



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
Α Δ Ι Π
ΑΡΧΗ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ
ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΣΤΗΝ ΑΝΩΤΑΤΗ ΕΚΠΑΙΔΕΥΣΗ

HELLENIC REPUBLIC
H Q A
HELLENIC QUALITY ASSURANCE
AND ACCREDITATION AGENCY

EXTERNAL EVALUATION REPORT

ATHENS SCHOOL OF FINE ARTS

ΛΕΩΦΟΡΟΣ ΣΥΓΓΡΟΥ 44-117 42 ΑΘΗΝΑ Τηλ. 210 9220944

44 SYGROU AVENUE – 11742 ATHENS, GREECE Tel. 30 210 9220944

Ηλ. Ταχ.: adipsecretariat@adip.gr Ιστότοπος: <http://www.adip.gr>

e-mail: adipsecretariat@adip.gr Website: <http://www.hqa.gr>



Ευρωπαϊκή Ένωση
Ευρωπαϊκό Κοινωνικό Ταμείο

Επιχειρησιακό Πρόγραμμα
Ανάπτυξη Ανθρώπινου Δυναμικού,
Εκπαίδευση και Διά Βίου Μάθηση

Με τη συγχρηματοδότηση της Ελλάδας και της Ευρωπαϊκής Ένωσης



ΕΣΠΑ
2014-2020
ανάπτυξη - εργασία - αλληλεγγύη



ENQA
EUROPEAN ASSOCIATION
FOR QUALITY ASSURANCE
IN HIGHER EDUCATION

TABLE OF CONTENTS	pages
<i>1. EXTERNAL EVALUATION COMMITTEE</i>	
<i>2. INTRODUCTION</i>	
<i>2.1 The External Evaluation Procedure</i>	
<i>2.2 The Self-Evaluation Procedure</i>	
<i>3. PROFILE OF THE INSTITUTION UNDER EVALUATION</i>	
<i>3.1 Institutional Governance, Leadership & Strategy</i>	
3.1.1 Vision, mission and goals of the Institution	
3.1.2 Organizational Development Strategy	
3.1.3 Academic Development Strategy	
3.1.4 Research Strategy	
3.1.5 Financial Strategy	
3.1.6 Building and Grounds Infrastructure	
3.1.7 Environmental Strategy	
3.1.8 Social Strategy	
3.1.9 Internationalization Strategy	
3.1.10 Student Welfare Strategy	
<i>3.2 Strategy for Study Programmes</i>	
3.2.1 Programmes of Undergraduate Studies (first cycle)	
3.2.2 Programmes of Postgraduate Studies (second cycle)	
3.2.3 Programmes of Doctoral Studies (third cycle)	
<i>3.3 Profile of The Institution under evaluation – Conclusions and recommendations</i>	
<i>4. INTERNAL SYSTEM OF QUALITY ASSURANCE</i>	
<i>4.1 Quality Assurance (QA) Policy and Strategy</i>	
<i>4.2 Design, approval, monitoring and evaluation of study programmes and degrees awarded</i>	
<i>4.3 Teaching and learning - Assessment by students</i>	

<i>4.4 Admission of students, progression and recognition of studies</i>	
<i>4.5 Quality Assurance as regards the teaching staff</i>	
<i>4.6 Learning resources and student support</i>	
<i>4.7 Information Systems for Recording and Analysing Data and Indicators</i>	
<i>4.8 Dissemination of information to stakeholders</i>	
<i>4.9 Continuous monitoring and periodic review of the study programmes</i>	
<i>4.10 Periodic external evaluation</i>	
<i>4.11 Internal System of Quality Assurance - Conclusions and recommendations</i>	
5. OPERATION OF THE CENTRAL ADMINISTRATION OF THE INSTITUTION	
<i>5.1 Central Administration Services of the Institution</i>	
<i>5.2 Operation of the Central Administration of the Institution – Conclusions and recommendations</i>	
6. FINAL CONCLUSION AND RECOMMENDATIONS	
<i>6.1 Final decision of the EEC</i>	

1. EXTERNAL EVALUATION COMMITTEE

The Committee responsible for the External Evaluation of the University/Technological Education Institution named: ATHENS SCHOOL OF FINE ARTS (ASFA) comprised the following five (5) expert evaluators drawn from the Registry kept by the HQA in accordance with Law 3374/2005 and the Law 4009/2011:

1. Prof. Panayiotis Zaphiris (Chairman)
(Title) (Name and Surname)
Cyprus University of Technology
(Institution of origin)

2. Dr. Michail Doulgeridis
(Title) (Name and Surname)
National Gallery of Athens, Greece
(Institution of origin)

3. Prof. Vassia Karkayanni Karabelia
(Title) (Name and Surname)
Universite Paris 4 Sorbonne, France
(Institution of origin)

4. Prof. Dimitris Kozaris
(Title) (Name and Surname)
Academia di Belle Arti di Brera, Milan Italy
(Institution of origin)

5. Prof. Vassilios Michail
(Title) (Name and Surname)
Ecole Superieure d'art du Nord-Pas de Calais, France
(Institution of origin)

N.B. The length of text in each box is free. Questions included in each box are not exclusive nor should they always be answered separately; the Committee's reply to those questions is meant to provide a general outline of issues that need to be addressed.

