

STRATEGIC FRAMEWORK, PRIORITIES AND INSTRUMENTS FOR THE DIGITAL TRANSFORMATION OF EUROPEAN SCHOOL EDUCATION



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TEI of Athens, 01.12.2017

About the speaker

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Athens University of Applied Sciences

□ Head of Department of Informatics

□ Scientific Director of Institute for Lifelong Education

□ Project Leader European Learner Mobility (ELM)

□ Vice-Chair of the European standardization committee
CEN/TC 353 “ICT for Learning, Education, and Training”

□ ISO JTC1 SC36 “Learner Mobility Achievement
Information”

□ Convener TC48-WG3, Hellenic Mirror Committee – ICT
for Learning, Education, and Training



EUROPEAN UNION



Overview

21st century challenges



Building the 'new' learning ecosystems



Europe's vision and strategic frameworks



European best practices for digital transformation



The EU K-12 education strategy



Closing Remarks

21st century challenges

Digitalization of economy and society:
IT is everywhere

Automation of industrial world

“Greening” of human practices

Rise of net-centric society

Changing world

growing complexity of socio-technical
systems (transport, energy, telecom, mass
production etc.),

rise of volatile, uncertain, complex &
ambiguous socio-economic and cultural
landscapes



New skills and knowledge

Facts

- evolving demand for new skills and knowledge
- growing skills mismatch key problem of the job markets for the majority of large economies of the planet



Questions

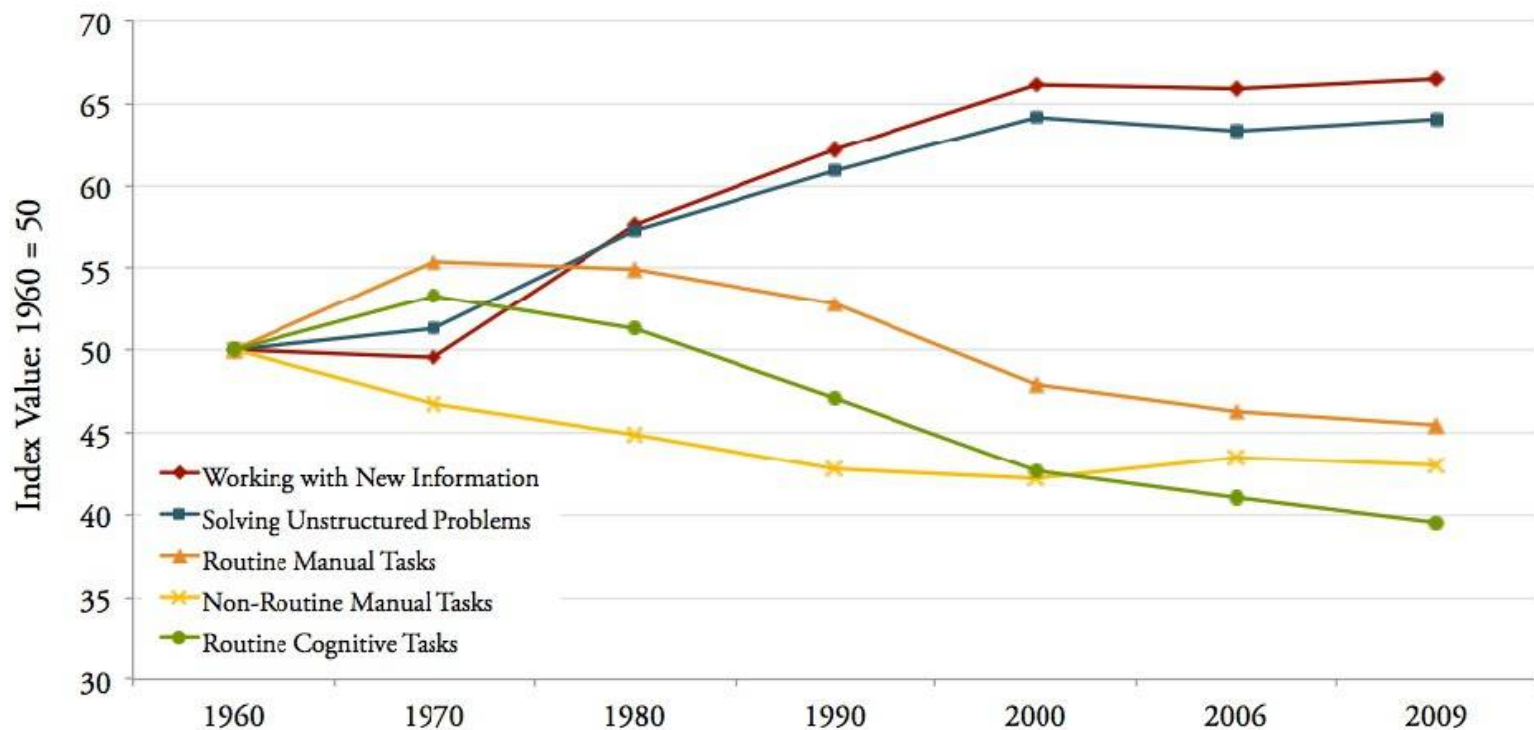
- What skills and knowledge do we need to survive and prosper in the changing world?
- How can these skills be acquired?

Transformation of economies

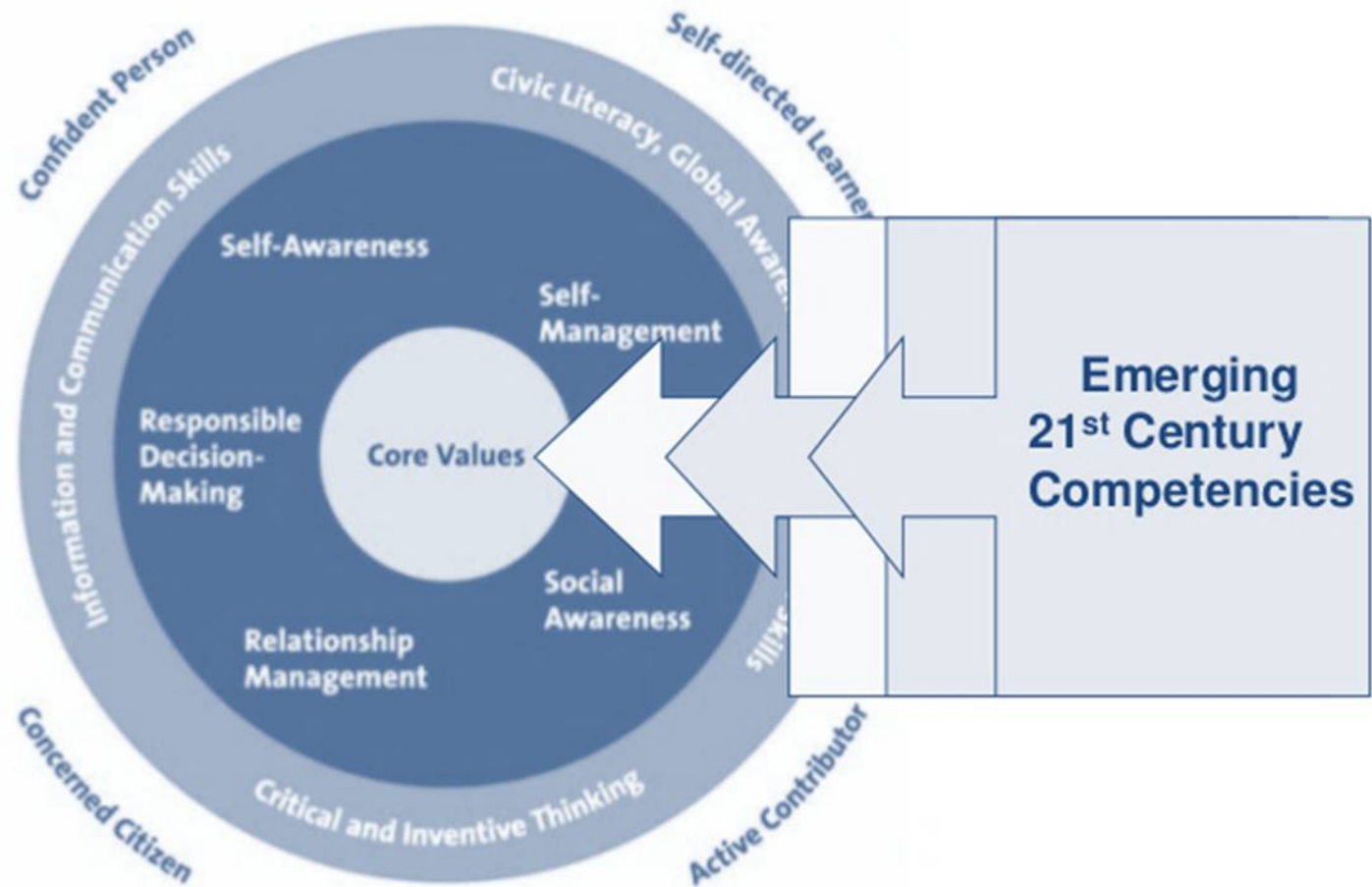


Changed nature of working tasks

Figure 3: Index of Changing Work Tasks in the U.S. Economy 1960-2009²¹



Emerging 21st century skills



WEF top 2020 skills

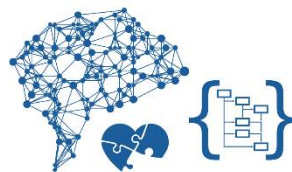


in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

Education for 21st century challenges

“ Education is the most sophisticated social technology of societal transformation and intentional evolution.

Advances in learning sciences
and proliferation of educational
technologies

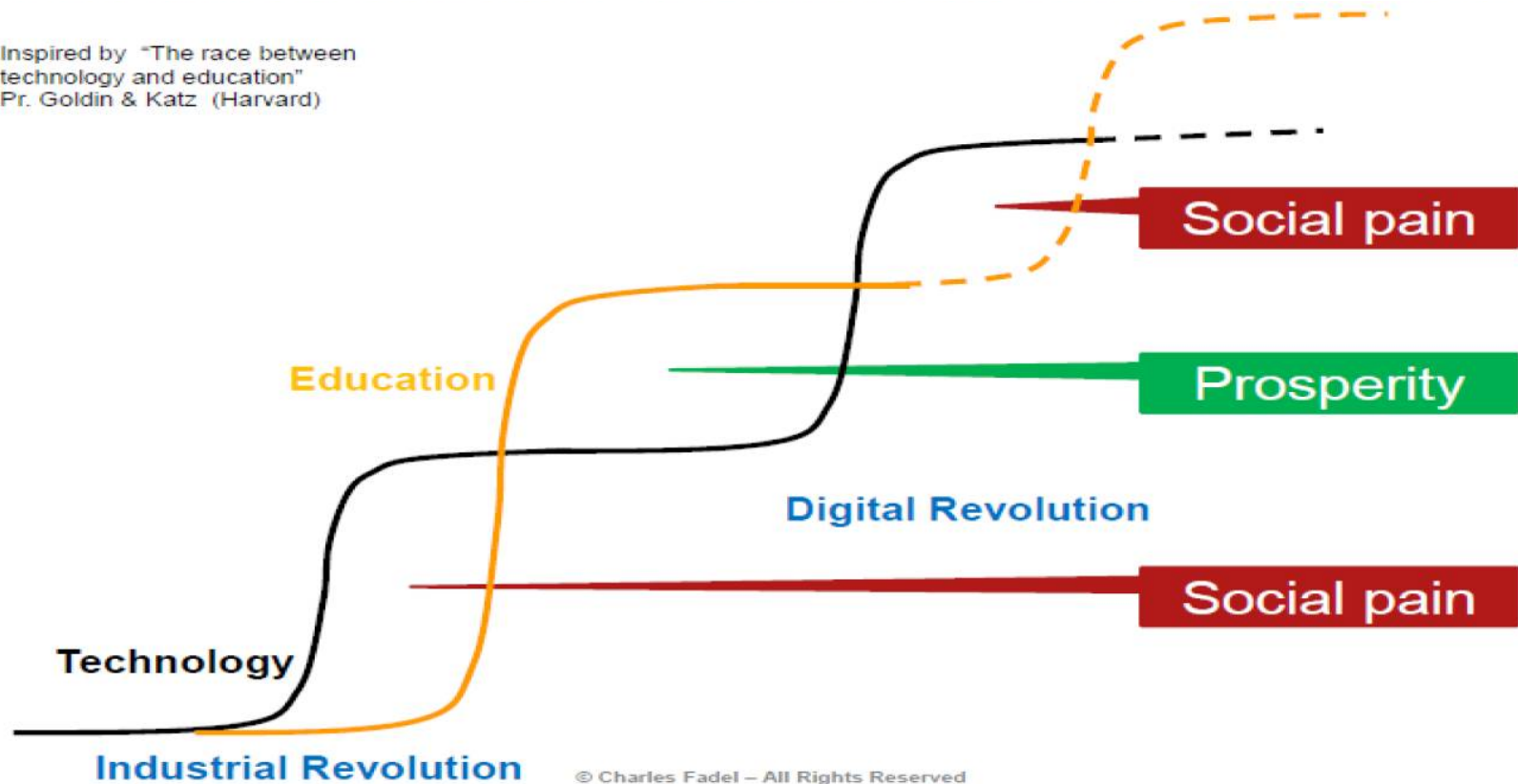
**Howe
ver,**

“ **WHY HAS EDUCATION NOT YET
BENEFITTED FROM THE
PRODUCTIVITY AND EFFICIENCY
GAINS THAT ICT HAVE
PROVOKED IN OTHER SYSTEMS?**

OECD project,
Innovative Learning Environments

The Race between Technology and Education

Inspired by "The race between technology and education"
Pr. Goldin & Katz (Harvard)



The 'New' Education paradigm

The current **educational model** is **flawed by design**:
it prepares people for skills of the past, not skills of the future!

Increasing gap with the existing educational systems due **to insufficient capacity for adaptation**, their continued investment in conventional industrial processes

Revolutionary **potential of new educational technologies** currently **low**
because of the context of their application

Need for 'new' education within and outside traditional settings,
development of '**new**' **effective, technology-rich learning ecosystems**

Overview

21st century challenges



Building the 'new' learning ecosystems



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European best practices for digital transformation



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Closing Remarks

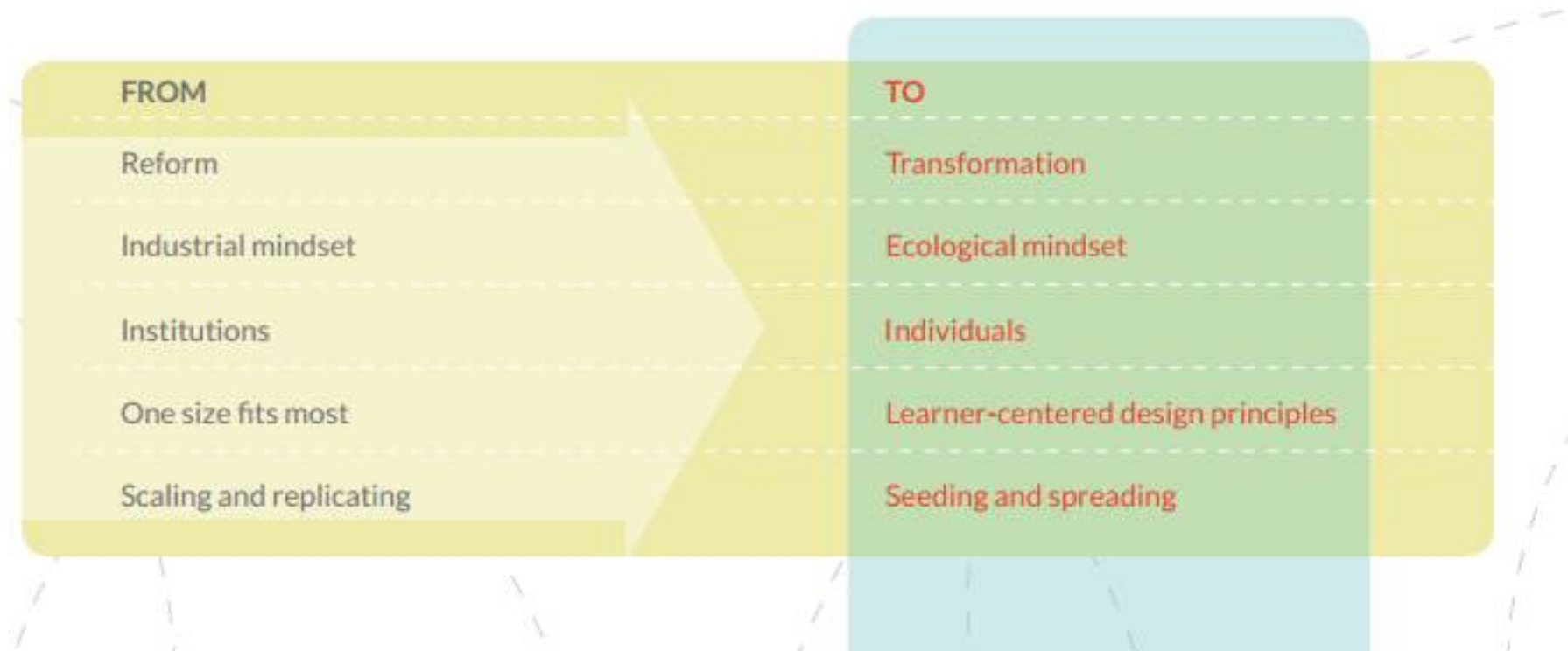
Learn for life, Learn to learn!

