



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
Α.ΔΙ.Π.
ΑΡΧΗ ΔΙΑΣΦΑΛΙΣΗΣ & ΠΙΣΤΟΠΟΙΗΣΗΣ
ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΣΤΗΝ ΑΝΩΤΑΤΗ ΕΚΠΑΙΔΕΥΣΗ

HELLENIC REPUBLIC
H.Q.A.
HELLENIC QUALITY ASSURANCE
AND ACCREDITATION AGENCY

EXTERNAL EVALUATION REPORT

Department of Turkish Studies and Modern Asian Studies

National Kapodistrian University of Athens



European Union
European Social Fund



MINISTRY OF EDUCATION & RELIGIOUS AFFAIRS, CULTURE & SPORTS
MANAGING AUTHORITY

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TABLE OF CONTENTS

The External Evaluation Committee

Introduction

I. The External Evaluation Procedure

- Brief account of documents examined, of the Site Visit, meetings and facilities visited.

II. The Internal Evaluation Procedure

- Comments on the quality and completeness of the documentation provided and on the overall acceptance of and participation in the Quality Assurance procedure by the Department.

A. Curriculum

APPROACH

- Goals and objectives of the Curriculum, structure and content, intended learning outcomes.

IMPLEMENTATION

- Rationality, functionality, effectiveness of the Curriculum.

RESULTS

- Maximizing success and dealing with potential inhibiting factors.

IMPROVEMENT

- Planned improvements.

B. Teaching

APPROACH:

- Pedagogic policy and methodology, means and resources.

IMPLEMENTATION

- Quality and evaluation of teaching procedures, teaching materials and resources, mobility.

RESULTS

- Efficacy of teaching, understanding of positive or negative results.

IMPROVEMENT

- Proposed methods for improvement.

C. Research

APPROACH

- Research policy and main objectives.

IMPLEMENTATION

- Research promotion and assessment, quality of support and infrastructure.

RESULTS

- Research projects and collaborations, scientific publications and applied results.

IMPROVEMENT

- Proposed initiatives aiming at improvement.

D. All Other Services

APPROACH

- Quality and effectiveness of services provided by the Department.

IMPLEMENTATION

- Organization and infrastructure of the Department's administration (e.g. secretariat of the Department).

RESULTS

- Adequateness and functionality of administrative and other services.

IMPROVEMENTS

- Proposed initiatives aiming at improvement.

Collaboration with social, cultural and production organizations***E. Strategic Planning, Perspectives for Improvement and Dealing with Potential Inhibiting Factors***

- Short-, medium- and long-term goals and plans of action proposed by the Department.

F. Final Conclusions and recommendations of the EEC on:

- The development and present situation of the Department, good practices and weaknesses identified through the External Evaluation process, recommendations for improvement.

External Evaluation Committee

The Committee responsible for the External Evaluation of the Department of Turkish Studies and Modern Asian Studies of the National Kapodistrian University of Athens consisted of the following three (3) expert evaluators drawn from the Registry constituted by the HQA in accordance with Law 3374/2005 :

1. Osman Senemođlu, Professor, Galatasaray University, Turkey (Coordinator)
2. Fatma Göliz Erginsoy, Professor, Mimar Sinan Fine Arts University and Yeditepe University, Turkey
3. Thomas Sinclair, Associate Professor, University of Cyprus, Cyprus

N.B. The structure of the “Template” proposed for the External Evaluation Report mirrors the requirements of Law 3374/2005 and corresponds overall to the structure of the Internal Evaluation Report submitted by the Department.

The length of text in each box is free. Questions included in each box are not exclusive nor should they always be answered separately; they are meant to provide a general outline of matters that should be addressed by the Committee when formulating its comments.

Introduction

I. The External Evaluation Procedure

- Dates and brief account of the site visit.
- Whom did the Committee meet?
- List of Reports, documents, other data examined by the Committee.
- Groups of teaching and administrative staff and students interviewed
- Facilities visited by the External Evaluation Committee.

