ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
HELLENIC REPUBLIC

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Accreditation Report

for the New Postgraduate Study Programme of:

Porcine and poultry health management

Department: Veterinary Medicine

Institution: Aristotle University of Thessaloniki

Date: 30/06/2025

Report of the Panel appointed by the HAHE to undertake the review of the New Postgraduate Study Programme of Porcine and poultry health management of the Aristotle University of Thessaloniki for the purposes of granting accreditation.

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PART A: BACKGROUND AND CONTEXT OF THE REVIEW

I. The External Evaluation & Accreditation Panel

The Panel responsible for the Accreditation Review of the new postgraduate study programme of Porcine and poultry health management of the Aristotle University of Thessaloniki comprised the following five (5) members, drawn from the HAHE Register, in accordance with Laws 4009/2011 & 4653/2020:

1. Alexandrou Athanasios (Chair)
   (Title, Name, Surname)
   California State University - Fresno
   (Institution of origin)

2. KAZANTZIS DEMETRIOS
   (Title, Name, Surname)
   University of Rhode Island
   (Institution of origin)

3. MALOUPA ELENI
   (Title, Name, Surname)
   HELLENIC AGRICULTURAL ORGANIZATION DIMITRAINSTITUTE OF PLANT BREEDING AND GENETIC RESOURCES
   (Institution of origin)

4. TSIAMI AMALIA
   (Title, Name, Surname)
   University of West London, UK
   (Institution of origin)

5. ΠΕΡΔΙΚΑΡΗ ΜΑΡΙΑ
   (Title, Name, Surname)
   University of the Peloponnese
   (Institution of origin)

II. Review Procedure and Documentation

Brief reference to the Panel preparation for the new postgraduate study programme review, as well as to the documentation provided and considered by the Panel. Dates of the review, review schedule, meetings held and any additional information regarding the procedure.

The members of the External Evaluation and Accreditation Panel (EEAP) for the review of the new postgraduate study programme, Porcine and Poultry Health Management of the Aristotle University of Thessaloniki were appointed by the Hellenic Authority for Higher Education (HAHE) from the Register of Independent Experts on 5 June 2025, in accordance with Laws 4009/2011 and 4653/2020. The EEAP reviewed all the supplied documents (which we, as panel members, had pre-read and listed below in tabulated form) and agreed on the key questions and issues to focus on during our evaluation. The evaluation was based on the documents provided and the discussions held during the evaluation and took place remotely.
A0 Table of Contents
A1 Proposal for the Academic Certification
A2 Decision to Establish Postgraduate Programme
A3 MODIP Report
A4 Institution Strategy for the Development of the Postgraduate Programme A5 Feasibility and viability studies
A6 Academic Unit Quality Policy
A7 Academic Unit Quality Indicators
A8 Course Study Guide
A9 Course Outline
A10 Teaching Staff
A11 Internal Regulation of the New Programme of Studies
A12 Regulation Regarding Studies, Practical Training, Mobility, Assignment Writing A13 Regulations for the Operation of the Students' Complaints and Objections Management Mechanism
A14 Regulations for the Operation of the Institution of Academic Councellor A15 Regulations of the Ethics and Research
A16 Diploma Supplement Template in Greek and English language
A17 Summarised Information on the Academic Staff Achievements
A18 Regulation Regarding Distant/Online Education
A19 Budget
The first day of the online meeting began on Tuesday, 10 June, 2025, at 16:00 (all times are in Greek time) with a private session of the EEAP members. During the meeting, the committee members were introduced, discussed the submitted file, and assigned responsibilities. Next day, Wednesday, 11 June 2025, at 15:00 the panel met with the following administrators:
• Prof. Antonios Goulas, School of Medicine, MODIP Committee Member • Prof. Paschalis Fortomaris, Head of the School of Veterinary Medicine, Aristotle University of Thessaloniki, Greece
• Assoc. Prof. Vasileios Tsiouris, Director of the PSP, Poultry Health manager of the PSP They

provided a brief yet comprehensive overview of the new postgraduate program, including its academic profile, status, strengths, and potential areas of concern, and they responded to the committee's questions. During the meeting, the panel was shown a PowerPoint presentation, which was also emailed to the panel members. At 16:00 the EEAP met with faculty members. The panel discussed with them professional development opportunities, mobility, competence and adequacy of the teaching staff to ensure learning outcomes, workload, projects and research interests. The participants included:

- Prof. Eleni Tzika
- Assoc. Prof. Panagiotis Tassis
- Assoc. Prof. Ilias Giannenas
- Assoc. Prof. Georgios Papadopoulos
- Prof. Dimitra Psala
- Post-doc Tilemachos Mantzios

At 17:00 the panel met with administrative staff members, teaching staff members of the programme to discuss classrooms, lecture halls, libraries laboratories, and other facilities. The participants included:

- Assoc. Prof. Panagiotis Tassis, Unit of Monogastric animals of School of Veterinary Medicine
- Assoc. Prof. Ilias Giannenas, Laboratory of Animal Nutrition of School of Veterinary Medicine
- Assoc. Prof. Georgios Papadopoulos, Laboratory of Animal Science of School of Veterinary Medicine
- Prof. Dimitra Psala, Laboratory of Animal Pathology of School of Veterinary Medicine • Pinelopi Symeonidou, Head of the Secretariat of the School of Veterinary Medicine • Christina Polykarpidou, Staff of the Secretariat of School of Veterinary Medicine

At 18:00, the committee met with the following employers and social partners of the new postgraduate programme.

- Athina Trachili, President of Panhellenic Veterinary Association & General Secretary of Union European Veterinary Practitioner UEVP/FVE
- Ioannis Bouras, President of the Panhellenic Federation of Pig Farmers of Greece • Giannis Patounas, Director of Research, Development & Operations Management of Agricultural Poultry Cooperation of Ioannina "PINDOS"
- Thomas Paparounis, Head of Veterinary Services of Agricultural Poultry Cooperation of Ioannina "PINDOS
- Kostas Evangelou, Head of Veterinary Services of NITSIAKOS
- Lyberis Tsaras, Smart Solution Commercial Director Europe, CEVA SANTE ANIMALE • Petros Palmas, CEO of CYCON Greece and Cyprus
- Panagiotis Fragkoulis, President of OvoFresco, Vice President of National Interprofessional Egg Organization
- Efrosini Papagianni, Department of Animal Health and Veterinary Conception, Drugs & Applications, Directorate of Veterinary Medicine, Macedonia, Greece • Kostas Giannakopoulos, CEO and Owner of PHARMACELL S.A.