"You can't teach people everything they need to know. The best you can do is position them where they can find what they need to know when they need to know it."

Seymour



From industrial-era system to diverse learning ecosystem



Omnipresent Digital Educational Technologies

Learner-centred lifelong education



Adapted from EDUCATIONAL ECOSYSTEMS FOR SOCIETAL TRANSFORMATION, Global

Education Futures

1st PanHellenic MOODLEMOOT Conference
of Athens, 01.12.2017

TEI

Re-design of learning systems

learning systems require a co-design of social and technical systems

use models and concepts not only focusing on the artifacts but exploiting the social context in which they will be used

design use cases for real world application

include a focus on human qualities

support lifelong learning

smart integration of technological innovations to enable the creation of many novel ways of individual and collective learning

Key areas of change in education

Learning environments and pedagogy

Transition from competitive to **collaborative** learning processes

Focus on **self-development** & self-guidance, **collaborative** design of **learning process** & **content** to be explored

Personalized learning combining

- Learning in virtual environments (online courses, virtual reality lectures, social & AR simulators etc.)
- Practice-based learning in real-life settings
- Peer-based learning (F2F & online) with mentors & community

Learning built around **real-life problems** & challenges rather than subjects

Environment for physical exercises & interaction, **emotional** / artistic interaction etc.

Key areas of change in education

Teacher skills

Blended
pedagogy

**Collaborative
& connected
pedagogy**,
including
peer-type
instruction
(collaborative
exploration)

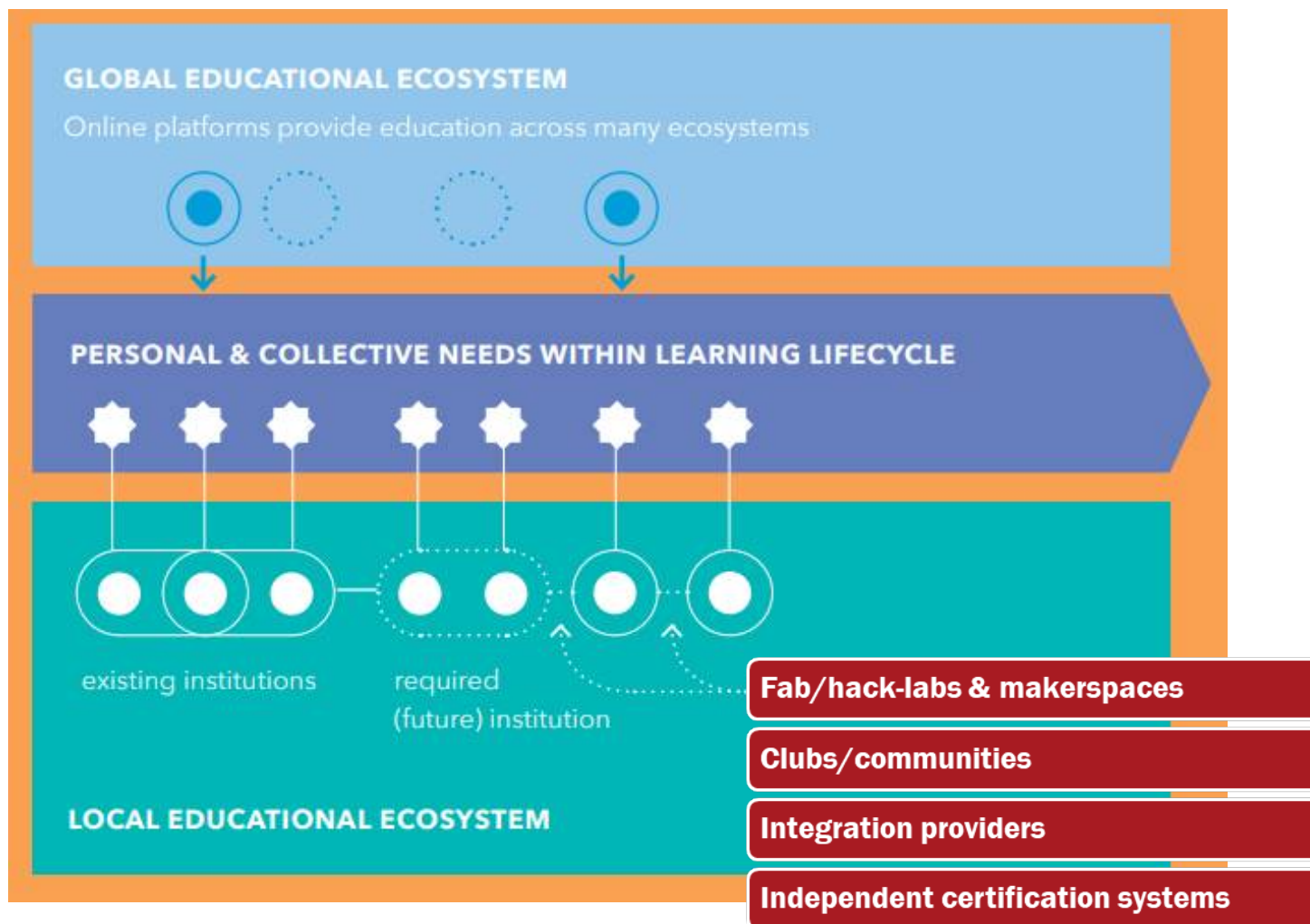
**Research-
driven and
Project-
based
pedagogy**

**Mentorship &
coaching**
(based on
learner's own
goals)

Gamification
of learning:
game-design,
game-based
teaching, in-
game acting

'Holistic'
teaching that
recognizes
various needs
of learner's
mind & body

A new 'educational ecosystems' model



The future of learning

KnowledgeWorks Forecast 3.0

A Glimpse into the Future of Learning

In the future...

For KnowledgeWorks' full forecast on the future of learning, see *Recombinant Education: Regenerating the Learning Ecosystem* knowledgeworks.org/strategic-foresight

"School" will take many forms. Sometimes it will be self-organized.

Work will evolve so rapidly that continuous career readiness will become the norm.

Diverse forms of credentials, certificates, and reputation markers will reflect the many ways in which people learn and demonstrate mastery.

As more people take it upon themselves to find solutions, a new wave of social innovation will help address resource constraints and other challenges.

At the same time, geographic and virtual communities will take ownership of learning in new ways, blending it with other kinds of activity.

Learning will no longer be defined by time and place — unless a learner wants to learn at a particular time and in a particular place.

Learners and their families will create individualized learning playlists reflecting their particular interests, goals, and values.

Those learning playlists might include public schools but could also include a wide variety of digitally-mediated or place-based learning experiences.

Whatever the path, radical personalization will become the norm, with learning approaches and supports tailored to each learner.

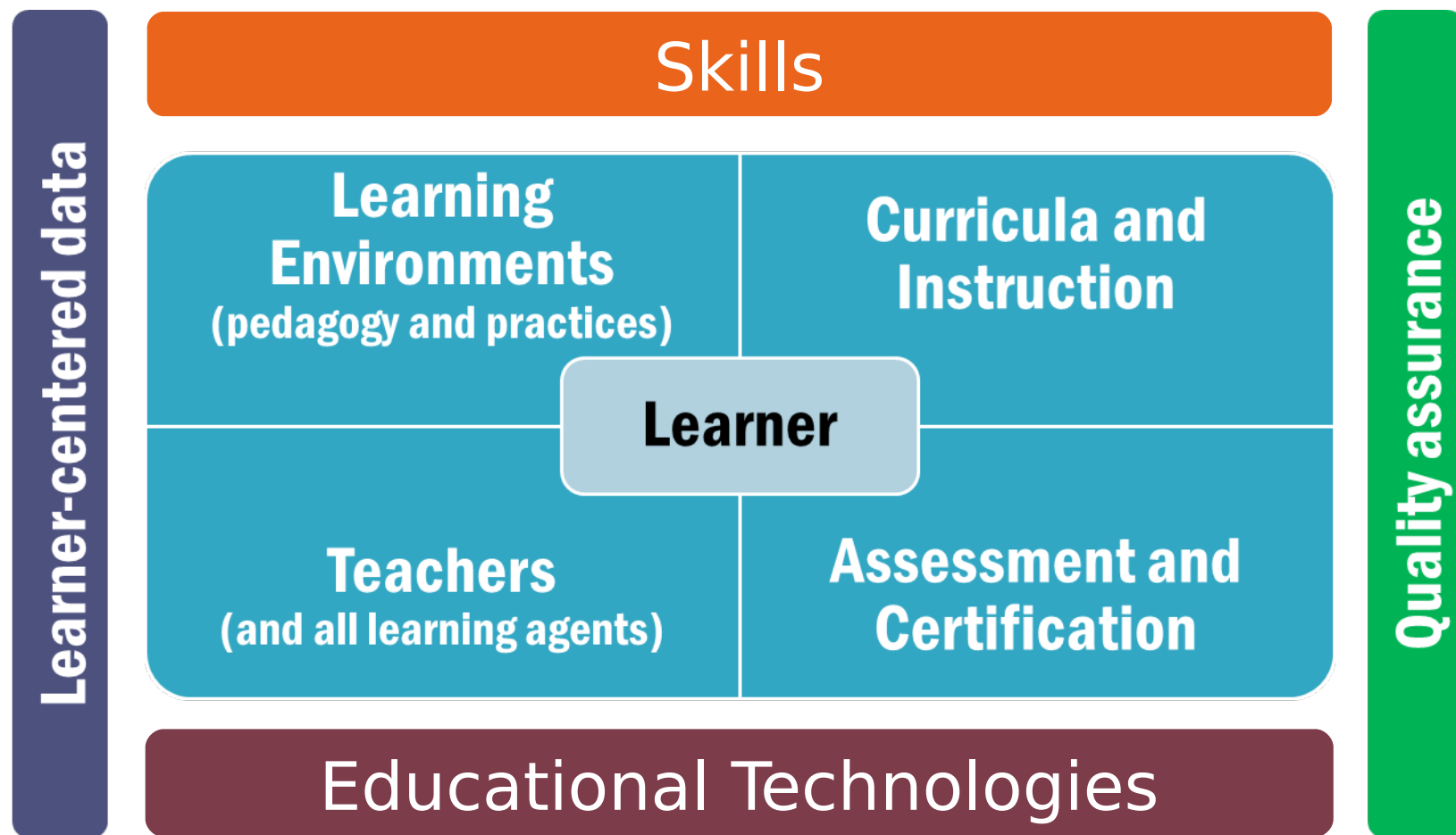
Educators' jobs will diversify as many new learning agent roles emerge to support learning.

A wide variety of digital networks, platforms, and content resources will help learners and learning agents connect and learn.

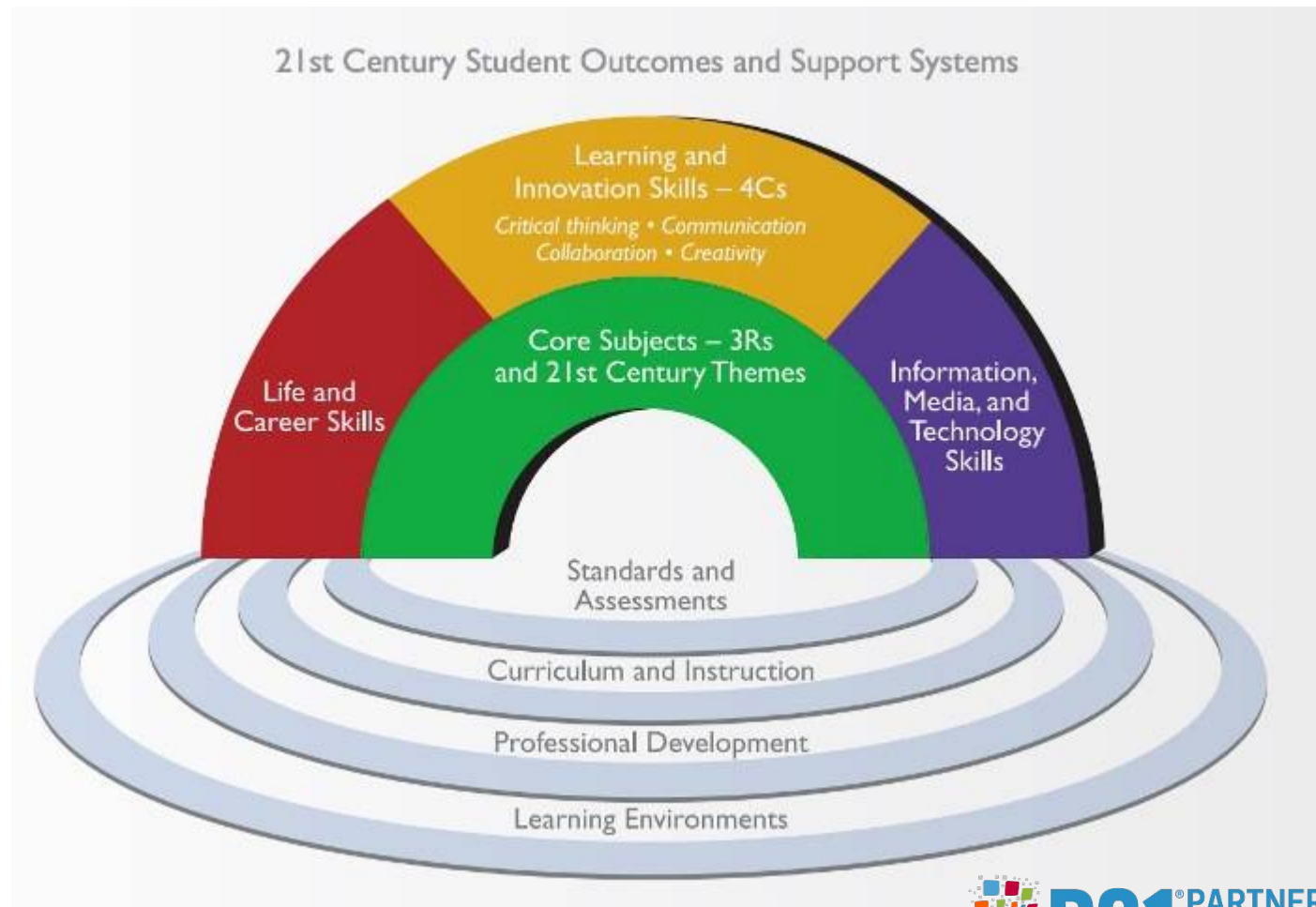
Some of those tools will use rich data to provide insight into learning and suggest strategies for success.