2. INTRODUCTION

2.1 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 EEC
- Groups of teaching and administrative staff and students interviewed
- Facilities visited by the EEC

The External Evaluation Committee (henceforth: Committee) visited the Athens School of Fine Arts (henceforth: ASFA) in Athens from 6 to 11 June 2016. To prepare for the visit, the Committee members had individually read and studied the Internal Evaluation Report which ASFA had earlier submitted to ADIP/HQA, as well as other materials which had been electronically submitted.

During the on-site visit, furthermore, the Rector the Dean and MODIP provided additional documents regarding the strategic planning and the updated programs of studies as requested from them by the committee.

In addition, the Committee had a chance to see student work on display and in-progress in the exhibit rooms of ASFA and various studios and laboratories.

The committee followed carefully the schedule provided by ADIP although some small changes in times became necessary as meetings lasted longer than expected due to fruitful discussions that took place. In summary: On the morning of the 6th of June the committee met (at the headquarters of ASFA at Patision campus) privately with the Rector (Panayiotis Charalambous) and the vice Rector (Sofia Ntenisi) where issues of the overall strategy of the ASFA were discussed. The Rector and vice Rector also explained the serious effects that the economic crisis had and has on the resources available and academic staffing reductions of the ASFA. Later the committee met with the Internal Quality Assurance team (MODIP) which was later followed with a meeting with members of the ASFA council (the president of the council Spyridon Amourgis participated through teleconference from China and provided a very concrete synopsis of the collaboration and mutual respect that exists between the council and the academic leadership of the ASFA. In the afternoon of the same day the committee visited the laboratories (sculpture, painting, engraving, multimedia, graphic arts and typography etc) and other student facilities (e.g. Library – old and new building, restaurant, video and theater spaces etc).

On Tuesday 7th of June 2016 the committee met in series of meetings with (a) Dean and heads of department (b) members of the internal quality assurance committee (c) members of the academic staff (d) representatives of the students (separate meetings with undergraduate and postgraduate student) (e) members of the administration staff (f) graduates of ASFA (g) representatives of external organizations (e.g. museums, galleries etc).

On Wednesday 8th – Saturday 11th June the committee discussed and drafted its final report.

Throughout these activities, the Committee was courteously supported by Konstantina Spyropoulou who through her friendly approach was efficient and effective in providing the committee with all the support and documentation requested.

The committee needs to stressed that the time allocated for such evaluations was too short. The volume of documents needed to review and comment about was huge with very limited advance time for the committee to study them carefully. Furthermore, the on-site visit was short in time and hard to give the chance to the committee to have time for reflections and detailed exposure to the

life of ASFA (e.g. the committee didn't had the chance to meet all members of staff or visit all laboratories, it should be noted that some labs are inactive due to staff retirements).

The committee also points out that the use of English for the report writing, when all the material provided to us was in Greek created extra workload to us having to translate text. It will be useful in the future that all documents are in Greek and a translator is present at all meetings if committees include non-Greek speakers and/or reports need to be drafted in a language other than Greek.

Please decide in respect to the specific evaluation area (&2.1):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

2.2 The Self-Evaluation Procedure

Please comment on:

- Appropriateness of sources and documentation used
- Quality and completeness of evidence provided and reviewed
- The extent to which the objectives of the internal evaluation procedure have been met by the Institution
- Description and Analysis of the Self-Evaluation Procedure in the Institution
- Analysis of the positive elements and difficulties which arose during the self-evaluation procedure
- Whether the self-evaluation procedure was comprehensive and interactive

The materials and documents which had been submitted in advance of the visit were informative, well organized and thorough. On the other hand, and we assume due to burocratic reasons beyond the control of ASFA, the material was out-dated as the report given to us covered the years 2010-2014. The committee asked and was given internal reports that covered 2015 and 2016.

ASFA has clearly developed an internal and an ongoing evaluation and documentation process following standard procedures for self-evaluation following closely the guidelines and templates provided by ADIP. ASFA in various cases had to adapt the ADIP templates to their discipline special cases which can be a good resource for other Greek Art schools.

In general it is noted that Visual Art staff, as expected by the nature of their discipline, follow a more mentoring/free through artistic experimentation self-evaluation approach than the theoretical direction which follows a more structure process of self-evaluation.

The Committee believes that the on-site visit was the most useful, indeed essential, source of information. In particular, the person-to-person exchanges that took place in formal meetings and informal conversations established a healthy and open atmosphere for exchange of ideas and provided the most reliable foundation for a fair and accurate evaluation. The personal contact and in-depth information that arose from the on-site visit was especially beneficial in enabling the Committee to evaluate and assess ASFA programs and resources.

Please decide in respect to the specific evaluation area (&2.2):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3. PROFILE OF THE INSTITUTION UNDER EVALUATION

3.1 Institutional Governance, Leadership & Strategy

Please comment on:

3.1.1 Vision, mission and goals of the Institution

- What are the Institution's mission and goals
- Priorities set by goals
- How are the goals achieved
- Procedures established by the Institution to monitor the achievement of goals
- What is your assessment of the Institution's ability to improve

Inhibiting factors on the state level include the severe and ongoing reduction of funding (ASFA budget dropping from 5,200,000 to 760,000) that negatively impacts all aspects of University education throughout Greece. State-imposed budget cuts, in particular, have resulted in ASFA inability to maintain its numbers in terms of staff and have resources that can make it possible for its leadership to develop and implement long term strategies on all matters. On the other hand ASFA is in a strong position given the availability of high quality buildings infrastructure and academic quality and reputation.

