluation Report that covered the period 2012-2013. The Internal Evaluation Report presented well-structured information that gave useful factual evidence to the Committee.

The Committee visited DDCT of the TEI Central Macedonia from Tuesday 29/04/2014 to Wednesday 30/04/2014. Upon arrival at Thessaloniki, on Monday 28th April, the Committee was met by the Head of DDCT, Lecturer Venetia Koutsou. The Committee discussed with Prof Koutsou the detailed programme for the visit and confirmed the programme.

The first day of the external evaluation started on Tuesday 29th April 2014, with a meeting with the TEI Management and Departmental Academic Management. The Committee met with the TEI's General Secretary, Mr Asterios Drogalas, who outlined the TEI's strategy and priorities, further details of which are given in Section E. The TEI of Central Macedonia has 7 Departments and 81 permanent members of teaching staff (faculty) and has been awarded by the Ministry of Education 7 fixed term staff for 2013-2014 (teaching contracts equivalent to 16 hours per week). The TEI using its own resources funded a further 41 fixed term staff during the academic year 2013-2014. The TEI of Central Macedonia had 13,619 students registered for 2012-2013 with around 8,000 being within the determined period of study, which is 6 years (4+2).

Then the Committee, accompanied by the Head of Department, the General Secretary of TEI and members of OMEA was shown around the new building of the Department that was impressive in terms of the overall space available for the development of laboratories, studios and classrooms as well as admin and social spaces of the Department. The building is larger than the needs of the Department, so it should accommodate an additional Department, in due course, to ensure good utilisation of space.

The Committee then met with OMEA members of DDCT including, Lecturers Dr George Savidis, Mr Evangelos Dimitrakopoulos, Mrs Venetia Koutsou and the meeting was attended by Mrs Ourania Panagiotalidi who is recently retired, ex- Head of Department. This meeting covered a range of useful information of the Department. DDCT is a very small Department comprising 3 faculty members all at Lecturer level, 1 Technical member of staff, 1 Technician and 3 Admin Staff (1 Financial and 2 Student Support). However, there are also 9 Fixed Term members of staff who assist in the teaching and laboratory functions of the Department. The Department is managed by a Council and the General Assembly. The Department's Council comprises the Head of Department, the leaders of Divisions, a student and a member of Technical staff. The General Assembly is not autonomous as the Department is too small in terms of permanent members of faculty. There are 4 Committees namely; Receipt of Materials, Selection of Fixed Term Staff, Practical Applications and OMEA. The Department

has three Divisions namely; Design, Production and Marketing, which have not been formally structured as yet due to the low number of members of staff. The experimental work of the Department is carried out in 7 laboratories and 2 studios that support teaching and should in the future support research. The Department currently has 697 registered undergraduate students, with an annual intake of 93 students at present, down from around 180 students per annum in the academic year 2010-2011.

In terms of funding, the DDCT does not have an allocation as such and submits requests for all expenditure to the TEI. This covers all types of expenditure and obviously generates considerable delays in carrying out essential activities required for the operation of the Department such as buying materials for laboratories. From past expenditure, it was established that Departmental operation needs up to 54,000 Euro per annum, with recent years seeing a marked reduction of annual operating expenditure to levels between 15,000 and 25,000 Euro.

The Head of Department then introduced the Programme of Study of the Department. The award of the Degree requires the successful completion of 39 courses – taught over 7 semesters - of which 35 are compulsory and 4 optional selected out of 10 optional courses that are available. Each course has 5 hours of learning activities per week. For theoretical courses there are 3-4 lecturing hours per week from which 1-2 could be “practical theory”. In the case of courses that have laboratories, there are 1-2 formal lectures and the rest 3-4 hours are for laboratories. Currently, there are no 100% laboratory courses.

The Committee was informed that lecture attendance rates are very low but increasing, with current attendance rates estimated at below 20%. The Laboratories are compulsory and attendance rates are estimated at 95%. Lectures and support material for these courses are available in electronic form in the computers of the Library and are available for the students to download. The Department does not use at present an on-line system for teaching support although the system “e-Learning” is available within the TEI of Central Macedonia. A high percentage of DDCT’s graduates, estimated at 69%, find employment and this is a very good rate when considering the current economic conditions in Greece.

The Committee then met with a large number of students for the Department. It was very pleasing to see that more than 65 students had attended the meeting from all years of study. The students were very keen to contribute their opinions and very actively engaged with the Committee in discussing their experience and perspectives in terms of the teaching and learning processes and outputs. The students were pleased that their Department was the only one in Greece and offered them good professional opportunities. Overall, the students consider the curriculum positively regarding its thematic coverage and thought that it provides a wide range of flexible skills to assist them in their careers. At the same time there is a clear desire among the students for additional emphasis on clothing technology and production courses, in particular in the areas of pattern making and sewing technologies. The students confirmed their low attendance in theoretical lecturers and asked for more laboratory courses and better resources. The Committee noted the overall satisfaction of students with the teaching staff, the learning and examination processes. The students were aware that the permanent faculty staff were too few and were appreciative of the efforts of all teaching staff, as well as the efforts of the admin staff that were greatly appreciated.

The final meeting of 29th April 2014 was with the 3 admin staff of the Department, who are: Eleftheria Fotiadou, Lead Administrator, who is coordinating all administration activities, management of communications and letters, incoming document management and filing.

Vasiliki Stamboulidou, who deals with student files management including documentation and certificates of graduation, qualifications and family condition. Charalambos Markopoulos, who deals with administration minutes and communication with TEI and School, contracts of Fixed Term teaching staff as well as financial and procurement support and statistics. The discussion was fruitful and the Committee was impressed with the level of dedication shown by the admin staff. Further details are given in section D.

On Wednesday 30th April 2014, the Committee met with all members of faculty staff, individually, to understand their perspectives in terms of the DDCT's development and their own priorities and objectives. The Committee concluded that, in general, the faculty members hold appropriate degrees and found them to be professional, showing evidence of high-quality work through practice, exhibitions, consultancy and industrial/professional work. The level of dedication and teamwork by the majority of the faculty was found to meet expectations of the highest standard. The Department's teaching staff appear to be dedicated, motivated and enthusiastic. More staff related notes can be found in the following sections.

On 30th April the Committee met with Mr Pavlos Tonikidis, the Chairman of the Chamber of Kilkis and the discussion was focused on how the Chamber can improve the interface between the Kilkis industry and commerce and the DDCT. The Committee asked Mr Tonikidis to support the strengthening of the relationship between the Department and Kilkis industry and business and he has promised to provide the necessary support, and also support the Department in various aspects of infrastructure such as public transportation to the new building and accommodation services for students.

The final meeting at Kilkis was with Professor Anastasios Moisiadis, Vice-President for Finance of the TEI of Central Macedonia, attended by Mr Drogalas and Prof Koutsou. Prof Moisiadis confirmed the TEI's strategy and support in relation to the Department and he identified strategic actions that would eventually create a School of Applied Arts in the area of Kilkis that will be based in the new building, an important part of which will be the Department. The Committee was very pleased to hear the support of the TEI for the Department, offered at this high level.