After a private meeting during which the EEAP members discussed the outcomes of the virtual visit, the EEAP held a meeting to discuss several points with representatives from the

department, the Director of the program, and representatives of MODIP. The participants included:

• Prof. Antonios Goulas, School of Medicine, MODIP Committee Member • Prof. Paschalis Fortomaris, Head of the School of Veterinary Medicine, Aristotle University of Thessaloniki, Greece

• Assoc. Prof. Vasileios Tsiouris, Director of the PSP, Poultry Health manager of the PSP

• Alexandra Tzaneraki, MODIP Committee Secretary

• Margarita Liolia, MODIP Staff

The entire process was conducted in a spirit of excellent collaboration. The faculty, staff, administrators and social partners were helpful and transparent about the issues concerning the new programme, and they were highly willing to provide any additional information we requested. The Department was very responsive and forthcoming in providing the panel with additional material.

III. Postgraduate Study Programme Profile

Brief overview of the new postgraduate study programme with reference to the following: history, academic remit, duration of studies, qualification awarded, employment opportunities, orientation challenges or any other key background information. Short description of the home Department and Institution, with reference to student population, campus, or any other related facts.

Aristotle University of Thessaloniki (AUTh) was founded in 1925 and officially opened in 1926. It is located in Thessaloniki and, as of 2023, has approximately 88,000 students enrolled (77,000 at the undergraduate level and 6,500 in postgraduate programs, of which nearly 4,000 are at the doctoral level) and about 2,300 faculty members. AUTh is the largest university in Greece. Its main campus is situated in the center of Thessaloniki, covering an area of about 33.4 hectares. It comprises 10 faculties, which consist of 40 schools and one single-school faculty.

The Faculty of Veterinary Medicine at Aristotle University of Thessaloniki was established in 1950, pursuant to Law No. 1776/51. The Faculty of Veterinary Medicine was organized as a school under Law No. 1268/82. A year later, pursuant to Presidential Decree 130/83, it became part of the newly established Faculty of Geotechnical Sciences, which comprised (a) the School of Veterinary Medicine, (b) the School of Agriculture, and (c) the School of Forestry and Natural Environment. In 2005, pursuant to Ministerial Decision 27905/B1 (Government Gazette 398/28-2-2005), the School of Veterinary Medicine was reorganized as a single-school faculty.

The new PSP in Porcine and Poultry Health Management is part of the School of Veterinary Medicine at Aristotle University of Thessaloniki. The PSP was established in May 2024 by decision of the University's Academic Senate (Decision 3146/29-5-2024). The aim of the new PSP programme is to provide postgraduate academic education and the production of high quality scientific potential in the field of pig and poultry health management.

The program spans three academic semesters: five courses are taught in the first semester, two in the second semester, and an MSc thesis is completed in the third semester. It will enroll 4–12 students annually after a selection process, with tuition fees set at €6,000 for the entire program. Applicants must be graduates of a veterinary program from Greek or foreign universities. The program will be taught in English, and some first-semester courses will be offered online only.

The curriculum is designed to deliver contemporary, high-value content using the most up to-date methods and tools. Furthermore, the program contributes to the training and development of specialized and competent postgraduate-level scientists capable of meeting the modern demands of the porcine and poultry communities.

The new postgraduate programme was designed to address modern needs and requirements in its academic field. It integrates distance learning with face-to-face teaching, utilizing diverse resources, teaching styles, and techniques that reflect the dynamic environment in which the university operates. The objectives of the postgraduate program are as follows:

• To train postgraduate students in the aetiology, pathogenesis, clinical presentation, necropsy findings, lesions, diagnosis, prognosis, treatment, and prevention of clinical

and subclinical pathological conditions affecting various organs and systems.

• To apply this knowledge to advanced treatments and diagnostic tools to enhance the health and welfare of pigs and poultry at both the individual animal and farm levels.

• Within the context of the One Health initiative, to place special emphasis on swine and poultry zoonoses, as well as on appropriate treatment, control, and prevention practices to minimize the risk of developing antibiotic resistance.

The programme adopted the quality assurance policy of the university. The purpose of the quality policy at the Aristotle University of Thessaloniki is the continuous and systematic assurance, improvement, and strengthening of quality within the institution.

PART B: COMPLIANCE WITH THE PRINCIPLES

Principle 1: Strategy, Quality Assurance Policy and Quality Goal Setting for the New Postgraduate Study Programmes

INSTITUTIONS SHOULD INCLUDE IN THEIR STRATEGIC MANAGEMENT THE DEVELOPMENT, ORGANISATION, AND IMPLEMENTATION OF NEW POSTGRADUATE STUDY PROGRAMMES (PSP) IN SPECIFIC SCIENTIFIC FIELDS AFTER INVESTIGATING THEIR FEASIBILITY AND SUSTAINABILITY.
INSTITUTIONS SHOULD APPLY A QUALITY ASSURANCE POLICY FOR THE NEW POSTGRADUATE STUDY PROGRAMMES AS PART OF THEIR STRATEGIC MANAGEMENT.
THIS POLICY SHOULD EXPAND AND BE AIMED (WITH THE COLLABORATION OF EXTERNAL STAKEHOLDERS) AT THE PSP OF THE INSTITUTION AND THE ACADEMIC UNIT. THIS POLICY SHOULD BE PUBLISHED AND IMPLEMENTED BY ALL INTERESTED PARTIES.

By decision/s of the Institutional Senate, the Institutions should adapt their strategy to allow for the provision of postgraduate study programmes, in addition to attending to the profile, vision, mission and strategic objectives of the Institution. In this strategy, the Institutions should anticipate the potential benefits, difficulties or risks from the implementation of new postgraduate study programmes and plan all the necessary actions to achieve their goals. The Institution's strategic choices should be documented through specific feasibility and sustainability studies, especially for new postgraduate study programmes.

In the case of PSP delivered by distance methods, the Institution prepares and applies an e- learning strategy. The Institution's e-learning strategy is integrated into its overall strategy and identifies educational goals while keeping up to the rapid technological changes and to the developments in pedagogical models. The Institution should include in its strategy the justification and feasibility as to why e-learning has been selected as the appropriate learning strategy for the particular programmes of study where it is applied.

In the context of e-learning, innovation strategies, the possibility of programme revision, the linking between learning and research (requiring knowledge of the latest innovations in order to select the most appropriate means to achieve the learning outcomes) should be taken into account.

The quality assurance policy of the academic unit for postgraduate study programmes should be in line with the Institution's strategy and must be formulated in the form of a public statement, which is implemented by all stakeholders. It focuses on the achievement of special goals related to the quality assurance of the postgraduate study programmes offered by the academic unit. Indicatively, the quality policy statement of the academic unit includes its commitment to implement a quality policy that will promote the academic profile and orientation of the postgraduate study programme (PSP), its purpose and field of study; it will realise the programme's goals and it will determine the means and ways for attaining them; it will implement appropriate quality procedures, aiming at the programme's continuous improvement.