The external evaluation committee (henceforth ‘the Committee’) visited the Department of Turkish Studies and Modern Asian Studies (henceforth ‘the Department’) of the National Kapodistrian University of Athens (henceforth ‘the University’) on the dates 03-05/02/2014. They were greeted upon arrival by the head of the Department (Professor Ioannis Mazis), members of the Department and the secretarial support of the local quality assurance committee.

On 03/02/2014 the Committee met the head of the Department Prof. Ioannis Mazis and the members of the Internal Evaluation Team of the Department. The Committee was briefed about the programme of the visit.

The Committee was then given a general introduction and presentation of the history, targets and operation of the Department by the head of Department with the participation of the following members of the Temporary General Assembly – Professor Eleni Sella, Assistant Professor Ionnis Saridakis, Lecturer Antonis Deriziotis and Lecturer Maria Mavropoulou.

The second step was visits to the classrooms, the computer and multimedia laboratory and the room of the Research Laboratories, where relevant presentations were made.

On 04/02/2014 the Committee attended Presentations of the programs’ core element, of the First (Language, Literature and Translation) and Second (History, Politics, Economy and Society) Specialization routes. The presentations explained the aims and structure of the two specialisation routes and were accompanied by the presentation of some individual courses. The Committee attended a meeting with the Vice-rector of Academic Affairs and the President of the Quality Assurance Unit of the University (Professor A. Doukoudakis).

Following presentations included the following subjects: BA dissertations, the relevant regulations, subject areas and indicative dissertations; LLP/Erasmus Placement (Student and Teaching Mobility), Student Stage Programme, Second Cycle Post Graduate Programs-planned postgraduate studies (First Cycle Master’s programme), Department Library, Research and Publishing Activities of the Department, Information systems and platforms.

The Committee held a meeting with the Undergraduate Students on location and the discussions were in Turkish Language.

Other presentations of the day were: KPG (National Foreign Language Exam System in

Turkish), Administration and the executive summary of the Internal Evaluation Report.

On 05/02/2014 the Committee visited the Department library at the School of Philosophy, Zografou University campus, followed by the presentation of three (3) Ph.D. theses in progress by the candidates.

Later, the Committee met with the Department members, other teaching staff and the term contract teachers for a discussion of more general subjects such as the success of language teaching and the nature of the curriculum. Finally the Committee visited the administrative staff of the Department.

The Committee was provided in advance with the internal evaluation report created by the Department, links to the website with extensive additional information and electronic copies of the presentations made to the Committee. In addition, the Committee was supplied with the academic published work of the Department (books, articles, manuscripts, list of publications); and a copy of the eight (8) semesters' course schedule. The Department also provided course work assignments and teaching material.

Overall, the Committee is pleased with and commends the welcoming and openly cooperative attitude of the Department and the University, who made every effort to ensure that the Committee had ample and open access to all pertinent materials.

II. The Internal Evaluation Procedure

Please comment on:

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

The internal evaluation report, on which the Committee comments below, was helpful. The Committee feels that the on-site visit was the main source of information and should continue to be the major component of all evaluation procedures.

A. Curriculum

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

APPROACH

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

- The goals and objectives of the undergraduate and graduate curriculum are:
 - To bring the scientific study of language, history and culture of Turkey to Greece;
 - Shed light on the long historical course of a cultural space;
 - Produce scientists and specialized researchers with a thorough knowledge and understanding of the geographical and geo-cultural system of the Turkish world, and its Middle Eastern and Asian geographical, geo-economic and geopolitical super-system;
 - Support the understanding and perception of the Turkish world, inter alia, by Greece's scientific and research community;
 - Contribute to a sophisticated communication between the two neighboring countries, on all levels of scientific, political, social and economic activity;
 - The goals and objectives of the Ph.D. program are similar with the undergraduate program. The Department lists 27 Ph.D. candidates as currently active in pursuit of the degree.