These changes point the way toward a diverse learning ecosystem in which learning adapts to each child instead of each child trying to adapt to school.

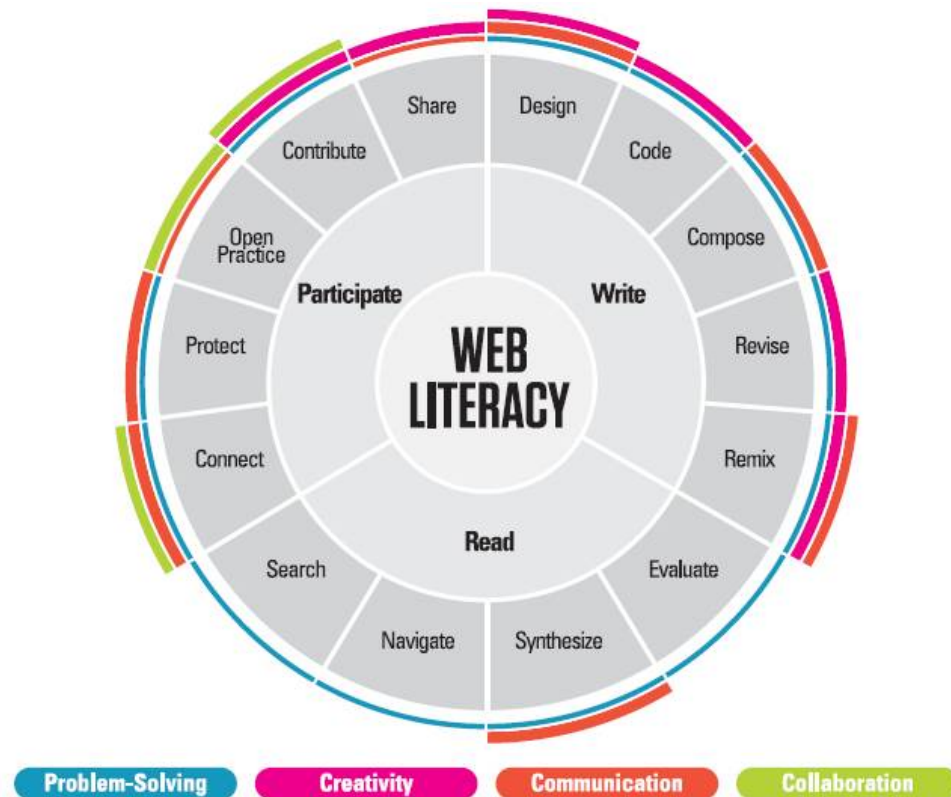
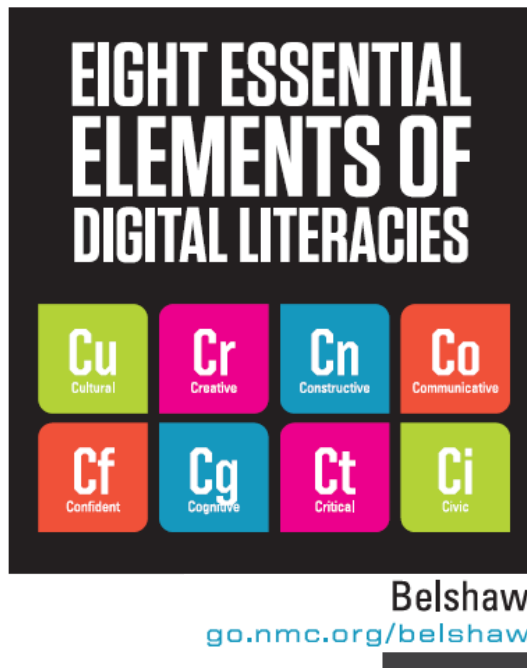
The 'big picture' themes & challenges