In particular, in order to implement this policy, the academic unit commits itself to put into practice quality procedures that will demonstrate:

a. *the suitability of the structure and organisation of postgraduate study programmes*
b. *the pursuit of learning outcomes and qualifications in accordance with the European and National Qualifications Framework for Higher Education - level 7*
c. *the promotion of the quality and effectiveness of teaching at the PSP*

d. *the appropriateness of the qualifications and the availability of the teaching staff for the PSP*

e. *the drafting, implementation, and review of specific annual quality goals for the improvement of the PSP*

f. *the level of demand for the graduates' qualifications in the labour market*

g. *the quality of support services, such as administrative services, the libraries, and the student welfare office for the PSP*

h. *the efficient utilisation of the financial resources of the PSP that may be drawn from tuition fees*

i. *the conduct of an annual internal review and audit of the quality assurance system for the PSP through the cooperation of the Internal Evaluation Group (IEG) with the Institution's Quality Assurance Unit (QAU)*

Documentation

- *The Institutional strategy for postgraduate studies, which includes a special strategy for e-learning, as long as it is applied to the Institution's PSP*
- *Feasibility and sustainability studies for the new PSP*
- *Quality Policy of the academic unit for the development and improvement of PSP*
- *Quality Targeting of the academic unit for the PSP*

Study Programme Compliance

I. Findings

· The MSc "Porcine and Poultry Health Management" is a newly established postgraduate programme developed by the School of Veterinary Medicine at the Aristotle University of Thessaloniki (AUTh). The School was founded in 1950 and has since evolved into a significant academic and research unit within the Faculty of Health Sciences, with a long-standing history of excellence in veterinary education and research.

· The strategic development of this PSP was initiated following thorough feasibility and sustainability studies. The decision to launch the programme aligns with AUTh's Strategic Objective 1.3: "Competitiveness in Postgraduate Programmes", which forms part of the university's long-term development plan to enhance international visibility, modernise academic offerings, and respond to evolving scientific and labour market demands.

· The University has developed and implemented its Quality Assurance Policy as part of its broader strategy. The Quality Assurance Policy (QAP) of the programme has been developed in line with the institution's certified Internal Quality Assurance System (IQAS), as approved by the Hellenic Authority for Higher Education (HAHE). This policy is publicly available and actively implemented across all academic units involved in the programme.

· The School Internal Evaluation Group (IEG), has harmonized the quality policy of the new PSP MSc 'Porcine and Poultry Health Management' with that of the University, accompanied by some annual quality assurance targets for the continuous development and improvement of the PSP.

· Key support structures such as a dedicated Secretariat, Academic advisors, e-learning infrastructure and integration with university wide student support services have been established to ensure both academic and operational effectiveness.

· The programme is delivered in English, targeting home and international market and is structured around three academic semesters (90 ECTS), including the completion of a Master's thesis

· The programme is delivered by a highly qualified academic team with substantial research output, teaching experience, and domain expertise. According to the Faculty Roster: Staff include Professors (2), Associate Professors (3), and one assistant professor, external experts with specialised knowledge in swine and poultry medicine, epidemiology, animal nutrition, pathology, reproduction, and welfare.

· Teaching assignments are approved by the Department Assembly and reflect a balanced and well-structured distribution of workloads. The Summary of Academic Staff Performance highlights significant international visibility of the teaching staff: publishing collectively 671 peer-reviewed articles, contributed 36 book chapters, and accrued over 18,500 citations on Google Scholar.

· The teaching staff is supported by a network of visiting lecturers and post-doctoral researchers, ensuring a diverse and research-informed curriculum delivery.

· The School has adopted a structured system for drafting and reviewing annual quality objectives, detailed in the Quality Policy and the Academic Accreditation Proposal. Goals include:

· Improving student satisfaction and engagement;
· Enhancing the digital and physical learning environment;
· Strengthening links between teaching and research;
· Promoting international collaborations.

· Each year, quality goals are revised based on input from internal evaluations (OMEA), external stakeholders and academic staff. Performance against these goals is documented in internal reports and forms part of the continuous quality improvement process.

· The proposal of the present PSP under accreditation, has been formulated after a gap analysis and a series of carefully taken decisions based on several factors such as the need for the training of experts in pigs and poultry in the view of expanding the focus on other animals further than the current offers in companion animal medicine. Pigs and poultry contribute positively to ensure food security and health initiatives. This gap was made more evident by the lack of similar postgraduate offerings in this area across Greek higher education institutions. Thus, AUTh identified a unique opportunity to address this untapped

academic niche and position itself as a regional leader in intensive animal health management education.

· The graduates of the programme are expected to be specialized scientists and researchers contributing to the improvement of services in the pigs and poultry sector and to the development of the economy in the country. The meeting with industrial stakeholders demonstrated the importance of the skills and competencies needed. The programme also aims to promote graduates to pursue doctoral level studies both at the AUTh and other Universities in Greece and abroad.

· A Diploma Supplement is also awarded at the end of studies in both Greek and English. The website of the PSP provides all relevant information. The annual fee for the PSP is set at 6,000 euros per student and could be paid by installments. The fee is managed through the Research Committee of the AUTh (ELKE AUTh). The amount and payment method may be revised upon proposal from the MSc Coordinating Committee, approval by the General Assembly of the School, and final approval by the University Senate.

· According to the Study Regulation and the Internal Rules, the PSP includes provisions for student mobility through the Erasmus+ programme and placement activities. The MSc does not require a mandatory internship, but students are encouraged to independently seek practical placements or exchanges under Erasmus+, which are recognized as beneficial and complementary to their studies

· The teaching staff that has been selected and appointed to teach in the PSP is committed to implementing the quality policy by achieving its objectives as set by the Department. They are dedicated to teaching and training the students to research and specific knowledge in the fields. The curriculum is comprised of courses that aim to provide students with the necessary skills and competencies for processes related to 'Porcine and Poultry Health Management'

· The Panel was provided with information about the infrastructure that is made available to the PSP students. Classrooms, laboratories, animal stables, computer labs, access to online databases, e-journals and books and other facilities ensure that the students have the resources needed for their studies which are not remote but face to face.

II. Analysis

The quality assurance policy of the PSP as it is formulated and implemented by the School is in line with the quality assurance policy of the University and is clearly formulated in the form of a public statement and complies with the standards of the Hellenic Authority for Higher Education.

· The implementation of quality policy is well documented in the proposal for accreditation submitted to ETHAEE and the panel was satisfied with the clarity and completeness of the proposal.