- The scope of the curriculum, while international, is unique among Greek universities. The Department rightly considers itself as an interdisciplinary and multi-faceted pioneer in the field of Turkish Studies and Modern Asian Studies.
 - To realize these objectives, the Department originally (in 2003) created two specialization routes (cycles), which start in the 5th semester:
 - a) Language, Literature and Translation;
 - b) History, Politics, Society and Economy.
 - The number of courses for graduation is 62 (58 compulsory; 19 within specialization a; 22 within specialization b) and a compulsory BA undergraduate thesis the preparation for which the student can commence at the 6th semester. The principal supervisor proposes a member for the evaluation committee. Until today 107 BA dissertations were completed. Generally the thesis comprises 40 pages of original text, 40 pages of translation, 20 pages of comments and introduction.

- The structure and consistency of the new curriculum is deemed satisfactory, since

both cycles offer sound career opportunities to graduates. It seems that the Department's graduates do find work relevant to Turkish Studies. On the other hand the department before deciding whether the curriculum should be revised wants to wait until it has sent an electronic questionnaire to its graduates and analysed the results.

- The structure of the current curriculum is found to be congruent with global standards, yet very creative in bringing a multi disciplinary approach to the discipline.
- The Department bearing the heritage of the University, which was founded in April 14, 1837 and is the largest academic institution in Greece, was established in 2003, when it was included within the Faculty of Philosophy. Rightly adopting new and interdisciplinary dimensions, in line with global changes, offering a historical and social context to the Turkish Studies program, the Department was moved in June 2013 to the Faculty of Economics and Political Sciences. This was observed by the Committee as a planned and long-term strategy beginning with the revision of the new curriculum - effective since 2008-2009 academic year; first graduates as the class of 2013.

IMPLEMENTATION

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

The Department has striven to implement the undergraduate curriculum expeditiously and efficiently. The undergraduate curriculum fulfils the needs of both students and faculty and that the Department will be well positioned for future curricular evaluation and innovation.

The curriculum is rational, clearly articulated, coherent, and functional, and it compares well with appropriate, universally accepted standards in Turkish Studies and Modern Asian Studies. Students are being prepared theoretically, technically, linguistically, and professionally to pursue careers in Turkish Studies and Modern Asian Studies as well as other related fields. The multi-disciplinarity of the Department and its programs is conducive to an extremely wide range of ever-expanding career opportunities.

The first two years (with four semester core courses in Turkish Language I – IV) offer a general knowledge of the language. In order to progress to the Specialisation Routes ("cycles") of the two final years the successful completion of these courses are obligatory. Then follows the choice of cycles with respective compulsory and elective courses.

A remarkable feature of the New Curriculum are the "prerequisite courses" (i.e. the requirement to pass each level of the language before proceeding to the immediately subsequent one) to ensure the best possible learning of the language and ultimately to have students at the level of "proficient user" (CERF C). The department's experience is that the introduction of these prerequisites has improved the students' attendance at the language classes and their general performance within them.

Review of course syllabi, undergraduate student dissertation projects with bibliography,

examination scripts, and course work indicates adequate availability of course materials, in both electronic and hard copy formats. Department resources to implement the curriculum are sufficient. The Committee notes that many faculty teach well beyond the stipulated eight contact hour requirement. In sum, faculty resources are sufficient only because faculty accept and deliver significant teaching overloads, which remain uncompensated.

Currently there is no first cycle Postgraduate Studies Programme (MA) in the Department, which would complement its range of teaching and research activities, as well as linking the undergraduate studies with the Doctoral research cycles. The Committee was informed by the Department that a postgraduate programme to be taught jointly between the Department and the School of National Defense (SND) of the Hellenic National Defense General Staff, entitled “Geopolitical Analysis and Defense and International Security Studies” (PGP) is ready to be launched. Besides the Department’s Faculty, professors from other departments and other universities are expected to contribute to the teaching. The Committee strongly believes that the programme will be beneficial to the Department. It will enrich both the Department itself and the overall scientific world combining findings in the realm of theory and results of a more practical nature.