Students 21st Century Skills



Digital transformation essential for 21st century skills



Open University
go.nmc.org/oudigitlit

MOZILLA WEB LITERACY

Mozilla Foundation

go.nmc.org/mozweb

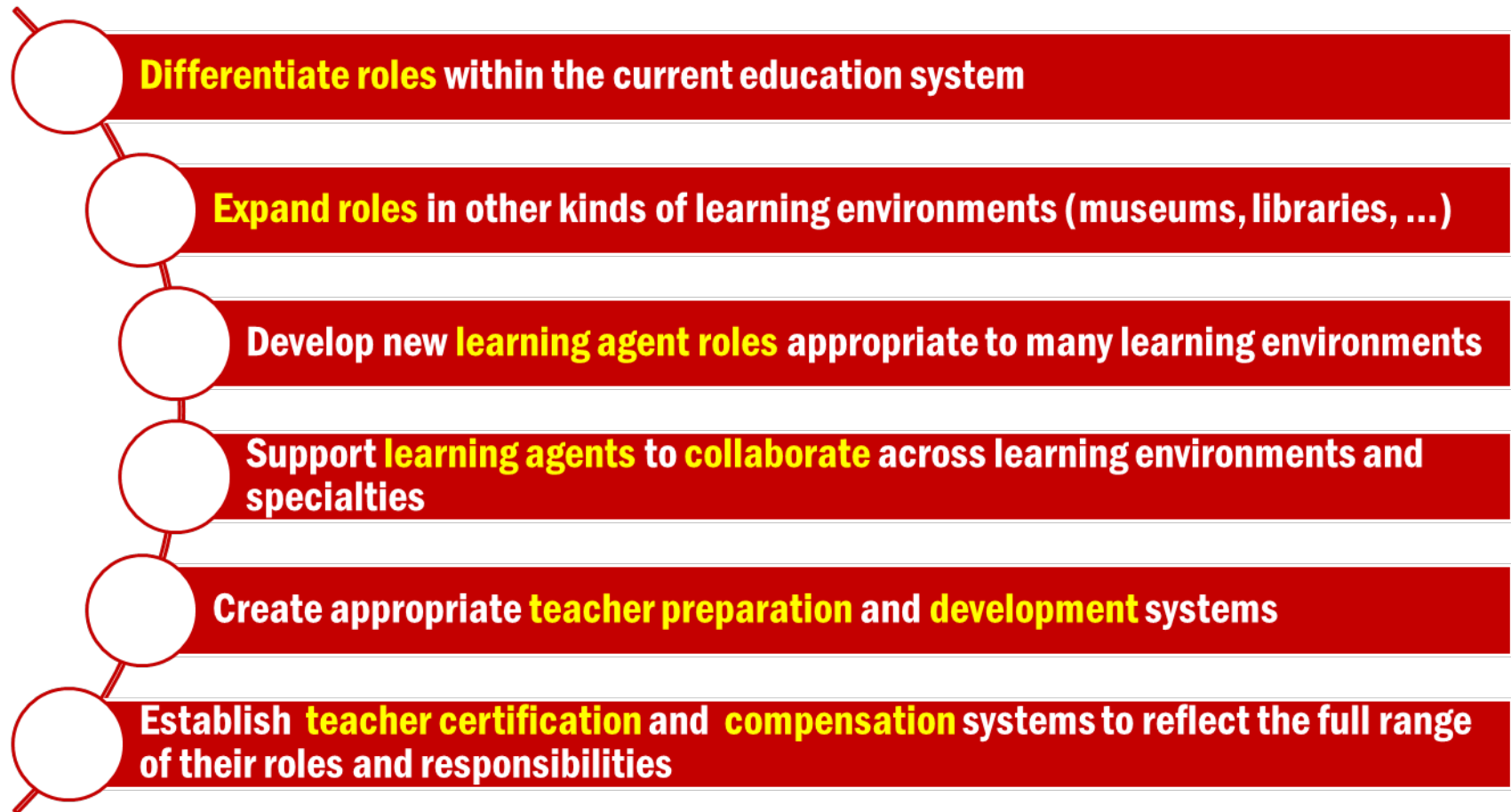
Learning environments: pedagogy



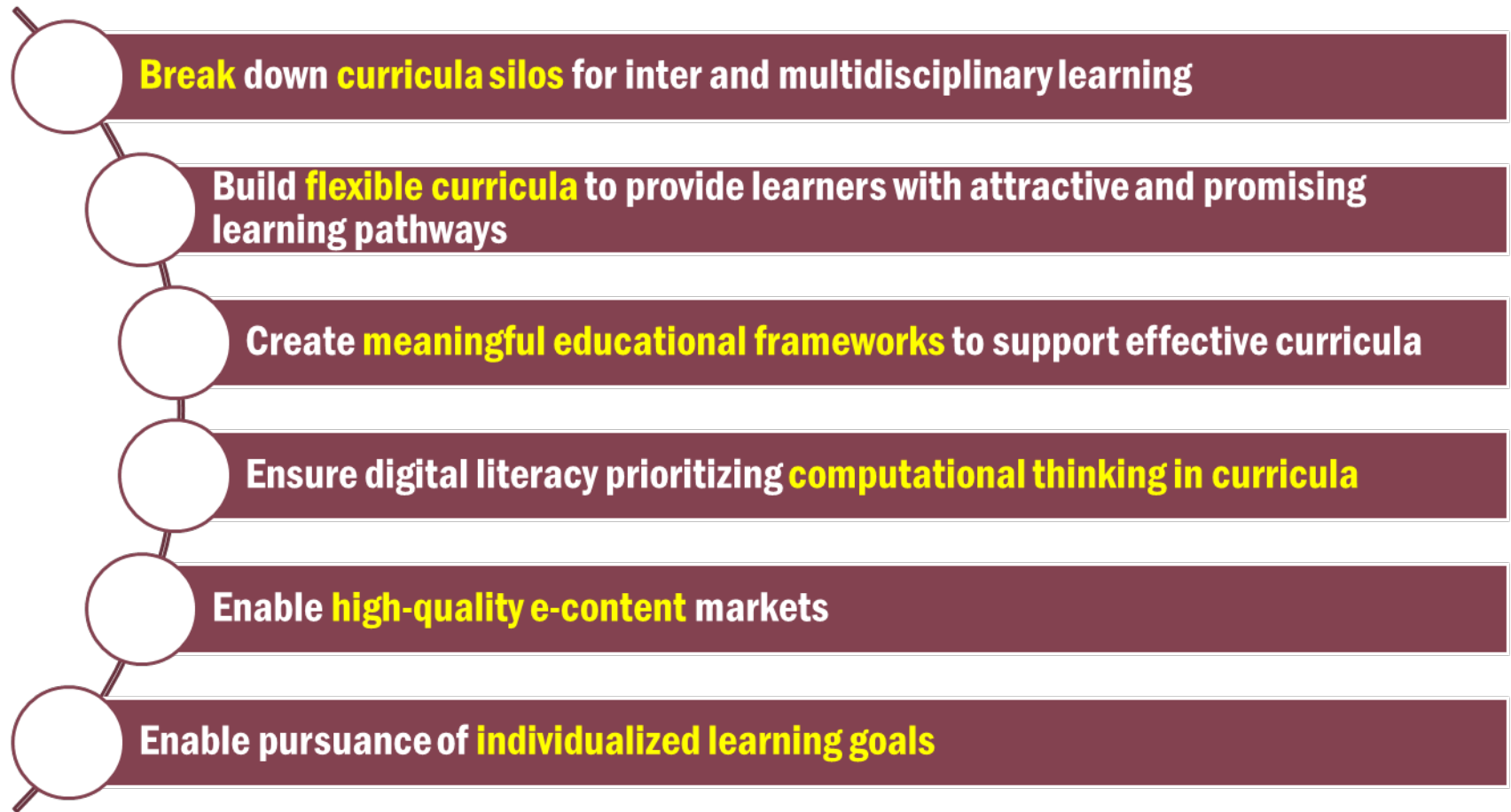
Learning environments: practices



Teachers and learning agents



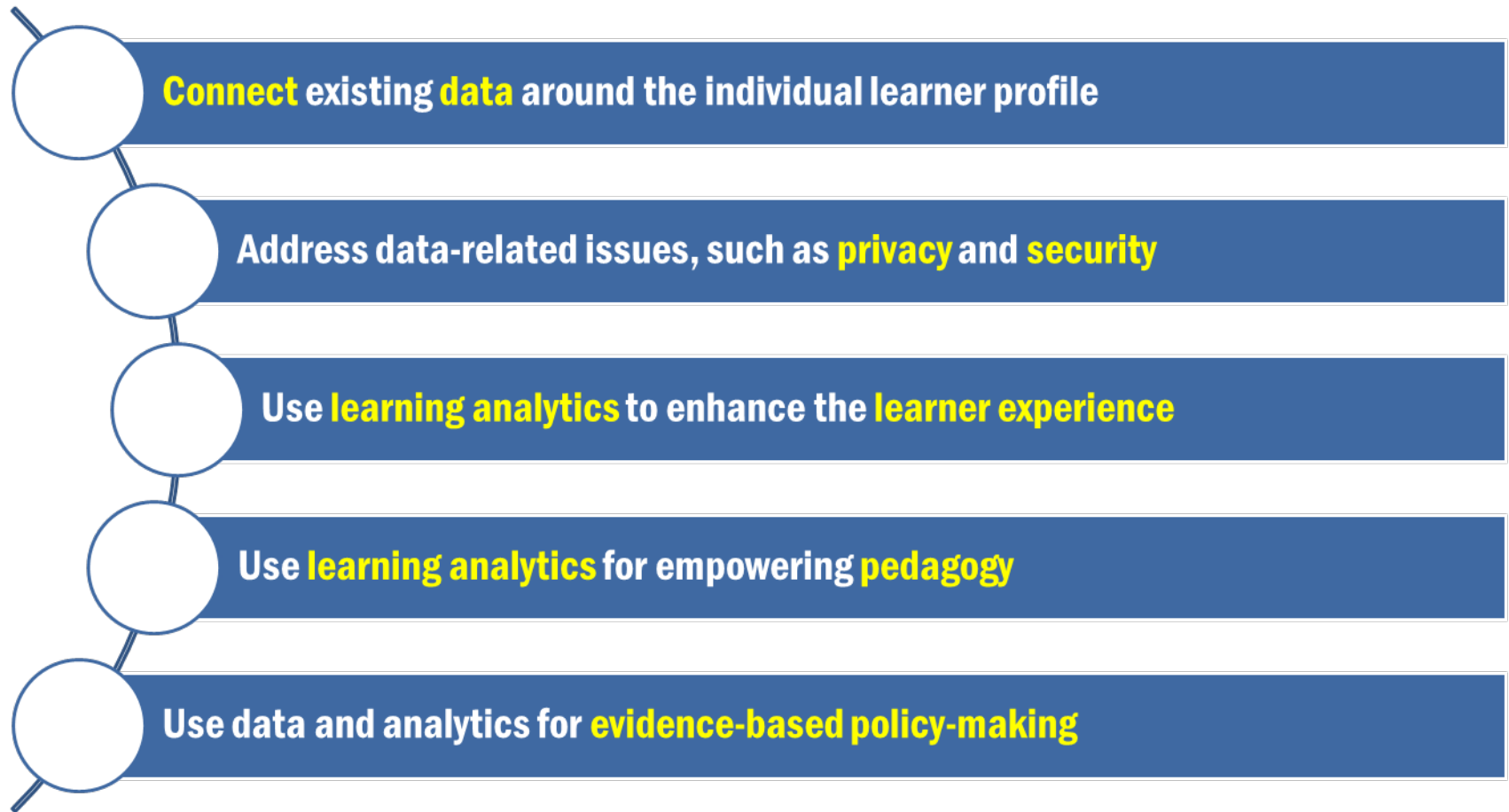
Curricula and instruction



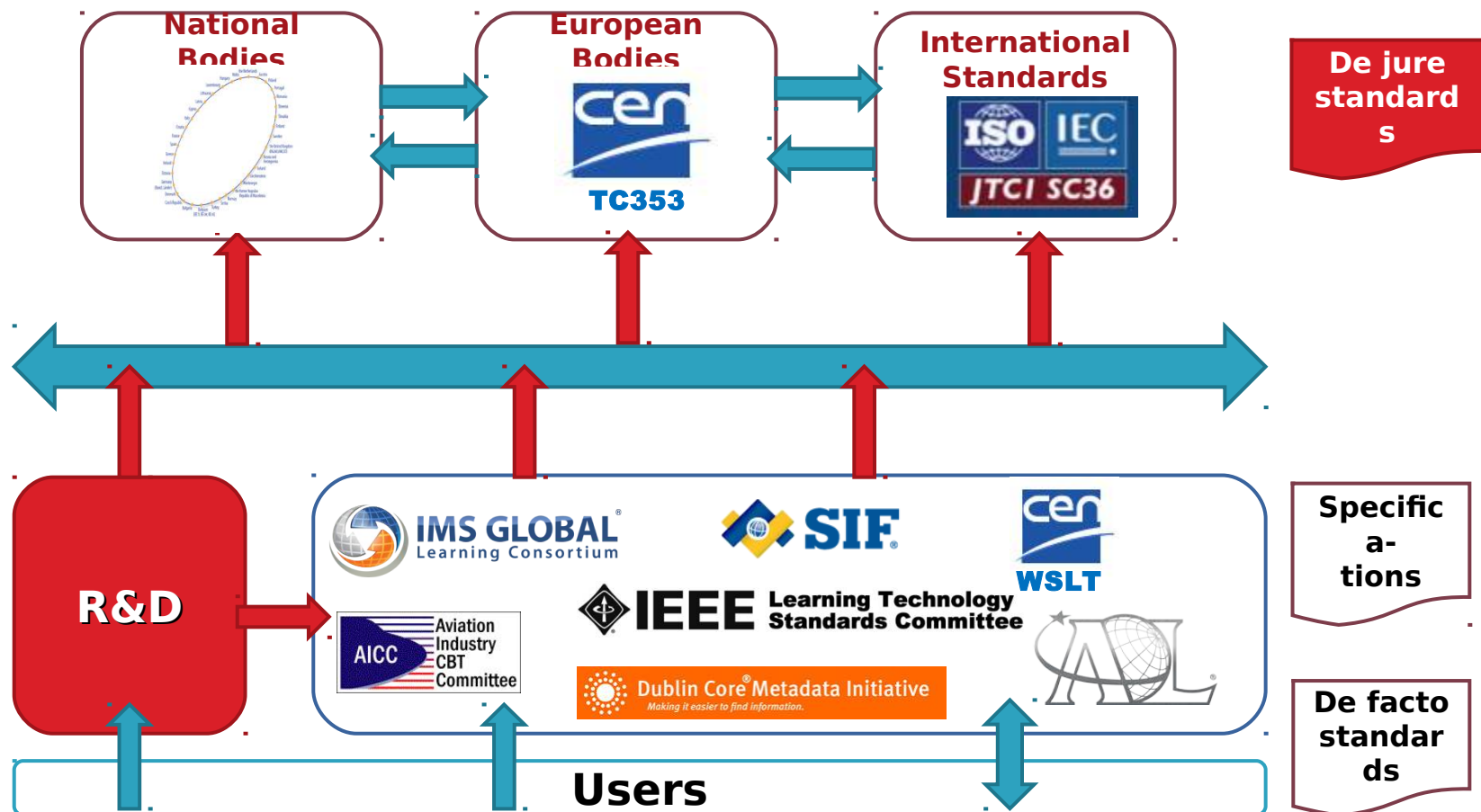
Assessment and Certification



Learner-centered data



International Standards Development



Learning Object Repositories



Competence Frameworks

European e-Competence Framework 2.0

A common European framework
for ICT Professionals in all industry sectors

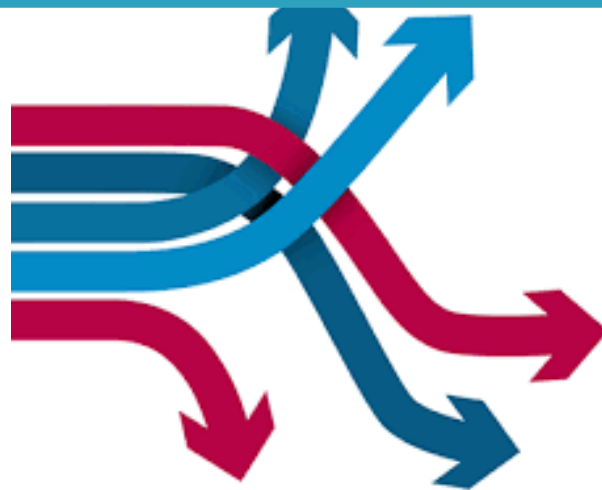
This title refers to the
overall LOC structure

Dimension 1 e-Competence area					
A. PLAN					
Dimension 2 e-Competence: Title + generic description					
A.2. Service Level Management Defines, validates and makes applicable service level agreements (SLA) and underpinning contracts for services offered. Negotiates service performance levels taking into account the needs and capacity of customers and business.					
Dimension 3 e-Competence proficiency levels (on e-CF levels e-1 to e-5, related to EQF levels 3 to 8)					
Level 1	Level 2	Level 3	Level 4	Level 5	
—	—	Influences and prepares the final Service Level Agreement (SLA) and accounts for the final content.	Provides leadership to amend the enterprise strategy with respect to Service Level Agreements (SLA) in order to achieve forecasted results.	—	
Dimension 4					
Knowledge examples	Knows/ Aware of/ Familiar with: K1 service level agreement documentation K2 how to compare and interpret management data K3 the elements forming the metrics of service level agreements K4 how service delivery infrastructures work K5 impact of service level non-compliance on business performance				
Skills examples	Able to: S1 analyse service provision records S2 evaluate service provision against service level agreement S3 negotiate realistic service level targets S4 use relevant quality management techniques S5 anticipate and mitigate against potential service disruptions				

Everything outlined in red – everything that could possibly be separately assessed or evidenced – is a separate LOC definition.

Learning opportunity pathways

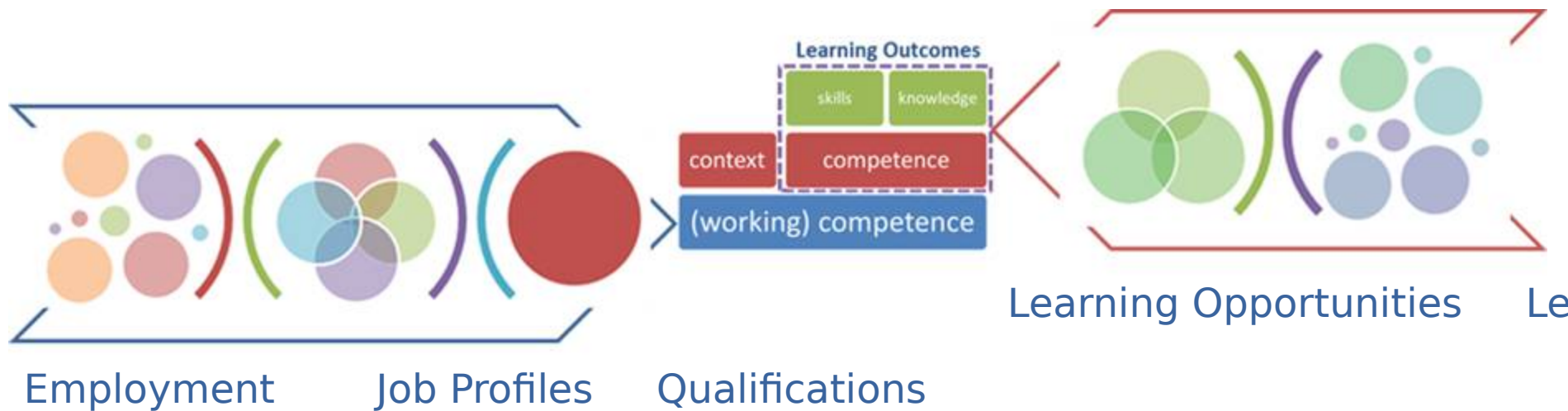
Composing Lifelong Learning Opportunity Pathways through Standards-based Services



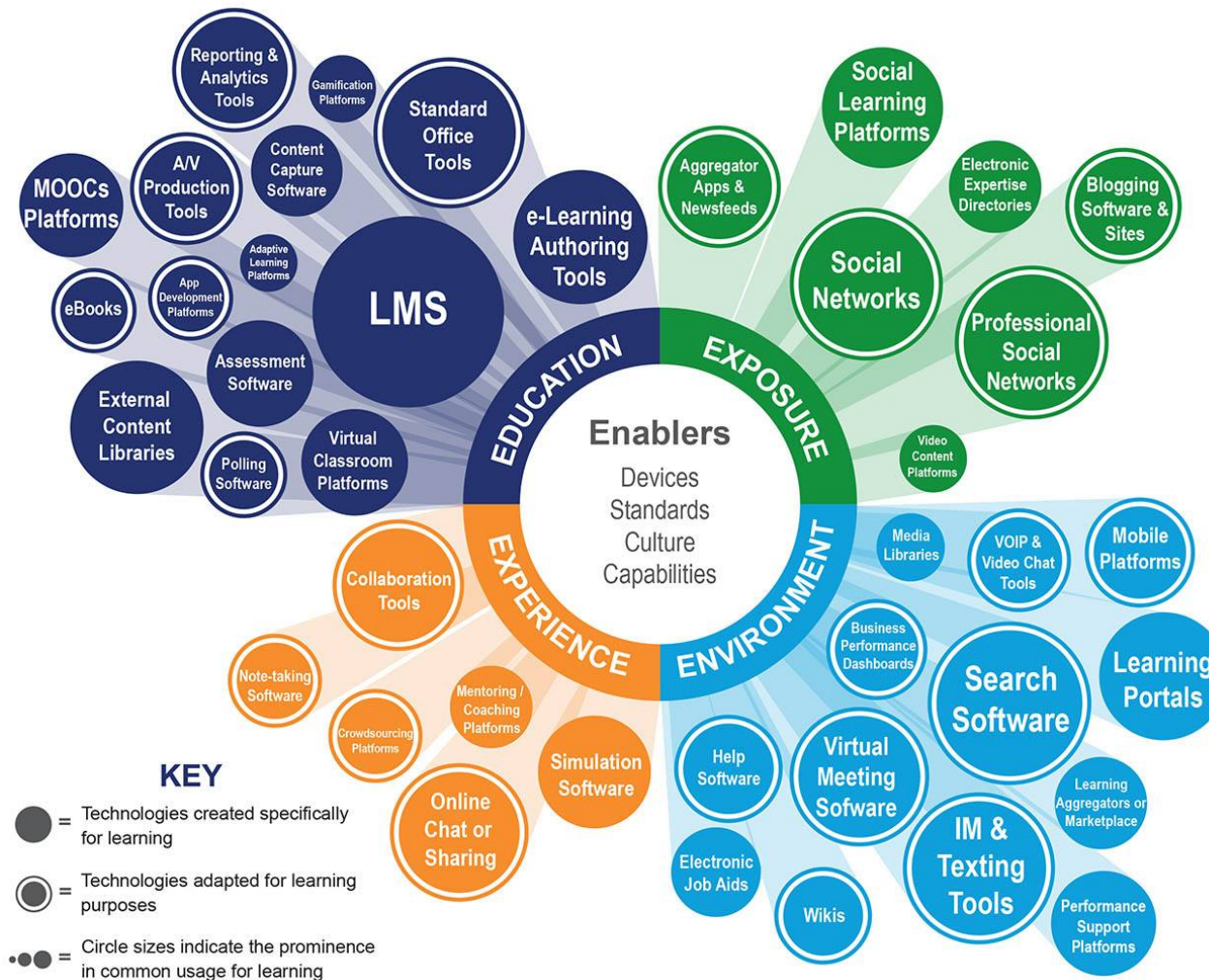
LEARNING
COMPASS

<http://www.learning-compass.eu/>

Learning to employment pathways

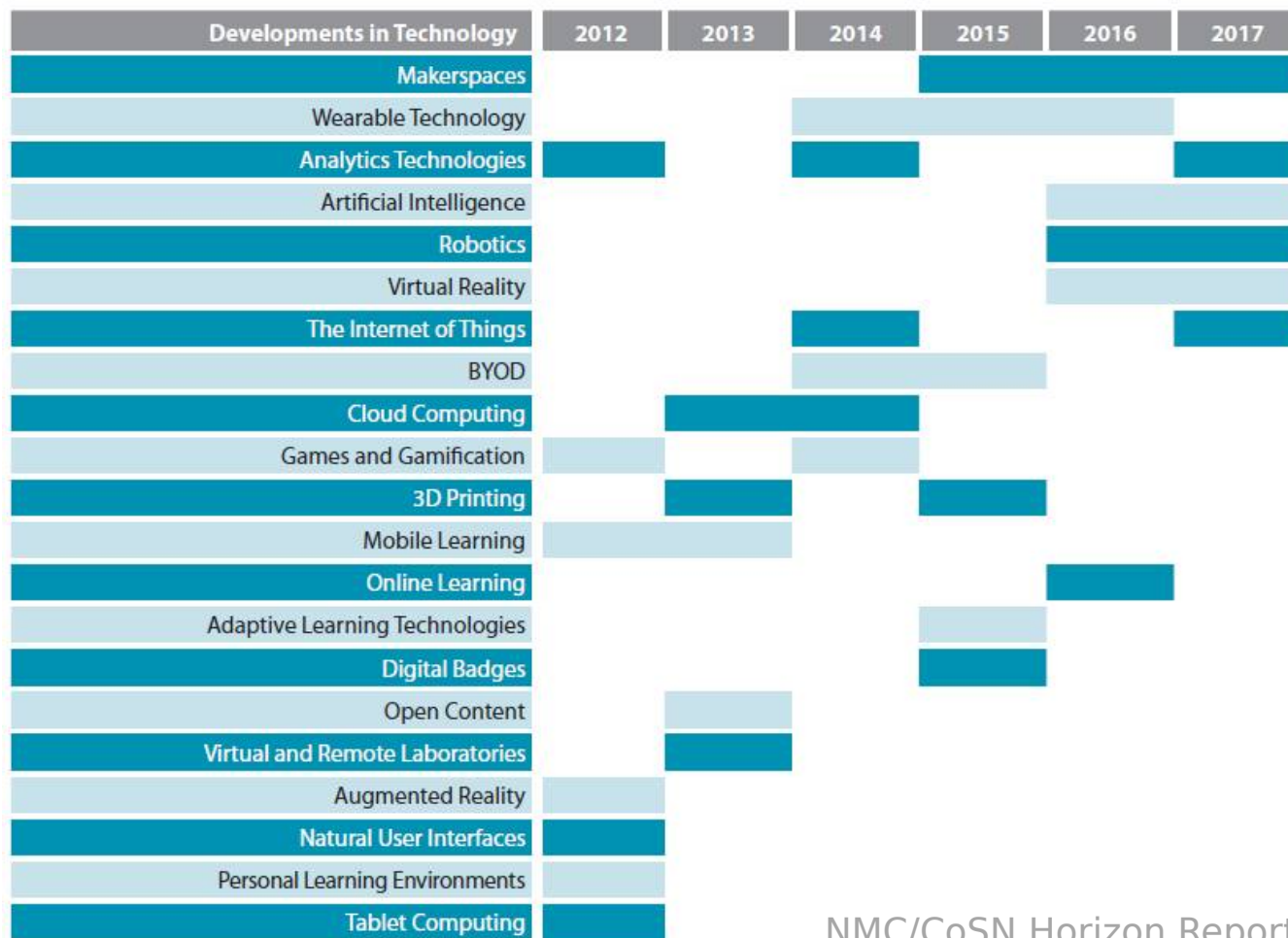


Educational technologies



Bersin by Deloitte "Learning Technology Stack"

New technology developments



NMC/CoSN Horizon Report > 2017 K-12 Edition

Digital transformation of the learning ecosystem

Personalized learning with adaptive eTextbooks

Digital classroom white boards and display

iBeacons



Complete coverage with high performance Wi-Fi

Video recorders for lecture capture



Wearables for athletics and attendance tracking

International Collaboration and social exchange

Online testing

Sensors on trash receptacles



Student devices & eTextbooks

- Notebooks
- Tablets
- Smartphones



Robot cleaning



Augmented and virtual reality



Supplies and inventory tracking by sensor with auto-reorder



Makerspaces with 3D printers and laser trimmers

File and program storage, local or cloud-based

- Demographics, academics, behavior, interests
- LMS, CMS, SIS
- Educational programs and applications
- Video files: lectures and recorded lab experiments



Robotics for STEM and remote presence



Surveillance security cameras



Network application analytics to monitor devices and network behavior

Wi-Fi sensors and locks

- Entrances and exits
- Classroom doors

Sensors in parking lot and driveways



Internet of Things-based HVAC

Monitor and display of air quality throughout school



Sensors track buses and verify student passengers



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Closing Remarks

European Requirements 2000



The EU should become “the most **competitive** and **dynamic knowledge-based economy** in the world capable of sustainable economic growth with more and better jobs and greater social cohesion”.