· There is well documented evidence of plans for the continuous improvement of the PSP during its lifecycle and a quality policy that aims to realize the

programme's goals and sets clear means and ways for attaining them.

· There is also evidence of continuous annual monitoring and audit of the quality assurance system of the PSP through the cooperation of the internal evaluation unit (OMEA) and the quality assurance unit (MODIP), by collecting and analyzing data related to quality assurance.

· The teaching staff selected to teach courses of the PSP are well specialized with research experience and scientific publications.

· The rationale for launching the programme is based on the convergence of the following strategic factors: Alignment with AUTh's Strategic Goals; Academic Innovation; European and Global Relevance; Internationalisation and Extroversion; Scientific and Research Impact;Digital and Pedagogical Innovation

· The labour market analysis, included in the Feasibility Study (A5) and supported during stakeholder consultations at the accreditation meetings (ZOOM doc), confirmed the following:

a. A growing demand for veterinarians, researchers, and consultants with expertise in swine and poultry health, biosecurity, and epidemiological control;

b. The need for professionals capable of implementing EU regulations, managing antimicrobial resistance, and supporting animal welfare in compliance with modern standards;

c. A significant shortage of postgraduate-trained specialists in industrial pig and poultry farming across Europe, especially in southeastern Europe, the Balkans, and MENA regions;

d. Stakeholders including the Panhellenic Veterinary Association, industry representatives (e.g., PINDOS poultry cooperative), and policy bodies acknowledged that existing graduates lacked the focused skills to tackle emerging infectious diseases, improve production sustainability, or drive welfare- oriented innovation on farms

· The delivery of the PSP in the English language, is an ambitious and feasible goal which strengthens the School's goal towards internationalization. Attracting international students should be achieved by a well-planned promotion of the programme in countries with prospective candidate students to achieve a satisfactory enrollment. The coordinating committee should also consider including Erasmus students from abroad as this could lead to making the programme known to foreign students, thus positively affecting the overall quality of the programme.

· The PSP appears to be able to provide students with sufficient resources, specialized teaching staff along with teaching and laboratory facilities and to be self-sustainable in the foreseeable future. The panel feels that the amount of tuition of the programme, with appropriate distribution of resources, will be sufficient. The school could also consider providing scholarships, as in comparison with other masters offered in Greece, the particular have higher fees, that could compromise the diversity of the students enrolling the PSP. The PSP coordinating committee should possibly consider an increased amount of fees for students coming from non-EU countries and free participation for the

Erasmus students. The Panel also suggests that a course in the Greek language and culture offered to the international students should be incorporated in the curriculum of the PSP.

· The PSP has to set specific, measurable, achievable, relevant and timely goals regarding targets (KPIs) that can be monitored annually such as percentage of graduates to all registered students. It is suggested to increase some of the KPIs performance such as the student engagement to 70% rather than 30% currently set.

III. Conclusions

The "Porcine and Poultry Health Management" MSc at AUTh is strategically integrated within the university's development and quality assurance frameworks. It is supported by:

- A clearly articulated and certified quality assurance policy;
- Highly competent and research-active faculty;
- An evidence-based approach to goal setting, curriculum development, and stakeholder engagement;
- A growing international demand for its graduates;
- Comprehensive student support systems;
- A sustainable and transparent financial management structure;
- A rigorous and participatory quality review mechanism through OMEA and MODIP.

This framework not only ensures the programme's academic integrity and operational viability, but also contributes to the strategic objectives of AUTh, positioning the School of Veterinary Medicine as a European leader in specialised veterinary education.

The panel concludes that the PSP is Fully compliant with the commitments and requirements for the implementation of an adequate quality policy in accordance with the regulations of the HAHE and of the AUTh.

Panel Judgement

Principle 1: Strategy, Quality Assurance Policy and Quality Goal Setting for the New Postgraduate Study Programmes	
Fully compliant	**X**
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

The panel's recommendations are:

R.1.1. The school could set ambitious KPI especially in student engagement.

R.1.2. The PSP coordinator could discuss with the industry drawing funds offering scholarships for financially disadvantaged students.

R.1.3. Invite the industry to participate in advisory capacity for the curriculum development and links with the industry, enhancing skills and employability.

Principle 2: Design and Approval of New Postgraduate Study Programmes

INSTITUTIONS SHOULD DEVELOP THEIR POSTGRADUATE STUDY PROGRAMMES FOLLOWING A DEFINED WRITTEN PROCESS WHICH WILL INVOLVE THE PARTICIPANTS, INFORMATION SOURCES AND THE APPROVAL COMMITTEES FOR THE NEW POSTGRADUATE STUDY PROGRAMMES. THE OBJECTIVES, THE SPECIFIC SCIENTIFIC SUBJECT AND THE STREAMS OR SPECIALISATIONS, THE EXPECTED LEARNING OUTCOMES AND THE EMPLOYMENT PROSPECTS ARE SET OUT IN THE PROGRAMME DESIGN. DURING THE IMPLEMENTATION OF THE NEW POSTGRADUATE STUDY PROGRAMMES, THE DEGREE OF ACHIEVEMENT OF THE LEARNING OUTCOMES SHOULD BE ASSESSED. THE ABOVE DETAILS, AS WELL AS INFORMATION ON THE PROGRAMME'S STRUCTURE ARE PUBLISHED IN THE STUDENT GUIDE.

The academic units develop their postgraduate study programmes following a well-defined procedure. The academic profile and orientation of the programme, the research character, the scientific objectives, the specific subject areas, the specialisations, the expected learning outcomes, the structure, the courses, the teaching and assessment modes, the teaching staff and the necessary resources are described at this stage.

The structure, content and organisation of courses and teaching methods should be oriented towards deepening knowledge and acquiring the corresponding skills to apply the said knowledge (e.g. course on research methodology, participation in research projects, thesis with a research component).

The expected learning outcomes must be determined based on the European and National Qualifications Framework (EQF, NQF), and the Dublin Descriptors for level 7. During the implementation of the programme, the degree of achievement of the expected learning outcomes and the feedback of the learning process must be assessed with the appropriate tools. In particular, for each expected learning outcome that is designed and made public, it is necessary that its evaluation criteria are also designed and made public.

In addition, the design of PSP must consider:

- *the Institutional strategy*
- *the active involvement of students*
- *the experience of external stakeholders from the labour market*
- *the anticipated student workload according to the European Credit Transfer and Accumulation System (ECTS) for level 7*
- *the option of providing work experience to students*
- *the linking of teaching and research*
- *the relevant regulatory framework and the official procedure for the approval of the PSP by the Institution*

The procedure for the approval or revision of the programmes provides for the verification of compliance with the basic requirements of the Standards by the Institution's Quality Assurance Unit (QAU).

