

**WP 2 DEVELOPMENT OF LIAISON OFFICES**

**DELIVERABLE 3:**

**FINAL REPORT ON**

**University liaison offices from:**

**TEI of PIRAEUS, GREECE**

**UGENT, BELGIUM**

**UBI BEIRA, PORTUGAL**

**KTU, LITHUANIA**

**UPV, SPAIN**



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## **PREFACE**

The main need nowadays for higher education graduates and postgraduates in Europe is to find a job and it has become one of the first priorities both for universities and for enterprises. An effective and successful step-by-step socialization of higher education graduates -future workers or entrepreneurs- is a substantial goal of educational systems all over Europe. The Knowledge Society based on Education, and eminently on higher education, is essential for the thinking human capital.

Our twenty-first-century Knowledge Society is witnessing that the human capital is progressively increasing in importance. This increase has to be understood as something that has to be taken care of. If nothing is done towards helping these new graduates, they will go to work out of Europe. Therefore all the university investments in investigation and graduates training will be implemented in other non-European countries, which is what it is happening now.

The collaboration between higher education centres and universities and firms and businesses which offer entrepreneurship possibilities and consequently employability can be both a teaching effort and the organized transfer of experience and reflection. Due to the fact that entrepreneurship is not taught ex cathedra, it is necessary to create the necessary structures and make these operate so that the aforementioned principles will be achieved. The creation, operation and further development of Liaison Offices (the necessary structures just mentioned) is crucial for the accomplishment of many goals from Higher Education Centres and Universities to further formation. For a resounding success, Liaison Offices play a vital part by linking the University with society and market through their activities and "the good practice" they implement.

## 1 PROJECT REFERENCE

Project /action Title and acronym (If applicable):

**PROPOSAL NUMBER: 544390-TEMPUS-1-2013-1-GR-TEMPUS-JPHES**

Start Date: 1/12/2013 End Date: 30/11/2015

Duration: 24 Number of participant institutions: 12 Number of countries involved (If applicable):6

Project /action Title and acronym (If applicable):

**WP 2 Development of Liaison offices\_Deliverable 3: Liaison Offices - Good practices in European Universities FINAL REPORT**

Start Date: 1/12/2013 Programmed End Date: 30/4/2014

Number of participant institutions: 9 Number of countries involved (If applicable):5

## 2 SUMMARY INCLUDING CONTEXT AND OBJECTIVES

UNITE Council will be a body consisting of representatives from Academia, Industry and government with the main objective to promote and support the modernisation of Higher Education (HE) in the Belarus textile sector. The Council will have a strategic decision-making role and it will set the ground for a more active involvement of enterprises in HE. During the project the members of the UNITE Council will be appointed, and later on the statute, processes and procedures for its operation will be produced.

The conditions for the development of a Council between Academia and Industry are favourable, due to the on-going programme for the modernization of the textile sector in Belarus and the strong commitment of Bellegprom. A key pillar for the modernization of the industry is the cooperation of higher education with the textile industry and there is a stated interest from all stakeholders in working towards this direction.

## 3 PROJECT DESCRIPTION

The success of liaison offices is the effect of four factors: (a) the relevance and the quality of the provided services, (b) qualifications of staff, (c) strong links with stakeholders in R&D, (d) promotion of the services among the target groups. Addressing all these factors in the design of the work, we maximize the effectiveness, efficiency and impact of liaison offices in R&D and employment.

The aim of the second work package is to establish liaison offices in the three Belarusian HEIs. Liaison offices will serve two main purposes. First they will reinforce cooperation between HEIs and industry in research and development (R&D) and second they will act as a bridge between HEIs and labour market, facilitating employment opportunities of graduates, continuous professional development of employees and workers, internships at national and international level.

The tasks involved in the **WP2** are:

#### 2.1 Good practices in EU countries

The EU partners will gather good practices related to the establishment, function and evaluation of University liaison offices including their main activities, resources required and the impact they have at local, regional, national and sector level. The activities they will perform are desk research, mapping of services provided by liaison offices, in-depth interviews of staff of liaison offices. The result of the activity will be a report.

#### 2.2 Needs analysis survey

The three Belarusian HEIs will conduct a needs analysis survey among stakeholders in R&D and their students and recent graduates. The needs analysis survey will be based on a questionnaire that will capture the needs and expectation of the different target groups of liaison offices. Topics to be addressed are scientific/ technological, IPR, policy making etc. The result of the activity will be a needs analysis report.

#### 2.3 Establishment of liaison offices

The establishment of the liaison offices involves the formulation of the services that will be provided, the qualifications of the staff that will work and provide services to the target groups, the purchase and installation of the necessary equipment, the development of organizational processes and support material. There will be one liaison office in each HEI.

#### 2.4 Training of liaison offices staff

The staff of the liaison offices will be trained in an intensive training course in Greece.

The good practice report of liaison offices in EU HEIs will include case studies from the partner organizations institutes regarding the establishment, staff, services, operation and impact of liaison offices. The report will include five case studies, a synthesis of findings and the main conclusions including the process of establishment of liaison offices, main challenges and recommendations. The

report will have a length of 100 pages, it will be developed in English and translated into Russian.

## **4 UNIVERSITY PARTNERS**

**WP 2** participant institutions:

TEIPIR -TEI of Piraeus, School of technology applications, Department of textile

GENT -Universiteit Ghent, VakgroepTextielkunde

UBI -UNIVERSIDADE DE BEIRA INTERIOR Departamento de Ciencia e Tecnologia Texteis Textile Science and Technology Department

KTU -Kaunas University of Technology

UPV -Polytechnic University of Valencia – Campus of Alcoy (EPSA)

## **5 WP2\_DELIVERABLE 3: DEVELOPMENT OF LIAISON OFFICES**

### **5.1 Elaboration and dissemination of WP 2 template**

The elaboration of the report on good practices for university liaison offices implied the creation of a common template (ANNEX I) to all five universities. The purpose of this template questionnaire was to find out how many students the partner universities have, staff numbers and if they were in possession of a liaison office. The partners which did have a liaison office were also asked to describe in detail their organization and structure and the number of departments their liaison offices are divided into. They had to explain the mapping of services related to the main activities they develop and their subsequent impact on the sector. They had to recount the most significant information about the cases studied and services provided.

This template was handed out to all five partner universities for them to complete and send back to the co-ordinator partner (UPV). Once the partners had completed and sent their reports to the coordinating partner, and changes and suggestions were done, the coordinator team analyzed and compared data and information in order to elaborate a final report by blending all the different experiences and data supplied.

### **5.2 Analysis of university partners WP 2 templates**

After receiving and analyzing all the five university partners' reports (ANEXES II to VI), four of them (TEIPIR, GENT, UBI and UPV) have liaison office services,

whereas KTU university has not. In this case, Kaunas graduates and personnel are helped by several Lithuanian national organizations instead.

The first fact that should be taken into consideration is that the five universities taking part in this research study differ considerably in the number of students, staff and also in the number of degrees and programmes offered. *Table 5.2.1* summarizes main data gathered:

*Table 5.2.1* University partners in figures

	<b>TEPIR</b>	<b>GENT</b>	<b>UBI</b>	<b>KTU</b>	<b>UPV</b>
SCHOOLS AND FACULTIES	2	11	5	?	13
DEPARTMENTS	9	120	?	?	42
UNDERGRADUATE DEGREES	25	11	29	?	35
MASTER'S DEGREES	17	?	40	?	59
DOCTORAL PROGRAMMES	?	5	25	?	30
UNDERGRADUATE AND MASTER'S STUDENTS	25.000	41.000	7.200	<10.000	36.187
DOCTORAL STUDENTS	?				1.751
TEACHING AND RESEARCH STAFF	460	2.959	600	?	2.843
ADMINISTRATION AND SERVICES STAFF	210	2.379	270	<1.000	2.396

However, despite having obtained such different numbers in some of the fields required, there is something common to all of them:

The creation, operation and further development of University Liaison Offices or similar mechanisms proposing co-operation between society and textile industries, crucial for the incorporation of all young graduates to the labour market.

### 5.2.1 University partners liaison offices

The TEMPUS university partners taking part in this project offer their services through the following liaison offices:

The **Liaison Office of T.E.I. of Piraeus** has been operating since 1993 and has been an important part of the organizational structure of T.E.I. of Piraeus since 2001. It belongs administratively to the Institute's Direction of Studies Co-ordination and Student Care and specifically to the department of Studies, Practical Training and Career. The three main departments and offices are: Practical Training Office; Innovation & Entrepreneurship Unit and Counselling and Psychological Support Centre.

**Gent University** has two **liaison offices**: one for international cooperation with universities, called IRO, and another one for cooperation with industry called TTO. Further support to students are Internship or Sandwich Courses, Erasmus Programmes, Employment assistance, Entrepreneur Assistance Programmes and Incubators.

**University of Beira Interior Innovative (UBINNOVATIVE)** is the liaison office of the University of Beira Interior (UBI). UBINNOVATIVE is divided into two departments: Technology Transfer Office, called TTO, and International and Career Prospects Office (GISP). There are also some other programmes for Internships, National and International Employment Programmes, Entrepreneur Assistance Programmes, Incubator Companies Programme and Spin-off Businesses.

**Kaunas University of Technology** has not a liaison office but several departments assist students, teachers, researchers and staff in the gathering of useful information about joint projects, I+D research projects, internships, job offers, long-life training and scholarships. These are: Department of Science, Department of International Relationships, Innovations and Business Council, Centre of Projects Development. Information also is gathered from Lithuanian national organisations - Research Council of Lithuania; Agency for Science, Innovation and Technology; Education Exchanges Support Foundation and Lithuanian Apparel and Textile Industry Association.



The **Polytechnic University of Valencia** has a liaison office called “**Red Entorno**” or **Collaborating Net of the UPV**. The Collaborating Net of the Universitat Politècnica de València and Alcoy and Gandía campus acts as a bridge between the UPV, researchers and students with national and international firms, businesses and institutions. The main departments, programmes and offices are: Lifelong Learning Centre; Centre for Innovation, Research and Technology Transfer; Business Chair Programme, Integrated Employment Service, International Exchange Programmes Office and Ideas Institute for the Creation and Development of Enterprises.

### **5.2.2 Services offered by university partners liaison offices**

The four universities with liaison office services (TEIPIR, GENT, UBI and UPV) offer to their students, staff and researchers help and assistance through the following centres, services, programmes and institutes:

#### ***Lifelong Learning***

Lifelong Learning Centres develop a programme in which they offer a wide range of on-line and class courses according to our modern society demands. Professors along with academic departments and other higher education institutions and organizations are continuously offering and developing training courses (academic as well as on-line ones) and projects according to society requirements.

The partners in possession of liaison offices deal with the following services:

#### **TEIPIR**

High-school and Teipir students can receive mobility grants to study at other European Higher Education Institutes under the Lifelong Learning Programmes (LLP). Moreover, with the continuation of the funding in the frames of NSRF (National Strategic Reference Framework) and the operational programme for education and life-long learning, co-financed by Greece and The European Union, a new structure is developed: the Structure of Employment and Career, which has been established and has been active since 2009. There is also a research programme held every three years whose aim is to capture the Greek reality of the labour market in order to prepare courses on lifelong learning.

The Teipir Liaison Office has developed training plan activities for its staff using also e-learning methods on specific topics such as innovative e-consultancy, life coaching-mentoring, and sign language.

**GENT**

Gent University doctoral schools offer training courses and financial support for various aspects of research. The objective is to stimulate the research in itself, but mostly the general development of the student in order to be better prepared for the labour market.

**UBI**

No information submitted.

**KTU University**

No information submitted.

**UPV**

UPV Lifelong Learning Centre is at the teaching forefront using new technologies applied to lifelong learning. The centre is using e-learning as a flexible tool for continuous training, relying on the development of flexible, interactive and collaborative learning techniques. The course learning materials are linked with the course intercommunication tools (chat rooms, forums, e-mail, etc.) to create the best teacher <—> student learning environment. 'PoliformaT' is the UPV teaching platform from which all the on-line courses are taught.

***Centre for Innovation, Research and Technology Transfer***

The Centre for Innovation, Research and Technology Transfer is the higher education institutions research and technology transfer knowledge office. The functions of this liaison office department is to favour the I+D+i cooperation between university and higher education institute research departments and the sector firms focused on scientific and technical collaboration. Their mission is to provide support in terms of information, advisory services, signed agreements and administration for the generation of activities and scientific and technical collaboration at a higher education level. By boosting these activities, a more dynamic participation between the scientific community and enterprises is achieved in favour of evolution.

Out of the four partners in possession of liaison offices, each one of them deals with the following services:

**TEIPIR**

The Teipir Liaison Office has proposed expanding its activities developing new ones such as providing legal advice and assistance for the registration of a research and cooperation agreements: Copyright, Trademark, Draft, Patents, Confidentiality Agreements for preliminary discussion exploitation investigation,

Technology transfer agreements or technology to third parties, License Agreements, Cooperation Agreements, Support in applying for patent, Finding partners through participation in targeted Investment Forums to name but a few. As soon as it gets the funding the above activities will operate through the Liaison Office by specialized personnel rather than being implemented by professors individually or through other existing structures partially.

### **GENT**

Gent University liaison for cooperation with industry (TTO) has a specific department called Techtransfer office TTO. Within TTO there are 2 groups: tech transfer and industrial liaison. Ghent University (UGent) has created a number of Business Development Centres that group complementary research departments by application area or domain of expertise. These centres together constitute the Industrial Liaison Network. Each centre is responsible for technology transfer within its area of competence. A centre is headed by a business development manager, who can act as your direct point of contact for industrial partnerships, be it research services, collaborative research, or IP licensing.

### **UBI**

The Technology Transfer Office supports research efforts of the University and enables the dissemination and implementation of UBI technologies to industry, with the purpose of developing new products and services beneficial to society. The TTO offers a set of services and programmes aimed at supporting the transfer of ideas into commercially viable services. The Technology Transfer process is divided in six main steps, from the moment that an invention disclosure is received to the collection and monitoring of profits derived from its Commercial application.

In terms of technological offer, UBI researches in the fields of: aeronautics, computing, electro mechanics, health, social and human sciences, mathematics, optics, telecommunications, textile and paper materials.

### **KTU University**

No information submitted.

### **UPV**

The Support Centre for Innovation, Research and Technology Transfer (CTT) is the UPV research and technology transfer knowledge office. Created in 1989, CTT is part of the Vice-Chancellor's office and holds R+D competences. CTT provides management routes for all R+D activities at UPV in terms of both public and private funding. Thus, it has the fullest knowledge and know-how offered and provided by UPV researchers. It also protects and disseminates the

research knowledge and provides assistance in its transference to and collaboration with businesses through the drafting and signing of agreements.

CTT works intensively with UPV management services and with the coordination units in charge of the University's outward projection. CTT also participates actively with innovation systems as a UPV interface unit. It is an outstanding member of knowledge transfer and research management office network at regional, national and international levels.

### ***Business Chair Programme***

One major purpose of the liaison offices is to encourage and increase the relationship between businesses and companies with higher education institutions. The Business Chair Programme offers collaboration with firms and institutions for the development of specific courses and also facilitates technical and research assistance.

The programme focuses on establishing solid links with one or several firms in relation to tuition, research and technology transfer. These are a way of establishing long-lasting partnership between one or more companies or institutions and the tuition centres to increase research, knowledge and technology transfer.

#### **TEIPIR**

The Teipir Liaison Office has not a definite Business Chair Programme but the Innovation & Entrepreneurship Unit promotes different collaboration activities for businesses. Among them there are case studies referring to specific existing companies or specific business issues, creation of figures mentoring within the contact between students & business executives and organizations or Networking.

#### **GENT**

No information submitted.

#### **UBI**

No information submitted.

#### **KTU University**

No information submitted.

#### **UPV**

Promoting the creation of Chairs with firms and enhance relationships with businesses is one of the targets of UPV nowadays. Business Chair agreements

prove the interest firms have in future projects sharing UPV resources and experience. The benefit for the university community is to achieve the widest range of collaborative activities for students and teachers.

The main programme activities are targeted business seminars, courses or training programmes, implementation and development of research projects in firms and dissemination of remarkable and breakthrough topics. At present, there are 29 Business Chair Programmes in progress at the UPV.

### ***Employment Service***

The Employment Service promotes and manages the practical work and final thesis projects in companies and institutions. This service is the national and international promoter and manager of all initiatives as for employment at the higher education institutions. Moreover, also helps students with national and international internships, training for employment and any activity related to work offers and employment promotion.

### **TEIPIR**

The Teipir Structure Employment and Career (SEC) was established by the Council Decision of TEI with the Act 20/26.05.2009. It coordinates the planning and programming of the separate structures that compose the institutional Structure Employment and Career: Liaison Office, Practical Training Office, Unit of Innovation and Entrepreneurship, Counselling and Psychological Support Centre. The objectives of the Structure are the exploitation of scale economies, optimized coordination and management, the widening and strengthening of networking with other institutions, the labour market and the Practical Training /Employment/Innovation/Entrepreneurship promotion accredited bodies.

Practical Training Office: The six-month placement is obligatory for TEI Piraeus and is obtained when the student has successfully attended 2/3 of the obligatory courses and all specialization modules. The aim of the placement is the consolidation and application of all the knowledge that has been gained during the studies. It can take place in public or private companies as well as educational centres and enterprises of European Union Countries, within the boundaries of European Programmes. A certain fee is given to the students under placement. Practice is an important part of the Institute regarding the contact between students and the Labour Market. It is a way of linking theory with practice. The practical training office is funded by EU and the Greek Government and handles all the issues on internships from the finding of the placement to the quality assessment of the practical training etc.

## GENT

Gent University further support to students includes employment services. At the UGent website there is a window for UGent job offers called 'regular jobs: <http://www.ugent.be/en/vacancies>'. There is also another service called 'student jobs: <http://www.ugent.be/student/nl/meer-dan-studeren/jobdienst>'.

Another window is meant for students who have graduated: <http://www.ugent.be/student/nl/na-je-studies> (in Dutch).

It provides information on the following topics:

- Further studies and labour market: infosessions on various aspects of the labour market and job opportunities.
- Further studies abroad: master programmes at UGent, lifelong learning.
- PhD:
  - General information: conditions, scholarships, housing, registration, living in Ghent etc.
  - <http://www.ugent.be/en/work/PhD> and <http://www.ugent.be/en/phd>
  - PhD training: UGhent doctoral schools offer training courses and financial support for various aspects of research. The objective is to stimulate the research in itself but mostly the general development of the student in order to be better prepared for the labour market. <http://www.ugent.be/doctorschools/en/doctoraltraining/programme>
- Career advice: general information sessions, self-reflection <https://www.ugent.be/intranet/nl/administratie/loopbaan/loopbaanzelfreflectie>
- Registration at the employment office
- Vacancy platform
- Activities for alumni
- Job fair

Gent University also supports students by offering them Internships which are organised at different levels. They can be part of the study programme (3 or 6 credits), local or international or just a choice of an individual student. Depending on these factors different committees will intervene.

- If it is part of a study programme: the faculty provides support (internship committee eg. in engineering):
  - Offers for internships (in cooperation with student association and association of engineers)
  - Organisation of internships
  - Quality insurance of internships

- Templates
- <http://www.ugent.be/ea/nl/faculteit/raden/stages> (in Dutch)
- UGent university actively participates in the IAESTE programme:
  - IAESTE is the International Association for the Exchange of Students for Technical Experience, a global organization which enables students in scientific and technical studies to perform an internship abroad. <http://www.iaeste.be/>

## UBI

The Internationalization and Employment Prospects Office offers also the following services to support the mobility and employment: organization of workshops/seminars related to the national/international mobility and entrance into working life; personalized service and support on job searches and in national/international mobility programmes; preparation of cooperation protocols with enterprises and other national and international institutions; setting up data bases of job and internships offers which are available at the Job Portal.

The Internationalization and Employment Prospects Office provides the University of Beira Interior community with a set of tools for mobility and entrance into working life. In this regard, it supports a range of services, including:

- International mobility programmes during the student course
  - Europe: ERASMUS Programme
  - Brazil: Santander Universities Luso-Brazilian Programme
  - Spain and Latin America: Santander Universities Iberian-American Undergraduate Level Grants Programme
  - USA: Fulbright Programme
  - Japan: Vulcanus Programme
- National mobility programmes during the student course
  - Almeida Garrett Programme
- International Internships Programmes:
  - Leonardo da Vinci Programme
  - Erasmus (curricular and extracurricular) IAESTE (incoming/outgoing) Programme
  - INOV Mobility Platform

The Internationalization and Employment Prospects Office offers also the following services to support the mobility and employment:



- Organization of workshops/seminars related to the national/international mobility and entrance into working life;
- Personalized service and support on job searches and in national/international mobility programmes;
- Preparation of cooperation protocols with enterprises and other national and international institutions;
- Setting up data bases of job and internships offers which are available at the Job Portal.

#### - Luso-Brasilian Santander Universities Grants

The Luso-Brasilian Santander Universities Grant Programme aims to enhance the bilateral academic relationship, to promote a higher education Iberian-American area and to encourage the international mobility of university and the academic excellence.

#### - Iberian-American Santander Universities Grants for young professors and researchers

The Iberian-American Santander Universities Grants Programme for young researchers and professors aims to enhance the scientific cooperation in the Iberian-American knowledge area, promote the international mobility of university professors and students, ease the access to continuing training programmes, to foster the instruction quality and the university excellence. This program allows professors with a contract or appointment in the University of Beira Interior to apply for research activities for at least two months in another university or research centre of Iberian-American countries entitled of a 5,000 Euros Grant, which is borne in full by the Santander Totta bank.

### **KTU University**

KTU University Employment Services offer the students the possibility to participate as young researchers in various projects financed by EU, national programmes or industry.

Education Exchanges Support Foundation makes calls and coordinates international internships between universities of different EU countries. Lithuanian state scholarships programme is designed for the advanced students, lecturers or researchers of foreign higher education and research institutions to enable them to study or carry out research at higher education or research institutions of the Republic of Lithuania.

Another possibility for further services is Internships or sandwich courses. Doctoral students have the opportunity to do internships supported by Lithuanian Research Council. Other levels of students do not have possibility for internships supporting.



**UPV**

Integrated Employment Service is the national and international promoter and manager of all initiatives as for employment at the UPV. It aims at the contribution to a better level of employability of its graduates. The objective is to provide a comprehensive service, useful for students and useful for companies in order to facilitate the transition students from the University to the workplace. Moreover, it will offer help to businesses with the most qualified professionals necessary in the current context of globalization.

This service promotes and manages the practical work and final thesis projects in companies and institutions, provides students with career guidance and job training, develop active policies of labour intermediation between supply and demand of employment and makes the monitor and track job placement of graduates, through the Employment and Training Centre.

Integrated Employment Service (SIE) assists UPV students in: national and international Internships, vocational guidance and training for employment, management and employment centre, employment forum and comprehensive plan for employment.

***International Exchange Programmes Office***

The International Exchange Programmes Office coordinates the participation of the higher education institutions in exchange programmes worldwide. This office is in charge of mobility programmes for students as well as for teaching and administrative staff.

**TEIPIR**

Teipir participates in International Programmes through the European Union and the International Relation Office. Some of these programmes are SOCRATES/ERASMUS, TEMPUS PHARE, TEMPUS TACIS, ADAPT, JEAN MONNET, LEONARDO DA VINCI etc. Students are encouraged to participate in such programmes in order to gain special knowledge and experience.

**GENT**

Gent University International Relations Office (IRO) is the office within the Central UGent Administration that is in charge of implementing the international policy of Ghent University. Last year a new institutional strategy for internationalisation was approved, which is to be implemented in the period 2014-2018. Ghent University has 3 platforms, focused on: China, India and Africa. These platforms coordinate all cooperation with this country/region and

look for synergies with external partners (Province, Port of Ghent, chambers of commerce, enterprises).

The office is also coordinating the Internationalisation@Home initiatives and is responsible for the Branch Campus project in South-Korea. The IRO promotes, informs, counsels and supports the Ghent University community to give shape to its international endeavours, hence communication and marketing is a second important task: institutional promotion, partner search, international student recruitment, PR: international delegations and visits, international alumni activities etc.

The office also deals with educational projects. It is one of the top players in the Erasmus Mundus programme and was labelled an “Erasmus” success story by the EC. Ghent University also received the ECTS label third time in a row.

EU programmes: LLP-Erasmus, Tempus, Erasmus Mundus, Alfa, the new Erasmus +, among others. Other programmes: bilateral agreements (own funds), Flemish government, networks, etc.

Last but not least, the IRO is facilitating international mobility for students and staff. Our International Student Support service is responsible for (pre-arrival) support, help with accommodation and visa, Welcome Days, brochures, cooperation with ESN, language vouchers, etc. The university offers different services to international students and staff: university residences, student restaurants, sport facilities, bicycle renting service, etc. In the last academic year we had over 1,000 incoming students and over 900 outgoing students. These figures are growing each year.

### **UBI**

The Internationalization and Career Prospects Office provides to the community a set of tools for promoting the mobility. The office offers also the following services to support the mobility and employment: organization of workshops/seminars related to the national/international mobility and entrance into working life; personalized service and support on job searches and in national/international mobility programmes; preparation of cooperation protocols with enterprises and other national and international institutions; setting up data bases of job and internships offers which are available at the Job Portal.

### **KTU University**

KTU University encourages students to make good use of the possibility to take part in Erasmus programmes. By means of ERASMUS programmes all three levels of students may receive support by KTU University. For example, in 2012 ERASMUS students and teachers exchange was based on 356 bilateral agreements with 195 universities from other countries. 261 of our University students participated in the exchange programme within the European Union;

157 international students came to study at KTU. The main part of the incoming students were from Spain (42), France (40), Turkey (32) and Portugal (23).

### **UPV**

The International Exchange Programme Office -OPII- coordinates the participation of the UPV in exchange programmes worldwide. It is in charge of mobility programmes, for students as well as for teaching and administrative staff, funded by both the EU and UPV programmes. This Office also helps undergraduate students with academic and professional grant applications for the Erasmus, PROMOE and Leonardo da Vinci programmes.

#### Incoming students

The UPV offer a wide selection of high quality degrees that completely cover the future professional range of our students. They fulfil both the present and the next future requirements of all our students. The 'Mentor Student' is a programme of support for exchange students during their stay at the UPV. Through this programme incoming students can contact with a student of any UPV Campus, usually studying at the same host school, with the final goal of helping specially in the first days. The Mentor student helps incoming students in tasks such as registration documents, searching of accommodation, practising Spanish conversation, and many more useful tips for daily life.

#### Outgoing Students

UPV International Exchange Programmes Office will help and inform outgoing students about all the programmes, documents, suggestions, recommendations and any other information about international exchange.

#### Professional Visits

OPII assists professional visits of colleagues from our partner institutions as a guest lecturer, staff worker or as a guest researcher. These are considered essential and very important for maintaining the vitality and quality of our own educational standards. UPV teachers and researchers, as well as services staff, are keen on discussing didactics, methodologies, contents and new approaches about grade and post-grade materials.