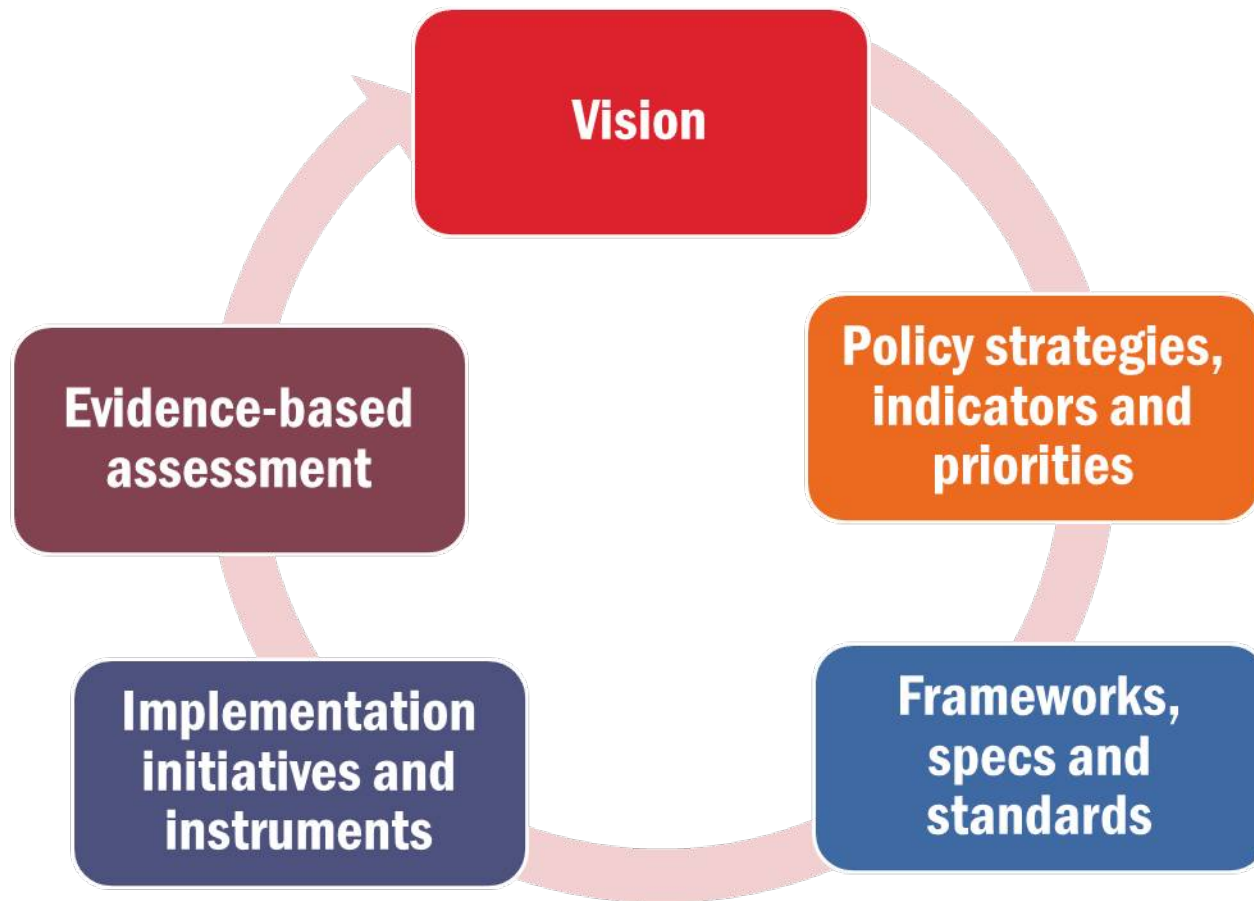


The achievement of this ambitious goal involves “not only a radical transformation of the European economy, but also a **challenging programme** for the **modernization** of social welfare and **education systems**”.



European Council, Lisbon (Mar. 2000)

The policy-making process



Europe 2020 strategy

In a changing world, the EU wants to become a **smart**, **sustainable** and **inclusive** economy, goals to be

Smart Growth	Sustainable Growth	Inclusive Growth
Innovation <i>« Innovation Union »</i>	Climate, energy and mobility <i>« Resource efficient Europe »</i>	Employment and skills <i>« Agenda for new skills and jobs »</i>
Education and employment <i>« Youth on the move »</i>	Competitiveness <i>« An industrial policy for the globalisation era »</i>	Fighting poverty <i>« European platform against poverty »</i>
Digital society <i>« A digital agenda for Europe »</i>		

Education in Europe 2020

Key role for **Education, Training and Youth** in **Europe 2020**

Smart growth

developing an economy **based on knowledge and innovation**

Sustainable growth

promoting a more efficient, greener and more **competitive economy**

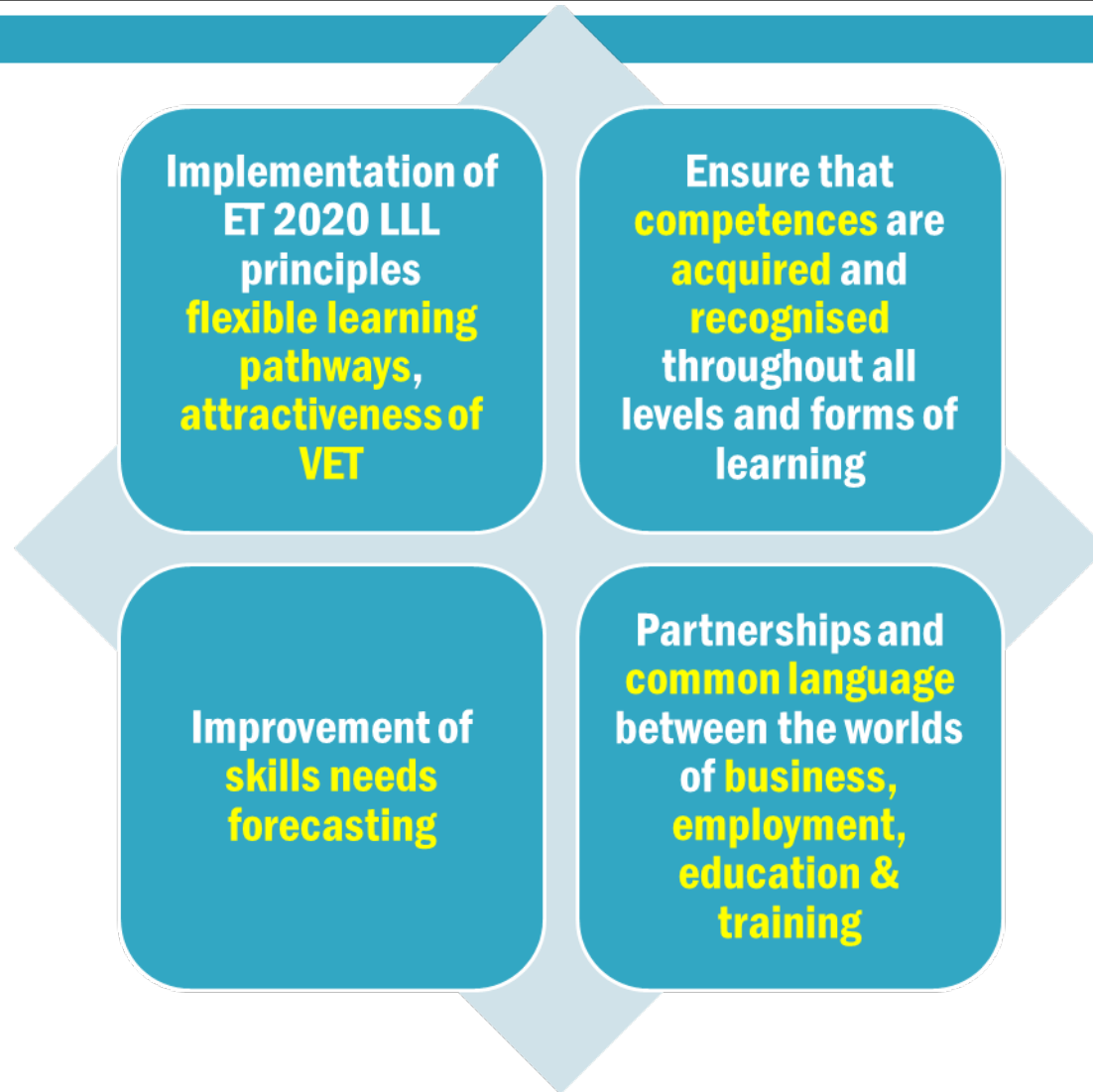
Inclusive growth

fostering a **high-employment economy delivering social and territorial cohesion**

From student to lifelong learner



From learning to employment



The ET 2020 Framework

“

In an increasingly globalized and **knowledge-based economy** Europe is in need of a **well-skilled workforce** to compete in terms of productivity, quality, and innovation. Education and training are crucial for both **economic and social progress** and aligning **skills with labor market needs**.

Education and training also bolster the **personal development** and active citizenship and promote equity, social inclusion and cohesion.

The ET 2020 objectives

High-quality pre-primary, primary, secondary, higher and VET keeping in mind that they contribute to employment, economic success and social cohesion in a knowledge-based society

Making **lifelong learning** and **mobility** a reality

Improving the **quality** and **efficiency** of education and training

Promoting **equity**, social **cohesion** and **active citizenship**

Enhancing **creativity** and **innovation**, including entrepreneurship, at all levels of education and training

Priorities for 2016-2020



Relevant and **high-quality skills and competences**, focusing on **learning outcomes**, for employability, innovation and active citizenship



Inclusive education, equality, non-discrimination and promotion of civic competences



Open and innovative education and training, including by **fully embracing the digital era**



Strong **support for educators**



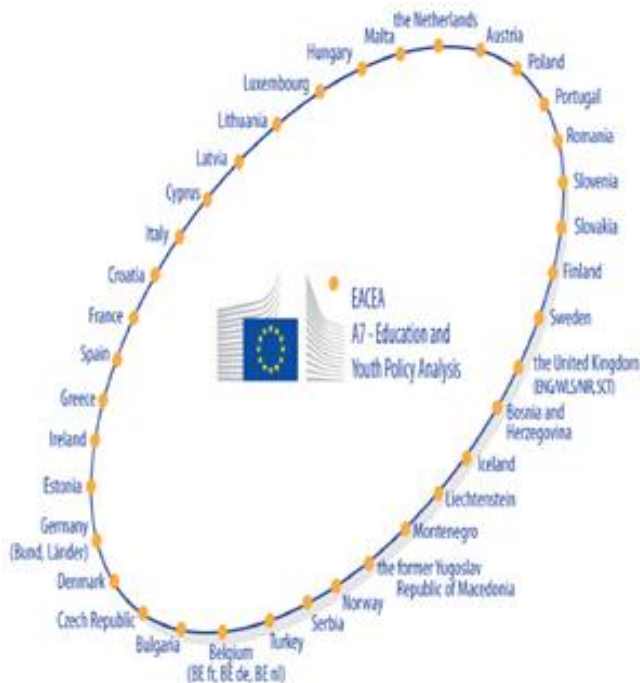
Transparency and recognition of skills and qualifications to facilitate **learning and labour mobility**



Sustainable investment, **performance and efficiency** of **education and training systems**

Supporting organizations

Eurydice national units provide
normative and **qualitative** information
(laws, decrees, regulations and
recommendations)



Descriptive, comparable information on
European education systems and policies
Comparative analyses on various topics

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Closing Remarks

Shift to Learning Outcomes

Learning outcomes

“what a learner knows, understands or is able to do at the end of a learning process”

Emphasis on ability to do irrespective of routes of acquisition

Associated with a learner-centered approach

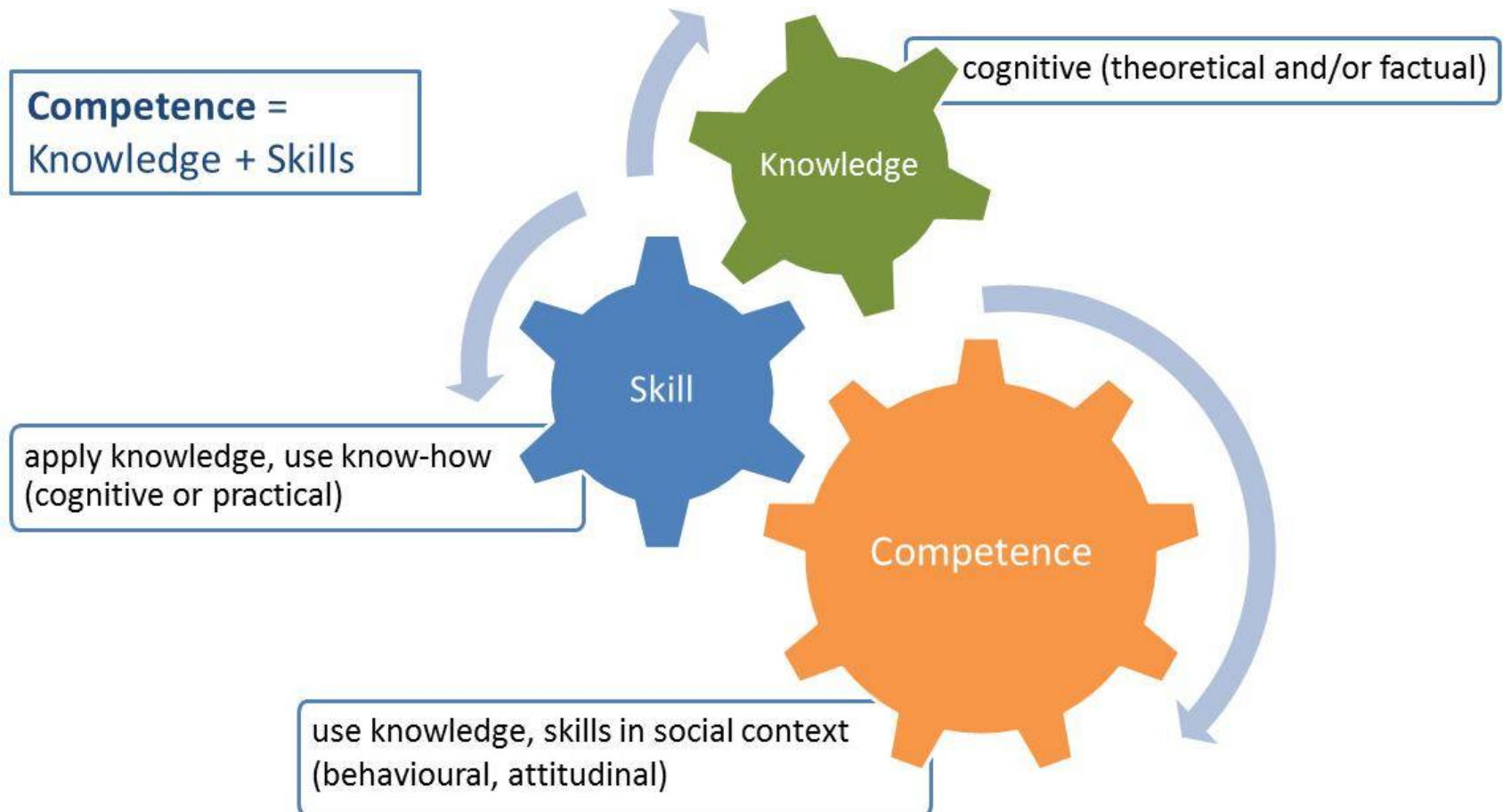
Facilitates validation of non-formal and informal learning