Before departing for Thessaloniki, in the afternoon of 30th April 2014, the Committee requested and received additional information from the Department Chair concerning the strategic goals and objectives of the Department.

Immediately after arriving in Thessaloniki, the Committee met with 5 alumnus of the Department who work in industry and the meeting was hosted by SEPEE. The five alumnus were; Theodora Patrona, Antonia Vassilaki, Evgenia Boulousi, Efthymia Stavropoulou and Galini Grigoriadou. The alumnus confirmed that they were very appreciative of how the Department had prepared them for the market place and declared their overall satisfaction with the relationship between the Curriculum of the degree and the requirements of industry. They confirmed that industry requires production related skills such as pattern cutting and sewing technology as well as marketing and product development. They also noted their requirement for Life-long learning support from the Department and were keen to contribute in strengthening the relationship of industry with staff and students.

Overall, this external evaluation visit to DDCT of TEI Central Macedonia took place in a professional, cordial and collegial atmosphere. The Committee members are unanimous in expressing their gratitude and appreciation to the Department Head, all staff, and students of the Department for their excellent hospitality, collaboration and help with all aspects of the evaluation. The Committee would also like to thank HQA for the very effective logistical

support.

II. The Internal Evaluation Procedure

- **Appropriateness of sources and documentation used**
- **Quality and completeness of evidence reviewed and provided**
- **To what extent have the objectives of the internal evaluation process been met by the Department?**

The Committee was provided with adequate and up-to-date documentation on all relevant aspects of the Department's operations including the Programme of Study, copies of all teaching Support materials, folders with Procedures and Regulations and Reports from the Admin section of the Department.

The Committee was also presented with a copy of the Department's Internal Evaluation Report covering the period 2012-2013 that was thorough, comprehensive, and informative and was prepared by an internal committee. The members of the internal committee were available during the visit and provided clarifications as was required.

A. Curriculum

To be filled separately for each undergraduate, graduate and doctoral programme.

APPROACH

- **What are the goals and objectives of the Curriculum? What is the plan for achieving them?**
- **How were the objectives decided? Which factors were taken into account? Were they set against appropriate standards? Did the unit consult other stakeholders?**
- **Is the curriculum consistent with the objectives of the Curriculum and the requirements of the society?**
- **How was the curriculum decided? Were all constituents of the Department, including students and other stakeholders, consulted?**
- **Has the unit set a procedure for the revision of the curriculum?**

The Committee found that there is very good team spirit in the faculty led by a very good Department Head. There was evidence of support from the Central Administration.

Although the vision and mission of the nature of the educational experience and educational objectives and outcomes are not fully articulated, the program is primarily structured more as a design-based program with a broad understanding of other applied arts and production techniques.

The Committee is of the opinion that an interdisciplinary approach to teaching, grounded on project-based teaching in design and production courses should be implemented that essentially places an emphasis on conceptual thinking, based on a good understanding of other design influences from various fields, such as graphic design, fashion design, and also general education courses. The students also indicated that it would be useful to extend one or two synthesis courses (studio projects) over two consecutive semesters, so that the synthesis component of the studio would ripen fully and would develop better. The

Committee deems this change appropriate.

The Committee reviewed all material provided by the Department and, in general, is pleased with the course structure of the program in Design and Clothing Technology. The courses offered, sequence of courses, and emphasis, are appropriate for this Degree. The structure is clear and the general goals and objectives for each year build upon the previous year and result in a logical and effective program. There are some areas that need to be improved, such as additional courses in pattern making, sewing technologies and applications of digital design and production technologies as appropriate to the clothing industry as well as the advanced use of the Internet for the development of online fashion promotion activities. Such courses would increase the appeal of the program and assist in ensuring its long-term viability.

The curriculum was originally developed in 1999 and subsequently revised in 2007 through the deliberations of the members of the faculty, with limited and informal student participation (during an *Equal* funded project that the Department was involved in). According to the faculty, the curriculum took into account the content and structure of similar programs, mainly of European universities. According to the approximately sixty-five students (65) with whom the Committee held a discussion, the curriculum is viewed positively regarding its thematic range that, although broad, still provides a wide range of flexible skills to assist them in their careers. At the same time there is a clear desire among the students for more emphasis on clothing technology and production courses in particular in the areas of pattern making and sewing technologies. The Committee fully supports this request.

The curriculum has been structured with the aim of providing 30 ECTS (European Credit Transfer and accumulation System) per annum to the students, which is a typical goal for TEIs. The curriculum has three main options, although not formalized: Fashion Design, Production and Marketing. During our discussions with the teaching staff we found them open to suggestions for improvements and even the restructuring of the curriculum. There appeared to be a tendency of the faculty members to focus mainly on their own academic interests and to offer courses accordingly. It was stated by the faculty members that the discussion is already open and that a restructuring of the program is scheduled to commence at the end of this academic year. The Committee appreciates this perspective and insists on the need of its implementation as a first priority.

The Department does not have a defined strategy on how frequently the curriculum should be updated and who should be the key stakeholders during this process.

Recommendation A1:

The on-going procedure for monitoring and evaluation of the educational curriculum needs to be carefully established by the faculty and administration. The Committee recommends that the Department should define and apply such a process. Additionally, the Committee recommends that the vision and goals of the curriculum should be explicitly stated and documented in the next revision of the curriculum.

Recommendation A2:

The Committee recommends the establishment of a Departmental Advisory Board that will comprise representatives of regional and national industries from clothing designers, manufacturers, and merchandisers and the professional association SEPEE among others.

Recommendation A3:

An interdisciplinary approach to teaching, build on project-based teaching in design, and production courses should be implemented.

Recommendation A4:

A review of the curriculum in partnership with the industry, students and permanent faculty must be undertaken by the Department immediately, in order to respond to the new landscape that is being placed upon the Department with the move to the TEI of Central Macedonia and the possibility of the formation of a School with the establishment/redefinition/move of other fields and disciplines.

The Department should examine the possibility of introducing a core educational curriculum for the first one or two years for the Design and Clothing Technology Department as well as the possibly reinstated Graphic Art Department and the possible relocated departments of Interior Architecture and Landscape Architecture, taking advantage of common educational goals and needs in the fundamental design and production knowledge areas (as outlined in the Departmental proposal to ADIP in November 2012).