#### Staff Mobility Programme

This programme encourages staff mobility for training teachers and other personnel in higher education institutions to spend a tuition period in another participating country.

#### MobWeb Intensive Programme

MobWeb, which started in 2010, is a short intensive course which gathers students and teachers from higher education institutions of at least three countries. The MobWeb partners are: Universitat Politècnica de València (Alcoi

Campus, Spain) -Main coordinator-, Lahden Ammattikorkeakoulu (Lahti, Finland) and Universitatea din Oradea (Oradea, Rumania).

#### Erasmus Staff Training Week in Spain

The Erasmus Staff Training Week is an event that takes place at the Polytechnic University of Valencia. Last year we had the pleasure to enjoy it at Alcoi Campus. This meeting is based on some activities between European partners to reinforce cooperation among universities and share experiences.

### ***Entrepreneurship and Development of Enterprises Unit***

The Entrepreneur Unit is a groundbreaking initiative from higher education institutions that focuses on helping the universities and technical universities to implement entrepreneurial ideas with the technological or innovative basis.

#### **TEIPIR**

Teipir Innovation & Entrepreneurship Unit was established as a separate unit along with SEC. However, before this, entrepreneurship services were offered both by Liaison Office and the Undergraduate Departments through Entrepreneurship courses. Activities include e-learning entrepreneurship courses, Production of educational material for educational purposes, Visits to businesses and other organizations associated with the object of study of the students, Seminars for entrepreneurs and business executives, virtual enterprises and / or developing simulation exercises and website development both for information and for distribution of educational material, Development of case studies referring to specific existing companies or specific business issues, Development of business ideas and business plans, Prizes of Entrepreneurship, Creation of Figures mentoring within the contact between students & business executives and organizations, Networking (Includes participation in events and conferences of organizations implementing entrepreneurship programs, contact with alumni networks, with incubators of new businesses - technology parks, with new centres of entrepreneurs), Activities for the promotion and publicity of the program as conferences, workshops and display production and diffusion of printed promotional material.

#### **GENT**

The UGent TechTransfer team pro-actively assists their academics and students in identifying suitable strategies for the commercialization of innovative research and ideas. This includes support for the protection of intellectual property (IP), support for collaboration with third parties and support for funding channels as the Agency for Innovation by Science and Technology (IWT) and the Industrial Research Fund (IOF).

**UBI**

The TTO develops the following activities: elaboration of the catalogue of the scientific-technological offer of UBI - database of knowledge infrastructure and scientific-technological offer of UBI; identification of possible results of transfer, generated by the investigation groups; valorisation, transfer and commercialization of the scientific-technological capacities of UBI; promotion of the constitution of consortiums university-company, necessary for the resolution of concrete problems of the companies; service of scientific-technological prospective; detection of needs of involving business; identification of packages of specialized formation in the areas of the creation, development and commercialization of new technologies and innovative services, entrepreneurship and technology transfer and knowledge; promote a larger cooperation between the university and the companies; Invigoration of the position of the investigation groups of the university at national and international level and promote the creation of spin-offs.

**KTU University**

KTU University has got two initiatives focused on entrepreneurial activities:

- Incubators: Students have the possibility to participate in Start-up programmes supported by this university and Lithuanian industry.

- Spin-off businesses: Students have the possibility to participate in Start-up programmes supported by our university and industries attached to the programme.

**UPV**

The UPV IDEAS (Institute for the Creation and Development of Enterprises) is a groundbreaking initiative from the UPV that focuses on helping the university community to implement entrepreneurial ideas with the technological or innovative basis. As new enterprises are created, the UPV contributes towards modernising the Valencian entrepreneurial network and lays the foundations of innovation with graduates, Start-up businesses and co-working.

463 enterprises from 1992, of these, 157 companies were technology-based.

**5.2.3 Other liaison office services**

Some university partners have included several other services offered by their respective liaison offices. These are:

***Counselling and Psychological Support Center TEI Piraeus***

At the end of 2010 with the establishment of the Structure of employment and career- a **Counselling and Psychological Support Center**, modernly equipped, started to operate as a separate unit with specialised experienced staff, with

ambitious plans, use of modern tools always in cooperation with the above mentioned Offices.

### **Networks**

The **Horizontal Action of Liaison Offices of the Greek TEI** was an OP programme which was co-financed by the Ministry of Education and the European Union. The purpose of the project and the initial aim was to define and implement a modern organizational / coordination framework horizontal networking of Liaison Offices of the Greek TEI and ASPAITE. The Horizontal Action complemented and assisted vertical actions carried out by each Institution. The main instruments of the project was the Steering Committee and the three Members Executive Secretariat. The Scientific Directors attended it representing all the Greek Liaison Offices of TEI and ASPAITE. The Liaison Office of TEI Piraeus participated in the Horizontal Action from 1998 until 2008, -when it ceased operating- while our Scientific Director was one of the three Members in the Executive Secretariat.

The **European Network EUE-Net** ([www.eue-net.org](http://www.eue-net.org)) began its operation, in October 2007 with the approval and financing of European Union. It is the continuation of the previous Network EUI-Net that also had been financed by the EU, on time interval 2005-2007. Objective of the Network is the narrower collaboration of Universities and enterprises. In March 2007, TEI of Piraeus, via its Liaison Office, it signed Letter of Intention of Collaboration (Letter of Intent) with EUE-Net. Objective of our attendance in this Network was the enlargement and extension of our Office' activities in European level. In 2010, Liaison Office S.E.C. TEI of Piraeus became also member of the **CDOnet** network ([www.cdonet.eu](http://www.cdonet.eu)).

CDOnet is the **Network of Career Development Offices in Europe**, initiated by [EUE-net](http://www.eue-net.org) - the European University - Enterprise Network. The main objective of the network is to assemble and make CDOs visible and usable at European level for the benefit of students, enterprises, universities and policy makers. The network will reach this objective by gathering together all actors, organising regular meetings and European conventions as well as developing IT- and marketing tools for the benefit of its members. The first general assembly of CDOnet took place in Vienna, Austria at the [CareerCon](http://www.careercon.org) 2010 Convention.

## **6 CONCLUSIONS ABOUT GOOD PRACTICES OF LIAISON OFFICES IN THE ANALISED UNIVERSITIES**

There is a number of common services that can be found in all the partner universities. These are:

### ***Centre for Innovation, Research and Technology Transfer***

The Centre for Innovation, Research and Technology Transfer is the higher education institutions research and technology transfer knowledge office. The functions of this liaison office department is to favour the I+D+i cooperation between university and higher education institute research departments and the sector firms focused on scientific and technical collaboration. Their mission is to provide support in terms of information, advisory services, signed agreements and administration for the generation of activities and scientific and technical collaboration at a higher education level. By boosting these activities, a more dynamic participation between the scientific community and enterprises is achieved in favour of evolution.

### ***Employment Service***

The Employment Service promotes and manages the practical work and final thesis projects in companies and institutions. This service is the national and international promoter and manager of all initiatives as for employment at the higher education institutions. Moreover, also helps students with national and international internships, training for employment and any activity related to work offers and employment promotion.

### ***International Exchange Programmes Office***

The International Exchange Programmes Office coordinates the participation of the higher education institutions in exchange programmes worldwide. This office is in charge of mobility programmes for students as well as for teaching and administrative staff.

### ***Entrepreneurship and Development of Enterprises Unit***

The Entrepreneur Unit is a groundbreaking initiative from higher education institutions that focuses on helping the universities and technical universities to implement entrepreneurial ideas with the technological or innovative basis.



The **Lifelong Learning** programme is a service that is offered by most liaison offices, so it can be considered indispensable and should be accessible through all of them.

### ***Lifelong Learning***

Lifelong Learning Centres develop a programme in which they offer a wide range of on-line and class courses according to our modern society demands. Professors along with academic departments and other higher education institutions and organizations are continuously offering and developing training courses (academic as well as on-line ones) and projects according to society requirements.

Referring to the **Business Chair Programme** or **Business Collaboration**, it is offered by only two universities (TEIPIR and UPV).

### ***Business Chair Programme***

One major purpose of the liaison offices is to encourage and increase the relationship between businesses and companies with higher education institutions. The Business Chair Programme offers collaboration with firms and institutions for the development of specific courses and also facilitates technical and research assistance.

There are other services which, although not all the partners include them as part of their liaison office services, are yet offered for their alumni and staff. These are:

### ***Counselling and Psychological Support Centre***

Academic performance is not everything. In some occasions students need the support of other kind of technicians and professionals to help them in a varied range of circumstances, such as psychological and advisory help.

### ***Networks***

The purpose of the networks is to define and implement a series of measures to link and exchange experiences among universities and enterprises. For that, a modern coordination framework has been set by liaison offices with the purpose of benefiting students, personnel, enterprises and universities. The network will reach this objective by gathering together all actors, organising regular meetings and European conventions as well as developing IT- and marketing tools for the benefit of its members.

All these conclusions will be discussed at Gent meeting on 16<sup>th</sup>–17<sup>th</sup> September.



The table below visually summarises all the liaison offices services offered by the university partners.

	TEIPIR	GENT	UBI	KTU	UPV
<b><i>Centre for Innovation, Research and Technology Transfer</i></b>	✓	✓	✓	?	✓
<b><i>Employment Service</i></b>	✓	✓	✓	✓	✓
<b><i>International Exchange Programmes Office</i></b>	✓	✓	✓	✓	✓
<b><i>Entrepreneurship and Development of Enterprises Unit</i></b>	✓	✓	✓	✓	✓
<b><i>Lifelong Learning</i></b>	✓	✓	?	?	✓
<b><i>Business Chair Programme</i></b>	✓	?	?	?	✓
<b><i>Counselling and Psychological Support Centre</i></b>	✓	?	?	?	✓
<b><i>Networks</i></b>	✓	✓	?	?	✓

Yes ✓

No information submitted ?

## ANNEX I

### PROPOSED TEMPLATE FOR WORKPACKAGE 2 - WP2

**1)** Could you describe in figures your university (number of students, teaching and research staff,...) ( $\approx$  5 to 10 lines).

**2)** Is there a liaison office in your university?

a) yes (answer questions **3** to **5**)

b) No (go to question **6**)

**3)** Please, explain the organizational structure and define the departments in which your liaison office is divided ( $\approx$  20 to 40 lines).

**4)** For each department, describe:

a) Key role structure (Mapping of services)

b) Staff number

c) Main activities and their subsequent impact on the sector

d) Resources required

e) Explain how many expedients do you have in a year.

**5)** Please, define the functions every department is responsible for.

If **there is not** a liaison office in your university,

**6)** How is your university gathering information about agreement or joint projects, I+D research projects, internships, job offers, long-life training, and scholarships... ( $\approx$  50 to 75 lines)

**7)** IS THERE ANY SUPPORT TO STUDENTS FOR:

7A) Internships or sandwich courses

7b) Erasmus programmes

7c) Employment

7d) Entrepreneur assistance programmes

7e) Incubators

7f) Spin-off businesses

7g) Any others. (*explain it*)

**ANNEX II:** THE CASE OF LIAISON OFFICE SEC T.E.I. PIRAEUS, GREECE

**TEMPUS IV-6TH CALL FOR PROPOSAL  
PROPOSAL NUMBER: 544390-TEMPUS-1-2013-1-GR-TEMPUS-JPHES**

**UNITE PROJECT – WP2\_ DEVELOPMENT OF LIAISON OFFICES\_  
DELIVERABLE 3: “LIAISON OFFICES-GOOD PRACTICES IN  
EUROPEAN UNIVERSITIES-THE CASE OF LIAISON OFFICE SEC T.E.I.  
PIRAEUS, GREECE”**

**30/4/2014**

**TEIPIR TEMPUS PROJECT TEAM**



**Tempus**



**University and Industry for the modernisation  
of textile manufacturing sector in Belarus**

**TEMPUS IV-6<sup>TH</sup> CALL FOR PROPOSAL**  
**PROPOSAL NUMBER: 544390-TEMPUS-1-2013-1-GR-TEMPUS-JPHES**  
**UNITE PROJECT – WP2\_ DEVELOPMENT OF LIAISON OFFICES\_**  
**DELIVERABLE 3: “LIAISON OFFICES-GOOD PRACTICES IN EUROPEAN**  
**UNIVERSITIES-THE CASE OF LIAISON OFFICE SEC T.E.I. PIRAEUS,**  
**GREECE”**

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**FOREWORD**

The employability of higher education graduates is nowadays one of the first priorities in Greece and last but not least in Europe. A smooth and successful vocational socialization of higher education graduates-future workers or entrepreneurs-is a substantial goal of educational systems and policy makers. Passing on the Knowledge Society, the human capital is progressively, of more importance in production rather than the physical one, and indeed the thinking human capital, apparently created with Education and eminently with higher education.

The contribution therefore of higher education in entrepreneurship and consequently employability can be both a teaching effort (as possible) and the organized transfer of experience and reflection. But because entrepreneurship is not taught ex cathedra, is necessary to operate structures, through which the above mentioned could be done. The creation, operation and further development of Liaison Offices is crucial for the accomplishment of many goals from Higher Education Institutes and as a result its graduates success. Liaison Offices play a vital part by linking the University with society and market through their activities and ‘the good practices’ they apply.

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## **1 - PROJECT REFERENCE**

Project /action Title and acronym (If applicable): **PROPOSAL NUMBER: 544390-TEMPUS-1-2013-1-GR-TEMPUS-JPHES**

Start Date: 1/12/2013 End Date: 30/11/2015

Duration: 24 Number of participant institutions: 12 Number of countries involved (If applicable):6

Global financial involvement:

Project /action Title and acronym (If applicable): **WP.2 Development of Liaison offices\_Deliverable 3: Liaison Offices - Good practices in European Universities**

Start Date: 1/12/2013 Programmed End Date: 30/4/2014

Number of participant institutions: 9 Number of countries involved (If applicable):5

## **2- PROJECT TEAM (WP2\_3)**

*Dimitrios I. Tseles, Georgios Priniotakis, Maria E. Kaltsogianni, Chris A. Tsitsis*

## **3- SUMMARY INCLUDING CONTEXT AND OBJECTIVES**

UNITE Council will be a body consisting of representatives from Academia, Industry and government with the main objective to promote and support the modernisation of HE in textile sector in Belarus. The Council will have a strategic decision making role and it will set the ground for the more active involvement of enterprises in higher education. During the project the members of the UNITE Council will be appointed, the statute, processes and procedures for its operation will be produced.

The conditions for the development of a Council between Academia and Industry are favourable, due to the on-going programme for the modernization of textile sector in Belarus and the strong commitment of Bellegprom. A key pillar for the modernization of industry is the cooperation of higher education with textile industry and there is stated interest from all stakeholders to this direction.

## **4 - PROJECT DESCRIPTION**

The success of liaison offices is the effect of four factors: (a) the relevance and the quality of the provided services, (b) qualifications of staff, (c) strong links with stakeholders in R&D, (d) promotion of the services among the target groups. Addressing all these factors in the design of the work, we maximize the effectiveness, efficiency and impact of liaison offices in R&D and employment.

The aim of the second work package is to establish liaison offices in the three Belarusian HEIs. Liaison offices will serve two main purposes. First they will reinforce cooperation between HEIs and industry in research and development (R&D) and second they will act as a bridge between HEIs and labour market, facilitating employment opportunities of graduates, continuous professional development of employees and workers, internships at national and international level. The tasks involved in the WP2 are:

### **2.1 Good practices in EU countries**

The EU partners will gather good practices related to the establishment, function and evaluation of University liaison offices including their main activities, resources required and the impact they have at local, regional, national and sector level. The activities they will perform are desk research, mapping of services provided by liaison offices, in-depth interviews of staff of liaison offices. The result of the activity will be a report.

### **2.2 Needs analysis survey**

The three Belarusian HEIs will conduct a needs analysis survey among stakeholders in R&D and their students and recent graduates. The needs analysis survey will be based on a questionnaire that will capture the needs and expectation of the different target groups of liaison offices. Topics to be addressed are scientific/ technological, IPR, policy making etc. The result of the activity will be a needs analysis report.

### **2.3 Establishment of liaison offices**

The establishment of the liaison offices involves the formulation of the services that will be provided, the qualifications of the staff that will work and provide services to the target groups, the purchase and installation of the necessary equipment, the

development of organizational processes and support material. There will be one liaison office in each HEI.

#### 2.4 Training of liaison offices staff

The staff of the liaison offices will be trained in an intensive training course in Greece.

The good practice report of liaison offices in EU HEIs will include case studies from the partner organizations institutes regarding the establishment, staff, services, operation and impact of liaison offices. The report will include five case studies, a synthesis of findings and the main conclusions including the process of establishment of liaison offices, main challenges and recommendations. The report will have a length of 100 pages, it will developed in EN and translated to Russian.

## 5 WP2\_DELIVERABLE 3: TEIPIR CONTRIBUTION

### 5.1 HIGHER EDUCATION IN GREECE

The [Greek educational](#) system is mainly divided into three levels, primary, secondary and tertiary (Higher Education), with an additional post-secondary level providing vocational training. Higher Tertiary education is provided by [Universities and Polytechnics](#), [Technological Educational Institutes \(T.E.I., 1983 ~ present\)](#) and [Academies](#) which primarily cater for the military and the clergy. Undergraduate courses typically last 4 years (5 in polytechnics and some technical/art schools, and 6 in medical schools), [postgraduate \(MSc level\)](#) courses last from 1 to 2 years and [doctorates \(PhD level\)](#) from 3 to 6 years. Higher education in Greece consists of two parallel sectors: the University sector (Universities, Polytechnics, Fine Arts Schools) and the Technological sector (Technological Education Institutions and the School of Pedagogic and Technological Education). Higher Education Institutes are self-governing legal entities under public law, supervised and subsidized by the state through the Ministry of National Education and Religious Affairs. The main source of funding is the state budget through the Ministry of Education and European funds. Additional funding is provided by National and European Framework research projects (RTD), through other ministries and third bodies that receive services provided by the Higher Educational Institutions. The basic requirement for admission to tertiary education is the achievement score on the 'Certificate' (*Bebaiosi*) which includes grades in six general education and 'stream' subjects that are examined at the national level. The internal structure, organization, and operation of administrative, financial and technical services; overall teaching and research policy; planning; the procedures and requirements for hiring personnel for such positions; the allocation of funds, etc, are determined by the respective provisions and the internal regulations of each university or T.E.I.. Greek Higher Education Institutes develop their own curricula which are published in the Official Journal of the Greek Government and come up for review every two years, by law. Course validation and accreditation is subject to the advisory body of The National Council of Education (ESYP). However, Greek Higher Education Institutes award their own qualifications (Degree, Diploma, MSc, Doctorate). A national credit system has existed in both sectors of higher education since the beginning of the 1980s. This is in fact an accumulation system in which the credits are directly equivalent to the weekly hours of instruction (e.g. a course of four teaching hours per week corresponds to four credits). However, ECTS is used by institutions in both sectors as a transfer system for European mobility programmes. The new 2005 law on Quality Assurance in Higher Education makes the use of ECTS for transfer and accumulation compulsory in two-cycle programmes at all higher education institutions. Currently, ECTS is fully implemented and both systems are in use. Higher education institutions are encouraged to set up their own internal quality assurance mechanisms to provide a sound basis for external evaluation. The aim is to combine institutional autonomy and accountability effectively within the national quality regulations framework. Each institution has the right to independent decision-making and



is therefore responsible for devising its own quality assurance system for assessing education and administrative and research functions, although general provisions are set out in the legislation. Teaching and administrative staff as well as students are the main participants and contributors in this process.

### **5.1.1 Universities and Technical Universities**

All the Higher Tertiary state-accredited Universities in Greece are public. The duration of the undergraduate degree programs for most disciplines is 4 years (full-time). Programs in engineering, dentistry, pharmacology, agronomics, forestry, along with some programs in fine arts, have a duration of 5 years (240E.C.T.S - 300E.C.T.S ISCED 5A). Medicine is the only discipline with duration of studies of 6 years.

[Agricultural University of Athens](#), [Aristotle University of Thessaloniki](#) (campuses: [Thessaloniki](#), [Serres](#)), [Athens School of Fine Arts](#), [Athens University of Economics and Business](#), [Democritus University of Thrace](#) (campuses: [Komotini](#), [Xanthi](#), [Alexandroupoli](#), [Orestiada](#)), [Harokopio University](#), [Hellenic Open University](#), [International Hellenic University](#), [Ionian University](#), [National and Kapodistrian University of Athens](#), [National Technical University of Athens](#), [Panteion University of Social and Political Sciences](#), [Technical University of Crete](#), [University of the Aegean](#) (campuses: [Mytilene](#), [Chios](#), [Karlovassi](#), [Rhodes](#), [Ermoupoli](#), [Myrina](#)), [University of Crete](#) (campuses: [Heraklio](#), [Rethymno](#)), [University of Ioannina](#), [University of Macedonia](#), [University of Patras](#) (campuses: [Patras](#), [Agrinio](#)), [University of Peloponnese](#) (campuses: [Tripoli](#), [Korinthos](#), [Kalamata](#), [Nafplio](#), [Sparti](#)), [University of Piraeus](#), [University of Thessaly](#) (campuses: [Larissa](#), [Volos](#), [Karditsa](#), [Trikala](#), [Lamia](#))  
[University of Western Macedonia](#) (campuses: [Florina](#), [Kozani](#))

### **5.1.2 Technological Educational Institutes**

All the Higher Tertiary state-accredited Technological Educational Institutes in Greece are public. Technological Educational Institutes were initially established in 1983. They currently offer a 4-years (full-time) undergraduate degree programs equivalent to Honours [Bachelor's Degree](#) (240E.C.T.S ISCED 5A) and since 2008 they are also allowed to run on their own postgraduate that lead to a [Master's Degree](#) and PhD programs.

[Alexander Technological Educational Institute of Thessaloniki](#) (campuses: [Sindos](#), [Katerini](#), [Kilkis](#), [Nea Moudania](#)), [Higher School of Pedagogical and Technological Education](#), [Technological Educational Institute of Athens](#), [Technological Educational Institute of Chalkida](#) (campuses: [Chalkida](#), [Thiva](#)), [Technological Educational Institute of Crete](#) (campuses: [Heraklio](#), [Chania](#), [Rethymno](#), [Agios Nikolaos](#), [Ierapetra](#), [Sitia](#)), [Technological Educational Institute of Epirus](#) (campuses: [Arta](#), [Ioannina](#), [Preveza](#), [Igoumenitsa](#)), [Technological Educational Institute of the Ionian Islands](#) (campuses: [Lefkada](#), [Argostoli](#), [Lixouri](#), [Zakynthos](#)), [Technological Educational Institute of Kalamata](#) (campuses: [Kalamata](#), [Sparti](#)), [Technological Educational Institute of Kavala](#) (campuses: [Kavala](#), [Drama](#), [Didymoteicho](#)), [Technological Educational Institute of Lamia](#) (campuses: [Lamia](#), [Amfissa](#), [Karpenisi](#)), [Technological Educational Institute of Larissa](#) (campuses: [Larissa](#), [Karditsa](#), [Trikala](#)), [Technological Educational Institute of Western Greece](#) (campuses: [Patras](#), [Missolonghi](#), [Pyrgos](#), [Aigio](#), [Nafpaktos](#) and [Amaliada](#)) (Created by the union of T.E.I. of Patras and T.E.I. of Missolonghi), [Technological Educational Institute of Piraeus](#), [Technological Educational Institute of Serres](#), [Technological Educational](#)



[Institute of Western Macedonia](#) (campuses: [Kozani](#), [Florina](#), [Kastoria](#), [Grevena](#) and [Ptolemaida](#)).

Students who successfully complete their studies in Universities and T.E.I. are awarded a *Ptychio* (degree) which leads to employment or further study at the post-graduate level. University and T.E.I. graduates can continue their studies to attain an MSc and a PHD provided they meet the criteria set by each department running the courses. According to the Constitution of Greece, higher education is public, is provided solely by the state and is provided free of charge at the undergraduate level. Fees for some MSc courses are set by the departments running the courses. The State Scholarships Foundation (IKY) provides scholarships to students who wish to study at tertiary education institutions. Scholarships are also granted to graduates of universities and technical education institutions for post-graduate or post-doctoral studies in Greece and abroad based on academic achievement of undergraduate studies. Additionally, students (at any level) can receive mobility grants to study at other European Higher Education Institutes under the Lifelong Learning Programmes (LLP). The first cycle leads to the first degree (*ptychio* or *diploma*) in both sectors of higher education, i.e. the university and technological sectors. The second leads to the second degree, which is called a postgraduate specialisation diploma (equivalent to the Master's degree), and the third degree (doctorate). Studies in the fields known as regulated professions (medicine and surgery, agriculture, arts, dental studies, pharmacy, veterinary medicine and engineering) last for five to six years. A doctorate is obtained after at least three years of original research, including the preparation and writing of a thesis. In some doctoral programmes, theoretical courses are compulsory and are taken prior to individual research. Under the 2004 law, a new international scheme for joint Master's degrees has been established. This provides for cooperation between institutions to work out the details concerning the organisation and functioning of postgraduate study programmes which lead to joint qualifications. Art. 23 of law 3404.

### **5.1.3 Liaison & Career Offices in Greek Universities**

Liaison Offices/Career Offices are a relatively new institution for Greek Higher Education, as they did for the first time appeared in Universities & Technological Education Institutes of the country in the early 1990s, under relevant financing from the A' CSF. The continuation of funding through B' and C' CSF allowed the creation of Liaison Offices in almost all Institutions of Higher Education, which, through a wide range of activities have been developed, aimed at supporting the academic community, particularly students and alumni in their transition efforts from study to professional life-from the University to the labor market-. Today, the existing services offered by the Liaison & Career Offices appeal to a wide audience, which extends from academic community (students, postgraduate students, alumni, faculty members, Researchers etc) to the labor market (enterprises, chambers, employers' organizations, etc.) and the wider community ( students, parents, School Vocational Guidance counselors from area Secondary Education etc.).

More specifically, the most important services offered by the majority of Career Offices of the Universities of the country are the following:

- Counseling Services

Divided into actions of group and individual counseling concerning on resume writing, cover letter, job interview personal, career search techniques, and career decision.

- Services in connection with the labor market

Include activities aimed at market approach. Working primarily through the development of contacts and cooperation with enterprises and employers' organizations, as well as the communication of available work positions. Also, the Liaison Offices concentrated

material (printed and / or electronic ) associated with labor market trends professions etc.

- Services related to Postgraduate Studies and Scholarships.

They inform and support student Postgraduate Study in Greece and abroad and support in choosing appropriate postgraduate program.

- Services to faculty members and departments of their institutions. In all the institutions there have been developed, either systematically or occasionally, diodes of communication and cooperation with the departments and faculty members.

- Information Services to Secondary Education

In cooperation with the governing bodies of secondary education, actions undertaken to inform students, parents and school guidance counselors for the specialist fields of Institutions and professional outlets of their graduates.