In addition, the economic crisis has created an environment in which academic staff and PhD students are left with almost no resources for professional development and advancement (e.g. attending workshops, seminars, conferences, art exhibits abroad)

The non-replacement of retired academic staff (the committee was told that 18 academics had retired in the last few years and none of them replaced) is a big challenge that prevents the ASFA for creating a long term policy and strategy.

Despite this, the committee advises the ASFA to articulate its short term goals more clearly with set deadline and steps for achieving them.

<i>Please decide in respect to the specific evaluation area (&3.1.1):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.2 Organizational Development Strategy

- Effectiveness of administrative officials
- Existence of effective operation regulations
- Specific goals and timetables

- Measures taken to reach goals

Although recently elected, ASFA has a competent, experience and motivate administrative officials (Rector, vice Rector, Dean and heads of Department). The committee notices a desire by all to keep the ASFA alive, creating excellent student work and retaining its excellent international reputation. The presence of Prof. Amourgis as president of the council of ASFA complements this direction and safeguards a smooth collaboration between academic leadership and the council.

<i>Please decide in respect to the specific evaluation area (&3.1.2):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.3 Academic Development Strategy

- Response of the Institution to Faculties and Departments
- Goals and timetables
- Measures taken to reach goals

The ASFA currently has two Departments (The Visual Arts Department (VAD) and the History and Theory Department (HTD)). The academic strategy of the ASFA is detailed on pages 27-34 of the internal evaluation report and in summary states that:

- There are plans of developing the school into four different departments (Painting, Sculpture, Engraving and History and Theory of Art Departments).
- In the future a new department in New media and New technologies could be developed
- A new master in History and Theory of Art has been advertised. It has secured an impressive number of candidates (350) from which 15 have been selected to start in September 2016.
- A proposal has been made for the introduction of a PhD in visual arts. The ASFA has engaged in discussions on how to involve teachers with no PhD in the supervision of PhD thesis. The ASFA suggestion is that the supervision committees of PhDs will include at least 2 PhD holder supervisors, a practise used in other countries too.
- The HTD has 31 active PhD students.

The committee notes that the ASFA will benefit from the more active involvement of students as tutors, technical support personnel, mentors, curators of exhibits in labs. Such techniques will provide to the students experience, and will help the ASFA to overcome some of the financial obstacles.

<i>Please decide in respect to the specific evaluation area (&3.1.3):</i>	Tick
---	------

Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.4 Research Strategy

- Key points in research strategy
- Research strategy objectives and timetables for achieving them
- Laboratory research support network
- Research excellence network
- Existence of research assistance mechanisms (for preparing proposals, capitalising on patents and innovations, finding partners for research programmes, etc.)

The ASFA includes (1) academics from theoretical areas of art who publish their work in traditional research venues and (2) visual artists whose research manifests itself in a variety of approaches (drawings/paintings, sculptures, video art, multimedia outputs, installations, photographs, printmaking, etc). This research activity includes the supervision of MA thesis and in the case of the academics from theoretical areas of PhD students.

The ASFA lacks a clearly articulated long-term strategy as well as an internal process for assessing research activity. This lack of clarity is not uncommon in art departments in which faculty pursue diverse objectives. It is highly recommended that, through the identification of good international examples, the ASFA establish its own benchmarks as to what constitutes creative activity and research and how they are assessed. There are indications that ADIP requirement for such data has engaged the ASFA in a dialogue on this matter by proposing alterations to the ADIP templates for recording research outputs. This discussions should continue and be formalized in a written policy and strategy of assessing research.

The committee comments positively the existence of ASFA Art Press (book publishing), and the initiatives for participation in externally funded projects with the Athens Academy, the Municipality of Athens, the Dimokritos research center, the National Technical University of Athens, the National Gallery and other organizations and research groups. Correctly ASFA points out for ASFA to have a stronger presence in research projects the presence of full time dedicated administrative personnel who are able to draft and manage research proposals and grants becomes a necessity.

Please decide in respect to the specific evaluation area (&3.1.4):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

Research at ASFA is high rated with national standards. Compared to international standards though there is still space for improvement.

3.1.5 Financial Strategy

- General financial strategy and management of national and international funds
- Regular budget management strategy
- Public investment management strategy
- Organisation and strategy of the Special Account for Research Funds (SARF)
- Organisation and strategy of the University Property Development and Management Company
- Existence of a Quality System for Financial Management (e.g. ISO), computerisation management and Budget monitoring (Regular Budget, Public Investments Programme, SARF Budget, etc.)

As stated earlier the ASFA operations are highly influenced by the drastic drop in government funding. On page 48 of the internal evaluation report ASFA states its financial strategy given the current situation.

The committee highly supports the actions and strategy of the Rector to diversify the income sources of ASFA by targeting new approaches to attract income (e.g. in regards to the handling of ASFA spaces and donations). The renovation of space through collaboration with Documenta 14 is a positive move in that direction.