Documentation

- *Senate decision for the establishment of the PSP*
- *PSP curriculum structure: courses, course categories, ECTS awarded, expected learning outcomes according to the NQF, internship, mobility opportunities*
- *Labour market data regarding the employment of graduates, international experience in a relevant scientific field*
- *PSP Student Guide*
- *Course and thesis outlines*
- *Teaching staff: teaching assignments per subject area and per course*

Study Programme Compliance

I. Findings

- The MSc "Porcine and Poultry Health Management" was designed by the School of Veterinary Medicine of the Aristotle University of Thessaloniki (AUTh), in alignment with the institution's Strategic Objective 1.3: "Competitiveness in Postgraduate Programmes." The development process followed a structured and documented approach, as outlined in the Feasibility Study, Internal Regulation, and Study Guide.
- The programme's design was informed by:
  - A comprehensive gap analysis of existing postgraduate veterinary offerings in Greece and the region,
  - Stakeholder consultations, including feedback from the Panhellenic Veterinary Association, academic staff, policymakers, and industry partners (e.g., PINDOS Poultry Cooperative),
  - Alignment with international trends and EU-level veterinary priorities such as antimicrobial resistance, biosecurity, animal welfare, and sustainability.
- The curriculum is structured across three academic semesters (90 ECTS), including a Master's thesis. Courses were designed to be modular, interdisciplinary, and research-informed, with explicit learning outcomes tied to graduate competencies and professional skills.
- The MSc is delivered entirely in English and targets both Greek and international students. The curriculum integrates theoretical instruction, practical components, and applied research. Students are encouraged (but not required) to pursue placements via the Erasmus+ programme or professional networks.
- The approval of the programme followed the formal internal procedures of AUTh, as defined by its certified Internal Quality Assurance System (IQAS), including:

- Initial proposal and rationale,
- Approval by the School's General Assembly,
- Review by the Quality Assurance Unit (MODIP),
- Final submission to the University Senate and HAHE.

● The curriculum design process was guided by pedagogical principles and intended learning outcomes (ILOs), clearly mapped to the European Qualifications Framework (EQF, Level 7), ensuring consistency with Bologna Process standards.

II. Analysis

● The programme was developed with clear strategic intent and a transparent decision-making process, involving academic and external stakeholders. It responds to a demonstrated academic and professional gap in the region and builds upon the established research strengths of AUTh.

● The curriculum is cohesive, with progressive learning that builds foundational knowledge in porcine and poultry health management and culminates in independent research through the Master's thesis. Learning outcomes are appropriately aligned with the course content, teaching methods, and assessment strategies.

● Stakeholder input helped ensure the relevance of the curriculum to labour market needs. Graduates are expected to acquire applied knowledge in epidemiology, animal production, pathology, health economics, and sector-specific legislation.

● The programme incorporates flexibility and internationalisation through its English-language delivery, elective components, and optional mobility opportunities. However, while Erasmus+ participation is mentioned, a structured pathway for internships or placements could be further elaborated.

● There is evidence of iterative curriculum development and responsiveness to feedback. Annual review mechanisms involving the Internal Evaluation Group (OMEA) and MODIP ensure that courses can be revised based on data, stakeholder input, and academic advancements.

● Learning objectives, course content, and assessment modes are presented in a consistent and student-oriented manner. However, further detailing of the relationship between teaching methods (e.g., problem-based learning, case studies) and specific learning outcomes could improve curriculum transparency.

III. Conclusions

The MSc "Porcine and Poultry Health Management" is the result of a clearly structured, inclusive, and evidence-based programme design and approval process. The design aligns with AUTh's strategic objectives, responds to national and international educational and labour market trends, and reflects the academic strengths of the School of Veterinary Medicine.

The curriculum is robust, research-informed, and outcomes-based. Approval processes comply with national legislation, internal QA policies, and Bologna/EQF

standards. Mechanisms are in place to ensure ongoing curriculum enhancement and responsiveness to stakeholder needs.
The panel concludes that the programme is fully compliant with the expectations for the design and approval of new postgraduate programmes, as set by the HAHE framework.

Panel Judgement

Principle 2: Design and Approval of New Postgraduate Study Programmes	
Fully compliant	**X**
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

R.2.1. Consider integrating a structured, credit-bearing internship or field placement component within the curriculum to enhance professional readiness.
R.2.2. Further develop the explicit mapping between teaching and assessment methods and the intended learning outcomes, especially in practical and clinical courses.
R.2.3. Strengthen Erasmus+ pathways and mobility guidance to increase participation and visibility among international veterinary students.
R.2.4. Introduce a mechanism for periodic stakeholder curriculum reviews, ensuring continued alignment with industry needs and evolving scientific developments.

Principle 3: Regulations for Student Admission, Progression, Recognition of Postgraduate Studies, and certification

INSTITUTIONS SHOULD DEVELOP AND APPLY PUBLISHED REGULATIONS COVERING ALL ASPECTS AND PHASES OF STUDIES (ADMISSION, PROGRESSION, THESIS DRAFTING, RECOGNITION AND CERTIFICATION).

The Institution should develop and publish the internal regulations prescribed by law which, among other things, should regulate all issues of postgraduate studies from the beginning to the end of the studies.

Indicatively:

- *The students' admission procedures and the required supporting documents*
- *Student rights and obligations, and monitoring of student progression*
- *Internship issues, if applicable, and granting of scholarships*
- *The procedures and terms for the drafting of assignments and the thesis*
- *The procedure of award and recognition of degrees, the duration of studies, the conditions for progression and for the assurance of the progress of students in their studies*
- *The terms and conditions for enhancing student mobility*

In case that the PSP is offered through distance learning methods, the Institution should have in place a regulation for e-learning, including in particular the following issues:

- *Services of the Institution to support e-learning*
- *Methodology for the development and implementation of courses*
- *Ways of providing teaching and variety of teaching and assessment modes*
- *General standard of course structure*
- *Student support system*
- *Support of faculty/teachers with mandatory e-learning training for new staff members*
- *Technological infrastructures made available by the Institution*
- *Student identity confirmation system (student identity check, assignment and exam writing process, security and certification issues).*
- *The Institution should establish rules for the provision of appropriate access and for the assurance of the participation of students affected by disability, illness, and other special circumstances.*
- *Ethical issues, such as those concerning data protection, intellectual property rights and rules for protection against fraud are governed by the e-learning regulation.*

All the above must be made public within the context of the Student Guide.