On the second cycle the Department offers a Doctoral programme. This program provides scientists and researchers with specialized training in Economic Geography, Geopolitics, International Relations, Theoretical and Applied Linguistics, Translatology, Ottoman and Modern Turkish History. Current 2013-2014 enrollment is 27 students.

RESULTS

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

Based on interviews with students the Committee finds that the Department is accomplishing its goals and objectives despite the challenge of increasingly diminished resources. The Committee recommends that the Department develop an Undergraduate Student Handbook comprehensively describing departmental policies and procedures that affect students, departmental expectations of students, disciplinary and grievance redress procedures, academic ethics etc.

The Committee further recommends that the Department develop a Postgraduate Student Handbook describing and explaining course sequencing, prerequisites, evaluation policies and procedures, etc. (see analogous recommendations above for the Undergraduate Handbook).

In general, the Committee finds that this Department is impressively well positioned for national and international pre-eminence in its undergraduate and postgraduate programs.

IMPROVEMENT

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

See above

B. Teaching

APPROACH:

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

Please comment on :

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

In the program the students learn and experience how a language really functions. The whole curriculum is designed with this ideology of pedagogy; enabling the students to read beyond the syntax, lexicon, vocabulary and literary text and experience the use of the language in real-world situations (see A. Curriculum).

The faculty employ a variety of teaching methods, including lecture, laboratory classrooms, student presentations, in-class discussions, small group assignments, active learning pedagogy, internships, and field work. Similarly, they follow a variety of assessments of student work, including final examinations, on-going coursework portfolio development, oral examinations, online projects and thesis.

The student-to-faculty ratio is high and will grow because of the University's inability to replace faculty who leave through retirement, resignation, or relocation. This trend is a matter of concern. As the ratio increases, the faculty's advisory burden will also rise.

- Student Examination System

The grading is done by final and (sometimes by mid term examinations) and small assignments. The Committee finds that these grading methods are entirely appropriate and meet universally accepted standards.

Even B.A. dissertations have to be presented by the candidate in a public defence, where the candidate is questioned by the two-member supervising and examining committee. Before the presentation, however, the dissertation has already been reviewed and then graded by the committee.

IMPLEMENTATION

Please comment on:

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

Based on the faculty and student interviews, the Committee finds that the teaching in the Department is of high quality and up-to-date. Likewise, interviews with the faculty

demonstrated an admirable enthusiasm and passion on the part of the teachers toward their content areas and their students. A commitment to deliver a sophisticated, relevant, contemporaneous curriculum was evident across all ranks.

The current international emphasis on incorporating faculty research into teaching suggests that the Department may wish to promote and formalize this trend. On the Ph.D. level, it is clear that the faculty are mentoring their students by teaching them to become serious researchers. Despite constraints imposed by space and equipment limitations, the Committee recommends that the undergraduate and post-graduate programs likewise incorporate research related themes into their pedagogy.

The faculty make use of opportunities for sabbatical leave, and students make good use of ERASMUS, in which the department has agreements with around ten Turkish universities, and other student exchange opportunities.

Student mobility in the period 2006-2014 is a total of 86 outgoing students (12 per academic year). Turkish levels I-IV have to be completed (normally the 5th semester) for the mobility. The students' studies in Turkish Universities have made a critical difference in the quality of their spoken Turkish. Some go on to work in Erasmus Placement, where they undertake paid work, for example in the library of a Turkish university. This too has proved highly beneficial to their spoken Turkish. On the other hand the Erasmus allowances have proved inadequate for the maintenance of students in Istanbul, and this has been an inhibiting factor. Turkish students have been reluctant to come to Athens, partly because they expect not to find Turkish-speaking instructors; and yet the language instructors are in fact bilingual and they can earn six credits by enrolling in the university's Greek language classes.