Achieving the results reported in the internal report under the circumstances of deep financial depression is a result of a good and smart financial strategy.

Please decide in respect to the specific evaluation area (&3.1.5):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.6 Building and Grounds Infrastructure Strategy

- Strategy key points
- Objectives and timetables
- Measures taken to reach goals
- Deviations from model 1 campus/HEI

The committee points the following:

- The current building infrastructure of the School is impressive. It is clean and well taking care of. The Laboratories' infrastructure is above international standards despite the noted financial crisis in Greece that influence the availability of consumables. At the visit the committee had the chance to see and confirm the absolute high standards of the spaces used as labs, theatre, cinema, auditorium, restaurants and library.
- The collection of the existing library (print and audiovisual) is impressive and houses one of the best art book collection in Greece. The existing library has limited space, this problem will be solved through the new large library which is currently in its last stages of being established. The building of the new library became possible through private donation, an incentive the committee positively comments about.
- PhD students raised complains regarding the absence of meeting space for PhD students. The committee believes that such a space can be made available by ASFA through for example the new library building as such a space will improve substantially the PhD program by creating a community of students.
- ASFA collaborates with other universities by making use of student housing from the University of Finance Athens, Sport Facilities from Pantion Univeristy and is in the process for new collaborations with other Universities for other needs.

<i>Please decide in respect to the specific evaluation area (&3.1.6):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.7 Environmental Strategy

- Recycling strategy and measures taken to reach goals
- Hazardous waste management and measures taken to reach goals
- Urban waste management and measures taken to reach goals
- Green energy strategy and measures taken to reach goals

The ASFA follows good standards regarding its environmental strategy as stated in page 52-54 of the internal report and observed at the onsite visit. Engraving labs have good ventilation and don't produce toxic waste. The ASFA collaborates with the university of Agriculture for health issues.

<i>Please decide in respect to the specific evaluation area (&3.1.7):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.8 Social Strategy

- Exploitation and dissemination of the Institution’s Research Activities for the benefit of society and economy
- Promotion of interaction between the Institution and the Labour Market
- Sustained relationships with key local and regional bodies
- Contribution to the cultural development of society, the city and the region
- Reciprocal and long-lasting relationship with the alumni community

Due to its nature the School has strong social presence. At the meeting with representatives of cultural and other entities the committee was informed about the program ASFA is engaged with such organizations for implementing art projects with in Prisons and with Refugees. The active participation of ASFA in Athens Festival is positively commented. Also the hosting of Documenta 14 in Athens for the first time of Documenta history is an event of international dimensions and value.

<i>Please decide in respect to the specific evaluation area (&3.1.8):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.9 Internationalization Strategy

- Integration of the international dimension in the curricula
- Integration of the international dimension in research
- Integration of the intercultural dimension within the campus
- Participation in international HEI networks
- Collaboration with HEIs in other countries (with a specific collaboration agreement) - measures taken to reach goals

The committee wants to point out the following key initiatives:

- For the first time of the Documentas history the next 14th edition will take place also in Athens (Kassel and Athens) with the ASFA playing a prominent role in this high profile event. Apart from the internalization of ASFA and opening of collaboration with international artists, this collaboration also has a financial element as it contributes to the refurbishment of facilities and buildings of ASFA).
- ASFA has an ERASMUS office which has established collaborations with 40 countries.
- As mentioned earlier, offers an international master program in “Interactive Media Technologies and Art” with France (Paris 8 University) where students take a year of their studies in France and a year in Athens.
- ASFA has strong collaborations with Munich Academy (DAAD) and the most important art universities, in Europe, Asia and world wide.
- They have a global collaboration strategy that goes beyond Europe (e.g. the president of the council is currently in China teaching at a high level University there)

<i>Please decide in respect to the specific evaluation area (&3.1.9):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.1.10 Student Welfare Strategy

- Student hostel operation and development strategy
- Student refectory development strategy
- Scholarships and prizes strategy
- Sports facilities operation and development strategy
- Cultural activities strategy
- Strategy for people with special needs

The committee notes:

- The school has excellent dedicated office for student services
- ASFA provides all needed support to students with special needs through a dedicated office staffed with specialized personnel.
- In addition to the main report ASFA provided to the committee detailed special reports defining its strategy for hostel operations, management of restaurant, medical services.

Please decide in respect to the specific evaluation area (&3.1.10):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.2 Strategy for Study Programmes

3.2.1 Programmes of Undergraduate Studies (first cycle)

Please comment on:

- the main strengths and weaknesses of the Programmes
- the basic obligations of students, e.g. attendance of lectures, course requirements, etc.
- the way the Central Administration of the Institution deals with any remarks and recommendations that the external experts pointed out in the External Evaluation of Academic Units

Do you wish to make any comment on a point not included above?

Visual Arts Department (VAD):

Although the labs are open and available for visiting by all students, there is a need for a core course structure at the beginning of the basic undergraduate cycle of studies, giving the students the possibility of experimenting and experiencing different art practises, techniques, methods and material and vision as required by current international requirements.

History and Theory Department (HTD):

In contrast to the VAD program where students take a reasonable number of theoretical courses, the student in the HTD program up to recently had only one course as elective from the VAD program. The school has made changes so that HTD students are now given more elective courses in Visual Arts. The committee encourages this initiative of the integration of the two programs including impression of the committee that ASFA is positive about the supervision and any creative collaboration between theory students and visual arts students.