Documentation

- *Internal regulation for the operation of the postgraduate study programme*
- *Special regulation for the implementation of e-learning if the PSP is delivered through distance methods*
- *Research Ethics Regulation*

- *Regulation of studies, internship, mobility, and student assignments*
- *Degree certificate template and Diploma Supplement template*

Study Programme Compliance

I. Findings

• The Post-Graduate Study Program "Porcine and Poultry Health Management" of AUTh is a student-centered learning process that is supported by the horizontal LMS Support Service -Learning Management System (https://elearning.auth.gr/).

• Students are invited to study and acquire knowledge in English, through distance online education, in person classes and live lectures, available in special cases.

• Upon commencement of the MSc program, each postgraduate student is assigned an Academic Advisor.

• Assessment criteria, types of assessment, grading scale, course structure and content as well as course timetable are published in advance.

• A procedure for managing and addressing educational complaints from students is in place, applicable to all active students and covers the entire educational process.

• Scholarship eligibility and mobility regulations are essential components of the study guide.

• The postgraduate program includes an internal evaluation and quality control of the curriculum, conducted according to the procedures and criteria established by the AUTH Quality Management System (QMS).

II. Analysis

• AUTh has implemented an integrated e-learning system designed to support both synchronous and asynchronous distance learning for its master's programs. LMS service, connected with SIS (Student Information System), enables the digital organization and distribution of educational material for courses and offers communication tools for students and lectures, facilitating the smooth and effective conduct of lessons.

• Postgraduate students, through the student-centered approach and the design of the educational program, can develop their skills, fulfill the requirements of the MSc program and resolve any issues affecting their progress in collaboration with the Academic Advisor and the support of the teaching and administrative staff. The Academic Advisor, designated by the Coordinating Committee, provides information, assistance, and guidance for their studies.

• Home Domestic postgraduate students who meet specific academic excellence (minimum grade of 8.5/10) and financial criteria can apply for tuition fee exemptions. Additionally, students can participate in mobility programs such as Erasmus+ if this transition does not disrupt their participation in the program's

educational activities.

- Support services for students enrolled in the MSc program are readily available.
- The integrated e-learning system is accessible to individuals with disabilities as well as those with special needs.
- The independent office of the "Student Advocate" at AUTh mediates between postgraduate students and professors or administrative services of the Institution.
- The Student Advocate ensures legality within the framework of academic freedom, addresses administrative issues, and maintains the institution's proper functioning. Postgraduate students may contact the Academic Advisor of the program on issues related to their studies.
- Assessment criteria (oral and written exams) and methods are published in advance in the course outline, ensuring transparency and clarity for students regarding expectations and evaluation process.
- At the end of each semester, postgraduate students may have the opportunity to evaluate the courses by completing a questionnaire that addresses the content of each course, the teaching and examination methods of the instructor, and provides observations for improvement. Specifically, the evaluation by postgraduate students of the MSc program is conducted electronically through course evaluation forms. After accessing the Quality Management System (QMS), postgraduate students can only see the courses they are eligible to evaluate on their personal webpage.

III. Conclusions

- The EEAP considers that the structure of the postgraduate program plays an important role in empowering students to actively engage in the educational process efficiently and foster mutual respect between the students and lecturers.
- The Academic Advisor assists with course selection, research direction, and any academic challenges the student may encounter.
- Teaching quality and effectiveness will be regularly evaluated.
- Assessment criteria and methods are published in advance and a formal procedure for student appeals is in place.

Panel Judgement

Principle 3: Regulations for Student Admission, Progression, Recognition of Postgraduate Studies, and certification	
Fully compliant	**X**
Substantially compliant	

Partially compliant	
Non-compliant	

Panel Recommendations

• The panel has no recommendations for this section.

Principle 4: Teaching Staff of New Postgraduate Study Programmes

INSTITUTIONS SHOULD ASSURE THEMSELVES OF THE LEVEL OF KNOWLEDGE AND SKILLS OF THEIR TEACHING STAFF, AND APPLY FAIR AND TRANSPARENT PROCESSES FOR THEIR RECRUITMENT, TRAINING, AND FURTHER DEVELOPMENT.

The Institution should attend to the adequacy and scientific competence of the teaching staff at the PSP, the appropriate staff-student ratio, the proper staff categories, the appropriate subject areas, the fair and objective recruitment process, the high research performance, the training, the staff development policy (including participation in mobility schemes, conferences, and educational leaves-as mandated by law).

More specifically, the academic unit should set up and follow clear, transparent, and fair processes for the recruitment of properly qualified staff for the PSP and offer them conditions of employment that recognise the importance of teaching and research; offer opportunities and promote the professional development of the teaching staff; encourage scholarly activity to strengthen the link between education and research; encourage innovation in teaching methods and the use of new technologies; promote the increase of the volume and quality of the research output within the academic unit; follow quality assurance processes for all staff (with respect to attendance requirements, performance, self-assessment, training, etc.); develop policies to attract highly qualified academic staff.

Documentation

- *Procedures and criteria for teaching staff recruitment, policy for attracting highly qualified staff, and PSP Obligation Regulation*
- *List of the intended for recruitment teaching staff including subject areas, employment relationship, Institution of origin, Department of origin and relevant individual achievements*

Study Programme Compliance

I. Findings

- The MSc Programme "Porcine and Poultry Health Management" is delivered by an experienced and highly qualified academic team from the School of Veterinary Medicine of the Aristotle University of Thessaloniki (AUTh), with a strong match between teaching responsibilities and subject-matter expertise.
- The teaching team consists primarily of internal faculty, including two Professors, three Associate Professors, and one Assistant Professor, complemented by external collaborators and post-doctoral researchers. Expertise spans the domains of porcine and poultry medicine, animal nutrition, pathology, welfare, epidemiology, and reproduction.
- Faculty members possess a robust scientific output: the academic staff have collectively authored over 670 peer-reviewed publications, contributed 36 book chapters, and accrued more than 18,500 citations. Their international academic standing is supported by participation in European research consortia, national expert panels, and veterinary associations.

- Teaching assignments are approved through formal processes (Department Assembly), ensuring that they are aligned with each instructor's specialization and contribute to balanced workloads.
- The School provides ongoing support for teaching development and quality monitoring. Mechanisms include:
  - Student course feedback surveys,
  - Peer evaluations,
  - Periodic teaching reviews aligned with the Internal Quality Assurance System (IQAS – ΕΣΔΠ),
  - Participation in academic conferences, workshops, and mobility programmes.
- While the teaching team is academically strong, the proportion of external and international instructors remains limited. Despite the programme being delivered in English and targeting international students, visiting scholars and practitioners are not yet systematically embedded in course delivery.