- Events-Organized events, meetings and workshops with topics relevant to the labor market and career days and selection Masters Curriculum.

- Entrepreneurship Services

This is a relatively new service, which began to be provided by the 2003 onwards. The relative activity with the greatest impact on student audience is the organization of group counseling seminars, with notes written & distributed by the same Career Office itself for so as to meet specific needs. In parallel, other activities such as workshops, organization and function of libraries information guides and information leaflets on commitment of entrepreneurial action, Entrepreneurship website etc.

- Surveys

These services include development of research for coverage of specific needs, aiming to improve/adapt their services so as to achieve the best possible support of the beneficiaries. The services offered by the Career Offices, although not related exclusively to entrepreneurship, are extremely important and useful, well, not only can complement entrepreneurship actions, but are directed and diffused in a growing number of students. In this light, the exploration of prospect of continuous operation, as an organizational unit of Higher Education Institutions is necessary.

Almost the same period, simultaneously with the Career Offices, the Liaison Offices initiated to operate under the same funding source but under the Ministry of Growth-not the Ministry of Education. The purpose of the Liaison Office is to support the members of the University community and to help create the appropriate partnerships for further development of innovative research results.

Liaison Office is usually organized into two units: The Unit of Public Relations and Promotional partnerships in research and the Unit of Research Results Development & Exploitation. The Unit of Public Relations and Promotional Partnerships aims to intensify the participation of research groups of the University proposals according to the interests of researchers and focuses on finding suitable partnerships and appropriate funding sources for the development of research activity of researchers. Also through the actions of this Unit, the function of the Liaison Office is well known in both the academic community and the business world, while it also concerns for renewing the skills of the staff and finding funding for the operation of that Office. The Unit of Research Results Development & Exploitation aims at providing the necessary assistance to researchers to develop & exploit their research results. Liaison Offices usually offer the following services: Continuous recording of interesting workshops and opportunities for participation in programs, System targeted information on interesting workshops available funding, but requests for cooperation from other agencies, based on their interests and abilities, Counseling and support for participation in proposals, Assistance in finding suitable partners, Finding partners, Counseling in signing the agreements on intellectual property and cooperation

agreements in the context of equity -funded programs, Contact with local businesses who are interested in cooperation with the University, Creating networks with other Liaison Offices in Greece and abroad, Establishing relationships with regions, municipalities and other bodies involved in the development of the region, Establishing relationships with our nearby universities and colleges, Organization of information days for researchers, Organization of information days for local entrepreneurs, Information, education staff on issues related to the better functioning of the office, Search for funding to enhance the function of that office, Contact with the local press, Production of information material, Maintain updated website, Continuous recording of useable research laboratories results to find suitable mode of recovery and appropriate method of financing, Providing legal advice and assistance for the registration of a research and cooperation agreements: Copyright, Trademark, Draft , Patents, Confidentiality Agreement for preliminary discussion exploitation investigation, Technology transfer agreements or technology to third parties, License Agreement, Cooperation Agreements, Surveys, Support in applying for patent, Investigate the existence of another patent, Decision on Greek or other patent, Assisting in the preparation of the patent application, Applying patent, Find programs or other funding agencies for exploitation of research results, Financing of current programs, Funding from specific industrial or other entities) that are in contact and may be interested, Funding from Venture Capital, Funding bodies warmers, Find partners through participation in targeted Investment Forums.

In some Higher Education Institutes there have been created and operate both the Career Office as well as the Liaison Office. However, in some, due to lack of funding or personnel they have tried to combine the two Offices and offer joint services. Of course there is also a minority of Universities where only Career Offices operate while Liaison Offices are underactive or their services are offered indirectly either through other structures or individually by professors and researchers. With the continuation of the funding in the frames of NSRF (National Strategic Reference Framework) and the operational programme for education and life-long learning, co-financed by Greece and European Union, a new structure is developed the Structure of Employment and Career which is established and is active since 2009 in Higher Education and is responsible for organizing, supervising and coordinating all individual structures / programs relating to the connection of higher education to the Labour Market and Industry. Career Offices, Practical Training Agencies, Innovation & Entrepreneurship Units, Counselling and Psychological Support Centers are separate parts of these new Structures of Employment and Career (S.E.C.). Below there is a table with the Public Higher Education's Institutes and their Career & Liaison Offices.

**TABLE 1: LIAISON OFFICES IN GREEK HIGHER EDUCATION INSTITUTES**

UNIVERSITIES & NSTITUTES	WEB SITE	STRUCTURE OF EMPLOYMENT AND CAREER/CAREER OFFICE/ LIAISON OFFICE
NATIONAL & KAPODISTRIAN UNIVERSITY OF ATHENS	<a href="http://www.uoa.gr/">http://www.uoa.gr/</a>	CAREER OFFICE <a href="http://www.uoa.gr/foithtes/symboleytikies-yphresies/grafeio-diasyndeshs.html">http://www.uoa.gr/foithtes/symboleytikies-yphresies/grafeio-diasyndeshs.html</a>  LIAISON OFFICE <a href="http://www.uoa.gr/to-panepistimio/yphresies-panepisthmiakes-monades/grafeio-diamesolabhshs.html">http://www.uoa.gr/to-panepistimio/yphresies-panepisthmiakes-monades/grafeio-diamesolabhshs.html</a>
NATIONAL TECHNICAL UNIVERSITY OF ATHENS ( NTUA)	<a href="http://www.ntua.gr/">http://www.ntua.gr/</a>	CAREER OFFICE <a href="http://career.central.ntua.gr/">http://career.central.ntua.gr/</a>

		LIAISON OFFICE <a href="http://liaison.ntua.gr/core/portal.asp?cpage=NODE&amp;cnode=1">http://liaison.ntua.gr/core/portal.asp?cpage=NODE&amp;cnode=1</a>
AGRICULTURAL UNIVERSITY OF ATHENS	<a href="http://www.aua.gr/index.php">http://www.aua.gr/index.php</a>	CAREER OFFICE <a href="http://www.career.aua.gr/">http://www.career.aua.gr/</a>
ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS	<a href="http://www.aueb.gr/">http://www.aueb.gr/</a>	CAREER OFFICE <a href="http://www.career.aueb.gr/">http://www.career.aueb.gr/</a>
PANTEION UNIVERSITY OF SOCIAL AND POLITICAL SCIENCES	<a href="http://www.panteion.gr/">http://www.panteion.gr/</a>	CAREER OFFICE <a href="http://www.panteion.gr/index.php?p=content&amp;section=20&amp;id=143&amp;lang=el">http://www.panteion.gr/index.php?p=content&amp;section=20&amp;id=143&amp;lang=el</a>
ATHENS SCHOOL OF FINE ARTS	<a href="http://www.asfa.gr/">http://www.asfa.gr/</a>	CAREER OFFICE <a href="http://www.dasta.asfa.gr/frontend/articles.php?cid=2">http://www.dasta.asfa.gr/frontend/articles.php?cid=2</a>
UNIVERSITY OF PIRAEUS	<a href="http://www.unipi.gr/">http://www.unipi.gr/</a>	CAREER OFFICE <a href="http://career.unipi.gr/">http://career.unipi.gr/</a>
ARISTOTLE UNIVERSITY OF THESSALONIKI	<a href="http://www.auth.gr/">http://www.auth.gr/</a>	CAREER OFFICE <a href="http://dasta.auth.gr/cmsitem.aspx?sid=2&amp;id=155">http://dasta.auth.gr/cmsitem.aspx?sid=2&amp;id=155</a>
UNIVERSITY OF MACEDONIA	<a href="http://www.uom.gr/index.php">http://www.uom.gr/index.php</a>	CAREER OFFICE <a href="http://career.uom.gr/careerindex/index.html">http://career.uom.gr/careerindex/index.html</a>
UNIVERSITY OF WESTERN MACEDONIA	<a href="http://www.uowm.gr/">http://www.uowm.gr/</a>	CAREER OFFICE <a href="http://dasta.uowm.gr/career/">http://dasta.uowm.gr/career/</a>
UNIVERSITY OF PATRAS	<a href="http://www.upatras.gr/">http://www.upatras.gr/</a>	CAREER OFFICE <a href="http://www.upatras.gr/index/page/id/104">http://www.upatras.gr/index/page/id/104</a>
UNIVERSITY OF PELOPONNISOS	<a href="https://www.uop.gr/index.php">https://www.uop.gr/index.php</a>	CAREER OFFICE <a href="http://career.uop.gr/">http://career.uop.gr/</a>
UNIVERSITY OF IOANNINA	<a href="http://www.uoi.gr/gr/">http://www.uoi.gr/gr/</a>	CAREER OFFICE <a href="http://www.uoi.gr/gr/facilities/career_office.php">http://www.uoi.gr/gr/facilities/career_office.php</a>  LIAISON OFFICE <a href="http://liaison.uoi.gr/">http://liaison.uoi.gr/</a>
UNIVERSITY OF CRETE	<a href="http://www.uoc.gr/">http://www.uoc.gr/</a>	CAREER OFFICE <a href="http://www.dasta.uoc.gr/career/">http://www.dasta.uoc.gr/career/</a>

TECHNICAL UNIVERSITY OF CRETE	<a href="https://www.tuc.gr/2969.html">https://www.tuc.gr/2969.html</a>	CAREER OFFICE <a href="http://www.career.tuc.gr/3532.html">http://www.career.tuc.gr/3532.html</a> LIAISON OFFICE <a href="http://www.liaison.tuc.gr">http://www.liaison.tuc.gr</a>
UNIVERSITY OF THE AEGEAN	<a href="http://www.aegean.gr/">http://www.aegean.gr/</a>	CAREER OFFICE <a href="http://career.aegean.gr/">http://career.aegean.gr/</a>
DEMOCRITUS UNIVERSITY OF THRACE	<a href="http://www.duth.gr/">http://www.duth.gr/</a>	CAREER OFFICE <a href="http://career.duth.gr/cms/">http://career.duth.gr/cms/</a>
IONIAN UNIVERSITY	<a href="http://www.ionio.gr/central/">http://www.ionio.gr/central/</a>	CAREER OFFICE <a href="http://dasta.ionio.gr/liaison">dasta.ionio.gr/liaison</a>
UNIVERSITY OF THESSALY	<a href="http://www.uth.gr/">http://www.uth.gr/</a>	CAREER OFFICE <a href="http://www.career.uth.gr/">http://www.career.uth.gr/</a>
HELLENIC OPEN UNIVERSITY	<a href="http://www.eap.gr/">http://www.eap.gr/</a>	CAREER OFFICE <a href="http://career.eap.gr">http://career.eap.gr</a>
INTERNATIONAL HELLENIC UNIVERSITY	<a href="http://www.ihu.edu.gr/">http://www.ihu.edu.gr/</a>	CAREER OFFICE <a href="http://career.duth.gr/cms/">http://career.duth.gr/cms/</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF ATHENS	<a href="http://www.teiath.gr/">http://www.teiath.gr/</a>	CAREER OFFICE <a href="http://www.career.teiath.gr/Career/Articles/215.html">http://www.career.teiath.gr/Career/Articles/215.html</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF WESTERN MACEDONIA	<a href="http://www.teiwm.gr/index.php?lang=el">http://www.teiwm.gr/index.php?lang=el</a>	CAREER OFFICE <a href="mailto:career@kozani.teikoz.gr">career@kozani.teikoz.gr</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF EPIRUS	<a href="http://www.teiep.gr/">http://www.teiep.gr/</a>	CAREER OFFICE <a href="http://dasta.teiep.gr/grafeiodiasyndesis">http://dasta.teiep.gr/grafeiodiasyndesis</a>
ALEXANDER TECHNOLOGICAL EDUCATION INSTITUTE OF THESSALONIKI	<a href="http://www.teithe.gr/">http://www.teithe.gr/</a>	CAREER OFFICE <a href="http://www.career.teithe.gr">www.career.teithe.gr</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF CENTRAL GREECE	<a href="http://www.teiste.gr/">http://www.teiste.gr/</a>	CAREER OFFICE <a href="http://career.teilam.gr/">http://career.teilam.gr/</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF THESSALY	<a href="http://www.teilar.gr/">http://www.teilar.gr/</a>	CAREER OFFICE <a href="http://dasta.teilar.gr/default.htm?box=1&amp;tile=112">http://dasta.teilar.gr/default.htm?box=1&amp;tile=112</a>

TECHNOLOGICAL EDUCATION INSTITUTE OF IONIAN ISLANDS	<a href="http://www.teiion.gr/">http://www.teiion.gr/</a>	CAREER OFFICE  <a href="http://www.teiion.gr/index.php/el/management/daas.html">http://www.teiion.gr/index.php/el/management/daas.html</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF CENTRAL MACEDONIA	<a href="http://www.teikav.edu.gr/teikav/">http://www.teikav.edu.gr/teikav/</a>	CAREER OFFICE  <a href="http://career.teikav.edu.gr/">http://career.teikav.edu.gr/</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF KALAMATA	<a href="http://www.teikal.gr/">http://www.teikal.gr/</a>	CAREER OFFICE  <a href="http://dasta.teikal.gr/Career/default.aspx">http://dasta.teikal.gr/Career/default.aspx</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF CRETE	<a href="http://www.teicrete.gr/te/en/index.php">http://www.teicrete.gr/te/en/index.php</a>	CAREER OFFICE  <a href="https://dasta.cs.teicrete.gr/web/career-office/">https://dasta.cs.teicrete.gr/web/career-office/</a>  LIAISON OFFICE  <a href="http://www.liaison.teicrete.gr/">http://www.liaison.teicrete.gr/</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF WESTERN GREECE	<a href="http://www.teiwest.gr/index.php/en/">http://www.teiwest.gr/index.php/en/</a>	CAREER OFFICE  <a href="http://www.teiwest.gr/index.php/el/home-2/dasta-gr">http://www.teiwest.gr/index.php/el/home-2/dasta-gr</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF PIRAEUS	<a href="http://www.teipir.gr">http://www.teipir.gr</a>	Structure of Employment and Career (S.E.C.) <a href="http://www.teipir.gr/index.php?option=com_content&amp;task=view&amp;id=90&amp;Itemid=84">http://www.teipir.gr/index.php?option=com_content&amp;task=view&amp;id=90&amp;Itemid=84</a>  Liaison Office <a href="http://gdias.teipir.gr">http://gdias.teipir.gr</a>  Counselling and Psychological Support Center <a href="mailto:counseling@teipir.gr">counseling@teipir.gr</a>  Practical Training Office <a href="http://apollon.teipir.gr/praktiki/">http://apollon.teipir.gr/praktiki/</a>  Innovation & Entrepreneurship Unit <a href="http://www.teipir.gr/mke/">http://www.teipir.gr/mke/</a>  European Programmes and International Relations Office, <a href="http://euoffice.teipir.gr/">http://euoffice.teipir.gr/</a>  T.E.I. Piraeus Alumni Association <a href="http://gdias.teipir.gr/alumni">http://gdias.teipir.gr/alumni</a>
TECHNOLOGICAL EDUCATION INSTITUTE OF CENTRAL MACEDONIA	<a href="http://www.teiser.gr/">http://www.teiser.gr/</a>	CAREER OFFICE  <a href="http://diasyndesi.teicm.gr/">http://diasyndesi.teicm.gr/</a>
SCHOOL OF PEDAGOGICAL & TECHNOLOGICAL EDUCATION <a href="http://www.aspete.gr/">http://www.aspete.gr/</a>	<a href="http://web.aspete.gr/aspete/index.php">http://web.aspete.gr/aspete/index.php</a>	CAREER OFFICE  <a href="http://dasta.aspete.gr/Career/default.aspx">http://dasta.aspete.gr/Career/default.aspx</a>

## 5.2 TECHNOLOGICAL EDUCATION INSTITUTE OF PIRAEUS

Established by a special law in 1976, merging two faculties, Anastasiadis Faculty founded in 1947 and Sivitanidios Faculty founded in 1957, the KATEE of Piraeus was founded. T.E.I. of Piraeus was established under the terms of Law 1404/83 in 1983. It is a Technological Education Institute maintaining a high standard of teaching supported with applied research in chosen areas. T.E.I. of Piraeus maintains permanent links with other national and foreign educational and research institutions aiming at continuous improvement of the education it offers to



its students. On the other hand T.E.I. of Piraeus participates in numerous cooperative programs of the European Union so as to encourage international cooperation and improve knowledge diffusion. Technological Education Institute of Piraeus (T.E.I.) of Piraeus (Tel: +30 210 5381100, Fax: +30 2105450962, Web site: <http://www.teipir.gr>) is one of the oldest T.E.I.s in Greece, with a long tradition of involvement in the country's educational life. It Students wishing to enter TEI must first successfully take the *Panhellenic* examinations, a legal requirement, and once students have joined, full attendance is compulsory. As part of its courses, T.E.I. of Piraeus offers both theoretical and practical education to help students use their scientific, technological and artistic knowledge and skills. Courses at each of T.E.I.'s departments last eight semesters, including the six-month practical work. To graduate, students need to complete successfully the courses offered by their department, write a dissertation and complete a six-month period of work placement. T.E.I of Piraeus's headquarters are in Western Attica in the Municipality of Aegaleo, alongside P. Ralli and Thivon Street. Its buildings are located in the heart of the ancient grove of Athens, near the Platonic Academy, where philosophers used to teach in ancient times. Its facilities, with additions and improvements form a comprehensive and contemporary academic environment of high standards. The buildings of T.E.I. Piraeus are covering an area of 100.000sqm. The Laws 2916/2001, 3549/2007, 4009/2011 and 4076/2012 have integrated the current operating frame as a Higher Education Institute, providing high level technological education while elaborating applied research programs at the specific professions. The training provided includes undergraduate and postgraduate studies on subjects with technological and economic content. T.E.I. Piraeus maintains permanent collaborations with other institutions and research institutes in Greece and abroad and participates in EU programs to strengthen international cooperation, to continuously improve the level of education and promotion of science.

T.E.I. Piraeus offers a wide variety of postgraduate programs, highly estimated and recognized by the Labour Market. The Technological Education Institute of Piraeus is one of the fourteen independent and self-governed T.E.I. which constitute the technological sector of the national system of higher education in Greece. T.E.I.s are distinguished from traditional universities in Greece by their technological orientation of their curriculum. T.E.I. of Piraeus offers more than 25 different degree –awarding-programs across the entire spectrum of learning, from arts and social sciences to applied sciences and engineering. The institute is built on its own campus of approximately 100.000m<sup>2</sup> in the middle of an olive grove that includes some of the very same olive trees that used to shade Plato's Academy situated then nearby. It is close to the picturesque and famous port of Piraeus and within the metropolitan area of greater Athens. Regular bus service is provided by the metropolitan transportation system connecting the institute directly with downtown Athens and Piraeus as well as with the rest of Attica through easy connections. Regular bus service connect the institute with Egaleo METRO station 2km of distance. The postgraduate programs at the T.E.I. of Piraeus enjoy the Administration's special attention and with the support of the staff of the collaborating institutions have been well accepted by the market. T.E.I. of Piraeus welcomes international students and promise's an up to date training in the best tradition of Greek hospitality. As already mentioned the operation of the Institute is based on the Greek laws 4009/2011, 4076/2012, 3549/2007, 2916/2001. The degrees offered are recognized by the Greek state and EU and are fully evaluated. The studies in the Departments of TEI of Piraeus for the first level degrees are lasting four years typically and are equivalent to 240 ECTS, according to the Bologna Process Guidelines. After graduation, the new scientists may continue their studies in the second level (MSc) programs that last one to two years

weighted 90-120 ECTS. Then, a third level course is possible for PhD studies in collaboration with several Universities in Greece or in European region. Nine (9) Departments exist in TEI of Piraeus, grouped in two schools. In the Engineering School there are the following departments:

1. Automation Engineering Department, 2. Civil Engineering Department, 3. Computer Systems Engineering Department, 4. Electrical Engineering Department, 5. Electronic Engineering Department, 6. Mechanical Engineering Department, 7. Textile Engineering Department,

In the School of Business and Economics there are the following Departments:

1. Accounting and Finance Department, 2. Business and Administration Department

TEI of Piraeus had been may awarded a DS label for the system of Higher Education alignment procedures.

There are also sixteen (17) Postgraduate Programs at the second level (Master). Some of them are autonomous and are governed by the TEI of Piraeus rules. There are also programs that are organized in collaboration with several Universities in the European area and the United States.

- Accounting and Finance, Master in Business Administration, Public Economics and Policy, International Business Management, Health Services Administration, Science of decisions with information systems, Energy Systems Management and Optimization, Information & Communication Technologies in Education, Networking & Data Communications, Applied Information Systems, Management in construction, Applied Policies and Techniques of Environmental Protection, Educational Technology & Human Resources Development, Advanced Industrial & Manufacturing Systems, Master of Science in Energy, Interactive & Industrial Product & System Design, Seismic & Energy Upgrade Construction & Sustainable Development

Each year approximately 1500-2000 new students are enrolled in TEI of Piraeus and the total number of the active full time students is approximately 12.000 while, along with the inactive part time students, the total number reaches 25.000. The permanent Academic Staff is encountered to 160 Professors. The teaching staff is enriched with approximately 300 part time professors. The academic operation is supported by 160 permanent members of the administration staff and 20 permanent members of the technical staff. These operations are also supported by approximately 30 additional persons that are engaged in several R & D programs. There are approximately 25 Laboratories in Engineering Scholl and 10 Laboratories in the School of Business and Economics that support the teaching and research and development activities. They are engaged in several research and development programs that are funded by the Greek Government and European Union. T.E.I. of Piraeus being the second largest Technological Institute of Education in Greece, with 2 Faculties: Faculty of Applied Sciences and Faculty of Management and Finance-, 9 Departments and more than 25.000 students enrolled, running 17 fully accredited post-graduate programs, in various academic fields, in cooperation with other universities from Greece, and abroad maintains permanent links with other and foreign educational and research institutions and participates in numerous programs of the European Union, while encourages international cooperation and improvement of knowledge diffusion. The Technological Education Institute of Piraeus as an autonomous State Institution of Higher Education, is mainly supported by the state funds and the Research Consultancy budget. This account is handling allocations for research and education as well as allocations such as E.P.E.A.E.K., NSRF which are derived from several different sources and are destined for the cover of expenses that are essentials rot the needs of research, education, training, development of projects as well as continuous training. It is in fact that, with the new



philosophy of international education, all foundations of third degree education are charged with a new social cost through their active participation in economy. Applied technological research is constantly creating closer relations with production units. Having all of the above in mind, it is therefore natural that this Special Account is constantly upgraded, since it consists the way through which this connection is materialized. There is a **Technological Research Center**, within the bounds of approach of T.E.I. with the Production Units, that functions with the purpose of elaborating researches and studies about its area of responsibility. There is also a **Vocational Training Centre** located at the centre of Athens, which offers training programs to university and High School graduates. Each Academic Year starts on the 1<sup>st</sup> of September and ends on the 5<sup>th</sup> of July of the following year. It includes two semesters (winter and spring semester) of 15 weeks each. After the end of course delivering in each semester, two sequential examination periods are programmed (of usually 15 days length). **Main University Regulations (notability recognition procedures):** According to the Regulation of Studies, published in the Gov. Gar. 816\21-5-1999, the modules delivered are distinguished into three categories: Compulsory Modules, Mandatory Elective, Optional Modules. The total number of modules for each student is forty (40) that are weighted (240 ECTS credits). Each module may include theory, labs, tutorials, seminars and special projects. Some of the modules are characterized as prerequisite for other modules that are characterized as dependant. Exams: Depending on the way that each module is being instructed, there are examinations for the Labs (which take place during the semester), writing of essays as well as final examinations at the end of each semester, which take place in two successive periods. Placement: The six month placement is obtained when the student has successfully attended 2/3 of the obligatory courses and all specialization modules. The aim of the placement is the consolidation and application of all the knowledge that has been gained during the studies. It can take place in public or private companies as well as educational centers and enterprises of European Union Countries, within the boundaries of European Programs. A certain fee is given to the students under placement. Dissertation: The dissertation is elaborated under the supervision of the educational staff on subjects related with the topic of studies, and must be orally presented to a three member committee, publicly, one of the members being the supervisor of the student. **ECTS institutional co-coordinator** is the Deputy President\ Academic Affairs. Examination and Assessment Regulations: According to the Institution's studies regulation, grading is in a scale from zero to ten and grade distribution is as follows: 8,5-10: Excellent, 7,0-8,4: Very Good, 5,0-6,9: Good, 4,0-4,9: Insufficient, 0-3,9: Fail. Successful completion of a course requires a grade of at least 5.0. General Information for Students: **Cost of living** for students is minimum because of the low prices of the service in TEI Piraeus and the rent allowance that is provided to the students with financial difficulties. Additionally, there are no tuition fees and the studies are free of charge. The books and notes are also free of charge. For some of the students scholarships are given from the National Foundation of Scholarships, having as a criterion their study record and their financial situation. Scholarships are also likely to be given to students that are continuing their studies in a Post Graduate level either in Greece or abroad. Identity Cards are also supplied to students after their subscription, every year, from the secretariat which offers them a reduced price in all means of transportation (bus, trolleys, metro, trains, ships, airplanes) in Greece and abroad (trains and airplanes). **Accommodation:** Student with financial difficulties as well as those that come from families with many children are hosted in hotel rooms with which TEI has accomplished an agreement, otherwise a rent allowance is provided to those students. **Meals:** Students that are entitled to a meal card are provided with free breakfast, lunch and dinner in the restaurant of the Faculty which is located on the ground floor of Building A of T.E.I. The rest of the students can eat at the same

restaurant paying a symbolic amount of money. T.E.I has a restaurant that can feed around 600 people; it employs 20 persons. There are also 4 cafeterias in the faculty.

**Medical Facilities:** Provided that students are not insured in any other service, they are entitled in full Medicare and hospitalization. The personal health booklet that is provided to students ensures that they free of charge medical examination, dental work, orthopedic equipment, pregnancy allowance and physiotherapy. A doctor and a nurse are employed by the Department on a regular basis for medical advice and confrontation of extraordinary incidents.

**Financial Support for Students:** Under certain circumstances, students with financial problems can obtain an interest free loan which should be paid after the termination of studies in monthly installments.

**Student Affairs Office:** Each student is allocated to a member of permanent staff, who consults/mentors him in every case. In special cases psychological support may be provided by special stuff. According to the Presidential Provisions 483/84, working students are facilitated in their studies as well as their exams. A fourteen days student leave is given to them as well as reduced working hours. Students with special qualifications can be employed with a part time job in several different programs of T.E.I and in particular services of the foundation.

**Study Facilities:**

Photocopy Center: There is a special division in the institute and each department for free printing of notes that are distributed to students.

Sport Facilities: In our effort to provide a complete athletic program, T.E.I. of Piraeus offers basketball, volleyball, tennis and football courts as well as table tennis with programs for all the above sports and under the attention of special gymnasts. It also organizes special tournaments and contests in different kinds of sports and participates in matches with other universities, in the Pan-Hellenic games of all Greek Universities, in European as well as World Organizations and in games for charitable purposes.