The Stage scheme of 4 - month internships, financed by a European fund, which was referred to above, has also proved helpful; however only 25-30% of applications are successful.

Written student evaluations have been replaced with online evaluation procedures across the University. Faculty report low completion rates and participation.

As far as Ph.D. work is concerned, only one Ph.D. has actually been finished, and it is hard to make judgements about the supervision, but the Committee noted the Department's procedures in this field: in particular its attention was caught by the research plan which has to be drawn up in the first six months and by the requirement that the student's progress has to be reported to the Department's board every year. This, we were informed, has resulted in a high degree of transparency. The Committee found the content of the three Ph.D.s of which presentations were made highly interesting and they promised to be very useful contributions to both program areas.

The Committee mentions a matter which is not strictly pedagogical but which nevertheless concerns the impact of the teaching. This is the outreach of the Department to all regions of Greece, since it is from all regions of Greece that the students come as well as from Central Asia and Africa.

RESULTS

Please comment on:

- Efficacy of teaching.
- Discrepancies in the success/failure percentage between courses and how they are justified.
- Differences between students in (a) the time to graduation, and (b) final degree grades.

- Whether the Department understands the reasons of such positive or negative results?

The undergraduate time to graduation of 5+ years as reported by the Department compares favourably with international standards (e.g. USA national average of time-to-graduation in public universities is 5.8 years). This is highly commendable in economically challenging times when students are forced to seek part-time employment in order to maintain their student status. Since only one Ph.D. has been recently completed, it is at present difficult to comment on the Ph.D. time-to-completion.

IMPROVEMENT

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

As a procedural matter, the Committee believes that the Department will benefit greatly from implementing its own Faculty Handbook in which the criteria for the promotions and appointments at all levels would be indicated. Such a document would detail faculty procedures that will be especially valuable for new and junior faculty seeking to secure tenure. Included in such a handbook would be procedures and policies concerning periodic but regular pre-tenure review in the areas of teaching, research, service, and outreach. Corresponding procedures and policies for post-tenure review of faculty would also be appropriate.

In addition the Committee recommends:

1. Gradually incorporate more English into all levels of instruction, including the undergraduate program;
2. Incorporate a significant online component to the student advisory program to keep the faculty's workload manageable;
3. Build on the Department's recent initiation of seminars, symposia etc. to strengthen the Departmental image by diffusing knowledge of Turkish Studies and Modern Asian Studies, and so to enrich university culture in Athens.
4. Relocate the Department and its library within a new building to further enhance interdisciplinary collaborations.(The library is discussed at further length below).
5. Form an alumni organisation, which would be a source of feedback about the programme. The department already proposes this.

C. Research

For each particular matter, please distinguish between under- and post-graduate level, if necessary.

APPROACH

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

The Department is multi-disciplinary, with academics from both the humanities and social sciences who publish their work in traditional research venues, but also includes members with interdisciplinary approaches whose research output takes the form of such activities as combining music, culture and art. A number of the faculty have a strong research portfolio that includes the supervision of Ph.D. students, the securing of external funding, and the production of high quality research outputs. The Committee noted the interesting variety of the externally funded projects. It is especially commendable that some junior members have a publication record far superior to their current rank.

The Committee has concluded that the Department needs a more clearly articulated and internally collaborative long-term strategy.

IMPLEMENTATION

- How does the Department promote and support research?
 - Quality and adequacy of research infrastructure and support.
 - Scientific publications.
 - Research projects.
 - Research collaborations.
- The Department, beside conventional academic research activities, has also established three specific research laboratories as follows:
 1. The laboratory of Geopolitical /Geocultural Analyses of Greater Middle East and Turkey;
 2. The Laboratory of Sociolinguistics, Turkish Language, Translation and Interpreting;
 3. The Laboratory of Informatics and Multimedia.