IMPLEMENTATION

- **How effectively is the Department's goal implemented by the curriculum?**
- **How does the curriculum compare with appropriate, universally accepted standards for the specific area of study?**
- **Is the structure of the curriculum rational and clearly articulated?**
- **Is the curriculum coherent and functional?**
- **Is the material for each course appropriate and the time offered sufficient?**
- **Does the Department have the necessary resources and appropriately qualified and trained staff to implement the curriculum?**

Since the establishment of the department in 1999, the program in Design and Clothing Technology has experienced fluctuation in the number of enrolled students. The number of students since 1999 has ranged between one hundred and eighty six (186) and forty five (45). While the current number of students is at the middle end of that range at ninety nine (99), the number of faculty members has been reduced to three (3) permanent members from four (4) and nine (9) from a high of sixteen (16) both fixed-term and temporary. More alarming is the reduction of teaching hours in the Department during the last five years, from a high of 256/236 (Spring/Fall Semester) in 2005-2006 to 88/88 in 2013-2014. Such a small number of teaching members, and at the lowest possible rank, is unacceptable for the viability of the program and Department. Thus, the Committee is concerned that the program in Design and Clothing Technology is marginalized which puts into question its long-term viability without the proper vision, integration with other programs, and resources.

The curriculum has been structured taking into consideration the expertise of the existing faculty members as well as the resources available for conducting the theory courses, studios and labs. However, the annual student enrolment exceeds the capacity of the program resources. The student interviews revealed that they wish to have more practical experience during the laboratory classes.

The program is primarily structured as a design-based program with a broad understanding of other applied arts and production techniques. The Committee is of the opinion that an interdisciplinary approach to teaching based on project-based design and production courses

should be implemented which places an emphasis on conceptual thinking, based on a very good understanding of other design influences from various fields, such as graphic design, fashion design, and also general education courses. In the evaluation of the program, the Committee found evidence of strong multi-disciplinary thinking and design skills in course offerings, project assignments, teaching pedagogy and demonstrated understanding by students. What was less clear is how the program's aim to produce professional clothing designers with technical proficiency is being achieved. Thus, there is a perceived imbalance between a recognized strong conceptual design approach to clothing, but with a less effective integration of technical issues associated with clothing design and production as well as issues of product presentation. Project assignments might emphasize clothing *production*, but the orientation lacks the rigour of integrating all aspects of clothing design (pattern making, sewing technologies, textile technologies, etc.) as the basic standard that one would find in a Design and Clothing Production program.

The Committee should acknowledge that through interviews with alumni, albeit a limited number of select individuals introduced to us by the Department, the alumni speak very positively of their experiences at the program and highly value their education, even with what the Committee considered some deficiencies. The Committee's main concern with the program is its failure to recognize technical issues as essential *design* considerations. Technology, the Committee believes, has the ability to inform design and should not be seen as something separate from design.

Recommendation A5:

Provide coursework in materials and systems of clothing construction and production as well as materials such as fabrics and textiles in course offerings that are coupled directly with the design courses in a project-based educational model. Students do not seem to have a basic understanding of clothing production technologies and systems as part of the design process; therefore this project-based integrated environment may address the current shortcomings.

Recommendation A6:

Re-evaluate the offerings for basic knowledge in the areas of computers offered in the early semesters and restructure the courses so it offers more advanced concepts and knowledge appropriate for fashion design and clothing production techniques such as advanced digital design and manufacturing techniques, processes and software.

Recommendation A7:

Incorporate the suggestion made by students and alumni as well as representatives of the industry for a reduction of the history-based courses as well as the combination of the courses in the areas of Industrial Relations, Economics of Clothing Companies, and Business Management in one course entity that covers all areas of knowledge appropriately. Additionally, the statistics course might be incorporated as an independent elective for only the Marketing Option while the basic knowledge is incorporated in the new course outlined above.

Recommendation A8:

Although students are introduced to marketing, and visual merchandising, they do not seem to have much of an understanding of the importance of Graphic Design and its influence in overall packaging and presentation coupled to clothing. Thus a course dealing with all of these issues and systems should be developed and required for all students. Such

a course can be a foundation course that is offered in conjunction with the Graphic Design Department that the Committee thinks it is imperative to move to the Kilkis environment within an infrastructure that incorporates both Graphic Design and Design and Clothing Technology.

Recommendation A9:

The successful efforts of the Department to ensure positions (in both the public and the private sector) for practical experience (internships) is recognized by themselves and by the Committee as particularly positive and necessary for the professional preparation of the students. Because students seem to have limited knowledge of how professional design and production houses practice Design and Clothing Technology in the early parts of their educational experience, the Department should consider extending the program providing professional internships in, perhaps, the earlier semester and summer between the 2nd and 3rd or 3rd and 4th years of study. With the very strong alumni support for the program, this should be easily achieved. The result will provide an experience where students returning from the internship will be able to focus their thinking in a more integrative and synthesized manner within their remaining design studios and course work.

Recommendation A10:

Integrate the issues taught in the new subject-area courses within the design studio so that students understand that issues dealing with technology inform design decisions and are not separate from design.

Recommendation A11:

A student teaching assistant's program should be implemented in order to reduce teaching loads and help students with tutorials.

RESULTS

- **How well is the implementation achieving the Department's predefined goals and objectives?**
- **If not, why is it so? How is this problem dealt with?**
- **Does the Department understand why and how it achieved or failed to achieve these results?**

The goals and objectives set in the curriculum are achievable. However, severe teaching staff and technical support staff shortages have limited the opportunities for students to get experience in the laboratories and resulted in very high staff workloads and/or very large sections for laboratory courses. The Committee's interviews revealed that teaching staff have a clear understanding of these issues but are not able to take appropriate action to address them due to the severity of the problem and the limited resources provided to them.

The Committee was not pleased to find that the Department is not considering factors other than a Ph.D. for the promotion of its faculty. We are very concerned that all the teaching staff, permanent and fixed term, that bear the major load of the program are at the Lecturer rank.

Recommendation A12 :

The administration should hire additional teaching staff. Additionally, some of the current permanent faculty members should be evaluated for promotion in order to better reflect their research and/or creative accomplishments; their strong commitment to teaching, and

the responsibility each one is taking.

IMPROVEMENT

- **Does the Department know how the Curriculum should be improved?**
- **Which improvements does the Department plan to introduce?**

The curriculum was developed in 1999 and subsequently revised in 2007. According to the faculty, the curriculum took into account the content and structure of similar programs, mainly of European universities. According to the approximately sixty five (65) students with whom the Committee held a discussion, the curriculum is viewed positively regarding its thematic range that, although broad, still provides a wide range of flexible skills to assist them in their careers. At the same time there is a clear desire among the students for more emphasis on technology and production courses in particular in the areas of pattern making and sewing technologies. The Department supports this request.

B. Teaching

APPROACH

Does the Department have a defined pedagogic policy with regard to teaching approach and methodology?

- **Teaching methods used**
- **Teaching staff/ student ratio**
- **Teacher/student collaboration**
- **Adequacy of means and resources**
- **Use of information technologies**
- **Examination system**

Since the creation of the Department in 1999, the program in Design and Clothing Technology has experienced a fluctuation in the number of enrolled students. The number of enrolled students since 1999 has ranged between 45 and 186. The current number of students (academic year 2013-14) is 99 and the number of faculty members has been reduced from 4 to 3 (plus the Technical member of staff) also considering the 9 fixed term faculty members.