The committee notes that the absence of specialized high school art education in Greece is an issue that influences negatively in multiple ways the quality of university art education and the prospects of employment of its graduates.

Students and academics also raised concerns about the implementation of procedures for the HTD graduates for participating in state education career recruitment procedures.

An other major issue of concern by the committee but also the ASFA community (Rector, academics, students etc) raised concerns about the currently implemented entrance exams system for the VAD.

Please decide in respect to the specific evaluation area (&3.2.1):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.2.2 Programmes of Postgraduate Studies (second cycle)

Please comment on:

- the main strengths and weaknesses of the Programmes
- the basic obligations of students, e.g. attendance of lectures, course requirements, etc.
- the way the Central Administration of the Institution deals with any remarks and recommendations that the external experts pointed out in the External Evaluation of Academic Units

Do you wish to make any comment on a point not included above?

The committee points out that:

- The VAD currently offers 3 master programs in visual arts. One of the master programs is international with collaboration with Paris 8 university (students taking a year in France and a year in Greece).
- The HTD is in the progress of offering a new master in Theory and History of Art (starting in Sept 2016 – 350 applications 15 slots).
- it believes that the introduction of the new master of the Theoretical History Department in Theory and History of Arts compliments and reinforces the existing PhD program.
- There is big interest in all programs and the quality of the programs are at high standards.
- Academics of ASFA participate actively in master programs and in PhD supervision committees of other universities. A positive initiative that gives exposure of the academics to other university programs of study.

Please decide in respect to the specific evaluation area (& 3.2.2):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.2.3 Programmes of Doctoral Studies (third cycle)

Please comment on:

- the main strengths and weaknesses of the Programmes
- the basic obligations of students, e.g. attendance of lectures, course requirements, etc.
- the way the Central Administration of the Institution deals with any remarks and recommendations that the external experts pointed out in the External Evaluation of Academic Units

Do you wish to make any comment on a point not included above?

ASFA has been offering for a number of years now a PhD program in History and Theory of Arts. It currently has 31 active PhD students.

The Dean of ASFA informed us that there is already a proposal for establishing a PhD program in Visual Arts where PhD and non PhD holder academics will co-supervise. The committee believes that there is a large potential that PhDs in visual arts can focus both in diachronically and actual approaches of Art.

Please decide in respect to the specific evaluation area (& 3.2.3):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

3.3 Profile of the Institution under evaluation - Conclusions and recommendations

Please complete the following sections regarding the overall **profile of the Institution under evaluation**:

- Underline specific positive points:

1. Strong international reputation
2. Excellent building facilities
3. Excellent administrative services
4. Excellent student services

- *Underline specific negative points:*

1. Higher education in Greece in general is highly influenced by state laws, regulations and slow procedures
2. Entrance exams for the Visual Arts program is not inline with international standards

- *Make your suggestions for further development of the positive points:*

1. Diversify the use of facilities to generate income for ASFA
2. Utilize better its excellent international reputation to increase the international exposure of students and staff

- *Make your suggestions on needed steps for improvement:*

1. Pressure for more efficient and flexible state regulations
2. Improve the system of entrance exams for the Visual Arts program by incorporating elements of interview and portfolio

4. INTERNAL SYSTEM OF QUALITY ASSURANCE

4.1 Quality Assurance (QA) Policy and Strategy

Please comment on:

- the Institution's policy and goals regarding QA and Improvement
- whether the Institution has developed a specific system of QA
- how the Institution's internal QA system has been organized
- how the students and staff of the Institution are protected from biased interventions and discriminations
- whether a detailed implementation guide has been put together, containing an analysis of the QA system's operating procedures
- the involvement of students in QA
- how the Institution evaluates the effectiveness of its QA system regarding the achievement of its goals

Do you wish to make any comment on a point not included above?

ASFA follows closely the ADIP procedures (including questionnaires from students, entry of data in the online information system, final report of almost 200 pages etc), in addition due to the nature of Arts schools the school has developed through the years its own quality assurance mechanisms

that are based on art creation, mentoring and close supervision of student work in labs and departments.

Please decide in respect to the specific evaluation area (&4.1):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

ASFA is following quality assurance well, but QA is a new process in Greece, there is definitely space for improvement in ALL academic institutions in Greece in this area.

4.2 Design, approval, monitoring and evaluation of the study programmes and degrees awarded

Please comment on:

- whether the learning outcomes have been clearly formulated and whether they have been published
- whether the programmes are designed in such a way as to involve students and other stakeholders in the work
- how the achievement of learning outcomes is monitored
- whether there is a published Guide regarding the organization of programmes of study
- whether the ECTS system is taken into consideration and implemented
- whether there is a periodic evaluation of the programmes according to set procedures and criteria aimed at safeguarding their consistency and regular updating
- the student participation in the QA procedure of the study programmes
- whether the programmes include well-structured international mobility and -where appropriate- placement opportunities

Do you wish to make any comment on a point not included above?