The Department has electronic publications as follows:

- The establishment of the international peer-reviewed on-line journal *Civitas Gentium* (<http://cg.turkmas.uoa.gr>). This has the effect of providing an effective venue for members' publications, though of course other institutions' members publish here too;
 - For the promotion of research the online journal *Working Papers* functions as a quick and broad vehicle for the development of faculty's research work. Drafts can be submitted which are then commented on by staff, so that the faculty member benefits from his colleagues' feedback.
- KPG

The Department's KPG (National Foreign Language Exam System in Turkish Language) Exam authority is actually a remarkable asset to be used to its full capacity all over Greece and the EU. By the Department it is also considered as an ongoing project in Applied Linguistics. It is acknowledged in the European Framework of Reference of Language.

Training of examiners on the internet is the partial subject of one of KPG's sub-projects.

The examination system has the full capacity for e-application (e-test generator and e-test items), where the support of the central administration (Informatics Academy) is awaited.

The constraints within which the Department operates (non- funding for equipment, absence of support for attending international academic conferences, lack of post-doctoral research positions, limited physical space, relatively isolated location) have a pronounced negative impact on actualizing and maximizing the full research potential of the Department.

By organizing local, national, and international conferences, festivals, and exhibitions, the Department has succeeded in raising its visibility to that of a leading research entity. New opportunities for collaboration and research with international partners continue to grow, and the Committee urges that appropriate funding and other supports be made available to sustain and support these endeavours.

RESULTS

- How successfully were the Department's research objectives implemented?
- Scientific publications.
- Research projects.
- Research collaborations.
- Efficacy of research work. Applied results. Patents etc.
- Is the Department's research acknowledged and visible outside the Department?
Rewards and awards.

The Department has the *Civitas Gentium* as an annual journal (ISSN: 1792-9474) publishing scientific papers, book reviews and opinions in the fields of the Geographic Analytic Method of Geopolitics, Geostrategic Science, National Defense, Diplomacy, Languages and Cultures, International and Public Law, Human Rights, the Environment, Modern Technologies, Energy and Transport, Crisis Management, Risk Management, Organisation and Administration, Operational Research and Economics in the International Geographic Economic, Social and Political Space.

An infrastructure of language resources is also available on following link:

<http://metashare.elda.org/repository/search>

To advance to the next state of research maturity, the Committee recommends that future grant seeking activity concentrate on accomplishing basic inductive/deductive scientific research through internationally competitive research programs. The committee considers that the new EU calls (Horizon 2020) will provide an opportunity for attracting more research oriented projects of wider international scholarly potential and prestige. This will strengthen the momentum of the Department towards that of an internationally respected research leader.

The current legislation mandates a two-year contract term for junior academics, with the possibility of only one renewal thereafter. This policy impacts negatively on the long-term planning and programmatic continuity, to the potential detriment of the entire Department.

IMPROVEMENT

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

To cultivate and strengthen the Department research culture, the Committee recommends that the Department consider implementing the following recommendations:

1. Move the research laboratories to a common shared space - open platform to enable more collaborations across labs and more efficient use of resources and equipment;
2. Place greater emphasis on reducing the junior faculty's teaching and administrative load in order to allow junior faculty to focus more on research and less on administration;
3. Establish a system of student (undergraduate and graduate) Teaching Assistant structure to remunerate their labors;
4. Provide faculty and Ph.D. students with funding support to attend international conferences.

Within the context of the University as a whole, the Committee recommends that a portion of funded project overheads be returned to the Department in order to respond to the above recommendations. The central university should also, at a minimum, provide all needed financial and technical support for upgrading and maintaining teaching software and hardware.

D. All Other Services

For each particular matter, please distinguish between under- and post-graduate level, if necessary.

APPROACH

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

The Department views the various administrative services provided to the faculty as satisfactory. At the moment, the Department has an administrative staff as a Department Secretary; there is no one in the position of a technical staff. Most administrative procedures are processed electronically.

The University offers free housing to students with financial needs, and the Student Union offers extracurricular activities through numerous clubs and societies.