Working on the numbers provided by the Department in the Internal Evaluation report and the Head's presentation the following facts can be established.

From 1999/2000 to 2005/6 the average student intake was 164 students per annum. Over this period the average number of staff was 28 and the total teaching hours were 494 per annum. This gives an average of 23.4 students/staff ratio when considering a 4 year student complement and 35.14 students/staff ratio when a more realistic 6 year student complement is considered. From 2006/7 to 2013/14 the average student intake was 82 students per annum. Over this period the average number of staff was 8.5 and the total teaching hours were 176 per annum. This gives an average of 38.58 students/staff ratio when considering a 4 year student complement and 57.88 students/staff ratio when a more realistic 6 year student complement is considered.

From the above data it is clear that although the number of students has been reduced the decline in staff numbers has been more rapid, resulting in an increase of staff loading, from

35.14 to 57.88 student/staff ratio that represents an increase of 64%.

Such a small number of teaching members at the lowest possible rank is unacceptable for the viability of the program and Department. Thus, we are concerned that the program in Design and Clothing Technology will become unviable if funding for the fixed term staff is not available. This puts into question its long-term viability without the proper vision, integration with other programs, and resources.

Overall, the teaching methods employed and the pedagogical policy of the Department are appropriate and satisfactory. The Department's policy on teaching is based on delivering knowledge, skills and professional attitudes to the students. The knowledge is transferred through the theoretical course, the skills through the laboratory exercises and the professional attitude via the individual and team projects, plus the placements.

The teaching methods used are lectures, tutorials and laboratory activities for selected courses. Each course runs for 13 weeks. Faculty members mainly make use of PowerPoint presentations. A strong feature of the course is the demonstration in the labs or the tutorials in studio during which the students present their work and the faculty member critiques the work and offers suggestions for improvement. Another technique is the use of brainstorming sessions with the whole class to develop and refine design ideas and concepts. The placement of students in industry is typically for a period of six months and is referred to as practical training during which the students may carry out a project under the supervision of a member of staff. The final year project is compulsory and results in a dissertation or a creative project installation.

The Department's faculty members provide hard copies of course notes, approved required books – via the *Evdoxus* System – and copies of presentations. The electronic versions of teaching materials are available to download from the computers of the Departmental Library. Some staff also upload such material on their personal websites. The TEI has an on-line e-Learning system but this is not used by the Department. This is a major issue and the Department is advised to look into this matter.

The undergraduate students brought to the Committee's attention the fact that laboratory classes have a large number of students, typically 20 to 25 (and sometimes as high as 40), and this generates constraints in terms of the opportunity to learn and have sufficient hands on experience. Currently there are no assistants to help in labs and suitable support is recommended in the future.

An important issue is the very low student attendance of lectures. Estimates provided by the faculty, and confirmed by the students, point to an average attendance figure of less than 20% for the theoretical courses. The Department needs to improve the student attendance. The Department has already tried several methods to improve attendance such as the introduction of continuously assessed courses using tests and projects.

In terms of resources, the Committee had the opportunity to visit all laboratories and studios. Overall, we found the current facilities to be less than satisfactory. The new building should alleviate most of the concerns and provide a very much needed facilities upgrade.

Specific facility weaknesses include the following:

- a) The available workshop equipped with sewing machines, cutting tables, mannequins etc., is adequate *only* for a smallest number of students. Most of the major courses (design, sewing, cutting) are taking place in this particular room. The workshop is

- also used, because of the available equipment (sewing machines etc), as the students' working space. The machines are absolutely necessary to develop their projects since a very small number of students have a sewing machine at home.
- b) Tables in the workshop are not arranged in an ergonomic manner that takes advantage of natural day lighting.
 - c) A material resource library/room is needed to provide materials including fabrics for student and faculty use.
 - d) The department lacks permanent and dedicated gallery space that is secure to exhibit student and faculty work, as well as traveling exhibits. This is absolutely essential for students to see the best work of their peers as well as professionals in the field.
 - e) The computing infrastructure appears to be dated and requires modernization.
 - f) The electronic communication system e-Learning is not used by the staff and students.

The collaboration between students and faculty members of staff is very good, a fact confirmed by the students and staff during the interviews with them. Student views are collated via questionnaires and also by using informal channels of communication. Because of the nature of the programme, students and faculty members spend considerable numbers of hours in studio classes and this enhances communication and understanding.

The current examination system is based on a written exam at the end of each semester for the theoretical courses and project presentations and written reports and tests for the laboratory assessments. The procedure for examining the final year project involves a committee of 3 staff including the supervisor. This involves a presentation, that can be public, followed by an oral examination. This is an acceptable process that generally maintains an acceptable standard. The industrial placement is assessed by both the industrial and academic supervisors, but the mark given does not contribute to the average mark of the final degree.

IMPLEMENTATION

- **Quality of teaching procedures**
- **Quality and adequacy of teaching materials and resources.**
- **Quality of course material. Is it brought up to date?**
- **Linking of research with teaching**
- **Mobility of academic staff and students**
- **Evaluation by the students of (a) the teaching and (b) the course content and study material/resources**

The quality of teaching procedures is good as evidenced by the results obtained from student questionnaires. The overall results from last semester were given to the Committee and include the following scores; overall quality of courses 4.07/5, teaching quality 4.19/5, approachability of teaching staff 4.10/5, laboratory and studio courses 4.64/5, organisation of the courses 3.86/5, appropriateness of learning materials provided 3.75/5, timeliness of learning materials provision 3.21/5, and use of library resources 2.82/5. It is clear to see that the students are satisfied with the course quality and staff teaching but there is clear need to improve planning and resources.

The international practice for academic institutions in Art, and Design is nearer to twelve (12) hours of contact time in studio, lecture courses and tutorials. We note that the current teaching load of the Department Head is 9 hours per week with substantial additional hours for administrative duties, although only 8 hours per week are accounted for administration load. The other two instructors carry a load of 18 hours per week while the 2 program support personnel (laboratory technicians) teach an average of 28 hours per week. Such teaching commitments are not common in higher education especially for programs where research and/or creative accomplishments are required for advancement. As the program moves forward, consideration should be given to the program supervisor for additional teaching release time and/or additional teaching support. A student teaching assistant's program should be implemented in order to reduce teaching loads and help students with tutorials. Such a system can overcome the current trend of reducing teaching hours per subject in order to deal with temporary teaching support funding reductions.

During the visits to laboratories and studies the Committee has been shown laboratory equipment that has been used by students in studio and laboratory classes.

Currently, there is very low participation of academic staff and students in mobility programmes. According to the Internal Evaluation Report since 2008/9 eleven (11) students from the Department studied abroad using the Erasmus programme. In the same period, two (2) students from abroad have visited the Department through the Erasmus programme.

The Department uses end of semester written exams and laboratory exercises to evaluate student learning and these methods appear to be satisfactory.