Library: Students have the ability to use the lending library of T.E.I, which numbers 16.000 book titles (27.000 volumes), 160 magazines and dissertations. Working hours of the library: Monday to Friday 9.00pm-19.00am.

Digital Library: The digital library gives the students the opportunity to gain access to books, magazines and bibliographic data as well as to all kinds of digital information and knowledge that is available in libraries of other Educational and Research Institutions (National and International). Furthermore, free internet access is available as well as the use of digital material in the form of CD-ROMs.

Public Relation and Information Office: The activities of this office cover the development of Public Relations of T.E.I, the access of T.E.I's activities domestically and internationally, the achievement and signing of agreements with foreign Foundations, the organization of lectures, ceremonies and cultural events, the exchange relations with foreign Educational Foundations and the welcoming as well as stay of foreigner scientists.

Computer Facilities: All students have access in computer labs, where they are taught the relevant courses and have the opportunity to use a computer for the needs of their studies as well as the writing of essays.

**International Programs:** Through European Union and International Relation Office, T.E.I participates in many programs such as SOCRATES/ERASMUS, TEMPUS PHARE, TEMPUS TACIS, ADAPT, JEAN MONNET, LEONARDO DA VINCI etc. Students are encouraged to participate in such programs in order to gain special knowledge and experience.

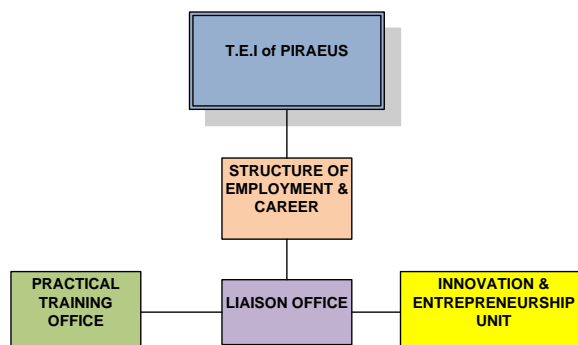
**Language Center:** Students have the opportunity to improve their knowledge in foreign languages such as English, French, Italian and German. On the other hand foreign students can improve their knowledge and use of Greek language. For this purpose our language center has two labs of 30 students each, equipped with computers and optical-acoustic systems.

**Students Union:** All students of the School of Engineering belong to the Union of the above School which is administrated by a 9 persons committee that is elected every spring semester by the students of T.E.I. A special compartment of the student union is engaged in the everyday needs of the students, such as catering, accommodation, etc.

**Structure of Employment and Career** will be analyzed below.

### 5.3 STRUCTURE OF EMPLOYMENT AND CAREER TEI PIRAEUS

The Structure Employment and Career (SEC) was established by the Council Decision of TEI with the Act 20/26.05.2009. It coordinates, the planning and programming of the separate structures that compose the institutional Structure Employment and Career (SEC): Liaison Office, Practical Training Office, Unit of Innovation and Entrepreneurship, Counseling and Psychological Support Center. The objectives of the Structure are the exploitation of scale economies, optimized coordination and management, the widening and strengthening of networking with other institutions, the labor market and the Practical Training /Employment/Innovation/Entrepreneurship promotion accredited bodies. This structure is a coalescence action, transformation and rationalization of structures of Technological Education Institutions regarding the above mentioned issues and the liaison between education and the labor market. The role of SEC is to capture the vision, to develop the strategy of each institution for its connection to the labor market and to ensure the development of a sustainable and coordinated approach to individual structures and policies of the Foundation in this field. SEC recommends to the competent bodies of the Institute and implements its decisions, always in collaboration with other involved departments of the institution. SEC's activities are directed to undergraduate and postgraduate students/graduates. The main objective is to offer the students, in an organized manner, the opportunity to experience the environment of their future career and at the same time gain knowledge and skills that will allow them to claim the best terms with their place in the professional arena. All component individual transactions are under the SEC's coordination, but still each of them has also its own administrative organization and operation in accordance with the chart of the Technological Educational Institute of Piraeus and legislation:



#### 5.3.1 Liaison Office TEI Piraeus

The **Liaison Office of T.E.I. of Piraeus** was set up as part of the Institute's efforts to provide support where needed and to reach out to a greater number of contacts, thereby allowing the T.E.I. to become a permanent link between the educational community and the forces of production. In 1993, a Career Office was established in TEI Piraeus with Scientific Director professor Dr Solon Antoniou (1993-2010). The office came into operation during the period covered by the 2<sup>nd</sup> Community Support Framework (Hellenic Ministry of National Education and Religious Affairs - Operational Programme for Education and Initial Vocational Training "O.P. Education"). In 1997 it was incorporated into the 2<sup>nd</sup> C.S.F., renamed to Liaison Office and started participating in the Horizontal Action of Greek T.E.I.'s Liaison Offices. In 2001 it was incorporated into the 3<sup>rd</sup> C.S.F. & in the formal organizational structure of T.E.I. In 2010 was the initiation of the operation of S.E.C. (Structure of

Employment and Career) with (total budget:2.647.897,00 €) till 2014, with Institutional Scientific Director Dr Antonis Antoniou (2009-2013) and Dr Dimitris Tseles (2013-.....). In 2007 Liaison Office becomes a member of the EUE-NET (European Universities Enterprises Network) while in 2010 becomes a member of the CDO-NET (European Career Development Offices Network). From 1993 till 2014 LO completed 21 years of successful operation with total funding 1.683.572,81€.

### **5.3.2 Practical Training Office TEI Piraeus**

**Practical Training Office:** The six month placement is obligatory for TEI Piraeus and is obtained when the student has successfully attended 2/3 of the obligatory courses and all specialization modules. The aim of the placement is the consolidation and application of all the knowledge that has been gained during the studies. It can take place in public or private companies as well as educational centers and enterprises of European Union Countries, within the boundaries of European Programs. A certain fee is given to the students under placement. Practice is an important part of the Institute regarding the contact between students and the Labour Market. It is a way of linking theory with practice. The practical training office is funded by EU and Greek Government and handles all the issues on internships from the finding of the placement to the quality assessment of the practical training etc.

### **5.3.3 Entrepreneurship and Innovation Unit TEI Piraeus**

**Innovation & Entrepreneurship Unit** was established as a separate unit along with SEC. However, before this, entrepreneurship services were offered both by Liaison Office and the Undergraduate Departments through Entrepreneurship courses. Activities include elearning entrepreneurship courses, Production of educational material for educational purposes, Visits to businesses and other organizations associated with the object of study of the students, Seminars for entrepreneurs and business executives, virtual enterprises and / or developing simulation exercises and website development both for information and for distribution of educational material, Development of case studies referring to specific existing companies or specific business issues, Development of business ideas and business plans, Prizes of Entrepreneurship, Creation of Figures mentoring within the contact between students & business executives and organizations, Networking (Includes participation in events and conferences of organizations implementing entrepreneurship programs, contact with alumni networks, with incubators of new businesses - technology parks, with new centers of entrepreneurs), Activities for the promotion and publicity of the program as conferences, workshops and display production and diffusion of printed promotional material.

### **5.3.4 Counseling and Psychological Support Center TEI Piraeus**

At the end of 2010 with the establishment of the Structure of employment and career- a **Counselling and Psychological Support Center**, modernly equipped, started to operate as a separate unit with specialised experienced staff, with ambitious plans, use of modern tools always in cooperation with the above mentioned Offices.

## **5.4 PRESENTATION OF LIAISON OFFICE TEI PIRAEUS**

The Liaison Office of T.E.I. Piraeus has been operating since 1993, aiming to offer:

- ✓ A source of up to date and accurate advice and information on a range of educational, career guidance and counseling issues.
- ✓ A meeting point between T.E.I. of Piraeus and the labour market.

- ✓ An opportunity to get in contact with public sector bodies, in general.
- ✓ A bidirectional node between the Academic Society and the production sector to create partnerships.
- ✓ A contact point between T.E.I. of Piraeus and other educational institutes throughout Greece and abroad.

The Liaison Office has been an important part of the organizational structure of T.E.I. of Piraeus since 2001. It belongs administratively at the Institute's Direction of Studies Co-ordination and Student Care and specifically at the department of Studies, Practical Training and Career. With the continuation of the funding in the frames of NSRF (National Strategic Reference Framework) and the operational programme for education and life -long learning, co-financed by Greece and European Union, Liaison Office is incorporated in the Structure of Employment and Career which is established and is active since 2007. Liaison Office is part of organizationally to Structure of Employment and Career (S.E.C.) of T.E.I. Piraeus.

### ***To achieve its goals the Liaison Office:***

- Publishes information material.
- Organizes workshops, special events and exhibitions.
- Keeps its libraries well stocked with a wide range of information, both in printed form and online.
- Maintains confidential databases with details of companies, graduates, students etc.,
- Conducts Graduate Career Path Monitoring Research, Labour Market Studies, Job Profiles Guides Studies etc.
- Offers counseling on personal and career issues and performs individual and group consultative seminars.
- Has its own dedicated website, blog, e-magazine, Facebook profile, Twitter, Linked In and Youtube accounts, which are regularly updated.
- Participates in third party activities,
- Coordinates and supports activities of T.E.I. Piraeus Alumni Association (T.P.A.A.).
- Develops information guides: Career Management Guide in Greece and Abroad, Post Graduate Studies & Scholarships Guide in Greece and Abroad, etc.
- Enables the use of computers with free internet access and also provides a reading room.
- Provides psychometric evaluation tests for free.
- Brings together students and alumni with potential employers for job vacancies respectively in Greece and abroad.
- Supports activities that help secondary-level students to make vital career decisions and to take advantage of the specialized services offered by the Institute, in regard to its current departments.
- Develops collaborative networks at local, national and international level with the productive and social agencies.
- Gathers information about agreement or joint projects, I & D research projects.
- Assists in matters of Entrepreneurship.
- Participates in the coordinating, institutional and advisory committee of Structure of employment and career.
- Participates in European University Enterprises Network & Career Development Offices Network.
- Maintains project committee consisting of representatives from all departments aiming to bidirectional information between Academic Society and Liaison Office, on common interest issues.
- Last but not least, Liaison Office, in order to ensure the quality of its services, has established and applies a quality management system for Counselling and Advising Services to Educational and Employment Issues according to DIN EN ISO 9001:2008.



***The Liaison Office provides you information on:***

- ✓ Postgraduate studies in Greece and abroad,
- ✓ Scholarships and endowments,
- ✓ The classification of Higher Education Graduates,
- ✓ Professional Rights & Employment Fields for T.E.I. Piraeus Departments,
- ✓ Jobs in Greece and abroad,
- ✓ Enterprises and Organizations Profiles,
- ✓ Résumé writing, cover letter, self-descriptive report and presentation to interview selection either for work, postgraduate study program or scholarship,
- ✓ The existing legislation, employment programs, funding for individuals special categories,
- ✓ Training and retraining,
- ✓ Seminars, workshops, events and conferences,
- ✓ Agreement or joint projects, I & D research projects,
- ✓ Entrepreneurship issues.

***Services provided by the Liaison Office can be used by:***

- **Students** (undergraduate & postgraduate) of T.E.I. Piraeus but also of all Higher Education, seeking opportunities & prospects to continue their studies, to get into the labour market or express interest in a part-time or volunteer work.
- **Seniors** of T.E.I. Piraeus and of all other Greek T.E.I.s, with common specializations, looking for a temporary job.
- **Graduates** of T.E.I. Piraeus and of all other Greek T.E.I.s, with common specializations who seek a workplace as well as information on postgraduate studies, seminars, professional rights, etc.
- **Companies-Organizations** which are looking for specialised staff to fill job vacancies and seeking to develop co-operation with the Institute.
- **Members of the T.E.I. of Piraeus** Academic and Administrative Community, who need support organizing various events.
- **Greek and foreign Educational Institutes** interested in developing collaborations with the T.E.I. of Piraeus.
- **KE.SY.P (Advisory and Orientation Centres) and GRA.S.E.P. (Advisory and Professional Orientation Offices) – Secondary – level students** who require information concerning T.E.I.'s departments and career opportunities for graduates of these departments.

***How can someone use Liaison Office's services?***

One can visit the Liaison Office S.E.C. T.E.I. of Piraeus (A014) everyday from 07:30 until 17:00pm and use its services, libraries, computer facilities or just pick up some information from the notice boards. It's easy to use our services and completely free of charge. One should ask to complete the specific registration form so that his details can be included at the Liaison Office's databases. This will help him take full advantage of our Employment and Educational Information and Advisory Services.

**Specifically:** If someone is a senior / graduate looking for part time or full time job in Greece or abroad, wanting educational information, needing to take advantage of the Counseling Service, wanting to subscribe to T.E.I. Piraeus Alumni Association (T.P. A.A.) then he should fill in the "D 4.3.2 Inventory Card/Census Form". While if someone is an employer looking for undergraduates / graduates to fill vacant permanent / fixed term / part time / seasonal jobs he should fill in the "D 4.3.1 Notification Form of Available Job or Practical Training Offers".

***Liaison Office S.E.C. T.E.I. of Piraeus has the following permanent staff:***

-Prof Pantelis Malatestas, Scientific Director of Liaison Office and Head of the Electrical Engineering Department of T.E.I. Piraeus, [pmal@teipir.gr](mailto:pmal@teipir.gr)

- Maria Kaltsogianni, Msc Mechanical Engineer, Coordinator, Education Advisor, Publicity & Information Dissemination and Quality Assurance Manager of Liaison Office S.E.C. T.E.I. Piraeus, [dy@gdias.teipir.gr](mailto:dy@gdias.teipir.gr) & [edu@gdias.teipir.gr](mailto:edu@gdias.teipir.gr)
- Chris Tsitsis, Mechanical Engineer, Assistant Coordinator, Quality Labour market Monitoring Manager of Liaison Office S.E.C. T.E.I. Piraeus, [dy@gdias.teipir.gr](mailto:dy@gdias.teipir.gr)
- Eugenia Moulou, Automation Engineer, Employment Advisor & Secretariat of Liaison Office S.E.C. T.E.I. Piraeus [secre@gdias.teipir.gr](mailto:secre@gdias.teipir.gr) & [ergasia@gdias.teipir.gr](mailto:ergasia@gdias.teipir.gr)
- Alexandros Alatsatianos, Msc Electronics Communication Engineer, E-magazine administrator of Liaison Office SEC T.E.I. Piraeus, [emagazine@gdias.teipir.gr](mailto:emagazine@gdias.teipir.gr)
- Nasos Stergiopoulos, Msc Automation Engineer, Information Technology Manager & Technical Support of Liaison Office S.E.C. T.E.I. Piraeus, [administrator@gdias.teipir.gr](mailto:administrator@gdias.teipir.gr)
- Nicholas Alexiou, Psychologist, Career Counsellor of Structure of Employment and career (S.E.C.), [counsellor@gdias.teipir.gr](mailto:counsellor@gdias.teipir.gr) & [counseling@teipir.gr](mailto:counseling@teipir.gr)

#### **5.4.1 Mission**

It is the job of the Liaison Office at the T.E.I. of Piraeus to provide top quality services, both to the educational community and to public and private sector companies, organisations, local authorities and collective bodies. By providing such services, the T.E.I. of Piraeus aims to:

- Contribute to the training, specialisation and professional placement of graduands and graduates of the Institute.
- Help businesses find the specialised staff they need.
- Keep the Institute informed of the needs and demands of production and to participate in activities related to the adaptation of Study Programmes.
- Co-operate with similar offices in A.E.Is and T.E.Is throughout Greece and abroad.

A fundamental principle and commitment of the Liaison Office at the T.E.I. of Piraeus, and, indeed the guiding philosophy of each member of its staff, is to provide all interested parties with services that meet their requirements fully, that comply with regulatory demands and that meet the quality standards that the Liaison Office insists on.

#### **To guarantee quality, the management of the Liaison Office at the T.E.I. of PIRAEUS**

- Has introduced a quality assurance system which complies with ISO 9001:2008. This has been applied to all aspects of the Office's work and to all the activities it is involved in which affect the quality of service it offers and the assistance it provides to students and other interested parties.
- Continually reviews and improves its services wherever possible to maximize the effectiveness of its procedures and, by extension, of its Quality Assurance System as a whole.
- Has established measurable objective targets for quality in the Office, T.E.I. Departments, procedures and services. Efforts to achieve these targets are regularly appraised by the Senior Management of the Liaison Office of the T.E.I. of Piraeus as part of the Quality Assurance review process.
- Strives to ensure the necessary resources are available to enable each section of the Office to operate freely, effectively and efficiently.
- Invests in ongoing training and education to keep its staff abreast of contemporary developments and to promote the concept of Quality throughout all the office's activities. Monitors, measures and appraises all the vital parameters and procedures to ensure it achieves its targets.



By adopting the principle of ongoing improvement, the Liaison Office of the T.E.I. of Piraeus recognizes and rewards team work and individual effort, makes an investment in people and shows its respect for students and other interested parties.

#### **5.4.2 Program Components**

In the current NSRF, Liaison Office has the following content:

<b>W.P.1: OPERATION AND MANAGEMENT</b>
<b>W.P.2: PUBLICITY and DIFFUSION of INFORMATION</b>
<b>W.P.3: STUDIES-RESEARCHES</b>
<b>W.P.4: EMPLOYMENT SECTOR</b>
<b>W.P.5: EDUCATIONAL INFORMATION/ADVICE</b>
<b>W.P.6: COUNCELLING/MENTORING</b>

**Table 2: Content of the project**

The SUBSTANTIVE OBJECT ANALYSIS is presented below.

#### **WP1: OPERATION AND MANAGEMENT (1/9/2010 - 31/10/2015 )**

##### **1.1 Management of the Scientific Director**

##### **1.2 Internal Operation Sector**

##### **1.2.1 Staff's Education and Training**

##### **1.3 Development, Management, Maintenance Communication - Information Systems and Networks Sector**

##### **1.3.1 Extension, further development of the information system and Integration in the SEC's unite information system**

##### **1.3.2 Development of electronic services' system**

##### **1.4 Secretarial Support Sector**

##### **1.5 Data Collection and Processing Sector**

##### **1.5.1 Collection and recording of data for monitoring / evaluation**

##### **1.5.2 Monitoring the progress of students/graduates who benefited from the services**

##### **1.6 Quality Management Sector**

##### **1.6.1 Project Assessment Mechanism Creation**

**Management** (Monitoring the progress of the Project (substantive and financial)), aiming the successful completion, is implemented by the Scientific Director and the **Internal Operation Sector** through the Internal Operation Coordinator and the Deputy Internal Operation Coordinator under the coordination framework of SEC. A new innovative electronic document management system is applied so as to accelerate communication, improve working conditions and increase productivity.

**Development, Management, Maintenance Communication - Information Systems and Networks Sector** monitors and implements new technologies in LO, and assumes : a) Integration in the SEC's unite information system b) the development of an integrated information system to integrated information - communication system / network interaction between Liaison Office's beneficiaries and users in real time (interactive real time information networking system) and c) the improvement and further development of e- services system (e-servicenet). All data from the Liaison Office's operation are collected and encoded in Monitoring Indicators within the wider evaluation mechanisms which are developed continuously & updated by the Office. This includes the maintenance of the Quality Management System

according ISO 9001:2008 which we already have applied since 2007. The currently existing system has been expanded and an objective staff/ external partners appraisal system has been designed and is implemented on a regular basis.

A continuous monitoring mechanism has been developed for the beneficiary graduates aiming at the SEC's "regular Database feeding" and the contribution of the Office in developing intervention actions for disabled and socially vulnerable groups which will be implemented by the Institute's Counseling Center.

Liaison Office has developed training plan activities for its staff using also e-learning methods on specific topics such as innovative e-consultancy, life coaching-mentoring, and sign language. Besides Liaison Office makes the necessary trips so as to participate in national & international networks, knowledge transfer meetings, relevant conferences etc in order achieve its goals.

## **WP2: PUBLIC RELATIONS, PUBLICITY & DISSEMINATION OF INFORMATION (1/9/2010 - 31/10/2015)**

**2.1 Database & Site Upgrade, Enrichment and linkage to the SEC's unite information system**

**2.2 Printed and Electronic Informational Material Completion**

**2.2.1 Implementation of E-magazine**

**2.2.2 Reading Hall & Libraries development, update and enrichment**

**2.3 Events Organization and conduct**

**2.4 Liaison Office's promotion actions to the academic community**

**2.5 Partnerships and Promotion General Activities**

**2.5.1 Networking at International level**

**2.5.2 Connection to secondary education**

**2.5.3 Update stakeholders on the TEI Piraeus specialties, their graduates and their employment opportunities**

**2.5.4 Development of Mechanisms for the linking of alumni to the Institute**

The Liaison Office's printed and electronic information material is continuously updated and enriched (E-magazine, Career Guide in Greece & Abroad, Postgraduate & Scholarships Guide in Greece & Abroad, Job Profiles, Entrepreneurship Guides etc). The site is also continuously updated and enriched so as to meet the increased needs. The rich information material of the Liaison Office is available in hardcopies in the reading hall but also in digital archive. We continuously organize events to promote the institution of the Liaison Office and we further develop the network of collaborations with several Bodies, Chambers, Observatories, Businesses/Industries, Universities, Embassies, Ministries, Municipalities, other institutions and networks at national, European and international level. There have been developed binding activities with the Secondary Education and the Alumni Institute Association.

## **WP3: STUDIES-RESEARCH (1/9/2010 - 31/10/2015)**

**3.1 TEI Piraeus' Graduates Career Path Monitoring Research**

**3.2 Labour Market Research**

**3.3 Job Profiles Guides Updating**

The performance of the **TEI Piraeus' Graduates Career Path Monitoring Research** every three years as well as the **Labour Market Research** every three years aim to capture the Greek reality of the labor market, lifelong learning, disabled and vulnerable groups peculiarities. By improving the system of data collection, record keeping, processing and analysis LO aims to monitor the alumni career path and simultaneously create a useful tool for the development and further improvement actions at both the educational process and at the employment promotion especially in the current economic challenging environment. Regarding **Job Profiles Guides**, they are updated and published every three years for all **TEI Piraeus'** specialties, giving one more asset to our beneficiary users.

## **WP4: EMPLOYMENT (1/9/2010 - 31/10/2015)**

**4.1 Students/graduates support process from practical training/work placement finding, in Greece and abroad**

#### **4.1.1 Networking with other bodies of employment promotion**

#### **4.1.2 Online job search service**

#### **4.1.3 Actions counseling in employment**

The Employment Sector refers to the operation and development of the respective areas of LO. The Sector A) has developed a network of partnerships with institutions for the promotion of employment at national, European & international level, b) has organized and runs the information service for working in Greece and abroad, and c) currently uses a database and maintains a special blog for practical training/work places in Greece and abroad, but is also developing a modern "jobnet" (online registration service & students' / alumni's CVs search, new job vacancies from employers, innovative entrepreneurship ideas etc) and d) has already begun to systematize actions of mentoring (career mentoring).

### **WP5: EDUCATIONAL INFORMATION ( 1/9/2010 - 31/10/2015)**

#### **5.1 Education Counseling Sector**

##### **5.1.1 Information on undergraduate & postgraduate studies, scholarships, qualifying exams, training seminars**

##### **5.1.2 Vocational Guidance of students and graduates at secondary education level**

##### **5.1.3 Mentoring Actions on postgraduate studies issues**

The Education Counseling Sector regarding the operation and development of the respective areas has developed a network of partnerships with training organizations at national, European & international level (connecting to the network alumni.net), b) applies an electronic service "e-servicenet" on relevant issues, c) has developed further actions for collaboration with the Secondary Education and last but not least d) has systematized actions of mentoring (education mentoring).

### **WP6: COUNSELING (1/9/2010 - 31/10/2015)**

#### **6.1 Counseling Sector**

##### **6.1.1 Career Counseling & Professional Orientation**

##### **6.1.1.1 Mentoring Actions on career issues**

##### **6.2 Support Services Development for the Disabled or other vulnerable social groups**

##### **6.3 Supply and implementation of psychometric test tools for personal skills & self-awareness assessment**

The Liaison Office's Counseling Service works in partnership with the Counseling and Psychological Support Centre of our Institute and is supported by the internal/external mentors networks and several external partners. As part of the infrastructure we provide a) e-counseling system (on professional matters etc), b) implementation of mentoring activities targeting vulnerable social groups. c) use of development tools and personal skills self-assessment (psychometric tools), d) implementation of activities designed to support students / graduates-disabled or from vulnerable social groups-. Networking with Institutions worldwide, collection of information, recording of the above students / alumni and actions for the development of opportunities that facilitate the access of the disabled to information and services applied are also included.

However besides the above outputs Liaison Office has proposed expanding its activities developing new ones such as Assistance in finding suitable partners, Finding partners, Counseling in signing the agreements on intellectual property and cooperation agreements in the context of equity -funded programs, Providing legal advice and assistance for the registration of a research and cooperation agreements: Copyright, Trademark, Draft , Patents, Confidentiality Agreement for preliminary discussion exploitation investigation, Technology transfer agreements or technology to third parties, License Agreement, Cooperation Agreements, Surveys, Support in applying for patent, Investigate the existence of another patent, Decision on Greek or other patent, Assisting in the preparation of the patent application, Applying patent,

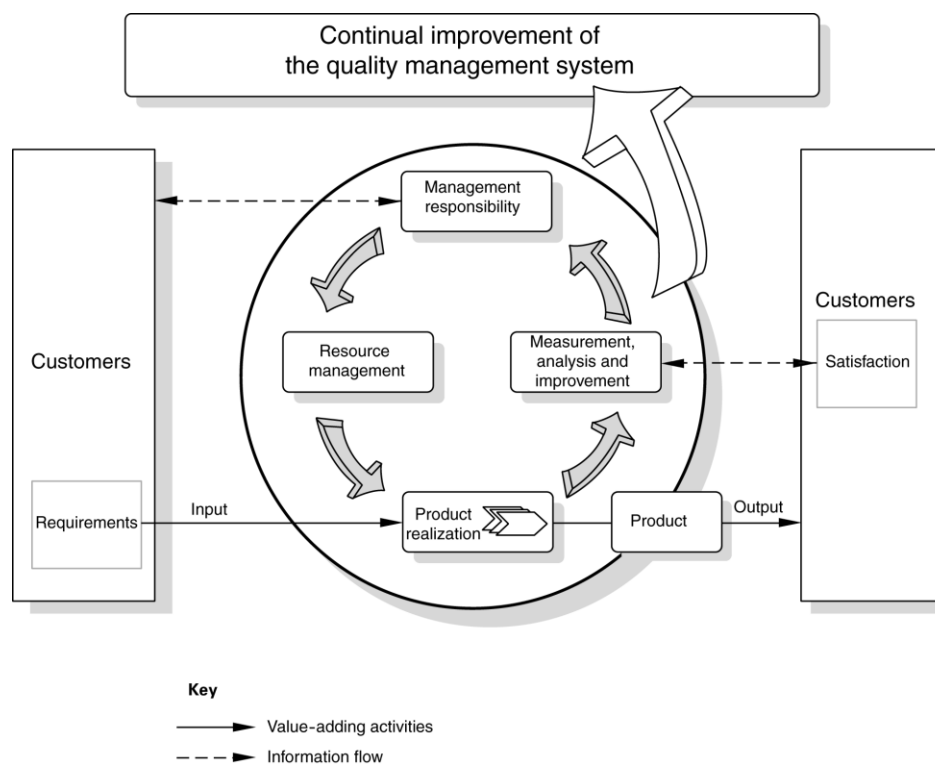
Find programs or other funding agencies for exploitation of research results, Financing of current programs, Funding from specific industrial or other entities) that are in contact and may be interested, Funding from Venture Capital, Funding bodies warmers, Find partners through participation in targeted Investment Forums. As soon as it gets the funding the above activities will operate through the Liaison Office by specialized personnel rather than being implemented professors individually or through other existing structures partially.