Supports better matching between education and training provisions and labour market needs

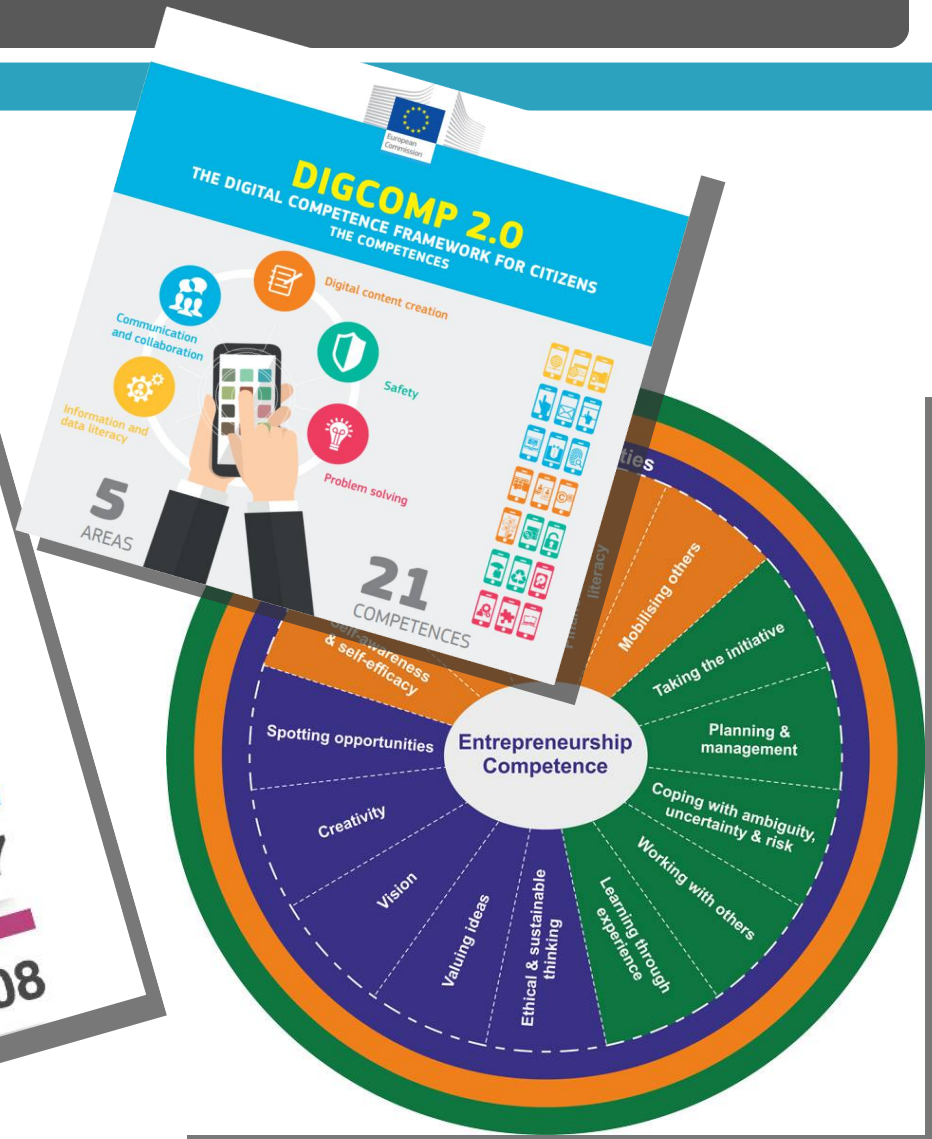
Increases transparency of qualifications

Promotes mobility, employability, adaptability

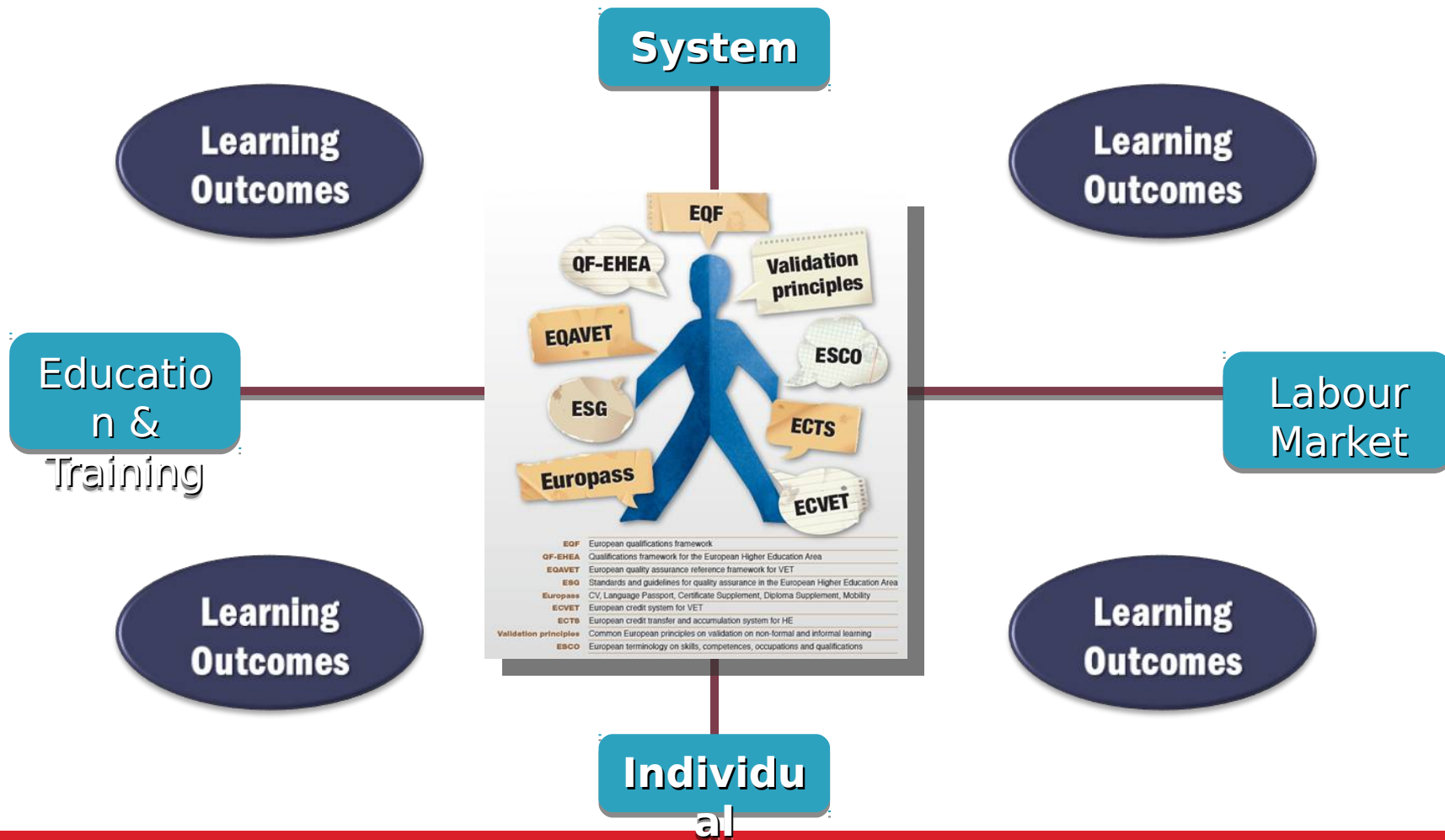
Typology of Learning Outcomes



EU Competence frameworks



Skills and qualifications transparency instruments



European Qualifications Framework

Each of the 8 levels is defined by a set of descriptors indicating the learning outcomes relevant to qualifications at that level in any system of qualifications.

		KNOWLEDGE	SKILLS	COMPETENCE
		In the context of EQF, knowledge is described as theoretical and/or factual.	In the context of EQF, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) and practical (involving manual dexterity and the use of methods, materials, tools and instruments).	In the context of EQF, competence is described in terms of responsibility and autonomy.
LEVEL 1	The learning outcomes relevant to Level 1 are	basic general knowledge	basic skills required to carry out simple tasks	work or study under direct supervision in a structured context
LEVEL 2	The learning outcomes relevant to Level 2 are	basic factual knowledge of a field of work or study	basic cognitive and practical skills required to use relevant information in order to carry out tasks and to solve routine problems using simple rules and tools	work or study under with some autonomy
LEVEL 3	The learning outcomes relevant to Level 3 are	knowledge of facts, principles, processes and general concepts, in a field of work or study	a range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information	take responsibility for tasks in work or study adapt own behaviour and stances in solving problems
LEVEL 4	The learning outcomes relevant to Level 4 are	factual and theoretical knowledge in broad contexts within a field of work or study	a range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities



EUROPASS Service

The screenshot shows the Europass Service website. At the top, there is a navigation bar with links: "Visually impaired", "Frequently asked questions", "Glossary", "Interoperability", and a magnifying glass icon. Below this is a header section with the Europass logo (featuring a yellow star and the text "100 million CVs online 2005-2017") and the tagline "Opening doors to learning and working in Europe". To the right of the logo is a language dropdown menu set to "English - (en)".

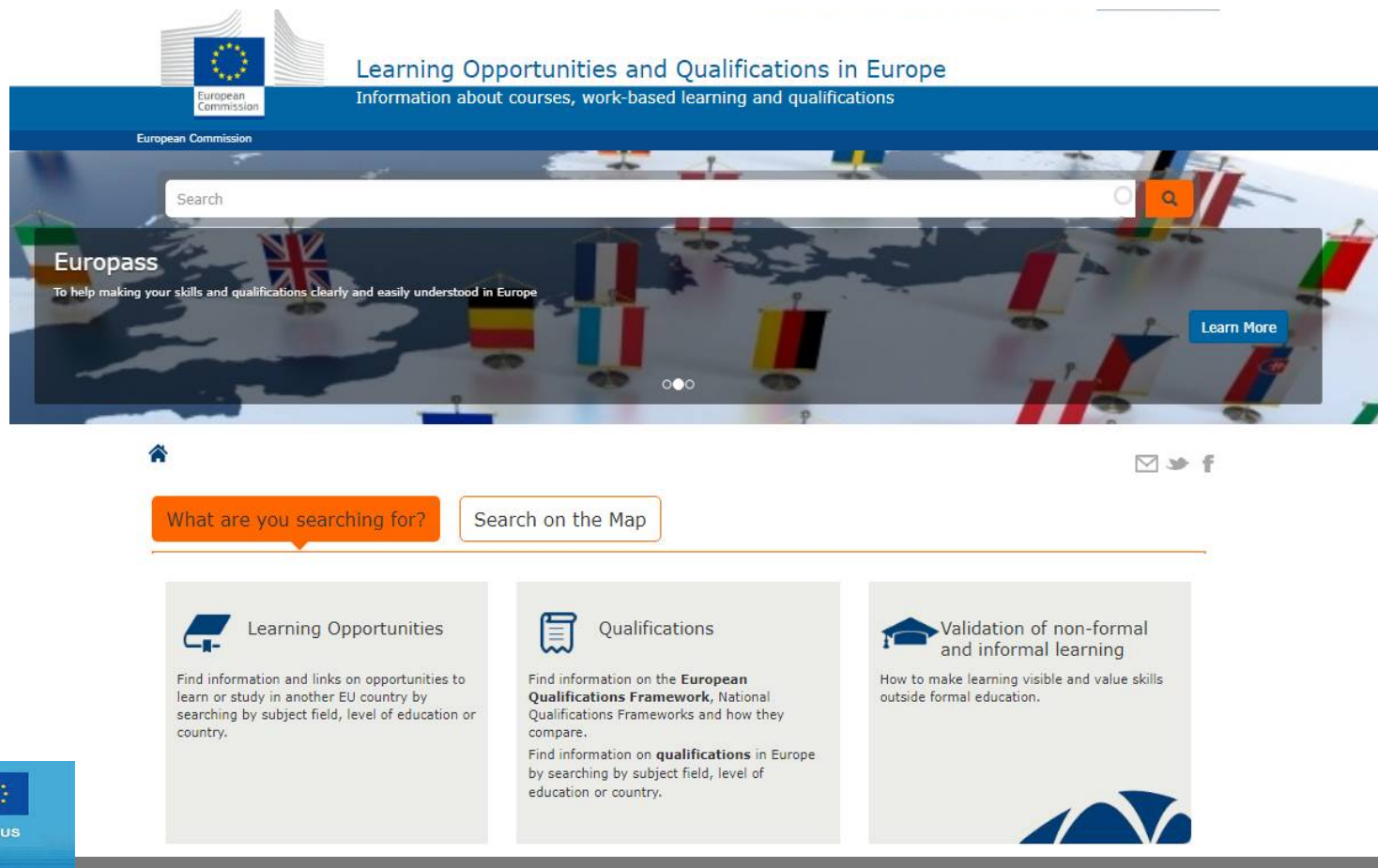
Below the header is a horizontal menu with the following items: "Home", "About Europass", "Europass documents", "Europass and you", "Learning and working in Europe", and "Resources".

The main content area is divided into two columns. The left column is titled "Curriculum Vitae" and "European skills passport". It lists four documents: "Language passport", "Europass Mobility", "Diploma Supplement", and "Certificate Supplement". Below this list is a button labeled "EXAMPLE" with a download icon. At the bottom left, there is a preview of a Europass CV for "Betty Smith", showing personal information and a job title "European project manager".

The right column is titled "What is Europass?" and lists several questions: "How to complete a Europass CV?", "How to become interoperable with Europass?", "I am not a European citizen. Can I use the Europass CV?", and "Which Europass documents do I need?". Below these questions is a section titled "FREQUENTLY ASKED QUESTIONS" with a right arrow. There is a yellow button labeled "How to complete a Europass CV?" and a blue button labeled "SEARCH".

In the center of the two columns, there is a section titled "A document to present your skills and qualifications effectively and clearly". It contains three buttons: "Create your CV (+ cover letter) online", "Update your CV (PDF+XML) online", and "Download the CV template and instructions". Below these buttons is a link labeled "Examples" with a star icon, and a "LEARN MORE" link with a right arrow.

European PLOTEUS Service



Open Education Framework

Open education is a collective term to describe institutional practices and programmatic initiatives that **broaden access** to the learning and training traditionally offered through formal education systems.