RESULTS

- **Efficacy of teaching.**
- **Discrepancies in the success/failure percentage between courses and how they are justified.**
- **Differences between students in (a) the time to graduation, and (b) final degree grades.**
- **Whether the Department understands the reasons of such positive or negative results?**

The Committee would like to note the very strong effort made by faculty staff for the improvement of the teaching and learning processes and environment.

The Committee has spoken to the students who appreciate the quality of the course and this is reflected in the results of the questionnaires.

The average graduation rate is around 30%-35% and the overall number of graduates is 425 since the creation of the Department. With the introduction of the n+2 legislation, the maximum time for the award will be limited to 6 years and will improve graduation rates.

The Committee is very impressed to hear that the Department's students have excelled in various competitions and shows, winning prizes and awards. These include:

- Winning the first and third prizes of the "Trash Art Competition" in 2002.
- The first prize of the "Lucky Strike Competition" in 2004 and 2005.
- The second prize of the "Remix Competition" in MiFur Milan in 2005.
- The first and second prizes in the "Fashion Forward" New Designers Competition in 2009.
- The first prize of the "Fur excellence and NAFA" Young Designers Competition in 2013.
- The first and second prizes of the "Fur excellence and NAFA" Young Designers Competition in 2014.

IMPROVEMENT

- Does the Department propose methods and ways for improvement?
- What initiatives does it take in this direction?

The Department has been investigating different procedures in order to begin alleviating some of the problems that have been introduced in the programs and is hoping that the recent move to the TEI of Central Macedonia from the TEI of Thessaloniki will further enhance their efforts to improve the Department.

In order to better deliver the basic educational requirements for the students in the program and to provide an enhanced experience by emphasizing a strong integrated approach and to produce graduates with a basic technical proficiency, the Committee has the following suggestions in the area of teaching personnel resources, to more fully achieve these goals:

Recommendation B1:

The planned number of permanent faculty members teaching in the program at the inception of the program included ten (10) members at different ranks. The Department never reached the original forecasted levels and recently teaching staff have been even reduced. The Committee strongly recommends that the TEI appoint permanent members of the faculty closer to the originally conceived levels of the Department.

Recommendation B2:

The Committee encourages the central TEI administration to evaluate the existing faculty members for promotion to higher, well deserved, ranks.

Recommendation B3:

The Departmental administration should encourage faculty members to update all lectures and support material in the e-Learning system.

Recommendation B4:

The Department must make every effort to improve student lecture attendance and participation. Introducing a project-based collaborative learning experience shared among the different subjects within a particular year could enhance student participation.

Recommendation B5:

As the program moves forward, consideration should be given to the program supervisor for additional teaching release time and/or additional teaching support.

Recommendation B6:

A student teaching assistant's program should be implemented in order to reduce teaching loads and help students with tutorials. Such a system can overcome the current trend of reducing teaching hours per subject in order to deal with temporary teaching support funding reductions.

Recommendation B7:

The Committee recommends that the Department enhances its efforts to reinforce its activities both of the students and teaching staff in the area of mobility and in particular increase its participation levels in the Erasmus available programs.

C. Research

APPROACH

- **What is the Department's policy and main objective in research?**
- **Has the Department set internal standards for assessing research?**

TEI's Committee of Training and Research (CTR) is responsible for the overall TEI's research strategy and policy. The main goal of CTR is the deployment and management of research resources for covering the expenditure needed for the execution of the research projects under its control. As the Department has been incorporated in the TEI since 01/09/2013, it did not have the opportunity to benefit from the operation of CTR.

The Department has a small number of permanent faculty staff, currently three (3), as well as a number of fixed-term staff, currently nine (9). In general terms, the majority of faculty staff are not research active and there is no research ethos and practice within the Department.

For the period 2008-2013 the total research output for the Department includes 19 journal papers and 13 refereed conference papers and there have been 319 citations. These papers include outputs from Prof Eleftheriadis, who is a Professor at the University of Thessaloniki and used to teach at the Department, and of S. Giannikis, and T. Fotiadis who were fixed term faculty members within the Department but no longer have an association with the Department. When only considering the current permanent and fixed term faculty members, the output of journal papers during 2008-2013 is reduced to ten (10), and these were written by Dr George Savvidis (4) and Dr Antonios Valaristos (6). Similarly, the output of refereed conference papers is reduced from thirteen (13) to eight (8), and these were written by Venetia Koutsou (2), Afroditi Panagiotalides (2) and Dr Antonios Valaristos (4).

From the analysis of the above, the staff with research outputs within the Department include; 2 Lecturers, Dr G. Savidis and Mrs Venetia Koutsou, and 2 fixed term faculty members, Dr A. Valaristos and A. Panagiotalides.

It is clear that the Department would need to ensure that all permanent staff are research and/or creative accomplishments active and that the fixed term staff are properly integrated in the research and creative activities of the Department via suitable projects that would underpin their operation within the Department.

Further, it is important that the TEI and Department should make every effort to fill its staff vacancies with carefully selected candidates who are also research active.

From the one-to-one interviews with faculty members it became evident that certain staff in the Department have the potential to start the development of research activities. Further, relationships between research interests and use of common laboratories and equipment have been identified that may lead to research collaboration between staff. In particular, Dr G. Savvides (physics and chemistry of dyes) and Mr E. Dimitrakopoulos (textile technology) have a very constructive overlap in terms of their activities and interests and have access to a very well equipped laboratory with specialist equipment for fibre and colour testing and verification. It would make sense for these two members of staff to form a Research Group with a potential general title of "Textile Technology & the Physics and Chemistry of Dyes". A second potential grouping includes Venetia Koutsou (design and fashion forecasting), Afrodidi Panagiotalides (marketing and product development) and Antonios Valaristos (statistics and operations research) and the potential research topic is "Integrated Design, Product Development and Marketing".

It terms of research projects and income, these are very limited including a total of 11 projects from 2005 to now, as indicated in the Internal Evaluation Report. Income levels are not explicitly mentioned but they are at a very low level. In addition, there are two programmes under evaluation and one under development as follows.

Submitted:

- “Research proposal to the Latsis Foundation on natural dyes for printing & UV protection”
- “TextileWork” under the priority Sectors Skills Alliances, programme ERASMUS + with reference EAC/S11/13 from 2014.

Under Preparation:

- Clustering of the textile-clothing industry in the framework of the RIS3 strategy, in the Central Macedonia Area (ESPA funded).

The Committee noted that currently all laboratories are used for teaching only and there is no discernible policy for their use for research.

The nature of work of the Department creates opportunities for artistic endeavours and achievements such as winning prizes and awards in national and international competitions. For example, Miss Eleana Dimitrakopoulou has won the second prize of the “Remix Competition” in MiFur Milan in 2010, representing the UK.