II. Analysis

- The quality, academic credentials, and scientific competence of the teaching staff meet and exceed the requirements set by national and institutional regulations for postgraduate education. Their contribution underpins the academic integrity and credibility of the MSc programme.
- The panel recognizes the alignment of the teaching team's development with AUTh's Strategic Objectives, especially Objective 1.3: Competitiveness in Postgraduate Programmes, which emphasizes internationalisation and excellence in delivery. The appointment and performance of faculty are governed by AUTh's certified IQAS, fully compliant with HAHE standards.
- The programme benefits from mechanisms that ensure effective recruitment, staff evaluation, and pedagogical development. However, the international scope of the PSP would be further supported by the systematic inclusion of international academic voices through visiting lectureships and staff exchange agreements.
- The panel notes that opportunities exist to formalize staff development in modern pedagogical approaches, such as:
  - Blended and hybrid teaching models,
  - Clinical simulation-based learning,
  - Case- and problem-based instruction,
  - Use of digital platforms for formative assessment.
- Strengthening links with European academic networks (e.g., Erasmus+, CIVIS) could support short-term mobility and collaborative teaching, enhancing both faculty development and student exposure to international best practices.
- The panel suggests that staff development and international participation be tracked using measurable performance indicators (KPIs), such as:
  - % of courses co-taught or guest-lectured by external experts,
  - % of staff engaged annually in pedagogical training,
  - Student satisfaction with teaching (target >80%),

- Mobility-related academic exchanges (target: ≥1 per semester).

III. Conclusions

The teaching staff of the MSc "Porcine and Poultry Health Management" is academically excellent, scientifically active, and pedagogically competent. Their qualifications and commitment align with the demands of high-quality postgraduate education and support the programme's strategic goals.

Recruitment, workload allocation, and teaching evaluation are governed by clear institutional procedures and quality assurance mechanisms. The internal staff provides a stable and knowledgeable base for programme delivery.

To further enhance the international and interdisciplinary dimensions of the PSP, the panel recommends expanding participation of external and international experts, formalizing pedagogical development activities, and adopting KPIs to monitor and guide staff engagement, student satisfaction, and innovation in teaching.

The panel concludes that the programme is Fully compliant with HAHE's requirements concerning teaching staff for new postgraduate programmes.

Panel Judgement

Principle 4: Teaching Staff of New Postgraduate Study Programmes	
Fully compliant	**X**
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

R.4.1. Integrate international and external experts as guest lecturers or visiting professors to reflect the programme's global orientation and support interdisciplinary teaching.

R.4.2. Formalize faculty development in digital and postgraduate-specific pedagogy (e.g., case-based learning, simulation, hybrid delivery).

R.4.3. Establish and track Key Performance Indicators (KPIs) related to staff development, teaching quality, and international mobility.

R.4.4. Expand partnerships under Erasmus+ or CIVIS to support academic exchanges and collaborative course delivery.

Principle 5: Learning Resources and Student Support

INSTITUTIONS SHOULD HAVE ADEQUATE FUNDING TO COVER THE TEACHING AND LEARNING NEEDS OF THE POSTGRADUATE STUDY PROGRAMMES. THEY SHOULD -ON THE ONE HAND- PROVIDE SATISFACTORY INFRASTRUCTURE AND SERVICES FOR LEARNING AND STUDENT SUPPORT, AND- ON THE OTHER HAND- FACILITATE DIRECT ACCESS TO THEM BY ESTABLISHING INTERNAL RULES TO THIS END (E.G. LECTURE ROOMS, LABORATORIES, LIBRARIES, NETWORKS, CAREER AND SOCIAL POLICY SERVICES ETC.).

Institutions and their academic units must have sufficient resources and means, on a planned and long-term basis, to support learning and academic activity in general, so as to offer PSP students the best possible level of studies. The above means include facilities such as the necessary general and more specialised libraries and possibilities for access to electronic databases, study rooms, educational and scientific equipment, IT and communication services, support, and counselling services.

When allocating the available resources, the needs of all students must be taken into consideration (e.g., whether they are full-time or part-time students, employed and foreign students, students with disabilities), in addition to the shift towards student-centered learning and the adoption of flexible modes of learning and teaching. Support activities and facilities may be organised in various ways, depending on the Institutional context. However, the internal quality assurance proves -on the one hand- the quantity and quality of the available facilities and services, and -on the other hand- that students are aware of all available services.

In delivering support services, the role of support and administration staff is crucial and therefore this segment of staff needs to be qualified and have opportunities to develop its competences.

Documentation

- *Detailed description of the infrastructure and services made available by the Institution to the academic unit for the PSP, to support learning and academic activity (human resources, infrastructure, services, etc.) and the corresponding firm commitment of the Institution to financially cover these infrastructure-services from state or other resources*
- *Administrative support staff of the PSP (job descriptions, qualifications, and responsibilities)*
- *Informative / promotional material given to students with reference to the available services*
- *Tuition utilisation plan (if applicable)*

Study Programme Compliance

I. Findings

The Department of Veterinary Medicine and the Postgraduate Program of Science (PSP) in Porcine and Poultry Health Management utilizes information systems, infrastructure, services, and facilities of the AUTh Aristotle University of Thessaloniki.

The information system is developed and operated by MODIP and implements the institution's Internal Quality Assurance system. All types of information are used to produce reports concerning staff and students as well as the educational, research, and operational processes of the institution, allowing their continuous

monitoring and evaluation. Students have at their disposal a wireless network, the institutional repository of the scientific papers, the myAuth mobile application for current courses, grades, schedule, and rooms where they attend, as well as international bibliographic databases. Students have also at their disposal information about social welfare scholarships, student housing allowance, provision of meals, student residences, medical and hospital care, reduced fare on public transportation, and access to online libraries.

The department has a range of infrastructure to support the educational process for the graduate teaching program and research. For the teaching the program there are three amphitheaters, the Vlahos amphitheater, the Vikelides amphitheater, and the Spai Amphitheater.

II. Analysis

The student Information System(SIS) supports and manages the following functions: Curriculum management, student admissions, degrees, student evaluation of faculty, e-learning, and student grading. The AUTh Electronic Secretariat allows students to view the courses and grades and to submit their course declaration electronically.

Foundation support structures, include Study and Career Liaison office, Disability Accessibility office, Counseling Services, Student Advocate, Department of European Educational programs, support for students from sensitive social groups, university gym, university camp,

cultural and social groups, health committee, gender equality committee, social welfare committee, and interdisciplinary committee for the study against drug usage. The structures and services of students are supported by highly qualified scientific and administrative staff.

The department's laboratories with related equipment are the following: Pathological Anatomy lab, Nutrition lab, Animal Production Economics lab, Production Animal Clinic, and Poultry Unit.