### **5.4.3 Quality Management System**

The main system for support and aid of the Liaison Office SEC T.E.I. of Piraeus is based on the continuous evaluation of the system using internal processes. Consequently, it provides continuous control and updating of the electronic systems used for the diffusion of information as well as the guarantee of unhindered follow-up of the project's requirements, based on the recording of internal needs from the Institution and the briefing with regard to the innovative processes that take place in other equivalent liaison offices. Several qualitative and quantitative indicators have been set to guarantee the evaluation process in addition to the statistics software used, which is based on 6-sigma and is going to contribute to the control of the system and the new information system that is under development. Weekly sessions have been established for the personnel of the liaison office to present and evaluate to the whole of the team all the processes, in order to solve any kind of problem that might arise, also daily cooperation takes place between the internal operation manager and the Scientific Director. Flow charts of the services, duties catalogue, job descriptions that the liaison office of SEC T.E.I. of Piraeus has developed, are evaluated regularly and are modified accordingly to achieve the best possible results for the liaison office. Additionally the evaluation of the liaison office is not only concerned with the Intermediary Report of Evaluation but also expands yearly to develop analytic reports of proceedings of travels / attending third party events / support and organize events as well as development of analytical process plans of all the parts of the office using monthly work sheets. Thus is ensured, the continuous feedback of the Scientific Director but also of all the participants and the stakeholders. Besides the internal evaluation, we have development external evaluation of the project with the entrusting of relative study to a responsible researcher. Objective of the external evaluation was the identification of possible interventions in the operation of the office for the optimization of processes and their effectiveness. The external evaluation was considered more objective and had the possibility of proposing corrective processes as much in the current system of evaluation as in the more general organization and operation of Liaison Office. All the above, constitute a most excellent source of information for the project, by referring specifications and results that have resulted in combination and the objectives that have been placed. Continuous evaluation includes using also the project indicators, as they have been recorded and defined in the Technical Bulletin of the Project. The operation but also the services offered from the liaison office were recorded and the necessary improvements took place so that the liaison office achieved the ISO 9001:2008 certification in June 2008 up to today, with annual audits, from the Accredited Institution of Certification TUV RHEINLAND. The certification of services ensures the continuous evaluation of our work and constitutes a step towards the guarantee of its viability.

<b>1 Scope</b> <b>1.1 General</b> <b>1.2 Application</b> <b>2 Normative references</b> <b>3 Terms and definitions</b> <b>4 Quality management system</b> <b>4.1 General requirements</b> <b>4.2 Documentation requirements</b> <b>5 Management responsibility</b> <b>5.1 Management commitment</b> <b>5.2 Customer focus</b> <b>5.3 Quality policy</b> <b>5.4 Planning</b> <b>5.5 Responsibility, authority and communication</b> <b>5.6 Management review</b>	<b>6 Resource management</b> <b>6.1 Provision of resources</b> <b>6.2 Human resources</b> <b>6.3 Infrastructure</b> <b>6.4 Work environment</b> <b>7 Product realization</b> <b>7.1 Planning of product realization</b> <b>7.2 Customer-related processes</b> <b>7.3 Design and development</b> <b>7.4 Purchasing</b> <b>7.5 Production and service provision</b> <b>7.6 Control of monitoring and measuring equipment</b> <b>8 Measurement, analysis and improvement</b> <b>8.1 General</b> <b>8.2 Monitoring and measurement</b> <b>8.3 Control of nonconforming product</b> <b>8.4 Analysis of data</b> <b>8.5 Improvement</b>
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**Table 3: Content of ISO 9001:2008**



**Figure 1: QMS**

In an attempt to secure the overall quality of the services offered to our beneficiaries, Liaison Office of T.E.I. of Piraeus has established and applies a QMS for Counseling and Advising Services to Educational, Employment and Practical Training Issues. Proof has been furnished that the requirements according to DIN EN ISO 9001:2008 are fulfilled. The Quality Manual has full description of all the standardized processes and procedures that are used by the liaison office of T.E.I. of Piraeus for all the services provided.

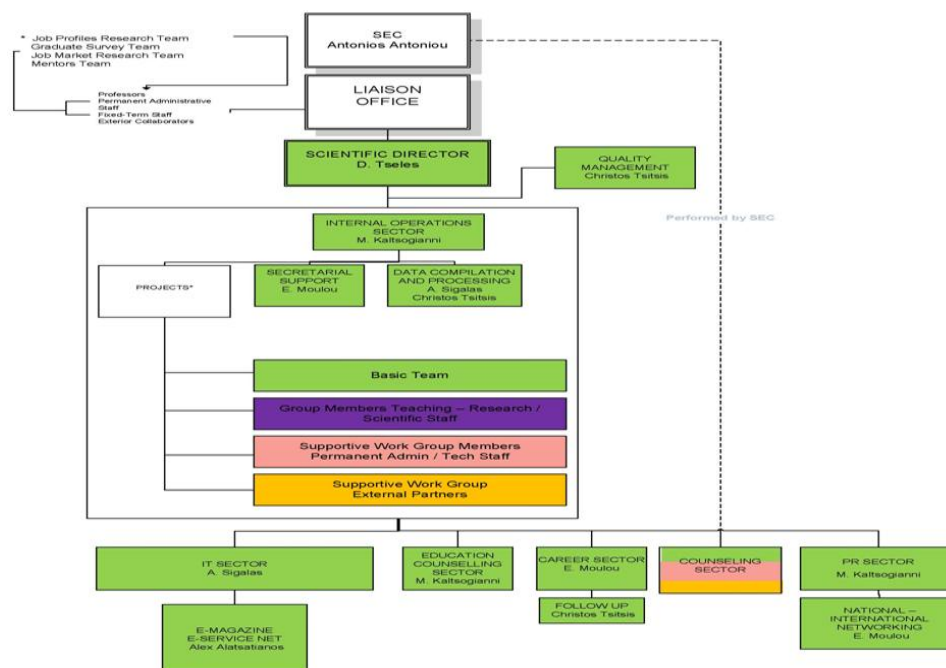
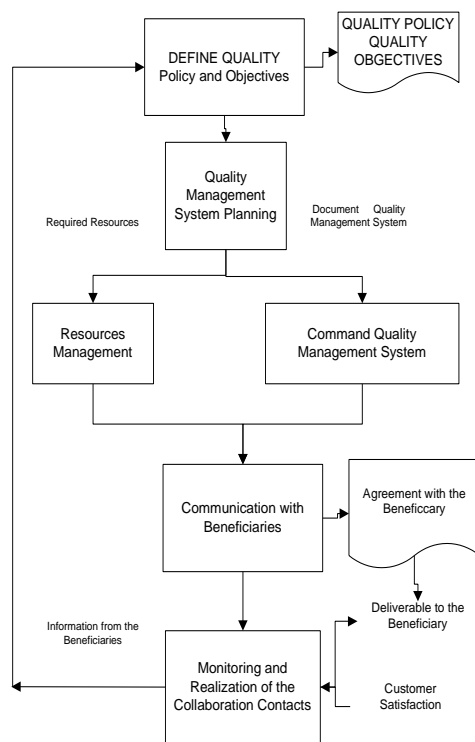
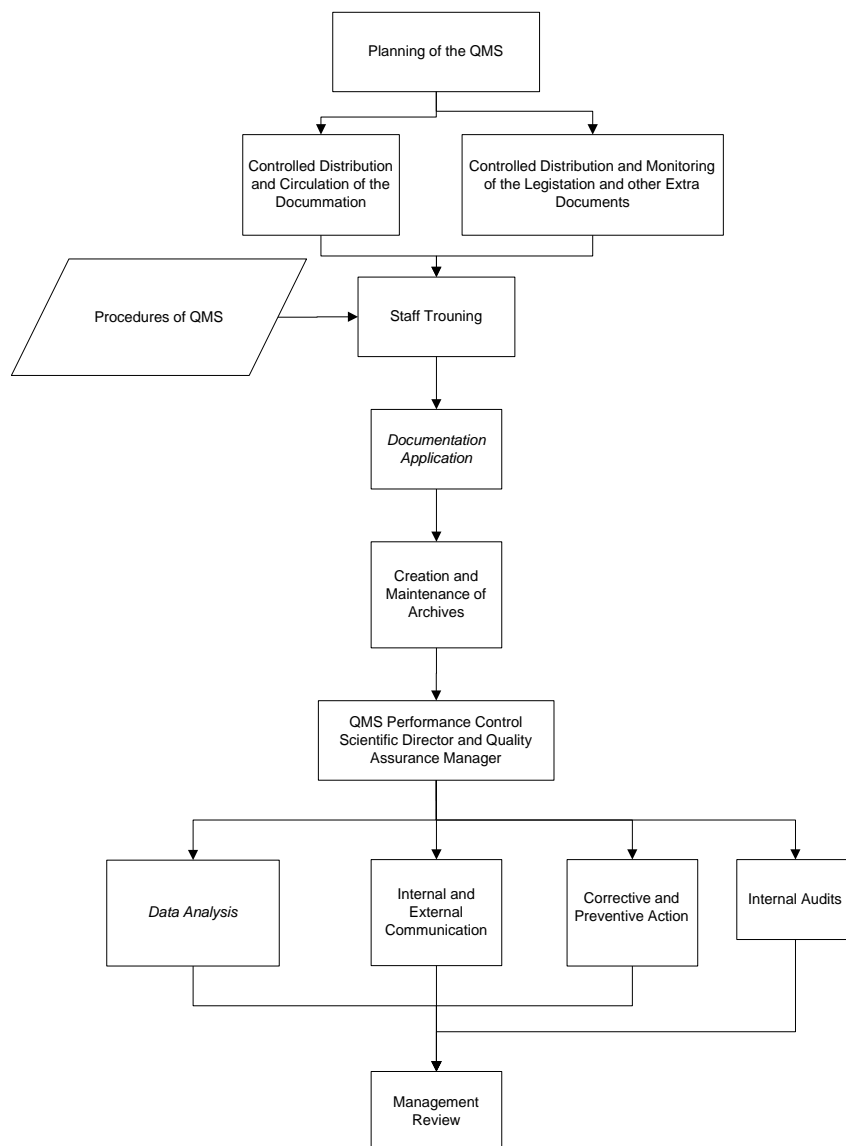


Figure 1: Organizational Chart

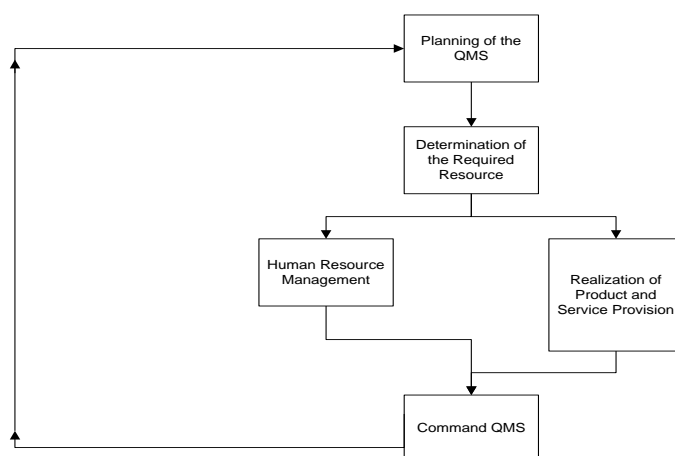


**Figure 2: Basic Processes**

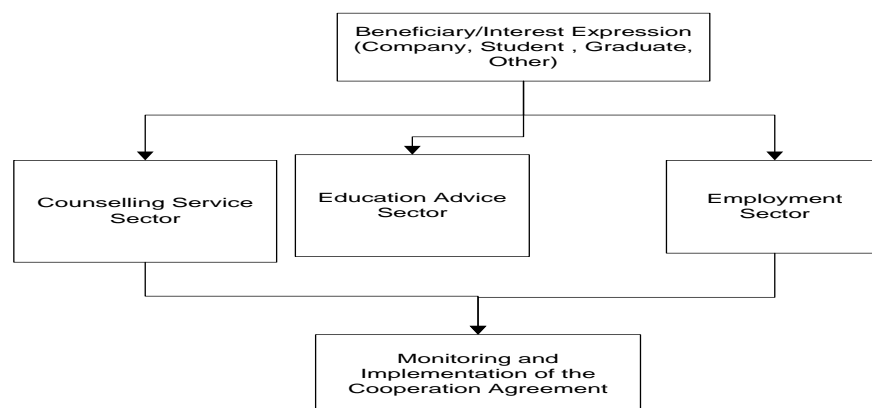




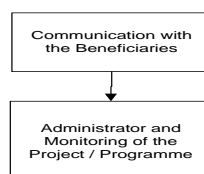
**Figure 2: Command of the Quality Management System**



**Figure 3: Resource Management**



**Figure 4: Communication with Beneficiaries**



**Figure 5: Monitoring and Implementation of the project**

<b>Serial Number A/A</b>	<b>Procedure Code</b>	<b>Procedures of the QMS</b>
1.	P 1	Development and Improvement
2.	P 2.1	Control of Documents and Records
3.	P 2.2	Corrective and Preventive Action
4.	P 2.3	Internal Audits
5.	P 3.1	Human Resource Management
6.	P 3.2	Products and Services Provision Process
7.	P 4.1	Counseling Service Sector
8.	P 4.2	Education Advice Sector
9.	P 4.3.1	Employment Sector (Companies)
10.	P 4.3.2	Employment Sector (Students , Graduates)
11.	P 4.4	Integrated Information System

Table 4: Quality Management System Procedures Catalog

<b>Serial Number A/A</b>	<b>Record Code</b>	<b>QMS Records/Documents</b>
1.	D 2.1.1	QMS Documents Catalog
2.	D 2.2.1	Problems and Complaints
3.	D 2.3.1	Audit Program
4.	D 2.3.2	Audit Report
5.	D 3.1.1	Personnel's Education
6.	D 3.1.2	Individual Evaluation Form
7.	D 3.1.3	Staff Evaluation Catalog
8.	D 3.1.4	Staff State Check in – Check out
9.	D 3.2.1	Suppliers Evaluation Catalog

10.	D 4.3.1	Notification Form of Available Job or Practical Training Offers
11.	D 4.3.2	Inventory Card/Census Form
12.	D 4.3.3	Companies Service Evaluation Questionnaire
13.	D 4.3.4	Students /Graduates Service Evaluation Questionnaire
14.	D 4.3.5	Loyalty card – Complaint

Table 5: List of Documented Records Required

a.	<u>Interim Evaluation Annual Report</u>
b.	<u>Annual action plan</u>
c.	<u>Technical Project Bulletin</u>
d.	<u>Monthly expenditure monitoring reports</u>
e.	<u>Operation Progress Monitoring Sheet</u>
f.	<u>Financial Forms</u>
g.	<u>Administrative Forms</u>
h.	<u>Application Forms</u>
i.	<u>Sworn Statements</u>
j.	<u>Project Plan</u>
k.	<u>Personnel's Duties Catalog</u>
l.	<u>Job Descriptions</u>
m.	<u>Plenary session proceedings</u>
n.	<u>Code of ethics</u>

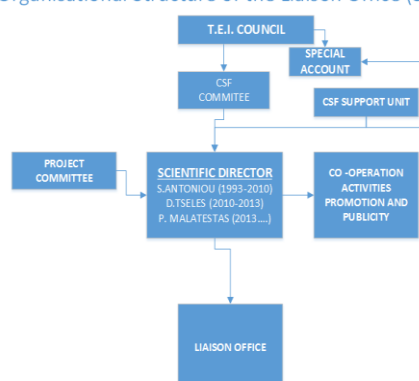
Table 6: Other record kept

#### 5.4.4 Organization

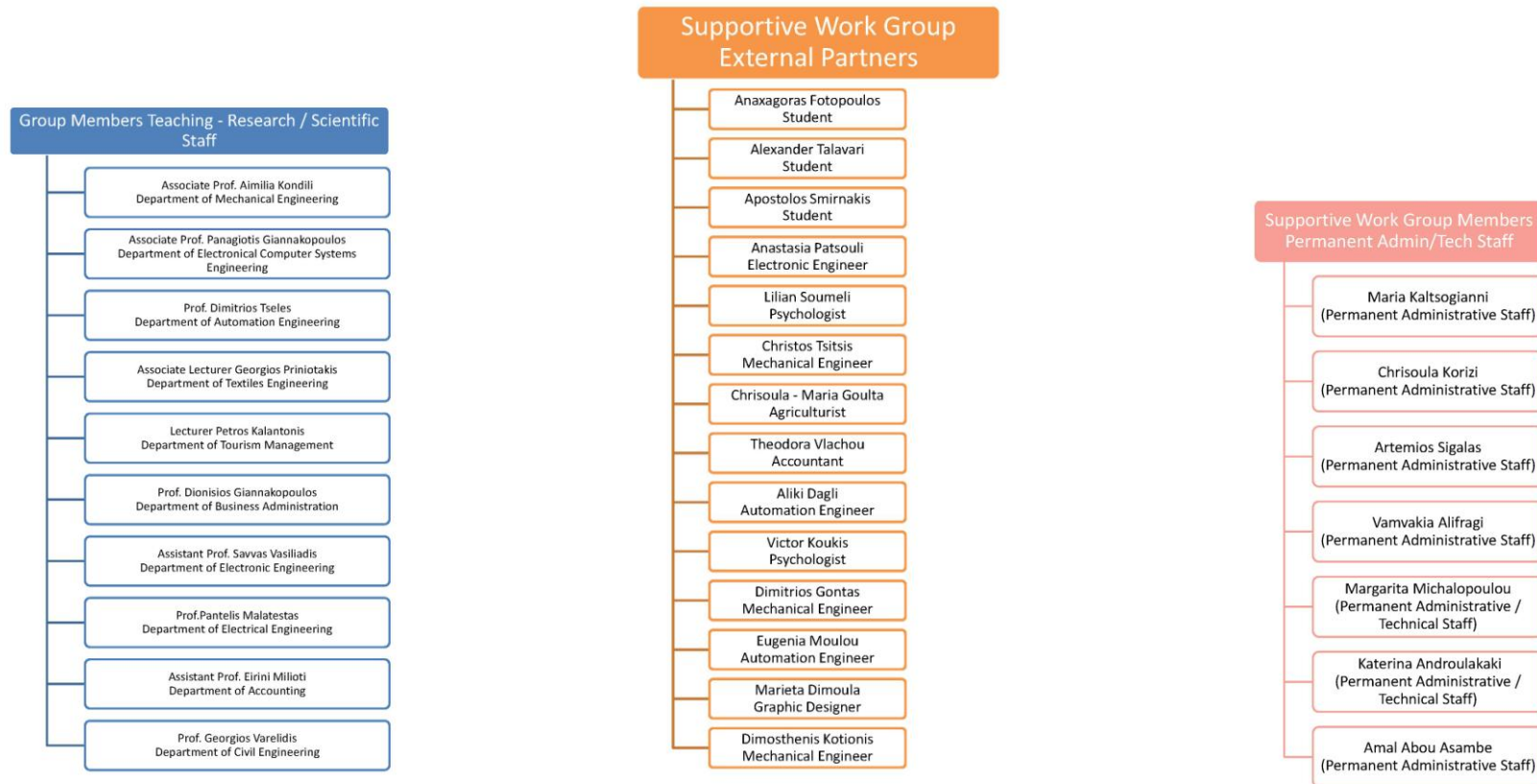
Nowadays, Liaison Office consists of four (4) teams:

- The Basic Team which constitutes from the Scientific Director and the staff:
- Group Members Teaching-Research Staff
- Supportive Work Group Members-Permanent Administrative & Technical Staff
- Supportive Work Group External Partners

Organisational Structure of the Liaison Office (Staff)







#### **5.4.5 Code of Practice and Ethics**

As soon as the T.E.I. of Piraeus Liaison Office came into existence, it began work on creating its [Codes of Practice and Ethics](#), which governs all the Office's dealings with and responsibilities towards the outside world. Staff of the Office has, from the very outset, observed certain operating principles. These principles, which are based on the staff's expertise and experience and on the guidance provided by the Scientific Directors, have subsequently shown themselves to be proper and appropriate and have, therefore been included in the attached Codes of Practice and Ethics. Drawing up the Codes was referred to the Project Committee, becoming one of the primary matters it dealt with at its meetings during the Academic Year 1998 - 1999. Thereafter, the Liaison Office also used the results of similar work by the Universities and T.E.I. Horizontal Action departments. By combining all the work done, and adapting it on the basis of its own experience, the Office created the Codes of Practice and Ethics. The Codes of Practice and Ethics is attached to all application forms given to those interested in working with the Liaison Office. This ensures that all those who use the services of the Office are aware of the Codes and accept its contents. The Code of Practice & Ethics was reformed and approved by the TEI Council, with the Action No.15/5.4.2000 – Item 2 in 2000 and with the Action No.30/26.7.2012 – Item 2 in 2012. The code of practice and ethics deals with matters such as: *GENERAL PRINCIPLES AND OBJECTIVES, LIAISON OFFICE SEC TEI PIRAEUS STAFF, PROJECT COMMITTEES, INSTITUTIONAL STEERING & ADVISORY SEC COMMITTEE, DATABASES - E-MAGAZINE WEBSITE - IN SOCIAL NETWORKING MEDIA, SERVICES USERS, EMPLOYERS' SPECIAL OBLIGATIONS AS SERVICE USERS, APPLICATION OF THE CODE OF PRACTICE & ETHICS.*

#### **5.4.6 Human Resources**

The Liaison Office is distinguished in the following sectors:

*SECTOR OF MANAGEMENT BY THE PERSON IN CHARGE OF THE PROJECT, SECTOR OF INTERNAL OPERATION, SECTOR OF GROWTH, MANAGEMENT, MAINTAINANCE OF COMMUNICATION - INFORMATIVE SYSTEMS AND NETWORKS, SECTOR OF SECRETARIAL SUPPORT, SECTOR OF COLLECTION AND TREATMENT OF ELEMENTS, SECTOR OF MANAGEMENT OF QUALITY AND FOLLOW-UP OF JOB MARKET, SECTOR ELECTRONIC PERIODICAL AND INFORMATIVE SYSTEM, SECTOR OF NETWORKING & PROMOTION IN NATIONAL AND INTERNATIONAL LEVEL, SECTOR OF PUBLICITY AND DIFFUSION OF INFORMATION, SECTOR OF STUDIES, SECTOR OF EMPLOYMENT, SECTOR OF EDUCATIONAL ADVISORY, COUNSELLING SERVICE.*

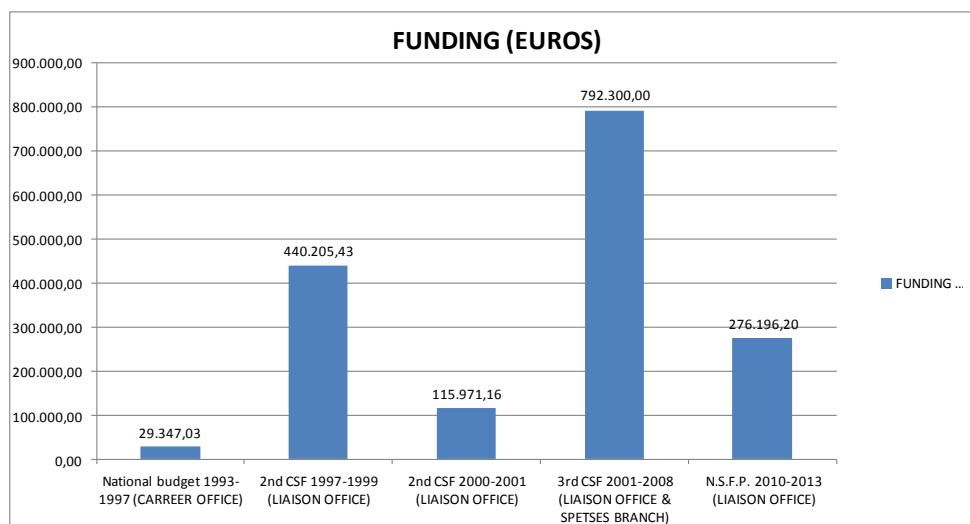
While respectively the human resources consist of the:

*PERSON IN CHARGE OF ACTION, PERSON IN CHARGE OF INTERNAL OPERATION, ASSISTANT PERSON IN CHARGE OF INTERNAL OPERATION PERSON IN CHARGE OF GROWTH, MANAGEMENT, MAINTAINANCE OF COMMUNICATION - INFORMATIVE SYSTEMS AND NETWORKS, SECRETARIAL SUPPORT, COLLECTION AND TREATMENT OF ELEMENTS, MANAGEMENT OF QUALITY AND FOLLOW-UP OF JOB MARKET, SUPPORT ELECTRONIC PERIODICAL AND INFORMATIVE SYSTEM, SUPPORT OF NETWORKING IN*



*NATIONAL AND INTERNATIONAL LEVEL OF ALSO ACTION OF PROJECTION, SUPPORT OF PUBLICITY AND DIFFUSION OF INFORMATION, COLLABORATORS FOR THE STUDIES, THE PUBLICITY AND DIFFUSION OF INFORMATION, THE MENTORING, PERSON IN CHARGE OF EMPLOYMENT SECTOR, PERSON IN CHARGE OF EDUCATIONAL ADVISORY SECTOR, PERSON IN CHARGE OF COUNSELLING SERVICE*

#### 5.4.7 Financial Resources



#### 5.4.8 Events

To help establish strong links between the Educational Community and the forces of Production, the LO of the TEI of Piraeus organises **Open Weeks, Careers Days, Forums, Innovation Festivals, Entrepreneurship Exposition, Seminars and Meetings, etc** covering topics that match the needs of those who attend. These events represent a permanent source of reliable information and also act as a channel for the promotion and dissemination of the work of the Office. Some of them are the following: "Innovation Festival 2014", "Liaison 2013:From studies to Career", "Support of ERA 5,6,7,8 convention", "Entrepreneurship-patent Exposition 2010", "The presentation of the TEI of Piraeus and the L.O. at secondary level education events", (2001-2008), "Liaison 2007:From studies to Career", "Liaison 2006:From studies to Career", "Education 2006", "Tourism, Entrepreneurship and Liaison Offices" (2005), "Careers' Days" (2004, 1999), "Postgraduate studies in Greece and abroad" (2003, 2000, 1998), "Education 2002", "Development of young people's entrepreneurship and enterprise excellence" (2001), "Education and employment at the threshold of the 21st century" (1999), the "Curriculum Vitae – Interview: the start of a career" seminars, (run more than twice a year, each year from 1998 until 2006), etc.