The committee points out that:

- ASFA already offers an international master program related to Interaction Design which is fully built on principles of mobility of students (students spent one year in Greece and one year in France).
- Around 20 students (from 40 applications) per year are placed in industry through a governmental scheme (supported by DASTA) that pays a small salary during their placement. DASTA works well in a period of crisis supporting various schemes for employability.
- It is international standard that learning objectives in visual art courses are not solidly stated but instead are developed through mentoring and art practise. This is evident in ASFA too. Despite this practise, dialogue on these issues very often takes place through the various bodies of ASFA (e.g. senate, department and school council etc) where students also have representatives.
- ASFA has a student guide in electronic and print format and is distributed to the students.
- The program is structured around ECTS. The committee believes that the implementation of the ECTS system at ASFA can be managed with better organization and structure following international Art schools standards in such a way so that students have a clearer and more transparent view of their progress through the program.

<i>Please decide in respect to the specific evaluation area (&4.2):</i>	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.3 Teaching and learning - Assessment by students

Please comment on:

- whether multiple and coherent learning paths are provided according to the needs of students in the Institution's Departments / Faculties
- how proper guidance and support is offered to students by the Departments / Faculties' teaching staff
- whether students are informed clearly and in detail regarding the strategy of evaluation that is implemented for their programme of study, the exams or other methods of assessment they will be subjected to, what is expected of them and which criteria will be applied for the evaluation of their performance
- whether there is a formal procedure for addressing complaints and objections by students in the Departments / Faculties of the Institution

Do you wish to make any comment on a point not included above?

Some form of evaluation by students of teaching and learning happens through questionnaires. We were informed that around 100-150 students per year provided feedback through questionnaires. From the samples that were given to the committee it is apparent that the students express openly constructive comments for further improvements of their learning and teaching. The mechanisms and procedures for addressing complaints and objections by students are not very clear. The ASFA informed us that they address such issues adhoc when such complains arise.

<i>Please decide in respect to the specific evaluation area (&4.3):</i>	Tick
Worthy of merit	
Positive evaluation	
Partially positive evaluation	X
Negative evaluation	

Justify your rating:

4.4 Admission of students, progression and recognition of studies

Please comment on:

- whether the procedures and criteria for admission to the second and third cycle of studies are implemented with consistency and transparency
- whether there are clear and distinct procedures within the Departments/Faculties, as regards recognition of higher education degrees, periods of study and knowledge acquired at an earlier stage
- whether there are clear and distinct procedures of recognition of study periods and prior learning (including the recognition of non-formal and informal learning)
- whether there are clear procedures in place regarding the cooperation of other Institutions with national ENIC/NARIC centres for ensuring coherent recognition and mobility among programmes within / among Institution (s)

- whether students are provided with detailed information (e.g. Diploma Supplement) regarding the degrees conferred to them, the achieved learning outcomes as well as the framework, the level and the content of studies they successfully completed
- whether the Institution has in place processes and tools to collect, monitor and use information regarding student progression

Do you wish to make any comment on a point not included above?

Students enter the VAD (5 year studies) through independent special exams which are not included in the Panhellenic exams, focusing on skills in drawing and painting.

The committee believes that the entrance mechanisms should be reinforced with interviews and portfolio. The ASFA has similar views but stressed that this is blocked by legal restrictions. The committee encourages ASFA and ADIP to insist further on this matter as such a change will bring ASFA in line with entrance mechanisms of most international art universities.

Students enter the HTD (4 year studies) through the Panhellenic exams as defined by the law.

Please decide in respect to the specific evaluation area (&4.4):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.5 Quality Assurance as regards the teaching staff

Please comment on:

- how it is guaranteed that the vacancy notices and recruitment of teaching staff include procedures which provide assurance that all new teaching staff members have at least the basic teaching skills
- opportunities offered to the teaching staff for their professional/scientific advancement
- how potential weaknesses of the teaching staff are identified as regards the delivery of their teaching courses
- the Institution's procedures for the support of new teaching staff as regards the teaching and evaluation methods
- how scientific activity is assessed and encouraged among the teaching staff in order to strengthen the connection between education and research
- the procedures in place so that the teaching staff members receive the necessary feedback on their personal performance as well as on the opinion of students
- whether a regulatory framework is in place for the investigation of disciplinary and academic misconduct of the teaching staff

Do you wish to make any comment on a point not included above?

The committee points out the following:

- There are established mechanisms for quality assurance regarding academic staff. Recruitment requires from the new staff to deliver a lecture.
- Due to the current financial situation opportunities for professional development (eg. Attending workshops, events etc abroad) are very limited. This makes it difficult for new staff to have an international exposure.
- The committee advises that recruitments should be transparent and based on objective criteria.
- Academic misconduct is handled through committees set by the senate when such misconduct is reported. The committee believes that the establishment of an independent permanent disciplinary committee should be preferred.

Please decide in respect to the specific evaluation area (&4.5):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.6 Learning resources and student support

Please comment on:

- whether there are procedures for the systematic monitoring, evaluation, review and improvement of the appropriateness and effectiveness of supporting services available to students
- the available support services in regard to Libraries, Information systems and infrastructure
- the procedure in place for offering individual assistance (counselling and tutoring) to students

Do you wish to make any comment on a point not included above?

The committee stresses the following:

- The ASFA is in the process of finalizing the construction of an impressive New Library building. The existing library is linked with key databases and students can search for resources etc through the available computers in the library.
- Some courses offered by ASFA are utilizing online support like eclass
- Labs have the appropriate state of the art equipment and technologies where it is needed.