The qualifier "**open**" of open education refers to the **elimination of barriers** that can preclude both opportunities and recognition for participation in institution-based learning

Open Education constituents

Open educational resources

- **freely accessible, openly licensed educational material**

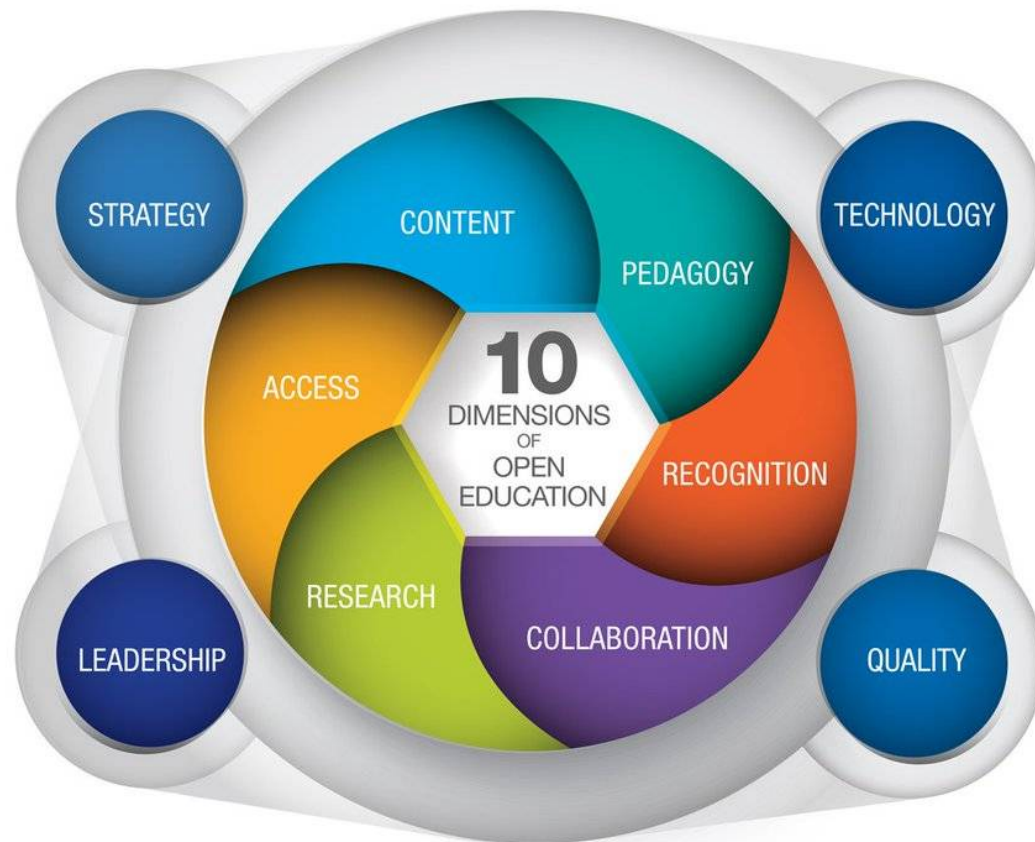
Open educational practices

- **draw upon open technologies and high-quality open educational resources in order to facilitate collaborative and flexible learning**

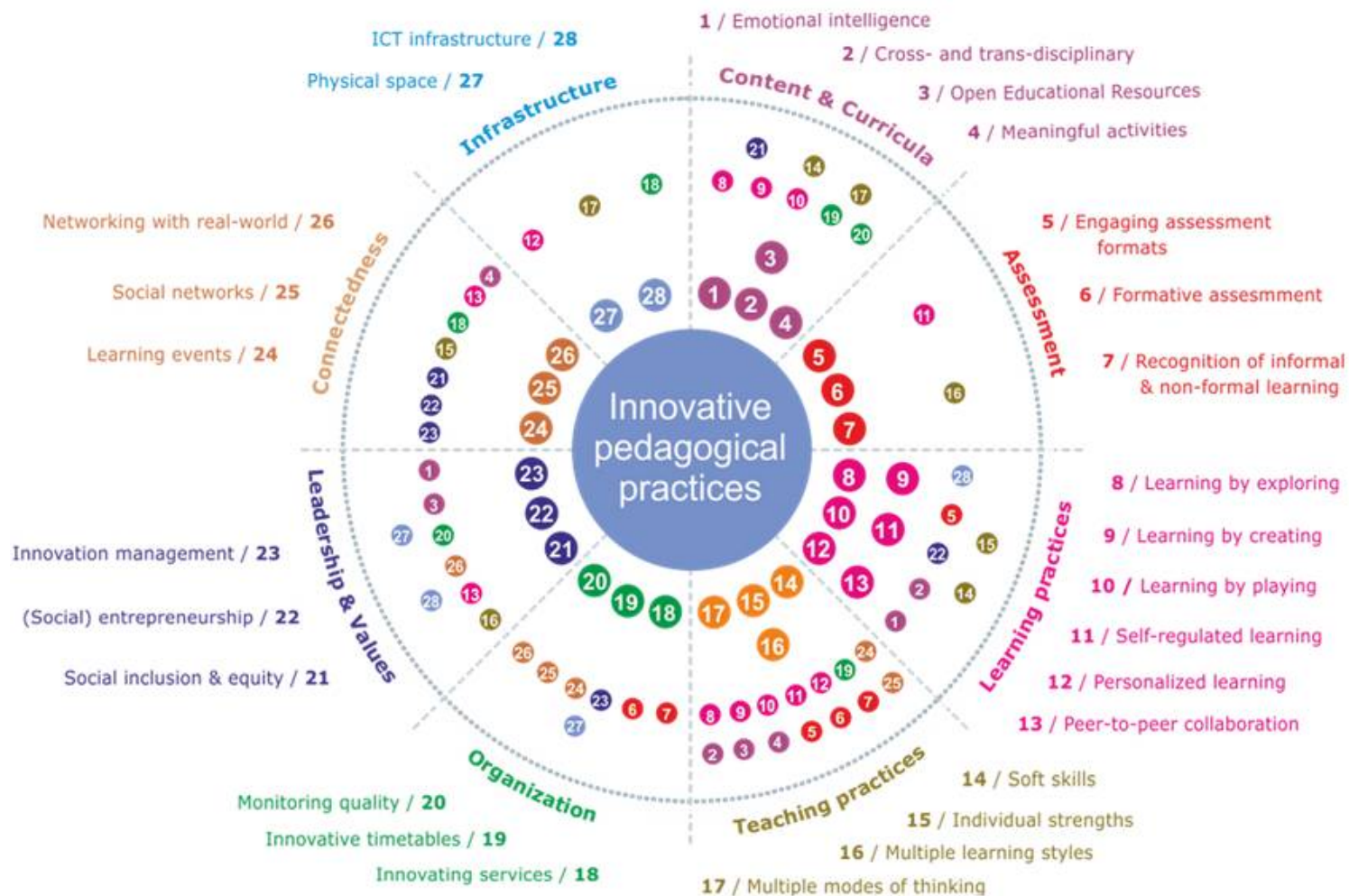
Open learning environments

- **Learners are involved in establishing the context and activities. They determine what, when and how learning will occur. Learning is a social negotiation.**

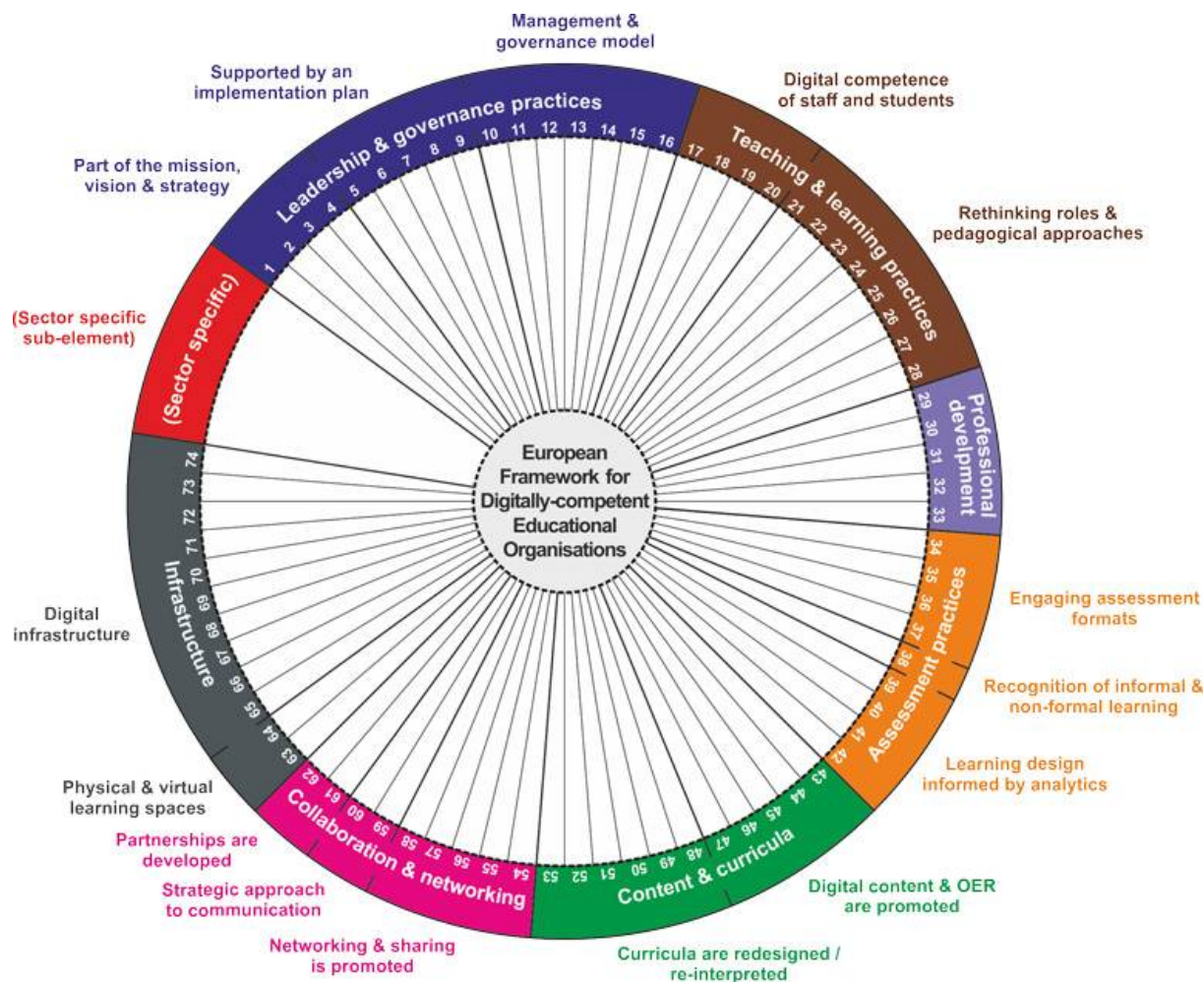
The European Open Education framework



Innovative pedagogical practices



Framework for digitally-competent educational organizations



European Skills Panorama

SKILLS PANORAMA

Inspiring choices on skills and jobs in Europe

EXPLORE DATA

[ANALYTICAL HIGHLIGHTS](#)[USEFUL RESOURCES](#)[BLOG](#)[NEWS & EVENTS](#)[ABOUT US](#)

Researchers & engineers

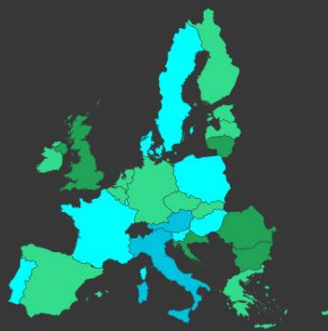
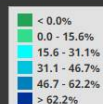
Specialists in this occupation conduct research, improve or develop concepts, theories and operational methods, or apply scientific knowledge relating to fields such as physics, astronomy, meteorology, chemistry, geophysics, geology, biology, ecology, medicine, mathematics, architecture, engineering, design and technology. Occupations in this group include, for example, physicists, astronomers, chemists, mathematicians, actuaries and statisticians, botanists, zoologists, civil engineers, and building architects.

Typically people in this occupation will have completed between three and six years of higher education. Read more about this occupation in our [Analytical highlight](#).

[FILTER OPTIONS](#)

Researchers & engineers

Future employment growth (in %) of researchers & engineers across countries in 2015-2025



Key facts

SIZE OF EMPLOYMENT

In 2015, **researchers & engineers** accounted for **3.04%** in the total employment in **EU**.

The total employment in this occupation reached **6,713,353**.

RECENT HISTORY

During the period **2011-2015**, the number of people employed as **researchers & engineers** in **EU** changed by **4.11%**.

TOP PERFORMERS

In **2015**, **researchers & engineers** were mostly employed in the following sectors in the **EU**:

Professional services (2,210,354)
Manufacturing (1,747,409)
Construction (565,231)
Public sector & defence (393,911)
ICT services (350,604)

TOP PERFORMERS

Countries with highest employment share of **researchers & engineers** in **2015**:

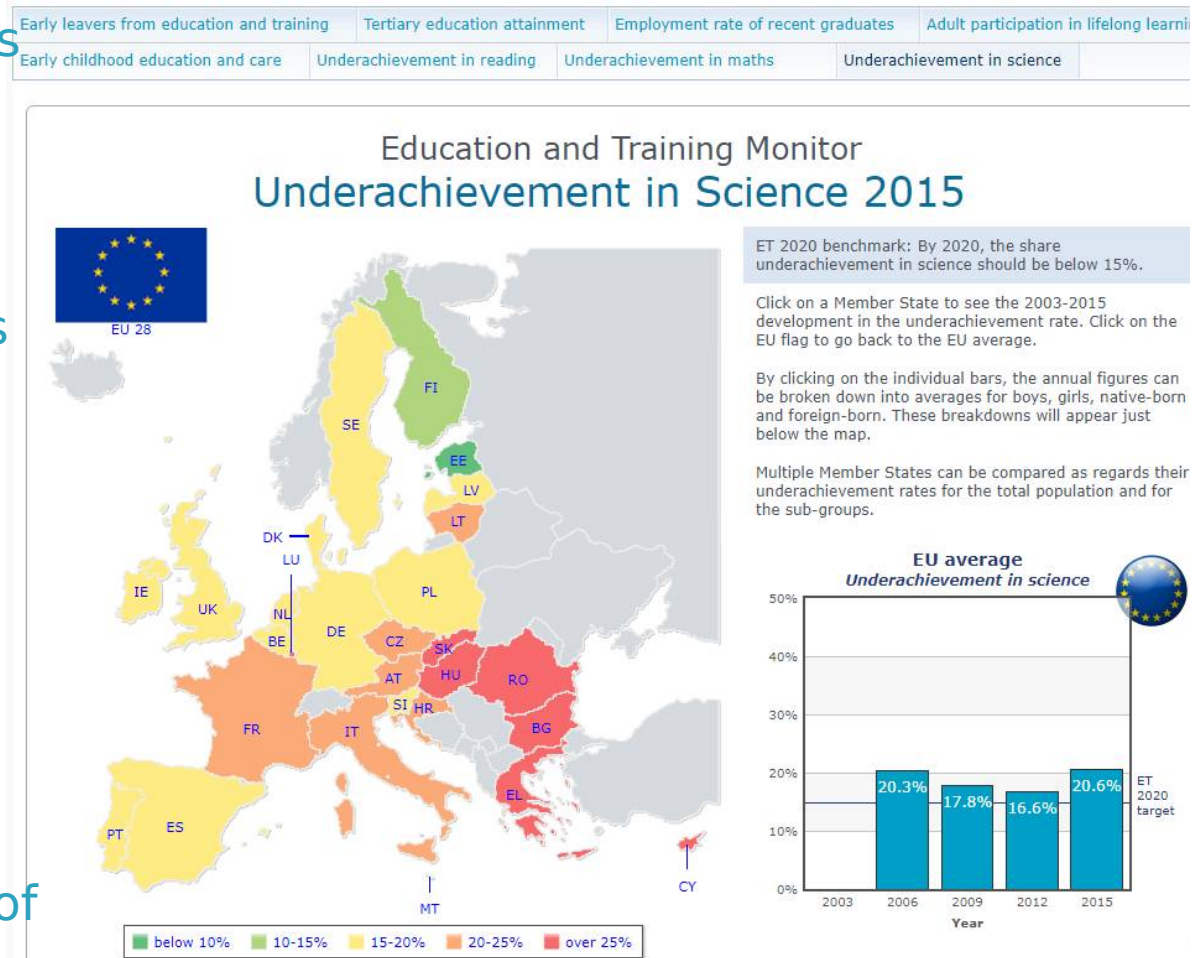
Finland (5.87%)
Luxembourg (4.06%)
Slovenia (3.90%)
United Kingdom (3.77%)
Sweden (3.53%)

LOOKING INTO THE FUTURE

In the period **2015-2025**, employment for **researchers & engineers** in **EU** is projected to change by **12.51%**.