#### 5.4.8 Networks

The **Horizontal Action of Liaison Offices of the Greek TEI** was an OP program which was co-financed by the Ministry of Education and the European Union. The purpose of the project and the initial aim was to define and implement a modern organizational / coordination framework horizontal networking of Liaison Offices of the Greek TEI and ASPAITE. The Horizontal Action complemented and assisted vertical actions carried out by each Institution. The main instruments of the project was the Steering Committee and the three Members Executive Secretariat. The

Scientific Directors attended it representing all the Greek Liaison Offices of TEI and ASPAITE. The Liaison Office of TEI Piraeus participated in the Horizontal Action from 1998 until 2008, -when it ceased operating- while our Scientific Director was one of the three Members in the Executive Secretariat.

The **European Network EUE-Net** ([www.eue-net.org](http://www.eue-net.org)) began its operation, in October 2007 with the approval and financing of European Union. It is the continuation of the previous Network EUI-Net that also had been financed by the EU, on time interval 2005-2007. Objective of the Network is the narrower collaboration of Universities and enterprises. In March 2007, TEI of Piraeus, via its Liaison Office, it signed Letter of Intention of Collaboration (Letter of Intent) with EUE-Net. In February 2007, in 7 and 8, part of its personnel, concretely S. Antoniou, X. Korizi, A. Sigalas and M. Kaltsogianni, participated in the inaugural meeting of the Network that was realised in Brasov of Romania and was organised by the Transilvania University (the particular University coordinates the program). Objective of our attendance in this Network was the enlargement and extension of our Office' activities in European level. In 2010, Liaison Office S.E.C. TEI of Piraeus became also member of the **CDOnet** network ([www.cdonet.eu](http://www.cdonet.eu)).

CDOnet is the **Network of Career Development Offices in Europe**, initiated by [EUE-net](http://www.eue-net.org) - the European University - Enterprise Network. All European Career Development Organisations related to Universities are invited to join. The main objective of the network is to assemble and make the efforts of CDOs visible and usable at European level for the benefit of students, enterprises, universities and policy makers. The network will reach this objective by gathering together all actors, organising regular meetings and European conventions as well as developing IT- and marketing tools for the benefit of its members. The first general assembly of CDOnet took place in Vienna, Austria at the [CareerCon2010](http://www.careercon2010.org) Convention.

#### THE OBJECTIVES

- ✓ To support the realisation of a European Higher Education Area.

CDOnet will encourage best use of activity results both of its members but to any subscribing organisation type CDO through the capitalisation of crucial information at European level that will allow the Universities to continuously tailor their offer to the demand. It will also to develop innovative products and processes and to exchange good practice of CDO's to support employment and employability in all fields covered by the Lifelong Learning Programme, in order to improve the quality of education and training in general.

- ✓ To improve the quality and to increase the volume of multilateral cooperation between higher education institutions in Europe

CDOnet aims to eventually become pan-European Network assembling all efforts in the field of Career Development. Through the creation of a Virtual space for employment and employability at European level it will significantly contribute to the creation of a European Higher Education Area, creating a framework of common interest where Universities, Enterprises and students will meet to know each other better in terms of needs and expectations.

- ✓ To improve the quality and to increase the volume of cooperation between higher education institutions and enterprises.

The CDOnet will lift the regional and national career centres to a European level and open transnational opportunities for the recruitment of young potentials for employers. With the acquisition of CDOnet member's multilateral cooperation will increase and an exchange of information among and about CDOnet content will start and grow.

- ✓ The management of higher education institutions.

CDOnet is a generic framework for Cooperation including not only Universities and Enterprises but also the students. Taking the matters of employment and employability at European scale represent a significant step towards a shift in quality and volume of the cooperation. CDOnet will create a new momentum that has the

potential to show new levels of collaboration between the Universities and enterprises. The European Barometer of employment and employability will connect together all actors around the main result of the educational process – the graduate and his/her job.

✓ Cultural and linguistic diversity.

As transnational networking and co-operation on the basis of a web hosted database with multilingual access are the main issues of the project, the cultural and linguistic diversity is implicitly involved. As one of the CDO partners is UEAPME – the European Association of SMEs, one of the main beneficiaries are the SMEs that will be enabled to act at transnational level, having access to information on a European scale. Taking into consideration UEAPME counts more than 10 million SMEs, the potential for cultural and linguistic diversity promotion is significant.

✓ Employment

CDOnet systematically addresses the matter of employment in Europe putting the graduates face to face with the employers offering the jobs, thus improving their employability. The education providers will be able to see at any time what is the demand from enterprises and quickly adapt their offer accordingly; enterprises will be able to see what is the availability of certain qualifications in terms of students approaching graduation in a specified location and thus base their business on real facts; high school graduates will be able to see what is the demand from enterprises at which locations and thus be more informed before choosing their future education path.

✓ Enterprise

On demand, detailed information will be made available by online connected Career Centres' data. Enterprises will be able to check availability of graduates via the networks IT tools; feedback from enterprises will influence the curricula of universities.

✓ Lisbon partnership for growth and jobs

The CDO-net results with its good practise business model for the management of a career service centre will be a tool for identifying, developing and disseminating information on good practice to stimulate growth and jobs Europe in terms of exploiting the full potential of jobs in enterprises on one hand and maximising employability of graduates on the other hand.

**CareerCon** is the European Convention of Career Centres that was launched in 2009 as result of [EUE-Net](#) project. Representatives of Career Services from all over the world come together to present their Centres' best practices in cooperation with the Enterprises and Universities, Career mediation tools, employment statistics, as well as to discuss the future development of cooperation between Universities and Enterprises. Well-established career services and newcomers find the needed platform for networking and exchange of ideas. EUEnet and CareerCon contribute to reach the objectives of Europe 2020. Concretely, the Union has set five ambitious objectives - on employment, innovation, education, social inclusion and climate/energy - to be reached by 2020. Career Centres can give major input to answer the most important questions regarding the modernisation of higher education. How to ensure that (new and existing) curricula meet the needs and requirements of the Labour Market and of Academia; what are the key issues preventing the stakeholders to engage in dialogue and cooperation for the design of curriculum; learning outcomes – a possible common language to facilitate dialogue between higher education and business; how to develop co-operation in the field“ what needs to be done on institutional, regional, national or European level; what concrete actions could/should be initiated on European level. (\*source European Commission, DG EAC, Brussels 8.12.2010).

## 5.5 GOOD PRACTICES OF LIAISON OFFICE TEI PIRAEUS

### 5.5.1 Results and impact

This section describes and analyzes the results expected and the impact on our stakeholders. As already mentioned, in the implementation of the related Programs in Institutions of Higher Education we observe significantly differences between the approaches and variations in the success of the program and the achievement of objectives. Through these different approaches, a series of 'good practice', can be traced, which can be analyzed and exploited (as it is or where applicable adjustments) from the Higher Education Institutions in the next phase of implementation of these or similar programmes. The "good practices" identified concern both Incentive Programs Business activities, innovative applications, entrepreneurship actions and Liaison Offices discussed above. A good practice is identified in realizing stable and long-term partnerships between educational institutions and bodies related to entrepreneurship/market etc (at local, regional or national level). Although to some extent all the institutions have developed partnerships with agencies and organizations for the implementation of programs, some institutions have developed collaborations in a systematic way and on a long bodies and organizations, which also involved them in several stages and in several activities at the implementation of programs. The stability and duration of these partnerships has enabled substantial involvement of stakeholders and people outside the institutions and provided substantial incentives for their participation in program activities. At the same time, was a factor activation of local communities (in an extent) as to be interested and participate in the programs, while also helped significantly to the diffusion and dissemination of programs and results. At the level of cooperation and networking, the collaboration between structures of common interest, creation of scale economy is identified as a good practice within the institutions themselves. In some of the institutions that implement entrepreneurship programs, there was substantial and continuous cooperation between different Programs especially with the Liaison Office and as a result joint actions were implemented, allowing economies of scale and development of synergies. As good practice, we can identify, also the development and monitoring & assessment mechanisms for the progress of the programs and the achievement of objectives in relation to qualitative & quantitative characteristics. In some such cases mechanisms were developed (for example questionnaires surveying business, attitudes of students / graduates before and after monitoring entrepreneurship courses), which served as an effective monitoring tool about the achievement of quality targets and feedback of Strategy for Institutions that applied.

Some of the expected results of a comprehensive analysis of all Actions (old & new ones), include:

- ✓ the widespread introduction of entrepreneurship in Higher Education, which is one of the major innovations in higher education in relation to economy, economic development and professional / business careers of graduates. Although the emergence of substantial results requires significant over time, on one hand and on the other hand the Greek Economical crisis overturned the results, still, it is the beginning of implantation of the concept, and then the culture of entrepreneurship throughout the Tertiary Education.
- ✓ Employment impacts can not always be quantified as it depends from exogenous factors. Qualitatively, however, one can characterize them as very positive for the following reasons:
  - Develops and fosters students:

- Analytical ability to identify and evaluate business and innovation opportunities.
- An understanding of the economic and multi- technological developments and their effects.
- The development of entrepreneurial culture and mindset.
- Acquisition of basic knowledge on the principles of entrepreneurship and the business operating.
- Development of creative thinking about new products and services.
- sharpening of critical thinking and the development of professional Flexibility.
- The overall initiation of student entrepreneurship, functions and design of business-oriented action discipline / professional field trained.

- ☐ encourages students to turn to creative self employment
- ☐ increases the employability and adaptability of graduates as managers, since they know the mode, the market rules, the domestic and international competition etc.
- ☐ improves business competitiveness and effectiveness of public interest organizations which absorb the students.

- ☐ provides an alternative outlet for graduate employment, helping to overcome the mentality that prevails on the graduates' preference to work in the public sector.

In other words, the graduate, who has taken part in courses, games on entrepreneurship and gained knowledge and culture in relation to entrepreneurship, has acquired qualifications that are hard to find in labor market and contribute substantially to meet the needs of businesses and organizations.

As shown, after all, and so far the implementation of actions on the entrepreneurship, the opportunity for the students to gain knowledge, experience and direct contact with questions about the entrepreneurship and business reality, provides them "one way out", encouraging them to develop business activity and providing them with the right knowledge and tools so that their business becomes successful. It is characteristic that operations and business plans of students enrolled in the respective programs have won awards at regional and national level, while some of them are currently in search of funding so to begin implementation or have already been implemented. The expected impact on the economy is directly related to the expected impact on employment. More specifically, through the several actions, we expect:

- increasing of the employability of graduates and thus reducing waiting time for entering the labor market,
- increase of the skills of graduates and therefore increase of their salary,
- decrease of unemployment by creating new businesses,
- improving the competitiveness of the economy through the improvement the establishment of scientific and operational executives in private and public sectors,
- improving conditions for SMEs and succession of female and juvenile entrepreneurship and employment.

In this direct impact on the economy, we should include the ripple effect due to the development of a business culture/mentality that currently lacks the Greek economy and society in general, which is difficult to concretise.

Actions associated with the Liaison Office, match - and in many cases, are common or complementary. The expected impact of the implementation of activities related to connection with the labor market and vocational rehabilitation of graduates (Actions, ie, implemented by the Liaison Office and Practical Training Office are related to employment, economy in general and in extraversion and - to a degree - in effectiveness of our Higher Education Institute. Specifically, the expected impacts regard:

- Increase of employment through information and support of student for their entry into the labor market.
- Employment growth through networking with businesses, organizations and organizations and support services recruitment.
- Reducing the time of entry into the labor market by the time of obtaining the degree.



- Reducing the number of higher education graduates employed in positions not related to their field of study and increase the satisfaction degree of our graduates in finding suitable job.
- Improving the employment prospects of graduates, through systematic information, contact with the labor market and work experience.
- Increase of productivity through the improvement of qualifications, skills and competencies of students and facilitation in finding the appropriate and relevant to the subject of study, workplace.
- Contribution to lifelong learning with a positive impact on career graduates and the productivity and competitiveness of the economy.
- Improvement of the satisfaction of students and alumni regarding employment and their employment prospects, which, except of social, have positive economic impacts enhance the propensity to relieve the public sector through the enlargement of the employment prospects of graduates.
- Increase the internationalization of our institute, through the cooperation and networking with businesses, associations and organizations
- Improving knowledge and understanding of the labor market - and the economy in general - at local, regional and national level.
- Increase of the adjustment capacity of the strategy - and, therefore, the curricula at undergraduate and postgraduate level- to respond more appropriately to current needs and requirements.
- Gaining experience and expertise in issues and career employment of graduates of educational institutions.

The LIAISON OFFICE SEC TEI OF PIRAEUS, despite the difficulties that had to face, along with the Greek economic crisis, has had a positive impact on all the stakeholders students/graduates/recruiters/faculty and staff/families/academic community/labor market. Until today, indicatively, Liaison Office, for example:

- Has conducted a total of **30.720** documents, incoming and outgoing correspondence and in particular for the period from 1/9/2010 through 30/04/2014, **6.189** respectively.
- Has worked steadily with **3.946** companies in total, while especially for the period from 1/9/2010 till 30/04/2014, with respectively **711** companies mainly in the private sector, aiming at employing TEI PIRAEUS' students and graduates and the development of multidimensional cooperation in technological issues of common interest.
- Promoted total of about **30.540** student & graduates CVs, in internships and workplaces, while especially for the period from 1/9/2010 till 30/04/2014, **15.113** respectively.
- More than **17.173** students and graduates in total are enrolled in the Liaison Office's databases and both benefited from the information services offered on the postgraduate studies possibilities in Greece and abroad, placement exams, training seminars, workshops, conferences and the Counseling Service, while in particular for the period from 1/9/2010 till 30/04/2014, **5.110** respectively.
- More than **147.026** in total students, graduates and others (uniquely) visited our website, more than **11.324** visited our blog, more than **1.679** have stated their preference on facebook profile, both benefited from the various electronic information services offered for the period from 1/1/2012 till 30/04/2014.
- More than **234.944** and **12.713** multiple visits to the Liaison Office's website and blog respectively.

- More than **60.861** multiple visits while **53.831** in total students, graduates and others visited the Liaison Office's e-magazine and there were more than **160.000** bulk e-mails with the e-magazine newsletter for the period from 1/1/2012 till 30/04/2014.
- There were more than **15.388** students and graduates of the institution, informed for different Liaison Office's events and actions for the period from 1/1/2012 till 30/04/2014.
- There were more than **6.880** graduates of the institution's academic years 2001 to 2011, informed about the Career Path Monitoring Research while 1168 of them finally responded for the period from 1/1/2012 till 31/12/2012.
- There were more than **1.245** companies informed about the annual Labour Market Research while 5,3% of them finally responded from 1/1/2012 till 31/12/2012.
- There were more than **24** events organized by others that the Liaison Office participated from 1/9/2010 till 30/04/2013 while it organized with its own resources or in collaboration more than **69** events and **229** counseling group workshops in the same period. Last but not least, the Liaison Office participated in **10** scientific conferences with more than **15** joint publications on relevant topics to its activities from 1/9/2010 till 30/04/2013.
- There were **10** Job Profile Guides published by the Liaison Office staff, **4** studies performed, **2** Guides on career & postgraduate issues, 1 volume of proceeding from its open week, -all of them with ISBN numbers- during the period from 1/9/2010 till 30/04/2013.
- Has conducted **4** internal staff assessments, **4** external inspections, during the period from 1/9/2010 till 30/04/2013.

### **5.5.2 Conclusion**

After all good methodologies:

- promote self-assessment and self-regulation initiatives using professional standards as key factors in fostering improvement in programs, services, and processes;
- honour institutional uniqueness and recognize that information is not always comparable across institutions because of differences in location and local economic conditions; student characteristics, abilities, and preparation; variety and quality of academic programs; and missions of the institutions and their career services offices. Any analysis of data must include explanations of such qualifiers;
- include qualitative as well as quantitative approaches;
- lead to internal improvement;
- encourage methodical, meticulous, and reliable collection and presentation of information that will provide evidence of quality, and promote analysis and synthesis of information; and
- demonstrate external and internal accountability.

Small career centers or liaison offices face many challenges in today's higher education industry. These challenges often force centers to be more specific in their approach while providing services to their students, graduates, faculty, fellow staff, administrators and others. In an effort to ensure, that, a center is bridging these challenges and audiences, a simple acronym is put together to help guide directors



or staff. Experience, tells us that, without students, no program is going to be successful, especially for smaller schools. Time and again, great ideas often fall flat due to low engagement or student turnout. This leads to the first R – Relationships. In a small school environment, this is of the utmost importance. Career staff must make efforts to build relationships with key players on their campus and outside it. The notable thing here is to identify who that is. Each campus has its own culture - define what that is (certain high enrolled majors, athletics, etc...), and look for ways to partner or assist them in their objectives. This will often times, lead to increased presence and credibility. Secondly, to add even further use of services, student engagement and increased outcomes, a small center needs to focus on building R-Resources. This comes in the form of utilizing alumni, having a resources page devoted to websites, subscribing to searchable databases, and subscriptions. Find ways to cater to specific audiences within your campus culture. This seems to be commonly understood, however, it plays a critical role with one key audience – your students/graduates. If and when, you have an opportunity to meet with a class, or one-on-one in appointments, having multiple resources to explain, can quickly connect and resonate with students, and build confidence and credibility of your office. In addition, this allows beneficiaries to feel empowered that, there is something they can use from your office, without having to make an appointment. Lastly, small career centers can struggle with the perception of the needs of their students. Make office goals and keep an agenda to focus on using up-to-date web technology, popular databases, and more programs. I would caution this as the third and final R - Reality. For a center to operate effectively and have a positive impact on its campus, it must be realistic in its aims. Setting unrealistic goals, trying to be all things to all beneficiaries, doing more programs that are less targeted (i.e. general workshops) can work, but can also lead to less impact and staff burnout. Though each career center or liaison office is different, most aim for the same goal – to prepare students/graduates for the world after college and to liaise education to production. Keeping in mind these guidelines can help your office become stronger, better skilled and effective in working with your students.

**Acknowledgements to:** Liaison Office, Structure of Employment and Career, TEI Piraeus' Departments.

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8. TEI Piraeus' Liaison Office Research Team, "Measuring the success of a career center: the case of the Liaison Office Sec T.E.I. Piraeus", Aigaleo, 2012.
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10. National Association of Colleges and Employers NACE, 'Source Book for conducting Evaluations and Measurements of Career Services' NACE (1995).

## ANNEX III: THE CASE OF GENT UNIVERSITY LIAISON OFFICE

WP2 – UGent contribution

### 1 General information on UGent

<http://www.ugent.be/en/ghentuniv>

Established 1817; 11 faculties:

Alfa sciences: Arts&Philosophy, Law, Economics&Business Administration,  
Psychology&Educational Sciences, Political and Social Sciences

Beta sciences: Sciences, Engineering&Architecture, Bioscience Engineering,

Gamma sciences: Medicine&Health, Veterinary Medicine, Pharmaceutical  
Sciences

Ghent University's eleven faculties are composed of more than **120 faculty departments**. These departments offer high-quality courses in every one of their scientific disciplines, each inspired by innovative research.

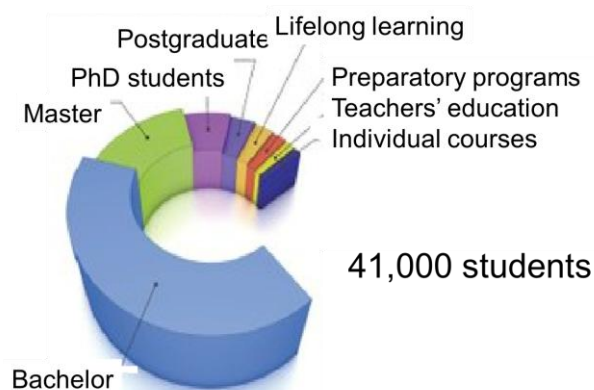
In addition to these faculties, Ghent University has five [Doctoral Schools](#) just for doctoral researchers.

These schools provide support to doctoral students through specialized courses as well transferable skills training, they contribute to a quality culture in research, and take care of the social and international visibility of the doctoral degree.

Staff:

- 1.069 professors
- 1.165 assistants
- 725 other scientific staff
- 2.379 administrative and technical staff
- 2.535 researchers paid by external funds

Students:



General:

- Ranking: 85 in Shanghai ARWU, 85 in Times THEWUR
- annual revenue: 410 million euro
- 58% of the revenue is used for the personnel costs, 35% for operations and equipment, the remaining 7% goes to the depreciation of the university investments

Faculty	Total Students	non-Belgian students
Arts and Philosophy	5103	8%
Law	3881	6%
<b>Sciences</b>	2942	<b>21%</b>
Medicine and Health Sciences	7005	4%
Engineering and Architecture	4793	12%
Economics and Business Administration	5625	5%
<b>Veterinary Medicine</b>	1881	<b>29%</b>
Psychology and Educational Sciences	4562	5%
<b>Bioscience Engineering</b>	2799	<b>28%</b>
Pharmaceutical Sciences	1051	4%
Political and Social Sciences	2237	7%
<b>Total</b>	<b>41.879</b>	<b>10%</b>

## 2 UGent Liaison offices

The general management of Ghent University (UGent) is in hands of the **vice-chancellor** and the **deputy vice-chancellor**. Two chief administrators are responsible for the day-to-day management of the **administrative and logistical services** of the Central Administration. The central Administration is divided into 8 Departments, all headed by a Director. The 8 Departments:

- Department of Education
- Department of Research
- Department of Administrative Affairs
- Department of Personnel and Organisation
- Financial Department
- Department of ICT
- Department of Infrastructure and Facility Management
- Department of Student Facilities

UGhent has 2 liason offices: one for international cooperation with universities (IRO) and one for cooperation with industry (TTO).

### 2.1 IRO

Within the Department of Education, there are 4 Offices:

- Educational Quality control Office
- Study and Career Counseling Office

- Registrar's Office
- **International Relations Office (IRO)**

Short info on these 4 offices on:

<http://www.ugent.be/en/ghentuniv/administration/dowa>

The IRO is the office within the Central UGent Administration that is in charge of implementing the **international policy** of Ghent University. Last year a new institutional strategy for internationalisation was approved, which is to be implemented in the period 2014-2018. Ghent University has 3 platforms, focused on: China, India and Africa. These platforms coordinate all cooperation with this country/region and look for synergies with external partners (Province, Port of Ghent, chambers of commerce, enterprises,...). Ugent is a member of several networks and alliances: U4 network, Santander Group, regional alliances (Kent-Lille), Global Network Partnership. The office is also coordinating the Internationalisation@Home initiatives and is responsible for the Branch Campus project in South-Korea.

The IRO promotes, informs, counsels and supports the Ghent University community to give shape to its international endeavours, hence **communication and marketing** is a second important task: institutional promotion, partner search, international student recruitment, PR: international delegations and visits, international alumni activities etc.

The office also deals with **educational projects**. It is one of the top players in the Erasmus Mundus programme and was labeled an "Erasmus" success story by the EC. Ghent University also received the ECTS label third time in a row.

EU programmes: LLP-Erasmus, Tempus, Erasmus Mundus, Alfa, the new Erasmus +,...  
Other programmes: bilateral agreements (own funds), Flemish government, networks ec.

Last but not least the IRO is facilitating **international mobility** from students and staff. Our International Student Support service is responsible for (pre-arrival) support, help with accommodation and visa, Welcome Days, brochures, cooperation with ESN, language vouchers etc. The university offers different services to international students and staff: university residences, student restaurants, sport facilities, bicycle renting service etc. In the last academic year we had over 1000 incoming students and over 900 outgoing students. These figures are growing each year.

The structure of the office (28 people):

- 1 Head of office
- 2 project administrators
- 15 policy advisors, of which some are managing projects (such as Erasmus Mundus Action 2 or LLP)
- 3 secretariat staff members
- 3 accountants
- 4 staff members in the International Student Support Service

## 2.2 TTO

Within the department of research, there are 3 offices:

- Research coordination
- Library
- Techtransfer office TTO

Short info on these 4 offices on:

<http://www.ugent.be/en/ghentuniv/administration/doza>

Within TTO there are 2 groups: tech transfer and industrial liaison.

Ghent University (UGent) has created a number of **Business Development Centers** that group complementary research departments by application area or domain of expertise. These centres together constitute the **Industrial Liaison Network**.

Each center is responsible for technology transfer within its area of competence. A center is headed by a **business development manager** who can act as your direct point of contact for industrial partnerships, be it research services, collaborative research, or IP licensing.

<http://www.techtransfer.ugent.be/en/support-for-industry/Industrial-liaison-network>

The UGent TechTransfer team pro-actively assists their academics and students in identifying suitable strategies for the commercialization of innovative research and ideas. This includes support for the protection of intellectual property (IP), support for collaboration with third parties and support for funding channels as the Agency for Innovation by Science and Technology (IWT) and the Industrial Research Fund (IOF).

<http://www.techtransfer.ugent.be/en/support-for-academics/intro/>

TTO has a staff of 50 people, of which 21 work for industrial liaison.

## 3 Further support to students

### 3.1 Internships or sandwich courses:

Internships are organised at different levels. They can be part of the study programme (3 or 6 credits), local or international or just a choice of an individual student. Depending on these factors different committees will intervene.

- If part of study programme: faculty provides support (internship committee eg. in engineering):
  - Offers for internships (in cooperation with student association and association of engineers)
  - Organisation of internships
  - Quality ensurance of internships
  - Templates
  - <http://www.ugent.be/ea/nl/faculiteit/raden/stages> - in Dutch)

- UGent actively participates in the IAESTE programme
  - IAESTE is the International Association for the Exchange of Students for Technical Experience, a global organization which enables students in scientific and technical studies to perform an internship abroad.
  - <http://www.iaeste.be/>

### 3.2 Erasmus programmes

General information:

<http://www.ugent.be/en/education/internationalisation/programmes/mundus>

#### 3.2.1 Action 1 Erasmus Mundus Joint Programmes

UGent participates in a broad range of Erasmus Mundus joint programmes:

- [Erasmus Mundus Joint Master Programmes at Ghent University](#)

UGent coordinates many of them: [Erasmus Mundus Joint Doctorate Programmes](#)

#### 3.2.2 Action 2 Erasmus Mundus Partnerships

- [Erasmus Mundus partnerships](#) in which Ghent University participates

#### 3.2.3 Action 3

Enhancing attractiveness: Erasmus Mundus also supports projects aimed at enhancing the attractiveness of and the interest in European higher education. A wide range of activities is supported: conferences, seminars, publications, marketing activities, ...