Although examinations, various exercises, and class participation are required, absences from the classes have led to low grades and sometimes failures. Student class attendance remains optional, a common problem in all Greek Universities.

IMPLEMENTATION

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

The Department support staff is a Faculty Secretary, and two administrative staff, who are well trained: one of them is a proficient speaker of Turkish.

The Committee was informed that besides the study advisor, who advises students on academic choices at the Department, students in need of personal counselling services (e.g., psychological or disability assistance, emotional stress management, etc.) are served on an *ad hoc* basis by individual staff and faculty. Counselling and alumni services are offered by the central university administration.

A free Wi-Fi network exists on campus and at the Library, access to computer laboratories for coursework and project work is provided. Students commented positively regarding easy access to their teachers for questions and advising.

The Department Library administration is helpful and pleasant in its interaction with staff and students. The Committee noted the very damaging cuts to the library staff made in Autumn 2013. The cuts were visited on the administrative staff generally, but hit the library with particular severity.

The Library is at a considerable distance from the main campus with a limited and small collection and with totally inadequate reading room space and electronic resources. The library budget is considered to be extremely small compared to the scale of the students' and faculty needs. The Committee noted, again, that in 2012 all subscriptions to journals were cancelled, which has severely hampered research work. The Department's library is basically a teaching collection; the Committee suggests that it should also incorporate a research collection, mainly by requests to the national and international institutions.

The collection has been assisted by the Eudoxus system, an inter-university system for the provision of textbooks to students.

RESULTS

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

The Committee formed the opinion that the support services work well and effectively. The Department expressed a similar opinion and in general seems to be satisfied with the support provided. Interviews with the students confirmed these impressions.

IMPROVEMENTS

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

The Department has made it clear its urgent need of office space for the faculty; and secretarial staff. The Committee met with the relevant bodies in relation to the evaluation in a rather small and congested room. This was the clearest evidence for the need of space also for the meetings of such a nature.

Climatization (heating and cooling) seems to be another infrastructural problem.

Other infrastructural deficiencies such as the care and hygiene of the toilets; the roofing etc. of the building was observed to be in an extremely poor and out-dated condition.

The computer and multi-media laboratory in the basement is not adequately ventilated, or protected from rain and other external climatic conditions.

Collaboration with social, cultural and production organizations

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

The Department's initiatives include organisation of social events, educational excursions, local art exhibitions and other activities. Connection with business and industry exists through the practical training process in Turkish language and the internships, some of them leading to job placements after the degree.

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

For each particular matter, please distinguish between under- and post-graduate level, if necessary.

Please, comment on the Department's:

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

- Long-term actions proposed by the Department.

The Department's future goals as stated in the internal evaluation report provided are:

- (a) The establishment and implementation of the new graduate programme;
- (b) Movement to a new dedicated facility;
- (c) Establishing new master programs preferably in other areas and languages;
- (d) Acquiring new faculty members;
- (e) Evaluation of teaching quality and methods;
- (f) Maintenance and upgrading of research equipment;
- (g) Strengthen its links with industry;
- (h) Increase its international exposure;
- (i) Introduction of specialized shared teaching in English as an effort to improve students' language skills.

- Potential inhibiting factors:

- The gross shortage of finance at the State level is not unique to the Department, under the current condition of the whole country; The Committee believes that overcoming this overall condition is a economic-social structural issue;
- At the Institutional (University) level the ramifications and repercussions of the above mentioned situation are experienced by the Department.