This dimension of the operation of the department would need to be understood and harnessed by the TEI. The Committee suggests that TEI of Central Macedonia adopts a research policy that recognizes and values creative and professional accomplishments. The Committee is satisfied that senior management of the TEI has stated their support for the research and creative activities of the faculty. Given their current teaching load, the Committee is concerned that faculty members in Fashion Design and Clothing Technology do not have much time available to pursue and develop their creative and research activities.

Recommendation C1:

The Committee recommends that the Department should define a research strategy that will provide the direction and scope of its research and will make research and/or creative accomplishments a requirement for all faculty members of staff.

Recommendation C2:

Special provisions must be made to encourage fixed term members of staff to engage in the research of the Department via participation in projects and/or via carrying out PhD research that will benefit the Department via publications and collaborations.

Recommendation C3:

The Committee recommends the creation of Departmental standards for assessing research and for monitoring quality and research income.

Recommendation C4:

The Committee recommends that the TEI and Department adopt a research policy that recognizes and values creative and professional accomplishments.

IMPLEMENTATION

- **How does the Department promote and support research?**
- **Quality and adequacy of research infrastructure and support.**
- **Scientific publications.**
- **Research projects.**
- **Research collaborations.**

The research implementation as indicated in the Internal Evaluation Report is basic and can be described as virtually non-existent. There are no specific measures for the promotion of research, the quality of research infrastructure is low and the volumes of research papers and projects are very low. The same very low levels of achievement apply to research income and research collaborations.

The reported research outcomes and metrics are below national and international norms. The Committee notes that the Department has only recently been created and the operational disruption caused by the change of TEI management. Additionally, the Committee recognises the particular nature of the programme due to its design content which should allow other forms of innovation to develop.

Recommendation C5:

The recommendation of the Committee is that the Department and TEI should define measures for the internal promotion and recognition of research. This could include time allowances for staff who wish to develop research programmes and recognition of the time contribution to carry out research/creative accomplishments and publish papers.

Recommendation C6:

The TEI and Department should support the creation of research groupings that cluster staff and resources. This support may involve targeted investment in resources and equipment plus travel and subsistence allowances to attend seminars and present papers.

The Committee noted the existence of specialist equipment in textile and fibre testing and characterisation, in paint testing and characterisation and in design visualisation, modelling and plotting. This equipment is not used for research and this needs to be addressed.

Recommendation C7:

The Department needs to ensure the publication of good quality and quantity journal papers by the members of faculty and the generation of appropriate levels of research income.

Recommendation C8:

The Committee notes that the Department needs to develop research and development projects in close partnership with industry and other institutes in order to develop innovative products and processes.

RESULTS

- **How successfully were the Department's research objectives implemented?**
- **Scientific publications.**
- **Research projects.**

- **Research collaborations.**
- **Efficacy of research work. Applied results. Patents etc.**
- **Is the Department's research acknowledged and visible outside the Department? Rewards and awards.**

As already outlined, the research results reported in the Internal Evaluation Report since 2008 are modest and fall below national and international standards.

IMPROVEMENT

- **Improvements in research proposed by the Department, if necessary.**
- **Initiatives in this direction undertaken by the Department.**

Recommendation C9:

The Committee recommends that the Department and TEI plan the layout of the new building to facilitate the creation of research laboratories and facilitate the collaboration between staff and with industry.

D. All Other Services

APPROACH

- **How does the Department view the various services provided to the members of the academic community (teaching staff, students).**
- **Does the Department have a policy to simplify administrative procedures? Are most procedures processed electronically?**
- **Does the Department have a policy to increase student presence on Campus?**

The Department is taking initiatives to maintain and improve the services provided to the academic and student communities. The Departmental staff has put in places processes that simplify administrative procedures and attempt to organize and make available most of the functions of the Department in an electronic format. Support for teaching staff include liaising with students regarding handling feedback obtained from students and resolving issues as and when they arise.

The Department is currently isolated in Kilkis and in the process of integrating itself with the TEI of Central Macedonia that they joined in the beginning of the 2013-14 Academic Year. As such, most of the current effort is placed in redefining administrative procedures to match those of the TEI CM.

Additionally, since the Department has always been the sole entity of either the TEI of Thessaloniki or currently the TEI of Central Macedonia they have developed a strong sense of community among themselves in order to endure the somewhat remote placement that they find themselves in. The TEI central administration is currently discussing the possibility of moving additional Departments and possibly creating a School in the newly acquired building, which will increase the sense of belonging and presence among the members of the academic community.

The Departmental Administration support staff must be commended for providing student support regarding announcements, guidance in terms of how to get the books and get documentation for student food and accommodation, in lieu of traditional services that the TEI normally offers in Serres and not available in Kilkis.

Recommendation D1:

The Committee recommends that the TEI of Central Macedonia actively supports the Department regarding its relocation to the new building and explores the potential establishment of a School of Applied Arts in Kilkis, in order to help in establishing a coherent academic environment and enhance the academic offerings and collaboration possibilities.

Recommendation D2:

The Committee recommends that available electronic means are implemented in order for all official documents and communication between the remote sites be accomplished electronically, especially with respect to student activities.

Recommendation D3:

The Committee recommends that resources for tele-conferencing are made available to faculty and staff for meetings with other sites, due to transportation challenges with the current location.

IMPLEMENTATION

- **Organization and infrastructure of the Department's administration (e.g. secretariat of the Department).**
- **Form and function of academic services and infrastructure for students (e.g. library, PCs and free internet access, student counseling, athletic- cultural activity etc.).**

The administrative members of staff are very dedicated and accomplished in the support of the Department. It must be noted that their tasks are increasingly challenging and difficult due to the distance and lack of traditional support systems for the faculty and students normally associated with large campuses and educational institutions. In short, the members of the administration must support the students and faculty in more than their expected duties.

The physical area of the administration staff is not adequate but the new building will improve this situation. The computer systems are considered as being satisfactory. The communications need to be improved in terms of timeliness.

The current library is not satisfactory and does not provide an adequate number of volumes of books and periodicals for all disciplines in Art and Design. The number of books in Design and Clothing Technology that are especially concerned with new materials and textiles, technical issues and the fashion industry, are rather limited. The same is true for journals of design and pertinent research. Thus, we encourage the further enhancement of the book, journal, and magazine collection in Design and Clothing Technology based on the recommendations of students and faculty members.

Recommendation D4:

The Committee recommends that the central TEI administration establishes a program of official visits at the Kilkis campus of certain non-available in Kilkis services, such as DASTA and the Research Committee, in order to familiarize staff and students with all available services and resources.

Recommendation D5:

The Committee recommends that an official alumni registry is developed. The initial steps

undertaken by the administration proved to be very helpful and fruitful in this evaluation process both for the Department and the Committee.

RESULTS

- **Are administrative and other services adequate and functional?**
- **How does the Department view the particular results?**

The response times for processing communications and requests are being accomplished within the time expected and many times ahead of time by the Departmental administration.

Processes are being evaluated as being positive and the operation is considered as satisfactory.