Education and Training Monitor

- 1.reduce the early leavers from education and training below 10%
- 2.reach 40% tertiary educational attainment among 30 to 34-year-olds
- 3.reach the 95% participation in early childhood education and care
- 4.reduce the underachievement in reading, maths and science below 15%
- 5.reach the employment rate of recent graduates of 82%
- 6.reach 15% adult participation in learning



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Europe's vision and strategic frameworks



European best practices for digital transformation

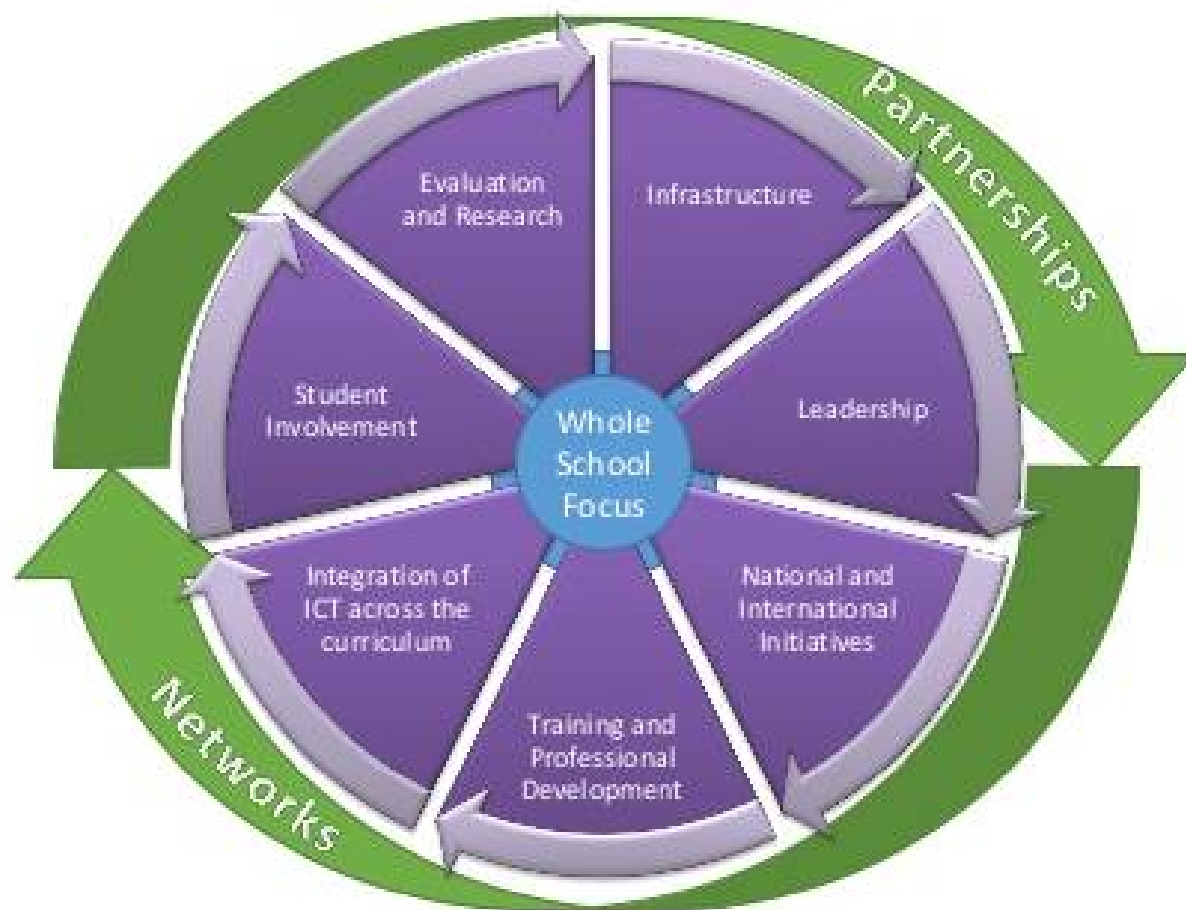


**The EU K-12 education strategy:
School development and excellent teaching for a great start in life**



Closing Remarks

The 'Whole School Approach'



Better, more inclusive schools

All young people must have the chance to develop the full range of key competences

(literacy, foreign languages, mathematics, science, digital and coding skills and civic and social competences, but also entrepreneurship competences and transversal skills such as creativity and critical thinking)

Linking learning with real life experience yields better results

(Project- and problem-based learning, on-the-job experiences or community service learning increase young people's motivation, put subject content into context, and offer opportunities for the development of competences)

Support of all learners and response to their specific needs Whole School Approach

Cooperation helps schools to enrich learning experiences and outcomes

(within and beyond walls, cooperation with local services, community organisations, businesses and universities, but also cooperation within schools and families)

Engaging and stimulating curricula and effective teaching approaches

(Curricula addressing key competences, connect with real life and diversity in society, flexible and heterogeneous learner groupings, personalized forms of learning, opportunities for attractive and promising learning pathways)

Digital technologies enhance learning, support innovation, enrich learning experiences, support development beyond digital competence, support communication and cooperation in and between schools and enhance the participation of pupils and their families in school life.

Excellent teaching & learning

Changing nature of teaching in response to new knowledge about learning, increasing expectations about quality and equity

(teachers more accountable for outcomes than in the past, put more focus on the lifelong development of key competences than on the acquisition of knowledge alone)

Review, adapt and innovate teaching and focus more on the needs individual learners

(Project- and problem-based learning, on-the-job experiences or community service learning increase young people's motivation, put subject content into context, and offer opportunities for the development of competences)

Support teachers and school leaders for excellent teaching and learning

Supporting teachers' career-long and collaborative learning

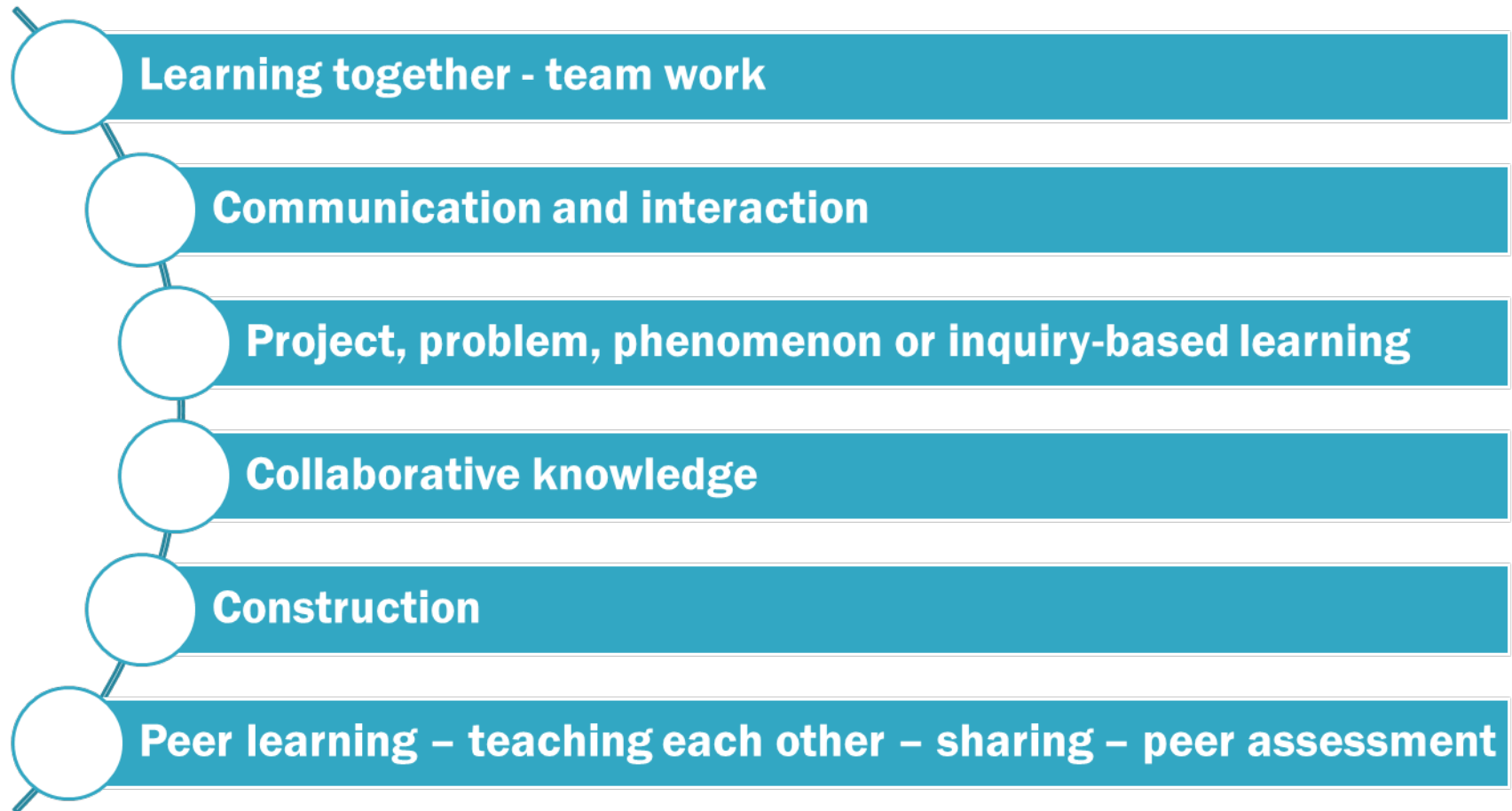
(update methods, keep developing competences, initial and continuing professional development, encourage self-directed learning, improve teaching practice through links to research, collaborative attitudes, networking with peers)

Supporting leadership and governance for innovation and quality

(shared attention to outcomes and quality, openness to new ideas, open communication with internal and external actors, generating- interpreting-using data, capacity to respond quickly to identified needs)

Collaborative environments and digital technologies can enhance teacher learning. Educational innovations such as collaborative peer networks, massive open online courses (MOOCs), and the sharing of open educational resources can complement traditional methods and help overcome barriers to participation.

Collaborative learning



Learning projects based on collaboration are

Student-centred throughout the learning process, supporting student engagement

Active and hands-on

Inter-disciplinary and cross-curricular

Aiming at deeper knowledge and understanding

Based on real-life phenomena and authentic problems

Collaboration requires



Learning process

LEARNER-CENTERED ACTIVITIES ENHANCING ENGAGEMENT

Brainstorming

**Setting goals,
planning and
dividing work**

**Exploring
topic and
finding
information**

**Constructing
knowledge**

**Reflection
and
assessment**

TEACHER GIVING FEEDBACK AND GUIDANCE

Funding and implementation



Network of 31 European Ministries of Education, based in Brussels.

Not-for-profit organization aiming to bring innovation in teaching and learning to key stakeholders:

Ministries of Education, schools, teachers, researchers, and industry partners



DIGITAL CITIZENSHIP



INNOVATION



STEM

- Supporting schools and teachers in their teaching practices
- Developing and sustaining a network of schools engaged in innovative teaching and learning approaches
- Providing concrete evidence and data in the area of innovation in education on which to base



Social Media in Learning & Education

**Better
Internet for
Kids**



COMPUT**THINK**







Amgen | Teach
Engaging Science Educators



Chemistry: All About You
Science: Where Can It Take You?

NANOPINION



Xperimania
FROM MOLECULES TO MATERIALS

nextlab

SYSTEMIC
SAY YES TO STEM IN THE C

SPACE
awareness



GLOBAL excursion
Extended Curriculum for Science Infrastructure Online




SCIENTIX
The community for science education in Europe



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Let's start eTwinning!




0:27 / 2:02

eTwinning is the community for schools in Europe.


eTwinning offers a platform for staff (teachers, head teachers, librarians, etc.), working in a school in one of the European countries involved, to communicate, collaborate, develop projects, share and, in short, feel and be part of the most exciting learning community in Europe.

[Join the eTwinning Community](#)




517465

TEACHERS



189295

SCHOOLS



66308

PROJECTS

4/10 schools in Europe





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Overview

21st century challenges



Building the 'new' learning ecosystems



Europe's vision and strategic frameworks



European best practices for digital transformation



The K-12 education sector



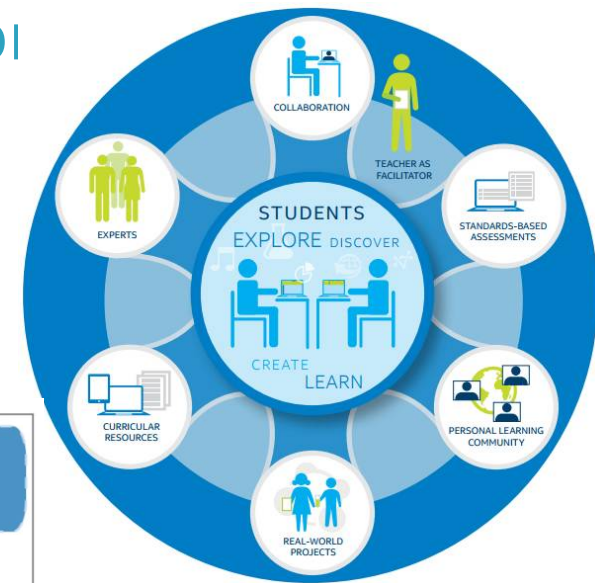
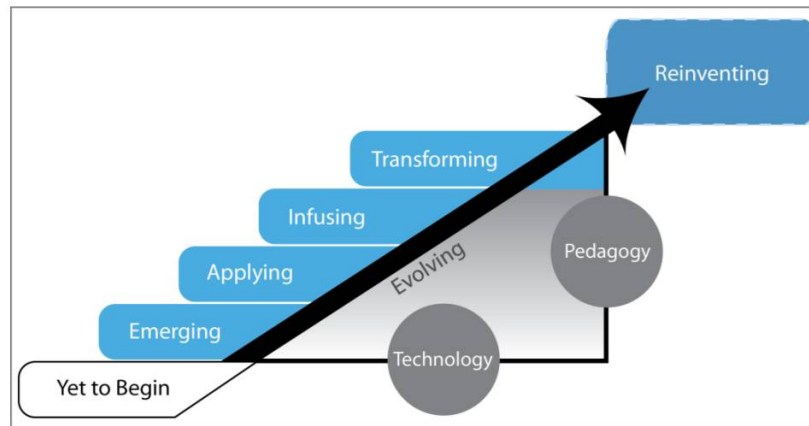
Closing Remarks

Transformation of Education

“ Education drives development by transforming lives.

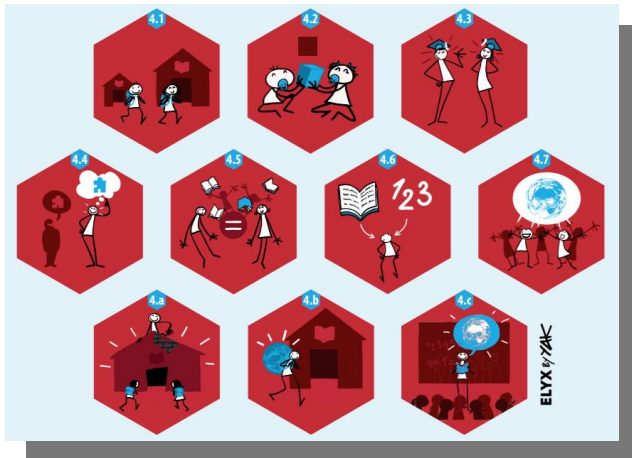
To continue achieving this, education
Take the challenge and
transformed!
opportunity to reconsider, re-
imagine, and re-invent learning
environments able to prepare
and excel each individual for
effective life-lc

OECD project,
Innovative
Learning Environments



The way ahead

The goals are set.
Explore the means.
Plan the way.



Make it happen!



Open, inclusive and quality education for all!



Thank you!

CLEO SGOUROPOULOU

csgouro@teiath.gr