- Short-Medium- and Long-Term Goals / Plan and Actions

- Under the new law of Higher Education (June 2013) a four year Strategic Plan for the Institution is made; under this legislation the Department gives its feedback for the formation of the strategy document;
- The existence of the first Internal Evaluation Report (2009-2011 academic years) of the Department was considered by the Committee to be a solid basis for the establishment of short-medium- and long-term goals as follows:
 - The establishment of the new MA program in “Geopolitical Analyses and Defence and International Security Studies”;
 - An MA program in Turkish Linguistics and Literature;
 - To train the next generation of faculty, particularly by means of the Department’s own postgraduate programs (MA in two cycles and Ph.D.);
 - Providing high quality teaching;
 - Providing high quality research;
 - Specially focused courses to improve the student’s knowledge of Turkish culture via the medium of texts;
 - Support (“Brush up”) courses in Turkish. These are to be taught so as to raise the student’s standard in preparation for the next level, and for that reason are taught by the instructors working precisely at

the next level;

From its origin, the Department has proven itself visionary in terms of creating and expanding a viable academic program that provides significant career opportunities for all graduates. Their recent revision of the undergraduate curriculum stands out as an exemplar of the vision of the Department moving toward even broader vistas.

Under normal circumstances, the objectives identified by the Department would be well within reach. A repeated trend at all the meetings of the Committee with the faculty at all levels, however, was the concern regarding the fluid situation concerning financial and policy issues at state level which affects all academic activities throughout Greece.

Specifically, the absence of funds for hiring any adjunct staff, dependence on limited and competitive state funding for facility and research infrastructure expansions and continuous changes and thus confusion regarding Higher Education Law causes both confusion and uncertainty.

The short, medium and long term goals and strategy of the Department are highly affected also by its location (the physically inadequate spaces dedicated to the Department and the location of the library).

F. Final Conclusions and recommendations of the EEC

For each particular matter, please distinguish between under- and post-graduate level, if necessary.

Conclusions and recommendations of the EEC on:

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

The Committee acknowledges the strong current academic leadership of the Department and the esprit de corps that exists among the faculty and between the faculty and the Department Head. The Committee is fully aware of and sympathetic to the difficulties facing all Greek universities during this prolonged period of economic uncertainty and legislative instability. Such a context should neither, however, exonerate institutions and programs from their responsibility to engage in long-term and short-term planning, nor should it dishearten them from articulating future aspirations, especially as they sustain the hope that the currently extreme difficulties will eventually abate and reverse. Such planning therefore will assist all educators and administrators in managing the continuing or even possibly worsening difficulties and in positioning them to move forward in an aggressive manner when the situation finally improves. As the saying goes, "We plan for the worst but we hope the best." It is with this spirit that the Committee makes the following recommendations for strategic planning:

1. The Department should continuously monitor students' selection of courses and their performance across all three levels of programs.
2. The Department should develop Undergraduate, Postgraduate and Ph.D. Student

Handbooks.

3. The students should have ongoing access to current state-of-the-art technologies and equipment and upgrades.
4. The Department should revise the post-graduate curriculum with an aim at course consolidation, resulting in a lightening of both student and faculty workloads.
5. The Department should develop, design, implement, and evaluate a well-structured and rigorous Ph.D. program to shape and prepare future scholars and researchers.
6. The Department should align its Ph.D. program with international standards.
7. The undergraduate and post-graduate programs should incorporate research related themes into their pedagogy.
8. The department should be instrumental in the formation of an alumni association, in order to garner feedback from its graduates.
9. The Department should develop its own Faculty Handbook.
10. The Department should focus its future grant seeking activity on accomplishing basic inductive/deductive interdisciplinary research through internationally competitive research programs.
11. The Department should consolidate its three current research laboratories under the umbrella of a unified research centre and move them to a common shared space - open platform.
12. The Department should systematize protection mechanisms and mentoring for junior faculty.
13. The Department should vigorously pursue measures to secure funds, both inside and outside the university, for faculty and Ph.D. students to attend international conferences.
14. The University should return a portion of funded project overheads to the Department in order to allow for strategic research expansion.
15. The University should, at a minimum, provide needed financial and technical support for upgrading and maintaining teaching software and hardware.

The Members of the Committee

Name and Surname

Signature

1. Osman Senemođlu
2. Fatma Göliz Erginsoy
3. Thomas Sinclair