Simplification and shortening of the time for financial tasks will accelerate the completion of these tasks and greatly reduce time commitments. The communication processes between the Department and TEI of Central Macedonia need to be improved, due to distance and remoteness.

Recommendation D6:

The Committee recommends that the Department is given at least a minimum budget that they manage for the standardized operations of the Department. The physical distance between the Central and Departmental Administration exacerbates the frustration normally involved in procurement requests.

IMPROVEMENTS

- **Has the Department identified ways and methods to improve the services provided?**
- **Initiatives undertaken in this direction.**

The Department is in the process of transitioning from the TEI of Thessaloniki to the TEI of Central Macedonia and as such, methods, processes and criteria for performance evaluation and enhancement are being normalized within the new context and are not fully monitored. The definition of formal criteria for performance enhancement and monitoring is currently under revision, to adapt the new administrative context within the rules by the state and regulations for TEI and the new law 4009/2012 that sets the aims and actions that relate to the preparation of the new internal regulations and the constitution of the institution.

Collaboration with social, cultural and production organizations

Please, comment on quality, originality and significance of the Department's initiatives.

The Department originated as a joint effort between academia and industry in order to support the needs of the Clothing Design, Production and Manufacturing industry and is the only Department in Greece in design and marketing of clothing. As such the Hellenic Fashion Association (SEPEE), recognised since 1995 that the sector needed to give more emphasis to high value activities such as design, marketing and other added value services to compete in

the era of globalisation has been a partner and a strong supporter from the inception of the Department. The collaboration between the Department and SEPEE has supported its initial development and is a very strong component for the future growth of the Department; this collaboration should be expanded and new collaborations and vibrant relationships must be created with additional industries in Greece, especially with the fur association, the silk textile association and the Chamber of Kilkis.

Recommendation D7:

In the context of a changing economy and clothing industry landscape it is necessary for a study to be undertaken jointly to evaluate the offerings of the Department and benchmark it with similar entities abroad.

E. Strategic Planning, Perspectives for Improvement and Dealing with Potential Inhibiting Factors

- **Potential inhibiting factors at State, Institutional and Departmental level, and proposals on ways to overcome them.**
- **Short-, medium- and long-term goals.**
- **Plan and actions for improvement by the Department/Academic Unit**
- **Long-term actions proposed by the Department.**

In the weeks prior to the visit and during the external evaluation visit, the Committee has had the opportunity to; study the Internal Evaluation Report and the Programme of Study of DDCT at TEI Central Macedonia, listen to presentations by the Department Chair, TEI Vice-President and General Secretary, hold interviews with all faculty members of staff, meet with all administrative and technical staff as well as with a large group of students. In addition, the Committee met with five alumnus of the Department and held extensive group and individual discussions. Hence, the Committee considers that it has gathered enough factual data and information on which to base its responses to the questions posed by the HQA, as shown below.

At the request of the Committee, the Department Chair provided the Committee with an updated document listing the aims and goals of DDCT and respective actions towards achieving those goals. The short-term goals of DDCT include; enhancing the co-operation with other Institutes such as the Aristotle University of Thessaloniki and establishing a life-long learning programme in cooperation with the Hellenic Fur Association under the title “Design & Technology of Fur garments”. The medium term goals include the creation of a certified Laboratory for the UV analysis of garments and the introduction of an additional life-long learning programme in the field of design technology. Long term goals include the development of courses in English and of a Masters programme. The Department has started addressing some of these issues.

The overall strategic aim of the DDCT is to continue and expand its significant role in the training of students who will support the operation and development of the Textiles & Clothing Industry in Greece. The Department should play a role in increasing the competitiveness and in embedding innovation within this industrial sector, working in partnership with industry.

The sector of Textiles and Clothing in Greece is a traditional industrial sector that started in

the 1950s and developed strongly during the period of 1970s to 1980s, mainly based in the Northern part of Greece and utilising the low cost of labour. During this period, the main orientation of businesses was exporting production mainly to European customers.

Initially, the business model was subcontracting i.e., executing the procedure called “facon” that only involved the production activities, mainly sewing. The next stage involved the model of co-contracting that expanded the business interactions to include the selection of materials, involvement in design and other related services. Towards the end of the 1990s and in the first decade of 2000, a new business model was developed around Small and Medium Enterprises (SMEs) that owned their own brand, the so-called “Greek-brands”. These brands were primarily based on design and marketing activities.

Due to globalisation, from 1995 to 2006, the production of clothing started shifting from Europe and the US to low cost economies, mainly in China. To maintain the sector activities in Greece, co-contracting companies started reducing their costs by initially transferring their production activities to neighbouring countries such as Bulgaria, Albania and FYROM. This transfer of production activities helped to maintain the sector during this testing business period of rapid change. At the same period (1995 – 2006) there has been a rapid economic growth in Greece and this helped the Greek brands to become stronger and to develop their own branded shops and activities in retailing.

The Hellenic Fashion Association (SEPEE), recognised since 1995 that the sector needed to give more emphasis to high value activities such as design, marketing and other added value services to compete in the era of globalisation. This policy of SEPEE supported the development of Greek-brands in the sector and was instrumental in the creation of the “Department of Clothing Design and Production” that was originally formed within the TEI of Thessaloniki in 1999.

The financial crisis that affected the global economy since 2009, had a major impact in the economy of Greece and the clothing and textiles sector. The Greek-brands were hit by a reduction of sales that reached 60% and this forced them to look for new markets and this has increased their requirement for cost-reduction supported by targeted design and marketing activities. The reduction of sales in Europe and the parallel increase of costs in far-East countries, such as China, has changed the sourcing strategy of large European retailers and brands, shifting their emphasis to near Europe production in low to medium volumes and rapid delivery and logistics. This change in sourcing strategy has helped the Greek co-contractors as they can offer products of high quality in small quantities and very short delivery time-cycles. As a consequence, the Greek co-contractors have an increased need for advanced production methods and technologies to support their business model.

In summary, the Greek clothing and textiles sector require skilled staff with good levels of design and marketing skills to support the Greek-brands and good levels of production methods and technologies to support the co-contractors. These requirements would need to be reflected in the programme of study of DDCT so that the training of students can meet the requirements of the industry and the market.

Recommendation E1:

The Department is advised to develop a curriculum that is compatible with the needs to industry in terms of providing the skills and competences required from its graduates. This will enhance graduate employability and improve the competitiveness of Greek industry.

The Committee is very pleased to hear that the Department has completed a programme that was funded via the General Secretariat for Research and Technology (ESPA) under the overall programme of Competitiveness and Entrepreneurship, with the title “Innovation Coupons for SMEs”. This activity needs to be maintained in the future.

Recommendation E2:

The Department would need to develop and establish a strategy for enhancing its engagement with Greek industry and for strengthening its positive impact in Central Macedonia. This strategy needs to be articulated as a visible priority to the Department staff and students.