### 3.3 Employment

At the UGent website there is a window for UGent job offers (regular jobs:

<http://www.ugent.be/en/vacancies>; student jobs:

<http://www.ugent.be/student/nl/meer-dan-studeren/jobdienst> ).

Another window is meant for students who have graduated:

<http://www.ugent.be/student/nl/na-je-studies> (in Dutch).

It provides information on following topics:

- Further studies and labour market: infosessions on various aspect of the labour market and job opportunities
- Further studies abroad: masterprogrammes at UGent, lifelong learning, study abroad, lifelong learning
- PhD:
  - General information: conditions, scholarships, housing, registration, living in Ghent etc.
  - <http://www.ugent.be/en/work/PhD> and <http://www.ugent.be/en/phd>
  - PhD training: UGent doctoral schools offer training courses and financial support for various aspects of research. The objective is to



stimulate the research in itself but mostly the general development of the student in order to be better prepared for the labour market.

<http://www.ugent.be/doctoralschools/en/doctoraltraining/programme>

- Career advice: general information sessions, selfreflection  
<https://www.ugent.be/intranet/nl/administratie/loopbaan/loopbaanzelfreflectie>
- Registration at the employment office
- Vacancy platform
- Activities for alumni
- Jobfair

### 3.4 Entrepreneur assistance programmes

Students who want to kick off their own company are encouraged to do so. The university can grant them a special status as “Student Entrepreneur”. This status awards them, in joint consultation between the lecturer-promoter and the student, following facilities:

- be given exemption from educational activities requiring the student to attend, in which case a task may be imposed in substitution;
- have their examinations rescheduled to a different time during the same academic year;
- be given an alternative time for feedback.

Several events are organized focused on networking, awareness creation, and skills development.

<http://www.techtransfer.ugent.be/en/spin-offs/Student-entrepreneurship>

### 3.5 Incubators

- Science parks are available in Ghent and Ostend for research oriented companies that want office space in the vicinity of the university association, either to facilitate collaboration, to get access to the available talent pool, or to operate close to like-minded companies.  
<http://www.techtransfer.ugent.be/en/support-for-industry/Science+parks-incubators>
- UGent has an Incubation center for starters at the campus of engineering
- UGent participates in the Textile Incubation Center in Ronse

#### 7f) Spin-off businesses

Through the Student entrepreneur label students get additional flexibility for their study programme and exams. At the same time they receive support in setting up their business in all of its aspects.

## **ANNEX IV: THE CASE OF UBI UNIVERSITY LIAISON OFFICE**

- 1)** Could you describe in figures your university (number of students, teaching and research staff,...) ( $\approx$  5 to 10 lines).

The University of Beira Interior is today a landmark institution at national and international level of education, research, innovation and entrepreneurship. Relying increasingly on quality, UBI has invested in creating well-equipped laboratories; in the expansion of its facilities - either dedicated to teaching and research activities, such as those required to offer their students the best working conditions and social support – in the progressive involvement in national and international research projects; and also in a highly qualified teaching staff. The evolution of the number of programmes and number of students has been increasing over the years, having already surpassed the 7000 students from across the country and 200 from all over the world. Always willing to provide a solid background in several different knowledge's, UBI currently has 29 first cycle programmes, 40 second cycle programmes and 25 third cycle programmes distributed through five faculties: Faculty of Science, Faculty of Engineering, Faculty of Social and Human Sciences, Faculty of Arts and Letters and Faculty of Health Sciences. In terms of manpower, UBI currently has more than 600 teachers and 270 employees in its five faculties and fourteen departments.

- 2)** Is there a liaison office in your university?

a) **yes** (answer questions **3** to **5**)                      b) **No** (go to question **6**)

- 3)** Please, explain the organizational structure and define the departments in which your liaison office is divided ( $\approx$  20 to 40 lines).

University of Beira Interior Innovative (UBINNOVATIVE) is the liaison office of the University of Beira Interior (UBI).

UBINNOVATIVE is divided into 2 departments:

1. Technology Transfer Office - TTO
2. Internationalization and Career Prospects Office - GISP

The **Technology Transfer Office** supports research efforts of the University and enables the dissemination and implementation of UBI technologies to industry, with the purpose of developing new products and services beneficial to society. This process involves the evaluation of intellectual property, market potential, licensing and commercialization rights as well as brokering deals with potential investors. The benefits of technology transfer are much broader than its financial return. There are several tangible benefits which include the sponsoring of research by industry, creation of job opportunities for students, the establishment of long lasting relationships with industry etc. The TTO offers a set of services and programs aimed at supporting the transfer of ideas into commercially viable products/services. The Technology Transfer process is divided in six main steps, from the moment that an invention disclosure is received to the collection and monitoring of profits derived from Its Commercial application. R&D is one of the most important matters in UBI. Being a privileged partner of firms and other universities, UBI is working in many R&D projects and consortiums.

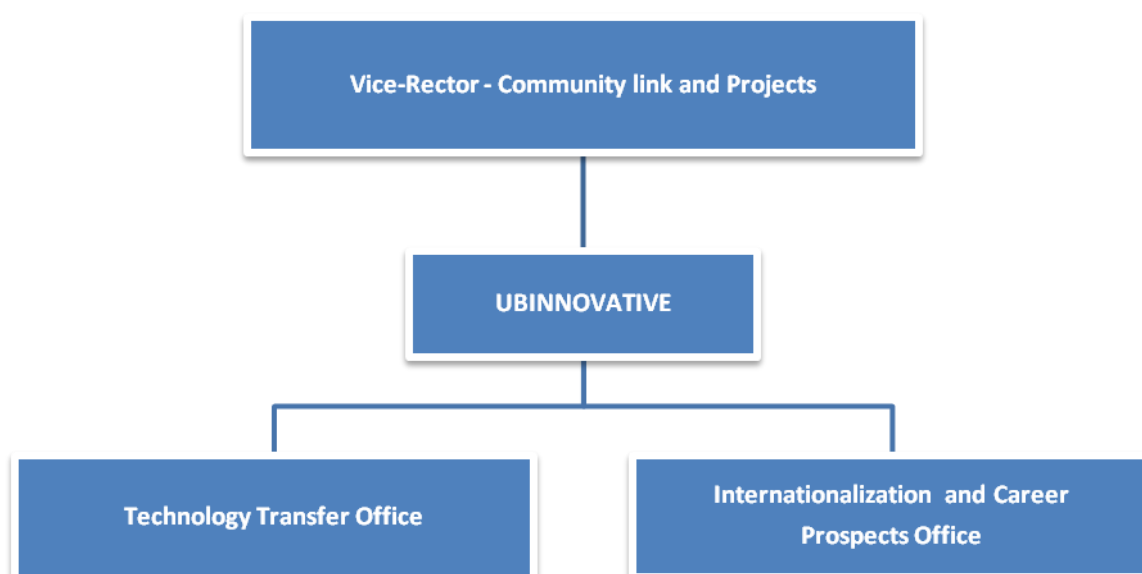
In terms of technological offer, UBI researches in the fields of: aeronautics, computing, electro mechanics, health, social and human sciences, mathematics, optics, telecommunications, textile and paper materials. The TTO develop the following activities: elaboration of the catalogue of the scientific-technological offer of UBI - database of knowledge infrastructure and scientific-technological offer of UBI; identification of possible results of transfer, generated by the investigation groups; valorisation, transfer and commercialization of the scientific-technological capacities of UBI; promotion of the constitution of consortiums university-company, necessary for the resolution of concrete problems of the companies; service of scientific-technological prospective; detection of needs of involving business; identification of packages of specialized

formation in the areas of the creation, development and commercialization of new technologies and innovative services, entrepreneurship and technology transfer and knowledge; promote a larger cooperation between the university and the companies; Invigoration of the position of the investigation groups of the university at national and international level and promote the creation of spin-offs.

The **Internationalization and Career Prospects** Office provides to the community a set of tools for promoting the mobility and a more effective occupational integration into working life. The Internationalization and Employment Prospects Office offers also the following services to support the mobility and employment: organization of workshops/seminaries related to the national/international mobility and entrance into working life; personalized service and support on job searches and in national/international mobility programs; preparation of cooperation protocols with enterprises and other national and international institutions; setting up data bases of job and internships offers which are available at the Job Portal.

4) For each department, describe:

a) Key role structure (Mapping of services)



b) Staff number

Technology Transfer Office – 5 persons

Internationalization and Career Prospects Office – 4 persons

c) Main activities and their subsequent impact on the sector

d) Resources required

- Human resources - the liaison office has people from different areas of training, such as, management, engineering and economics.
- Material resources - computers, video-projector, closets, chairs and desks and secretarial materials.

e) Explain how many expedients do you have in a year.

Descrição	Execução
Staff costs	162.000,00€
Travel & subsistence costs	7.500,00€
Equipment costs	2.000,00€
Subcontracting costs	4.200,00€
Formation Costs	3.000€
Other costs	950,00€
<b>Total</b>	<b>179.650,00 €</b>

5) Please, define the functions every department is responsible for.

- See point 3

If **there is not** a liaison office in your university,

6) How is your university gathering information about agreement or joint projects, I+D research projects, internships, job offers, long-life training, and scholarships... (≈ 50 to 75 lines)

7) IS THERE ANY SUPPORT TO STUDENTS FOR:

7A) Internships or sandwich courses

#### **Luso-Brasilian Santander Universities Grants**

The Luso-Brasilian Santander Universities Grant Program aims to enhance the bilateral academic relationship, to promote an higher education iberian-american area and to encourage the international mobility of university and the academic excellence.

#### **Iberian-American Santander Universities Grants for young professors and researchers**

The Iberian-American Santander Universities Grants Program for young researchers and professors aims to enhance the scientific cooperation in the Iberian-American knowledge area, promote the international mobility of university professor and students, ease the access to continuing training programs, to foster the instruction quality and the university excellence. This program allows that professor with a contract or appointment in the University of Beira Interior to apply to research activities for at least two months in another university or research centre of Iberian-American countries entitled of a 5.000 euros Grant, which is borne in full by the Santander Totta bank.

7b) Erasmus programmes

7c) Employment

The Internationalization and Employment Prospects Office provides to the University of Beira Interior community a set of tools for mobility and entrance into working life. In this regard, it supports a range of services, including:

- International mobility programs during the student course

- Europe: ERASMUS Program

- Brazil: Santander Universities Luso-Brasilian Program
  - Spain and Latin America: Santander Universities Iberian-American Undergraduate Level Grants Program
  - USA: Fulbright Program
  - Japan: Vulcanus Program
- National mobility programs during the student course
- Almeida Garrett Program
- International Internships Programs:
- Leonardo da Vinci Program
  - Erasmus (curricular and extracurricular) IAESTE (incoming/outgoing) Program
  - INOV Mobility Platform

The Internationalization and Employment Prospects Office offers also the following services to support the mobility and employment:

- Organization of workshops/seminaries related to the national/international mobility and entrance into working life;
- Personalized service and support on job searches and in national/international mobility programs;
- Preparation of cooperation protocols with enterprises and other national and international institutions;
- Setting up data bases of job and internships offers which are available at the Job Portal.

#### 7d) Entrepreneur assistance programmes

- Master in Entrepreneurship and Business Creation
- Course in Technology Based Entrepreneurship
- Ideas competition



## 7e) Incubators

### **Parkurbis**

#### **Science and Technology Park**

##### OUR GOALS

Parkurbis's main goal is the creating conditions for the development of an entrepreneurial ecosystem based on technological development and knowledge.

Our goals are:

- To support investigation projects developed in the university and polytechnic institutes;
- To create links between university and firms;
- To promote the entrepreneurial spirit and the creation of new technology based firms(NTBF);
- To promote the development of activities based on knowledge and technological R&D;
- To create new models of support to the NTBFs (from the development of the business concept to the establishment in the market and internationalization);
- To support the sustainable development of the Region.

### **Facilities**

Parkurbis, Science and Technology Entrepreneurship Park of Covilhã, comprises outstanding conditions for the creation, setting up, and development of technology-based companies. A number of different solutions are available for different requirements, with a choice of smaller spaces or larger sites, all fully equipped with the necessary infrastructure.

### **Incubating rooms**

Newly set-up companies or companies which do not require large facilities may choose office facilities in the Parkurbis buildings. There are available 45 office

areas and 9 spaces combining office and workshop area. Each of the rooms is fully furnished and has free Internet access, phone, and air conditioning. All companies based at Parkurbis benefit from all the available utility services. The access system guarantees company members safe access to their allocated space 24 hours a day, 7 days a week, including holidays, and regardless of Parkurbis' opening and closing hours.

## **UBIMEDICAL**

### **Science and Technology Park in Health**

O UBIMEDICAL is an infrastructure in line with what is done best in Europe, with bright attracting human resources and business results, since no country develops without its critical mass has been able to develop your knowledge. This evidence becomes even greater when referring to a key to human development and generates significant added value area - how is the quality of life associated to Health.

The adopted model takes into consideration two important areas:

#### **Scientific Research and Technological Development**

This shared laboratory space has two main aspects: Quality of Life and Characterization of Parameters of Public Health.

#### **Quality of Life (600m2)**

This valence, the laboratory must include a multidisciplinary common use area featuring quality of life, involving various areas of human development, including pathophysiology, neurophysiology, neuropsychology, brain and the cardiovascular area, ophthalmology, biomechanics and sociology.

#### **Characterization parameters of Public Health (400 m2)**

This valence is divided into Area Analytical Characterization and Characterization of Air and environment, which will allow researchers to

develop their projects, working closely with the incubated companies, health authorities, education and local government, promoting technology transfer.

### **Business Incubation Projects with Technology Transfer (1000 m2)**

This component of research and technological development will be streamlined in tune with the corporate sector, which is the lever for promotion, fundraising and fixed qualified human resources in a region with unique position to address the challenges of competitiveness.

#### **7f) Spin-off businesses**

Currently, the University of Beira Interior (UBI) has a Spin-off creation program framed with a proper regulation. This process starts with a pre-incubation inside the university campus.

The Spin-off creation in UBI can both involve or not incubation services. For the latter situation, UBI provides moderate and relatively simple conditions, however specific incubation services are not included, and it foresees only license agreements formalization and benefits sharing and provision of services for the creation of enterprises which might benefit the Spin-off.

University Spin-off enterprises are created for the purposes of the commercial exploitation of products and services resulting from R&D activities inside or outside the University of Beira Interior, which have proved that it is necessary to establish a close institutional relationship to improve the value of the provided services or products, and/or to increase the value of the instruction activities, R&D and the provision of services from the University of Beira Interior.

The objectives for the creation and support of the spin-off enterprises in the University of Beira Interior are:

1. Ease the successful dissemination of the technology created in the University of Beira Interior to the benefit of the society, the initiative promoters, the region and the stakeholders involved, and also the University of Beira Interior.

2. Endow the University of Beira Interior with attractive conditions for the development of activities to researchers, students and entrepreneurs of high scientific and business potential.
3. Contribute to economic growth from the creation of business units based on knowledge and technology.
4. Produce direct returns and alternative sources of incomes for the University of Beira Interior.

## ANNEX V: THE CASE OF KAUNAS UNIVERSITY

**1)** Could you describe in figures your university (number of students, teaching and research staff,...) ( $\approx$  5 to 10 lines). Kaunas University of Technology (KTU) is a highest technical university in Baltic states - more than 10000 students study and more than 1000 academic staff and researches working here. University has been established in 1922 and since 1932 have studies in textile engineering. More than 3000 students graduate textiles studies in this period and around 100 doctoral students in textile materials graduate and defend PhD thesis also. KTU is one and only university in Lithuania which have studies in textile engineering. University is a member of international Association of Universities for Textiles (AUTEX, office in Ghent, Belgium) and Lithuanian Apparel and Textile Industry Association (prof. R. Milašius is the member of Presidium of Association).

**2)** Is there a liaison office in your university?

a) yes (answer questions **3** to **5**)

b) No (go to question **6**) NO

**3)** Please, explain the organizational structure and define the departments in which your liaison office is divided ( $\approx$  20 to 40 lines).

**4)** For each department, describe:

a) Key role structure (Mapping of services)

b) Staff number

c) Main activities and their subsequent impact on the sector

d) Resources required

e) Explain how many expedients do you have in a year.

**5)** Please, define the functions every department is responsible for.

If **there is not** a liaison office in your university,

- 6) How is your university gathering information about agreement or joint projects, I+D research projects, internships, job offers, long-life training, and scholarships... (≈ 50 to 75 lines) The several departments are in Kaunas University of Technology which work in the gathering information about agreement or joint projects, I+D research projects, internships, job offers, long-life training, and scholarships and etc. – Department of Science, Department of International Relationships, Innovations and Business Council, Centre of Projects Development. Information also is gathering from Lithuanian national organisations - Research Council of Lithuania; Agency for Science, Innovation and Technology; Education Exchanges Support Foundation and Lithuanian Apparel and Textile Industry Association. Research Council of Lithuania makes calls and finances national and international projects from Lithuanian budgete. Agency for Science, Innovation and Technology supports national scientific research projects between (or together) high educational institutions, research centers and industrial interpraces, especially SMEs. Education Exchanges Support Foundation makes calls and coordinates international internships between universities of different EU countries. Lithuanian state scholarships programme is designed for the advanced students, lecturers or researchers of foreign higher education and research institutions to enable them to study or carry out research at higher education or research institutions of the Republic of Lithuania. Students, lecturers and researchers from different fields of studies or research are welcome to apply for Lithuanian state scholarships. In textile sector, this role partially is carried also by Lithuanian Apparel and Textile Industry Association (LATIA). This Association joins not only industrial companies but also high educational institutions as well as Kaunas University of Technology (KTU). LATIA joins more than 130 participants in textile and apparel industry sectors and education institutions which have studies in textile or apparel. Information about job offers also is gathered by academic staff of our university which has good and long-term relations with Lithuanian textile companies and research centres. Majority of engineering and management staff of textile industrial companies are graduates of textile engineering studies of our university.

**7) IS THERE ANY SUPPORT TO STUDENTS FOR:**

7A) Internships or sandwich courses. Doctoral students have possibility for internships supported by Lithuanian Research Council. Other levels of students do not have possibility for internships supporting.

7b) Erasmus programmes. By ERASMUS programme all three levels of students have possibility for supporting by university. For example, in 2012 ERASMUS students and teachers exchange was based on 356 bilateral agreements with 195 universities from other countries. 261 University's students participated in the exchange programme within the European Union; 157 international students came to study at KTU. Major part of incoming students was from Spain (42), France (40), Turkey (32) and Portugal (23).

7c) Employment. Students have possibility to participate as young researcher in various projects financed by EU, national programmes or industry.

7d) Entrepreneur assistance programmes

7e) Incubators. Students have possibility to participate in Start-up programme supported by university and industry.

7f) Spin-off businesses. Students have possibility to participate in Start-up programme supported by university and industry.

7g) Any others. (*explain it*)



## ANNEX VI: THE CASE OF UPV UNIVERSITY LIAISON OFFICE

- 1) Could you describe in figures your university (number of students, teaching and research staff...?)

The Universitat Politècnica de València (UPV) is a public institution that offers modern, flexible technical degrees that are designed to meet the demands of society, as well as official postgraduate programmes that are subject to demanding educational quality control systems.



*UPV Vera Campus (Valencia City)*

UPV has three campus sites: Vera (inside the city of Valencia), Alcoy and Gandía. The Alcoy and Gandía campus offer the same quality standards that have made UPV a market leader, but with a more individualized training regime given by smaller group sizes.



*UPV Alcoy Campus (Alcoy City)*



*UPV Gandía Campus (Gandía City)*

**UPV in figures:**

SCHOOLS AND FACULTIES	13
DEPARTMENTS	42
RESEARCH CENTRES AND INSTITUTES	41
UNDERGRADUATE DEGREES	35
MASTER'S DEGREES	59
DOCTORAL PROGRAMMES	30
<b>UNDERGRADUATE AND MASTER'S STUDENTS</b>	<b>36.187</b>
<b>DOCTORAL STUDENTS</b>	<b>1.751</b>
<b>TEACHING AND RESEARCH STAFF</b>	<b>2.843</b>
ADMINISTRATION AND SERVICES STAFF	2.396

Alcoy Campus students

**2.250**

Academic and research staff

**315**

The UPV Alcoy Campus has a YouTube channel at the website:

<https://www.youtube.com/watch?v=NCqcEou6pX8>

2) Is there a liaison office in your university?

- a) **Yes** (answer questions 3 to 5)      b) ~~No (go to question 6)~~

**'Red Entorno' – Collaborating Net** of the UPV

3) Please, explain the organizational structure and define the departments in which your liaison office is divided.

The **Collaborating Net** of the Universitat Politècnica de València and Alcoy and Gandía campus acts as a bridge between the UPV, researchers and students with national and international firms, businesses and institutions.

The main departments, programmes and offices are:

- Área de Formación Permanente (CFP) – ***Lifelong Learning Centre***
- Área de Investigación, Desarrollo y Transferencia Tecnológica (CTT) – ***Centre for Innovation, Research and Technology Transfer***
- Cátedras de Empresa – ***Business Chair Programme***
- Servicio Integrado de empleo (SIE) – ***Integrated Employment Service***
- Oficina de Programas Internacionales de Intercambio – ***International Exchange Programmes Office***
- Instituto IDEAS – ***IDEAS Institute for the Creation and Development of Enterprises***

4) For each department, describe:

- a) Key role structure (Mapping of services)
- b) Staff number
- c) Main activities and their subsequent impact on the sector
- d) Resources required
- e) Explain how many expedients do you have in a year

➤ Área de Formación Permanente (CFP)

***Lifelong Learning Centre***



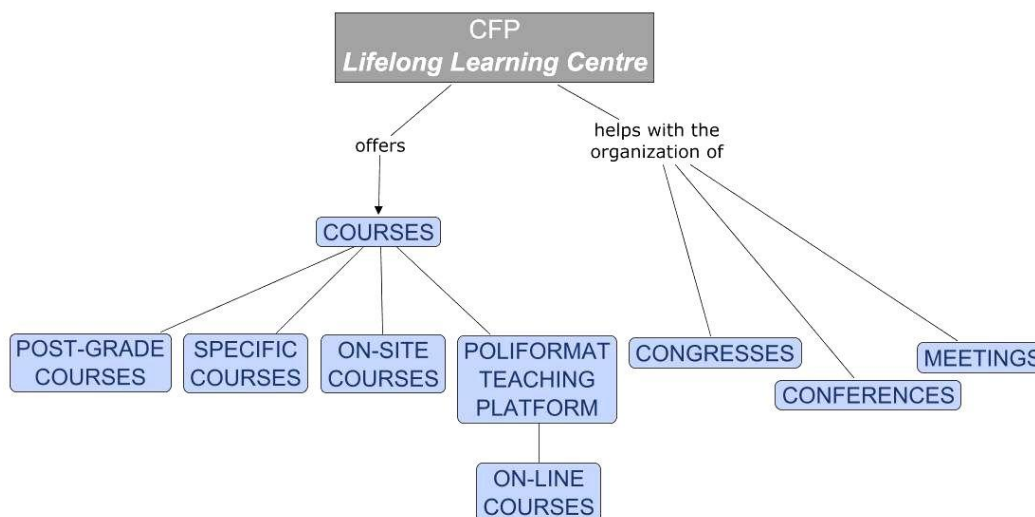
The programme offers a wide range of on-line and class courses according to our modern society demands. Professors along with academic departments and other UPV entities are continuously offering and developing training courses and projects according to society requirements.

Last academic year 2012 - 2013 CFP figures were: 27,220 students attending the courses, more than 1,900 courses were offered, that is, more of 50,000 tuition hours. Additionally, 103 agreements with firms were signed for tuition courses on-site for 1,644 students. 2012 - 2013 courses and workshops were an UPV income of about 8.5 million Euros.

Nowadays, CFP is at the teaching forefront using new technologies applied to lifelong learning. The centre is using e-learning as a flexible tool for continuous training, relying on the development of flexible, interactive and collaborative learning techniques. The course learning materials are linked with the course intercommunication tools (chat rooms, forums, e-mail, etc.) to create the best teacher <---> student learning environment. PoliformaT is the UPV teaching platform from which all the on-line courses are taught.

CFP class courses, workshops and on-line courses are mainly focused on the following areas:

Experimental Sciences
Social and Legal Services
Technological Sciences
Technical Education
Humanities



CFP structure (Mapping of services)

Staff members: 28 persons. Distributed in the following departments:

Direction: 9

Administration: 5

Counselling Technicians: 14

CFP in collaboration with CTT (***Centre for Innovation, Research and Technology Transfer***) helps UPV researchers and teachers with the organization of congresses, conferences, meetings and any gathering proposed by UPV teaching and research staff .

CFP assists UPV personnel in the organization and meeting planning. The Centre helps with all the paperwork related to the inscription, taxes and certifications throughout the event.

CFP also manages meeting publicity such as printing, mailing and dissemination. Besides, CFP controls and informs the meeting organizers about registration and the evolution of the different steps. Other services they offer are the customization of the graphic icon representing the events, Internet homepage design, merchandising, meeting schedules, informative posters, handouts for meeting attendants, etc.

Last but not least, CFP is in charge of logistics for the events: hall and classrooms bookings, catering, meeting assistants, accommodation, social programmes, and so on.

CFP activities in one year:

<b>2010</b>		<b>Students</b>
Courses	853	18,522
Post-grade and specific Courses	413	2,016
Congresses	31	2,833
Meetings	183	11,990

An evolution of these figures can be followed at:

<http://www.upv.es/entidades/CFP/info/488292normalc.html>

For more information, CFP homepage:

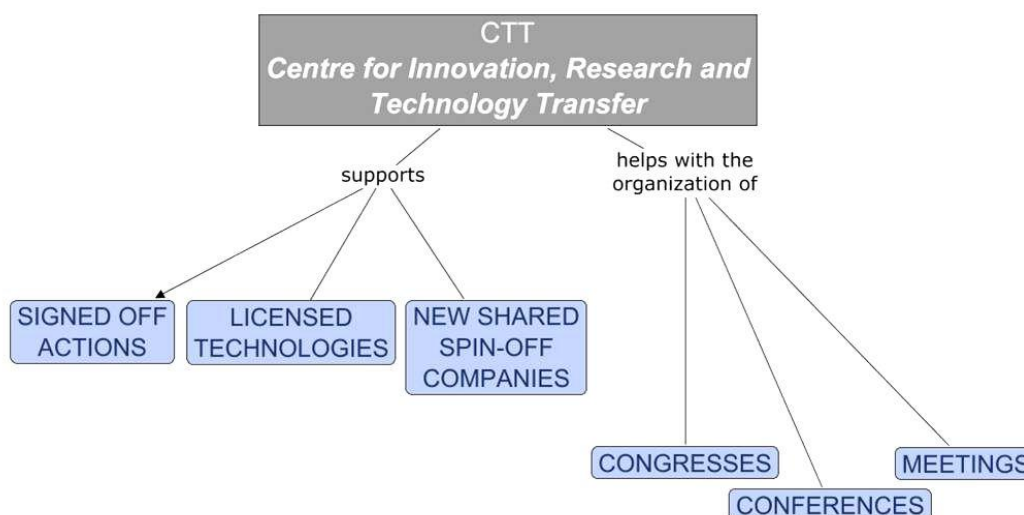
<https://www.cfp.upv.es/formacion-permanente/index/index.jsp?idioma=en&menuupv=true&>

<http://www.upv.es/entidades/CFP/info/488292normalc.html>

➤ Área de Investigación, Desarrollo y Transferencia Tecnológica (CTT)

***Centre for Innovation, Research and Technology Transfer***

The Support Centre for Innovation, Research and Technology Transfer (CTT) is the UPV research and technology transfer knowledge office. The functions of this liaison office department is to favour the I+D+i cooperation between UPV research departments and the sector firms focused on scientific and technical cooperation. Their mission is to provide support in terms of information, advisory services, signed agreements and administration for the generation of activities and scientific and technical collaboration at UPV. By boosting these activities, a more dynamic participation between UPV scientific community and enterprises is achieved.