Please decide in respect to the specific evaluation area (&4.6):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.7 Information Systems for Recording and Analysing Data and Indicators

Please comment on:

- whether the Institution possesses reliable means for collecting, analysing and utilizing valid information in respect to key performance indicators, the profile of the student population and student progression, success and drop-out rates
- whether the Institution possesses reliable means for collecting, analysing and utilizing valid information regarding its other functions and activities
- whether the Institution collects information about student satisfaction with their programmes of study and the career paths offered to graduates
- whether the Institution seeks comparison with other similar establishments within and beyond the European Higher Education Area, with a view to developing self-awareness and finding ways to improve its operation

Do you wish to make any comment on a point not included above?

The committee stresses the following:

- ASFA has access to the quality assurance information systems of ADIP
- ASFA has also access to DASTA and ELKE systems which provide them access to financial data analysis and reports.

Please decide in respect to the specific evaluation area (&4.7):

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.8 Dissemination of information to stakeholders

Please comment on:

- how the Institution sees to the publicization of information on the programmes offered, the expected learning outcomes, the degrees awarded, the teaching, learning and assessment procedures it uses and the learning opportunities it offers to students
- whether the information regarding the Institution's offered programmes of study is available in English or in other languages
- whether the teaching staff's CVs are included in the publicized information, both in Greek and in English

Do you wish to make any comment on a point not included above?

The committee notes the following:

- The central website of ASFA although available needs updating with news and information. But some labs have their own websites which contain more recent information.
- ASFA has a large volume of work that will be very useful to key stakeholders, unfortunately the full potential of new forms of communication (e.g websites) are not used especially in relation to information regarding programs of study, events, registration information etc.

Please decide in respect to the specific evaluation area (&4.8):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.9 Continuous monitoring and periodic review of the study programmes

Please comment on:

- the procedure followed with regard to assessment and periodic review of the contents of study programmes
- whether this procedure takes into account the changing needs of society
- whether this procedure takes into consideration the findings emanating from monitoring the graduates' career paths
- the procedure with which the reviews take into account the students' work load, the progress rate and completion of studies
- whether this procedure takes into account the cutting edge research activities in that particular discipline
- whether the involvement of students and other stakeholders is secured in the revision of the programmes

Do you wish to make any comment on a point not included above?

The committee encourages the practises of ASFA for close collaboration of the two departments of the school through the following actions:

- Increase in the possibility of students to choose lectures and seminars from the two departments
- Collaboration of theoretical and VA laboratories
- Participation of theory students in the support of VA thesis
- Increase in the participation of theory students in VA classes

The committee suggests:

To allow students to make choices from various options and possibilities so as to support and intensify the dialogue between labs, departments and external cultural/social entities. These experiences will provide also the options to students to tackle issues like art production, curating of art exhibits and the promotion of their art work.

This interaction mechanism between labs and departments will help in the complementarity of their studies through new: ways of thinking, methodologies and procedures for the upgrading and updating of the programs of studies at ASFA.

This will also enable to better utilization of the strengths of the teaching staff in the development of personal art language that fits the needs of each student. In this direction the committee recommends that a larger induction time is given to the new students so as to get acquainted with each lab and course.

Under the current economic situation of the country the committee encourages the ASFA to explore more diverse uses of the facilities and equipment of ASFA that could encourage even more forms of expression of its students.

Please decide in respect to the specific evaluation area (&4.9):

	Tick
Worthy of merit	

Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.10 Periodic external evaluation

Please comment on:

- the procedure already planned by the Institution in order to deal with the observations of the Institutional External evaluation
- how the anticipated implementation of plans by Departments / Faculties is monitored in response to any comments included in their external evaluation and in the accreditation of their programmes

The ASFA is regularly engaged in internal and external evaluations as instructed by ADIP. More specifically both VAD and HTD went through external evaluation in 2013. Results of those external evaluations were passed to the ASFA leadership which considered the suggestions, implemented some, but could not implement other of them due to legal issues. The committee thinks that ADIP should safeguard the implementation of any external committee suggestions by supporting ASFA leadership in influencing the political decision making.

Please decide in respect to the specific evaluation area (&4.10):

	Tick
Worthy of merit	
Positive evaluation	X
Partially positive evaluation	
Negative evaluation	

Justify your rating:

4.11 Internal System of Quality Assurance – Conclusions and recommendations

Please complete the following sections regarding the **internal system of quality assurance**:

- *Underline specific positive points:*

1. The internal evaluation was well implemented
2. The report is detailed and well documented
3. The internal evaluation was developed by an effective team of academics and was supported by an excellent administrator
4. They invested extra time to adapt the ADIP documents in the context of an Art school which can then be used as an exemplar by other Greek Art School for their own evaluation.