Specific recommendations include;

- Use the expertise, equipment and labs for industry sponsored research projects with funding from Greek and EU sources, such as ESPA. This is critical for the Department to develop a reasonable R&D profile.
- Use the expertise, equipment and labs for industry-oriented and funded services that will have as main orientation the increase of competitiveness of Greek industry and will also generate experience and skills in staff and students. There is funding from ESPA sources for such competitiveness and innovation related activities and services and the Department is urged to engage in such activities for the benefit of their staff, students and industry.
- Appoint an industry liaison who will organise the interface with industry.
- Have frequent visits of industrial representatives to the Department, in collaboration with SEPEE, to catalyse the relationship.
- Have graduates of the Department visiting the Department to discuss with students career options and training requirements and advise them on relevant matters.
- Develop life-long learning courses in co-operation with SEPEE and industry.

A major constraint and threat regarding the operation of the Department is the very low level of permanent academic members of staff, that is currently 3. This potentially threatens the viability of the Department if, for any reason, there may not be sufficient resources to fund the annual hiring of fixed-term staff.

Recommendation E3:

The TEI should ensure that additional academic posts (2-3) are created and filled within the Department in a timely manner. This would enhance its sustainability and allow the eventual creation of a satisfactory research environment.

Prof Moisiadis, the Vice President of TEI and Mr Drogalas, the General Secretary of TEI have confirmed the TEI’s support for the Department. The TEI’s priorities regarding the DDCT include the move of the Department into their new buildings in Kilkis from September 2014. This set of buildings could accommodate a larger number of staff and students. In that respect the TEI of Central Macedonia is exploring a number of options for enhancing the critical mass of academic activities in Kilkis, increasing the number of students and improving the space utilisation of the new building. One option is the move of the Landscape

Architecture Department from TEI Kavallas to Kilkis, when this is incorporated to the TEI of Central Macedonia in 2018. Another option may be the generation of the Graphic Design Department in Kilkis. If these plans are realised this will ultimately allow the creation of a School of Applied Arts that would be based in the new building.

Recommendation E4:

The TEI should ensure that the new building is appropriately equipped to host the Department from September 2014 and create an environment that is conducive with carrying out the Department's teaching, learning and research and also supports its interface with industry and the local community.

F. Final Conclusions and recommendations of the External Evaluation Committee

Conclusions and recommendations of the External Evaluation Committee on:

- **the development of the Department to this date and its present situation, including explicit comments on good practices and weaknesses identified through the External Evaluation process and recommendations for improvement**
- **the Department's readiness and capability to change/improve**
- **the Department's quality assurance.**

The DDCT was created in 1999 and was part of the TEI Thessaloniki's up to September 2013, when it became part of TEI of Central Macedonia. It is a young Department with very few permanent academic staff, functional but ageing buildings and satisfactory equipment levels. The DDCT has a good reputation within the TEI community and in Greek industry, with many companies employing its 425 graduates, who enjoy good employability.

The external evaluation of the DDCT at the TEI of Central Macedonia took place at a difficult time for the TEI arising from the financial crisis. The Committee understands that the operational expenditure (budget) of the Department has been drastically reduced during the past four years, making the purchase of consumables and laboratory materials a complex and time consuming process. The resources for hourly paid teaching support staff have also been drastically reduced increasing the student staff ratio by 64% from 2006 to 2014.

Overall, the Committee considers that the operation of the Department of Design and Clothing Technology is satisfactory in terms of the organisation and delivery of the taught programme and the preparation of graduates for careers in industry. The overall level of research within the Department is embryonic and below average, when this is viewed in the national context of TEI operations and judged by research outputs such as journal papers and research income. However, the Committee is pleased to note the creative accomplishments of staff in the Department and would like to see those recognised by the TEI as a valid outcome of a Department with a strong design element.

There is an increasing number of faculty members of staff who wish to develop research in well-equipped laboratories and this is encouraging and needs to be supported and built upon. DDCT staff is generally well motivated, the students are satisfied and student numbers are good and the Department has gained a good reputation since its creation and is strongly supported by the professional trade association SEPEE.

The Committee has made many recommendations in the previous sections of this report. All these would need to be considered by the Department. Herein, the Committee wishes to

restate and stress a selected number of key recommendations as follows:

Recommendation A1:

The on-going procedure for monitoring and evaluation of the educational curriculum needs to be carefully established by the faculty and administration. The Committee recommends that the Department should define and apply such a process. Additionally, the Committee recommends that the vision and goals of the curriculum should be explicitly stated and documented in the next revision of the curriculum.

Recommendation A3:

An interdisciplinary approach in teaching build on project-based teaching in design, and production courses should be implemented.

Recommendation A5:

Provide coursework in materials and systems of clothing construction and production as well as materials such as fabrics and textiles in course offerings that are coupled directly with the design courses in a project-based educational model. Students do not seem to have a basic understanding of clothing production technologies and systems as part of the design process; therefore this project-based integrated environment may address the current shortcomings.

Recommendation B4:

The Department must make every effort to improve student lecture attendance and participation. Introducing a project-based collaborative learning experience shared among the different subjects within a particular year could enhance student participation.

Recommendation B6:

A student teaching assistant's program should be implemented in order to reduce teaching loads and help students with tutorials. Such a system can overcome the current trend of reducing teaching hours per subject in order to deal with temporary teaching support funding reductions.

Recommendation C1:

The Committee recommends that the Department should define a research strategy that will provide the direction and scope of its research and will make research and/or creative accomplishments a requirement for all faculty members of staff.

Recommendation C2:

Special provisions must be made to encourage fixed term members of staff to engage in the research of the Department via participation in projects and/or via carrying out PhD research that will benefit the Department via publications and collaborations.

Recommendation C3:

The Committee recommends the creation of Departmental standards for assessing research and for monitoring quality and research income.

Recommendation D5:

The Committee recommends an official alumni registry is developed. The initial steps undertaken by the administration proved to be very helpful and fruitful in this evaluation process both for the department and the visiting evaluation team.

Recommendation E1:

The Department is advised to develop a curriculum that is compatible with the needs to

industry in terms of providing the skills and competences required from its graduates. This will enhance graduate employability and improve the competitiveness of Greek industry.

Recommendation E2:

The Department would need to develop and establish a strategy for enhancing its engagement with Greek industry and for strengthening its positive impact in Central Macedonia. This strategy needs to be articulated as a visible priority to the Department staff and students.

Recommendation E3:

The TEI should ensure that additional academic posts (2-3) are created and filled within the Department in a timely manner. This would enhance its sustainability and allow the eventual creation of a satisfactory research environment.

Recommendation E4:

The TEI should ensure that the new building is appropriately equipped to host the Department from September 2014 and create an environment that is conducive with carrying out the Department's teaching, learning and research and also supports its interface with industry and the local community.

To conclude, the Committee wishes to record again its sincere appreciation for the professional and enthusiastic support and hospitality that was offered by all members of the Department and TEI in the process of the external evaluation, and also acknowledges the very effective support of ADIP.