CTT organization (Mapping of services)

Created in 1989, CTT is part of the Vice-Chancellor's office and holds R+D competences. CTT provides management routes for all R+D activities at UPV in terms of both public and private funding. Thus, it has the fullest knowledge and know-how offered and provided by UPV researchers. It also protects and disseminates the research knowledge and provides assistance in its transference to and collaboration with businesses through the drafting and signing of agreements.



CTT works intensively with UPV management services and with the coordination units in charge of the University's outward projection. CTT also participates actively with innovation systems as a UPV interface unit. It is an outstanding member of knowledge transfer and research management office network at regional, national and international levels.

CTT collaboration options in R+D with UPV:

Contracted research	Collaborative research	Technical support
Patent or software licence	Research stays	Joined Centres
Laboratory services	Partners in spin-off companies	Other ways of collaboration

### **Contracted research.**

It enables the acquisition of exclusive knowledge by the company by means of the execution of a Research and Development project at the company's request by a University expert team.



#### **Benefits for your company**

- Innovative solutions for improvement of products, processes and services.
- Provides a solution that is independent of other commercial interest.
- The cost of the agreement can be co-funded by means of public and private programmes and tax rebate.

### **Collaborative research.**

This is one of the best mechanisms for knowledge transfer by means of a joint research, development, or innovation project. The parties contribute to the execution of the activity and share risks and benefits.



#### **Benefits for your company**

- Payments take into account the success in the operation of the project results.
- The project can be co-funded by means of public and private programmes and tax rebate, even for other interested partners.



The CTT helps you have access to this service

- We put you in contact with the most suitable specialists for your request.
- We help you to define the technical aspects of the work to be carried out.
- We formalise the relationship by means of a private agreement, which regulates the execution of the project, ownership of the results, and operation rights.
- We provide advice regarding the most suitable funding sources to co-fund the project.

### **Technical support.**

This involves the drafting of an expert study by the University, based on already-existing knowledge, aimed to provide solutions to your company's demands and technical problems.



Benefits for your company

- Facilitates technological innovation processes for your company.
- Provides independent advice.
- Helps in the company's decision-making.
- The cost of the agreement can be co-funded by means of public and private programmes and tax rebate.



The CTT helps you have access to this service

- We put you in contact with the most suitable specialists for your request.
- We help you to define the technical aspects of the work to be carried out.
- We formalise the relationship by means of a private agreement regulating the project deadlines and deliverables.

### **Patent or software licence.**

This involves the transfer of the financial rights for use or operation of UPV intellectual or industrial property generated by the results of your I+D to your company.



### Benefits for your company

- Enables the company to use, manufacture, and/or market an innovative product or procedure, under exclusivity conditions if desired.
- The patent licence provides legal protection against copies or imitations.
- The cost of the licence can be co-funded by means of public and private programmes and tax deductions.



### The CTT helps you access this service

- We identify the licensable knowledge opportunities of your interest.
- Our patents and licensable software can be viewed on CARTA: [www.upv.es/carta](http://www.upv.es/carta).
- We will provide more details about the technology in a meeting with the expert team (under confidentiality conditions).
- An agreement defines the terms of the licence.

## Research stays.

Research stays are a tool for the temporary integration of researchers from other organisations in a UPV research team, to learn a research technique, develop a joint project with UPV researchers, or train UPV research staff.



### The CTT helps you access this service

- We put you in contact with the research group that is most suitable for your interest, assigning a UPV member of staff as the liaison assistant during your stay.
- We formalise the relationship by means of an agreement with the researcher's employer, regulating the activity to be performed and the conditions for the stay at UPV as an external member of staff.
- We provide advice on the most suitable public sources of funding to finance the stay.

## Joined centres.

They are research centres in which investigators of several entities work in the same structure of investigation, under the same direction and usually located in the same workplace. The joint entities can be the same

type (interuniversity institutes) or of a different nature (could even be companies and university). The centre is established by an agreement, which identifies the people involved, tangible or intangible resources and basic rules of operation.



#### Benefits for your company

- The principal benefits of this system take root in the interface of the investigators and other type of material resources provided by the parties.

#### **Laboratory services.**

UPV has a wide range of equipment to provide many types of analysis, tests and essays.



#### The CTT helps you access this service

- We identify the UPV laboratory where your request can be serviced.
- Your request will be formalised by means of an Order Sheet, providing a budget for the service required.
- Payment is made on delivery of the result report.

#### **Partners in spin-off companies.**

Spin-off companies are established to exploit technology generated at the UPV. As commercial entities, they are formed by partners of different nature. An established company can be partner in a spin-off company and thus, participate in the exploitation of a patent or knowledge generated in the research. In this way, this business can be kept separated of their main business.



#### Benefits for your company

- This way of cooperation is particularly useful when a company wants to diversify their activities with knowledge-based businesses and when the company wants to involve people who have created a technique to exploit.



The CTT helps you access this service

- The Constitution of a spin-off is a complex mechanism that requires aligning a business plan of the company with a technology transfer mechanism and design of enterprise development, normally associated with successive rounds of private investment. The CTT facilitates the legal framework of all these actions.

For more information about CTT collaboration options in R+D with UPV:

<http://ctt.webs.upv.es/ctt/en/colaborar-con-upv.php>

Staff members: 38 people. Distributed in the following departments:

Direction: 4

Knowledge transfer: 7

Public funding: 11

Project justification: 8

Billing and revenue: 6

Database and network: 2

I+D+i actions with external financing:

	<b>2011</b>	<b>2012</b>	<b>2013</b>
Signed-off Actions	2,636	2,614	2,678
Licensed Technologies	27	26	24
New shared spin-off firms	3	2	5
R & D & i income	59,1 M€	45,7 M€	43,9 M€
Licence revenues	398 K€	215 K€	446 K€
Patent pending	21	22	19

I+D+i actions grouped according to funds origin:

	<b><i>2011</i></b>	<b><i>2012</i></b>	<b><i>2013</i></b>
Valencian Community	114	123	109
Spanish Government	258	133	163
European Union	20	21	28
Other	32	32	13
<b>TOTAL</b>	<b>424</b>	<b>309</b>	<b>313</b>

I+D+i actions and contracts grouped according to partner organizations:

	<b><i>2011</i></b>	<b><i>2012</i></b>	<b><i>2013</i></b>
Administration	159	116	152
Firms	1,798	1,945	1,944
Other	344	318	323
<b>TOTAL</b>	<b>2,301</b>	<b>2,379</b>	<b>2,419</b>

CTT in collaboration with CFP (***Lifelong Learning Centre***) helps UPV researchers and teachers with the organization of congresses, conferences, meetings and any gathering proposed by UPV teaching and research staff.

CTT assists UPV personnel with the meeting requirements and helps with the preparation and agreements with firms and external entities; as well as any other action linked or related with the event organization and meeting plan.

CTT will also help with funding searching actions: administration or public funds, private or firm finance and patronage or advertising agreements. Additionally, CTT will assist event organizers with the funds accounting.

For more information, CTT homepage: <http://ctt.webs.upv.es/ctt/en/>



➤ Cátedras de Empresa

***Business Chair Programme***



One major purpose of the Universitat Politècnica de València is to encourage and increase the relationship between businesses and companies with UPV. The Business Chair Programme offers collaboration with firms and institutions for the development of specific courses and also facilitates technical and research assistance.

Promoting the creation of Chairs with firms and enhance relationships with businesses is one of the targets of UPV nowadays. The programme focuses on establishing solid links with one or several firms in relation to tuition, research and technology transfer. These are a way of establishing long-lasting partnership between one or more companies or institutions and the UPV to increase research, knowledge and technology transfer.

Business Chair agreements prove the interest firms have in future projects sharing UPV resources and experience. The benefit for the university community is to achieve the widest range of collaborative activities for students and teachers.

The main programme activities are:

- Training: internships, scholarships, awards, conferences, seminars, courses, firms training programmes, etc.
- Research: implementation of research projects in firms, development of research fields of interest to both the University and company or institution, doctoral thesis, etc.
- Technology transfer and dissemination: assistance in publication of remarkable and breakthrough topics, technical and technological meetings, technology transfer to firms, etc.

At present, there are 29 Business Chair Programmes in progress:

Cátedra ACAL
Cátedra AIMPLAS
Cátedra Alcoy Ciudad del Conocimiento
Cátedra Arte y enfermedades
Cátedra Banca Jóvenes Emprendedores
Cátedra Bayer CropScience
Cátedra Blanca - CEMEX
Cátedra CAJAMAR-UPV de Economía Social
Cátedra Cerámica Ascer
Cátedra Ciudad de Valencia
Cátedra COIICV
Cátedra Consum
Cátedra CSA
Cátedra Cultura Directiva y Empresarial
Cátedra DKV de Arte y Salud
Cátedra FULTON
Cátedra GALILEO GALILEI "GASTAD"
Cátedra Gedestic
Cátedra Heineken
Cátedra Juan Arizo Serrulla
Cátedra Municipios Sostenibles
Cátedra Prosegur

Cátedra Puerto de valencia, Planificación, Gestión y Desarrollo sostenible de los Puertos

Cátedra Tecnologías para la Salud

Cátedra Telefónica Nuevas Tecnologías para el Medio Ambiente y la Inclusión Social

Cátedra Tierra Ciudadana

Aula FOMEMTIC

Aula Infancia y Adolescencia

For more information, Business Chair Programme homepage:

<http://www.upv.es/entidades/CATEMPRE/info/703022normalv.html>

A Business Chair example: CEMEX

<http://catcemexsost.webs.upv.es/>

➤ Servicio Integrado de empleo (SIE)  
***Integrated Employment Service***



The Integrated Employment Service promotes and manages the practical work and final thesis projects in companies and institutions. Moreover, also helps students with internships and work offers.

Integrated Employment Service under the Directorate's Office of Employment, is the national and international promoter and manager of all initiatives as for employment at the Universitat Politècnica de València. It aims at the contribution to a better level of employability of its graduates. The objective is to provide a comprehensive service, useful for students and useful for companies in order to facilitate the transition students from the University to the workplace. Moreover, it will offer help to businesses with the most qualified professionals necessary in the current context of globalization.

This service promotes and manages the practical work and final thesis projects in companies and institutions, provides students with career guidance and job training, develop active policies of labour intermediation between supply and demand of employment and makes the monitor and track job placement of graduates, through the Employment and Training Centre.



SIE structure (Mapping of services)

Staff members: 48 people. Distributed in the following departments:

Direction: 5

Internships: 5

Work placement and internships abroad: 3

Vocational guidance and training for employment: 5

Employment centre: 6

Counselling Technicians: 16

Database and network: 4

Quality Management: 2

Alumni (ex-student) Association: 2

Integrated Employment Service (SIE) activities in one year:

<b>2013</b>	<b>Activities</b>	<b>Firms</b>
Internships	6,570	2,635
Abroad Internships	171	124
Job offers supervised	1,926	
CVs sent to firms -job offers-	12,671	
New database candidates	1,399	
Guidance and training for employment	1,118	

Integrated Employment Service (SIE) assists UPV students in:

#### **Internships**

The Integrated Employment Service acts as a connection office between UPV students and firms or businesses to do an internship. A data base is run by the SIE with all the firm and business offers. Therefore, UPV students can locate and check all the necessary information about internship proposals at any time of the year.

#### **Work Placements and Internships Abroad**

The Career & Employment Office at the UPV deals with placements abroad for undergraduate students in their final year, those preparing their dissertation, or postgraduate ones conducting research on their doctoral thesis.

At present, the Office offers two programmes:

- Leonardo da Vinci Programme provides work placements within a company in whichever country within the European Union for students that have recently graduated from UPV.
- Bancaja - Blasco Ibañez Programme aims to provide placements in companies which cannot take part in the Leonardo da Vinci Programme. Bancaja - Blasco Ibañez Programme is for both students in their final year or doing their thesis and for those who have recently graduated from the UPV.

#### **Vocational Guidance and Training for Employment**

The Guidance & Training programme aims to facilitate adequate employability of UPV graduates into the workforce by developing career guidance activities for employment and self-employment.

Since the beginning of their careers, new graduates must meet the requirements that will be compulsory for them to perform a job, check whether they own them or otherwise, how to acquire them. This service offers students in their final years and recent graduates vocational guidance through individualized attention and through workshops and

seminars. The main purpose of the service is to facilitate the transition from college to the beginning of their careers in order to achieve effective work integration.

#### **Employment Centre**

The Employment Centre aims to gather, organize and provide information in relation with the socioeconomic environment so as to help UPV graduates to get a job.

Students come to the UPV expecting the best formative period for their future employment. Subsequently, one of the most important UPV purposes is to train the professionals that society needs to move forward. In order to adequate the best graduate job placement, apart from your career studies, it is also important to take into account what kind of professionals our modern society demands. Furthermore, the adequacy of graduate skills acquired during the training process to the ones required for job offers is also significant. The Employment Centre, completely alert of the working force necessities, combines UPV students studies and training to the present work market demands.

In recent years, the Employment Centre has conducted and participated in research studies by surveying UPV graduates and employers from diverse economic and industrial sectors. These summarize the points of view and experiences from both, the employer and the employee.

#### **Management Jobs**

This service from SIE assists UPV students and graduates as labour mediation with firms by managing offers and job applications. It is a free job placement service for students and graduates enrolled in the database that manages the job offers arriving at the Universitat Politècnica de València.



For companies: The centre keeps a comprehensive database of UPV graduates, classified by occupational profiles, ranging from recent graduates to profiles with extensive professional experience. The free connection service handles job offers reported to the centre, giving advice and guidance to companies about the needs of the position. Afterwards, search, call and recruitment of qualified technical personnel is done.

For graduates and job seekers: A database service is offered where they can register and maintain an up-to-date record of their qualifications and professional experience. The service is a great opportunity not only for recent graduates but also for people trying to get a better job because of the possibility to merge labour market job offers and UPV graduates.

#### **Other Activities**

Other actions and activities organised by the Integrated Employment Service:

- **Employment Forum: 'JOB FAIR 2014 – Foro E'**

Students and Companies Meeting.

<http://www.upv.es/contenidos/SIEFORO/>

*Results of the 'JOB FAIR 2014 – Foro E' Students and Companies Meeting:*

The 60 participating companies have valued very positively the development of the Job Fair UPV 2014 and most of them have shown interest in participating in the next edition. Nearly 10,000 resumes were hand-delivered during the two-day Fair.

38 lectures and presentations of companies and institutions, 4 conferences of international EURES representatives, a selection circuit, 3 days revising curricula conducted by the University Employment Service staff, lectures to enhance the employability of students, Showroom STARTUPV and SPEED-Networking.

In this edition two workshops that were created in 2012, as a novelty, have been successfully consolidated within the university community:

- **Transnational space**, with the assistance of institutional and business representatives of EURES Germany, Denmark, France and Sweden delegations.

- **Entrepreneur space - IDEAS UPV**. There were three sessions with the motto "You are an Entrepreneur: Find your team - Speed networking - Start UPV". We emphasize the high acceptance and large number of students and Alumni who participated in this space transmitting ideas.

- **Bancaja-UPV Awards**

The Bancaja-UPV Awards started in 1997 through an agreement between Bancaja Foundation and UPV. These 130 final project awards are given annually and projects must be in collaboration with firms and institutions. The projects awarded must fulfil a high quality level, must prove to be valuable for the firm and demonstrate a positive enhancement of their activities.

- **Comprehensive Plan for Employment - PIE**

The Valencian Employment and Training Service (SERVEF) within its Employment Promotion Plan, calls for actions to facilitate employment groups with difficulties in their integration to the labour market.

Since 2006 the Integrated Employment Service of the Polytechnic University of Valencia, in an effort to provide broader employment opportunities to its graduates, has been involved as a promoter of the different editions of the Comprehensive Plan for Employment (PIE) for unemployed approved by the SERVEF.

UPV COMPREHENSIVE EMPLOYMENT PLAN seeks to promote the employment of young unemployed college graduates without any or little work experience supporting them in the beginning of their

careers. Each and every one of the initiatives for the development of the PLAN are geared for young programme participants to enter the labour market with a stable, full-time employment contract.

The program is designed so that participation in it allows young people to improve their ability to push through the diagnosis of their situation and their knowledge of job search. Moreover, the SIE gives them the training and relevant guidance, and support to find employment in industries that have shown their willingness to participate in this UPV programme.

The main objectives of this plan are:

- Supporting companies who wish to introduce young UPV graduates without experience or with little experience. The companies will find the most appropriate candidates to the needs of businesses. This plan will provide graduates with advice throughout the recruitment as well as selection for the formalization of the employment contract.
- Keeping company to young UPV graduates and job seekers throughout the job search process, providing them with the necessary information and career guidance for the six months of the Comprehensive Plan for Employment, until the signing of the contract and getting a job.

For more information, Integrated Employment Service homepage:

<http://www.upv.es/entidades/SIE/info/744745normali.html>

Integrated Employment Service 2013 report:

[http://www.upv.es/entidades/SIE/menu\\_urli.html?/entidades/SIE/info/U0653842.pdf](http://www.upv.es/entidades/SIE/menu_urli.html?/entidades/SIE/info/U0653842.pdf)

➤ Oficina de Programas Internacionales de Intercambio

***International Exchange Programmes Office***



The International Exchange Programmes Office -OPII- coordinates the participation of the UPV in exchange programmes worldwide. It is in charge of mobility programmes, for students as well as for teaching and administrative staff, funded by both the EU and UPV programmes.

Incoming students

The UPV three campus (Valencia, Gandía and Alcoy) offer a wide selection of high quality degrees that completely cover the future professional range of our students. They fulfil both the present and the next future requirements of all our students.

The 'Mentor Student' is a programme of support for exchange students during their stay at the UPV. Through this programme you can contact with a student of any UPV Campus, usually studying at your host school, with the final goal of helping you specially in the first days. The Mentor student can help you in tasks such as registration documents, searching of accommodation, practising Spanish conversation, and many more useful tips for daily life. To request the support of a mentor student you should indicate so on your application and before leaving you must complete a survey about your experience.

More information for incoming students at:

<http://www.upv.es/entidades/OPII/infoweb/pi/info/818854normali.html>

Outgoing Students

If you are a student from UPV, the International Exchange Programmes Office will help and inform you about all the programmes, documents, suggestions, recommendations and any other information about your international exchange opportunity.

An international exchange is considered a positive and necessary experience in your curriculum. Because of the positive future benefits for your

forthcoming employment, it is a key part for employment seekers. Employers assume that you will be more independent, self-confident, showing better language skills if you have taken part in an international exchange. The better marks and qualifications together with an international experience, the higher the possibilities to get a job.

Staff members: 15 people. Distributed in the following departments:

Direction: 1

Administration: 6

Erasmus Programme: 4

PROMOE Programme: 2

Other International Programmes: 2

The International Exchange Programmes Office -OPII- also helps undergraduate students with academic and professional grant applications for the Erasmus, PROMOE and Leonardo da Vinci programmes.

### Professional Visits

OPII assists professional visits of colleagues from our partner institutions as a guest lecturer, staff worker or as a guest researcher. These are considered essential and very important for maintaining the vitality and quality of our own educational standards.

UPV teachers and researchers, as well as services staff, are keen on discussing didactics, methodologies, contents and new approaches about grade and post-grade materials. Our students are eager to listen to other perspectives different from the ones offered by their regular lecturers and to take the most profit of their stay in our country.

### Staff Mobility Programme

This programme encourages staff mobility for training teachers and other personnel in higher education institutions to spend a tuition period in another participating country.

The objectives of the programme are:

- ✓ To allow the staff of higher education institutions to acquire knowledge or specific know-how from experiences and good practices abroad as well as practical skills relevant for their current job and their professional development.
- ✓ To help building up cooperation between higher education institutions and enterprises.
- ✓ To motivate staff to become mobile and to assist them in preparing a mobility period.

### MobWeb Intensive Programme

This programme, which started in 2010, is a short intensive course which gathers students and teachers from higher education institutions of at least three countries. The MobWeb partners are: Universitat Politècnica de València (Alcoi Campus, Spain) -Main coordinator-, Lahden Ammattikorkeakoulu (Lahti, Finland) and Universitatea din Oradea (Oradea, Rumania).

The main MobWeb programme goals are:

- Learn up-to-date technologies.
- Interchange ideas, projects, solutions, and new technological possibilities.
- A short but "real" work experience in a multicultural framework.
- Enjoy social activities and learn about the other countries and institutions.

And this are the project figures:

- ▶ Estimated budget around € 32.000 per year.
- ▶ 75% from European Commission.
- ▶ 3 editions, one in each country.
- ▶ 15 days, 30 students per year.
- ▶ 10 from each country, 9 Lectures per year.
- ▶ 3 from each university.



### Erasmus Staff Training Week in Spain

The Erasmus Staff Training Week is an event that takes place at the Polytechnic University of Valencia. Last year we had the pleasure to enjoy it at Alcoi Campus. This meeting is based on some activities between European partners to reinforce cooperation among universities and share experiences.



### Summer Programmes

UPV Alcoi Campus has hosted six summer programmes along with the American University of Notre Dame, Indiana (USA).

Dr. Edward Wolf has come over with 33 students to be your lecturer for the summer programme development. Among the activities they intend to undertake, you can find included the visits to museums in Alcoy, to Font Roja Natural Park, and to the cities of Valencia, Granada and Toledo. The programme also includes visits to the factories "Aceitunas el Serpis", "Playmobil", "Vossloh" and to other important companies.



The consolidation of this programme in Alcoy ensures confirmation that such academic relationships with universities at this level at Alcoy Campus is attractive to establish collaborations of all kinds, both related to teaching and research.

For more information, International Exchange Programmes Office homepage:

<http://www.upv.es/entidades/OPII/index.html>



- Instituto IDEAS  
***IDEAS Institute for the Creation and Development of Enterprises***



The Ideas Institute is a groundbreaking initiative from the UPV that focuses on helping the university community to implement entrepreneurial ideas with the technological or innovative basis. As new enterprises are created, the UPV contributes towards modernising the Valencian entrepreneurial network and lays the foundations of innovation with graduates, Start-up businesses and co-working.

463 enterprises from 1992, of these, 157 companies were technology-based.

Ideas Institute 2010 – 2011 Report (in Spanish):

[http://www.upv.es/entidades/IDEAS/menu\\_urlc.html?http://www.upv.es/entidades/IDEAS/info/U0591700.pdf](http://www.upv.es/entidades/IDEAS/menu_urlc.html?http://www.upv.es/entidades/IDEAS/info/U0591700.pdf)

Ideas Institute firm creation initiatives:

🌐 Firm establishment:  
<http://www.ideas.upv.es/>

🌐 Red Emprendia (SPIN2014):  
<http://www.redemprendia.org/es/spin/>  
<http://www.redemprendia.org/spin/spin2014/ideup#quees>



**CleanLaunchpad España 2014**

AVAESN y Climate-KIC están buscando promocionar las mejores ideas de negocio del mercado europeo. Por ello, han lanzado CleanLaunchpad, la competición...



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ven a formar parte del  
ecosistema emprendedor de la UPV

**Solicita tu espacio emprendedor AQUÍ.**  
¿Quieres tener un espacio emprendedor y formar parte del  
ecosistema STARTUPV? Infórmate aquí.



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DIRECCIÓ DELEGADA D'EMPREDORIA  
I OCUPACIÓ

**Visita nuestra  
microweb UPV**

PATROCINA



**Abiertas inscripciones al Programa  
Model to Market – M2M,  
RedEmprendia Spin2014**

En el Instituto Ideas te ayudamos a  
confeccionar el business model canvas.  
En...

**I EDICIÓN  
UJIE-CV TALENT**  
programa university junior internacional entrepreneurs

**I EDICIÓN PROGRAMA UJIE-CV  
TALENT UPV**

El Instituto IDEAS UPV lanza la I edición  
UJIE-CV Talent en la UPV. 2 MESES...

**NOTICIAS IDEAS**

 **CleanLaunchpad España 2014**  
27 abril, 2014 - 8:33

 **Foro de Empleo 2014**  
2 abril, 2014 - 9:11

 **I EDICIÓN PROGRAMA UJIE-CV TALENT  
UPV**  
1 abril, 2014 - 10:10

**CURSOS Y TALLERES**

 **SEIS SOMBREROS PARA PENSAR (TM)**  
13 junio, 2014 - 9:59

**SPIN2014  
MÉXICO**  
emprender  
nos une

**Lineas temáticas de SPIN 2014**

Conforme vamos avanzando en el tiempo  
vamos conociendo más datos sobre el  
evento...

**VLCmprende**

**VLCMPRENDE JOVEN 2014**

El Ayuntamiento de Valencia ha aprobado  
en la Junta de Gobierno Local, a  
instancias...

**PREMIOS Y SUBVENCIONES**

 **MAAC Valencia 2014**  
5 mayo, 2014 - 8:31

 **100.000€ de financiación en  
"VLCMPRENDE Joven 2014"**  
2 mayo, 2014 - 8:38

 **IdeUP – Un impulso para materializar  
las mejores ideas emprendedoras**  
1 mayo, 2014 - 11:37

smart money 4stars  
**SM4S**  
SPIN2014  
**MÉXICO**

**VIDEOJUEGOS  
DE JOJUEGOS VI**

**iMártes**  
emprendedor

**MAS NOTICIAS EMPRENDEDORAS**

 **La UPV acogerá en junio por primera  
vez la Mini Maker Faire**  
15 mayo, 2014 - 10:54

 **beroomers.com completa su  
primera ronda de inversión**  
14 mayo, 2014 - 8:09

 **MAAC Valencia 2014**  
5 mayo, 2014 - 8:31

Staff members: 15 people. Distributed in the following departments:

Direction: 1

Administration: 3

Counselling Technicians: 6

Communication and Training Technician: 1

Scholarship Trainee Holder: 3

Database and network: 1



For more information, 'Ideas' Institute homepage:

<http://www.upv.es/entidades/IDEAS/indexi.html>