- *Underline specific negative points:*

No negative issues noticed regarding the procedures of internal evaluation

- *Make your suggestions for further development of the positive points:*

none

- *Make your suggestions on needed steps for improvement:*

none

5. OPERATION OF THE CENTRAL ADMINISTRATION OF THE INSTITUTION

5.1 Central Administration Services of the Institution

Please comment on:

- The operation of the central administration services of the Institution in regard to the:
 - Special Account for Research Funds (SARF)
 - Financial services
 - Supplies department
 - Technical services
 - IT services
 - Student support services
 - Employment and Career Centre (ECC)
 - Public/ International relations department
 - Foreign language services
 - Social and cultural activities
 - Halls of residence and refectory services
 - Institution's library

Despite the financial crisis, the drastically reduced ASFA budget and the non-replacement of retired personnel, the administration personnel of ASFA are motivated and competently provide their valuable services to the ASFA. This was evident from the meeting the committee had with administrative personnel but also throughout our visit and interaction with the administrative staff of the school.

Points the committee notes:

- The administrative services monitor the employability of the ASFA graduates. According to the data provided to the committee 49% of the graduates teaches in the domain of their studies, 27% exercise their practise as artists and 11% is involved in applied art areas. In 2012 the unemployment rate of ASFA graduates was 18% compared to the 27% national rate of unemployment of young graduates. The committee believes that the high educational standards of ASFA equip the graduates with the needed skills for good employment prospects.
- The ERASMUS office has students/staff exchange agreements with 40 European universities.
- The ASFA has recently signed agreements with 8 big international institutions/State Art schools and build links with Documenta 14 (to be organized in 2017 in Kassel and Athens)
- The library holdings include 11,600 titles although the financial situation has reduced by around 50% the possibilities for renewals and updating of the collection.

<i>Please decide in respect to the specific evaluation area (&5.1):</i>	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

5.2 Operation of the Central Administration of the Institution – Conclusions and recommendations

Please complete the following sections regarding the operation of the Institution's central administration :

- *Underline specific positive points:*

1. Despite the salary and benefit cuts the administrative personnel is motivated and friendly making a big sacrifice to achieve the maximum they can for ASFA. The state should provide the necessary resources to reward the effort of this personnel.
2. Administrative personnel care for the success of ASFA
3. Well structure and efficient and functional administrative structure

- *Underline specific negative points:*

1. Financial crisis is an obstacle to the further development of personnel to contemporary administrative models
2. The location of the administration (at Patision) is at a considerable distance to the campus at Pireos where students study and work in the labs.
3. Financial crisis has made it difficult for recruitment of new staff

- *Make your suggestions for further development of the positive points:*

See our suggestions for improvements in the section below.

- *Make your suggestions on needed steps for improvement:*

1. Given the financial crisis, training abroad for administrative staff is not possible, ASFA and MODIP should explore possibilities for administrative staff free training in house or through e-learning.
2. ASFA stated to us that some services (e.g. student welfare services) will be moved to the old library space at Pireos. The committee believes that this will be a positive move to make the ASFA services more accessible to students.
3. The state should immediately assess the current needs of ASFA in administrative staff and provide the necessary resources for recruiting new administrative staff.

6. CONCLUSION AND RECOMMENDATIONS

In connection with the

- general operation of the Institution
- development of the Institution to this date and its present situation
- Institution's readiness and capability to change/improve
- Internal system of Quality Assurance of the Institution

please complete the following sections:

- *Underline specific positive points:*

1. Excellent facilities both in terms of office space but also laboratories. Excellent campus with a new Library building. Excellently taken care of.
2. Excellent International Reputation that should be retained and expanded
3. High expertise of academic staff in the disciplines they teach and practise and good standards of students
4. Very good connections with the cultural and social organizations of the country
5. An excellent network of art stations/residency (labs) in very inspiring locations (e.g. Ydra, Myconos, Delphi, Rethimno etc) across Greece open also to international artists

- *Underline specific negative points:*

1. Bad financial situation of the country influences negatively the quality of the provided education (budget reductions from 5 million euro to 720,000; no replacement of retired staff since 2008 – 18 out of 52 academics retired; no new administrative personnel; absence of consumables; absence of funds for professional development; inability for academic and educational excursions). As a consequence of the financial crisis some fundamental areas have not be staffed due to retirements. Due to the financial crisis in general ASFA is unable to draft a long term strategy.
2. Due to current lab membership structure, students are not exposed to experiences of different kinds of art expression.
3. Low presence of external visiting academics.
4. The ASFA is financially highly dependent on state funding
5. The use of new forms of communication (website) are under used limiting the exposure of the excellent work of ASFA to the international community.

- *Make your suggestions for further development of the positive points:*

1. Increase the economic stability of the school, through a new financial strategic planning of ASFA which could include use of facilities, collections, donations, stations/residencies and other ideas of offering services and products to the community.
2. To increase the exposure of students to experiences of different kinds of art expression through stronger collaboration of different labs and the presence of a core group of courses at the earlier years of the program. Collaborations could extend to other art schools (e.g. dance, music, performance etc).
3. Through the existing strong international reputation and links of ASFA with other international art schools to encourage the exchange of academic staff.
4. Update the existing website of ASFA so that the excellent work of ASFA is disseminated locally and internationally.

- *Make your suggestions on needed steps for improvement:*

See above

6.1 Final decision of the EEC

Please decide in respect to the overall Institutional evaluation:

	Tick
Worthy of merit	X
Positive evaluation	
Partially positive evaluation	
Negative evaluation	

Justify your rating:

The Members of the External Evaluation Committee

Name and Surname

Signature

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____