The department offers study spaces and central computer stations, access to online courses, training in literature search topics. The e-learning platform provides students with teaching notes and solved exercises in electronic format. The students of the program can request assistance for mobility, Erasmus programs, etc.

The secretariat will register students, provide certificates, and issue grades and diplomas.

The PSP program has academic advisement that is offered by a faculty member of the department and is assigned to each graduate student for counseling, guidance, and support.

III. Conclusions

The above principle 5 has met all the requirements for a fully compliant judgement according to the directives provided by HAHE.

Panel Judgement

Principle 5: Learning Resources and Student Support	
Fully compliant	**X**
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

R.5.1. A specialized computerized program is suggested for poultry health management.

R.5.2. Consider integrating a structured, credit-bearing internship or field placement component within the curriculum to enhance professional readiness and serve the needs of the industry.

Principle 6: Initial Internal and External Evaluation and Monitoring of New Postgraduate Study Programmes

INSTITUTIONS AND ACADEMIC UNITS SHOULD HAVE IN PLACE AN INTERNAL QUALITY ASSURANCE SYSTEM, FOR THE AUDIT, INTERNAL AND EXTERNAL EVALUATION OF THE NEW POSTGRADUATE PROGRAMMES, THUS ENSURING COMPLIANCE WITH THE PRINCIPLES OF THE PRESENT STANDARDS. ANY ACTIONS TAKEN IN THE ABOVE CONTEXT SHOULD BE COMMUNICATED TO ALL PARTIES CONCERNED.

The internal evaluation of the new PSP includes the assessment of the accreditation proposal, as well as the documentation in accordance with the Principles of the present Standards and the quality procedures of the Institution's Internal Quality Assurance System (IQAS). The internal evaluation of new postgraduate study programmes also aims at maintaining the level of educational provision and creating a supportive and effective learning environment for students. The Institution, through its Quality Assurance Unit (QAU) and the corresponding academic units, organise and support the external evaluation procedures of the new PSP, according to the specific guidelines and directions provided by HAHE.

The above comprise the assessment of:

- *the objectives, content, and structure of the curriculum, the knowledge offered and the level of science and technology in the given discipline, thus ensuring that the PSP is up to date, according to the relevant documentation listed in the decisions of the pertinent bodies*
- *the entailed students' workload for the progression and completion of postgraduate studies*
- *the satisfaction of the students' expectations and needs in relation to the programme*
- *the learning environment, support services, and their fitness for purpose for the PSP in question*

Postgraduate study programmes are designed and established in accordance with the provisions of the Institution's internal regulations, involving students and other stakeholders.

Documentation

- *The Quality Assurance Unit (QAU) procedure for verifying whether the requirements of the Standards for Quality Accreditation of New PSP are met, as well as the procedure for organising and supporting their external evaluation procedures*
- *Assessment and feedback mechanisms of the PSP strategy and quality targeting, and relevant decision-making processes (students, external stakeholders)*

Study Programme Compliance

I. Findings

The administration and academic staff of the new PSP demonstrated a clear understanding of the importance of external evaluation and accreditation processes in contributing to programme development and continuous

improvement. As a newly proposed PSP, it has not yet undergone any external evaluation.

The initial internal evaluation of the programme indicates that the School of Veterinary Medicine at AUTh has followed a Development Strategy and Quality Policy for its PSP, which is aligned with the strategy and vision of the University. The PSP has carefully investigated and studied the needs of the labour market and society, while considering recent developments and trends in the international scientific community. It has also incorporated feedback from cooperating agencies, private companies, and alumni in its design.

The PSP has ensured that all necessary regulations are posted on the programme's website. Planned annual internal evaluations and operational information systems will support the achievement of goals and ensure continuous improvement of the programme.

II. Analysis

The institution demonstrates a foundational understanding of the value of evaluation, as reflected in the teaching staff's recognition of external evaluation and accreditation as essential tools for enhancing programme quality. This recognition represents a critical step in fostering a culture of continuous improvement.

The presence of systematic procedures for utilizing external evaluation outcomes indicates forward thinking preparation for implementing improvements. This suggests the institution has developed mechanisms to translate evaluation findings into actionable enhancements, though this system remains untested given the program's evaluation history.

III. Conclusions

The PSP administration, faculty, and staff show fundamental awareness of the importance of evaluation and accreditation.

Panel Judgement

Principle 6: Initial Internal and External Evaluation and Monitoring of New Postgraduate Study Programmes	
Fully compliant	**X**
Substantially compliant	
Partially compliant	
Non-compliant	

Panel Recommendations

R6.1 The PSP should develop a mechanism for feedback from its external stakeholders, the participation of its graduates in surveys, and the engagement of students, graduates, and external stakeholders in its annual internal assessment, as well as in the PSP's further development and continuous improvement.

PART C: CONCLUSIONS

I. Features of Good Practice

The department enjoys strong support from the local business community and the stakeholders.

Faculty members are highly experienced, dedicated, enthusiastic and maintain strong relationships with the local business community and industry stakeholders and engage in research collaborations.

Stakeholders and social partners praised the PSP and believe there is a clear need for such graduates in the Greek economy.

Infrastructure and other resources are adequate for the successful operation of the new PSP.

The curriculum is robust, research-informed, and outcomes-based.

Postgraduate students who meet specific academic excellence (minimum grade of 8.5/10) and financial criteria can apply for tuition fee exemptions.

II. Areas of Weakness

International students lack access to an introductory course in Greek language and culture.

There was no formal, organized involvement of external stakeholders, alumni, etc. in the design of the new PSP.

The PSP fees may be considered high for Greek students.

III. Recommendations for Follow-up Actions

Increase the number and refine KPIs to set measurable goals, track outcomes, and identify areas for improvement, strengthening the overall quality and impact of the PSP.

Update the specific course learning outcomes in accordance with the European Qualifications Framework level 7.

Increase the proposed minimum number of admitted students.

Consider integrating a structured, credit-bearing internship or field placement component within the curriculum to enhance professional readiness.

Consider developing a formal mechanism of communication with social and industrial partners and other stakeholders to support continuous PSP review, curriculum development, and programme enhancement.

Consider implementing a fee structure in which international students pay higher tuition compared to in-state students

IV. Summary & Overall Assessment

The Principles where full compliance has been achieved are:
1, 2, 3, 4, 5 and 6.
The Principles where substantial compliance has been achieved are:
None
The Principles where partial compliance has been achieved are:
None
The Principles where failure of compliance was identified are:
None

Overall Judgement	
Fully compliant	**X**
Substantially compliant	
Partially compliant	
Non-compliant	

The members of the External Evaluation & Accreditation Panel

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