

Annex to the external evaluation report for:

College PRIMUS, Gradiska

HEAARS reference number: 89-11/14

On-site visit dates: 02nd to 4th November, 2014 and 25th January, 2016 – additional evaluation

Location: nn Dositejeva St, GRADISKA

External Evaluation Panel: Prof. dr MILADIN JOVICIC, Chairman, Dr IRRING WASSER, Prof. dr Pantelija Dakic and Bojan Tesic.

Coordinator: Tatjana Radakovic, HEAARS

Evaluation criteria: ESG (Standards and Guidelines for Quality Assurance in European Higher Education Area - European Association for Quality Assurance in Higher Education, 2009, Helsinki, 3rd edition) and Criteria for the Accreditation of Higher Education institutions in Bosnia and Herzegovina (BiH Official Gazzette number: 75/10).

1.0 Data on the higher education institution

| Data on the HEI: | |
|--|--|
| Name, address and e-mail address of the institution: | College "PRIMUS" Gradiska, Address: 3 Dositejeva St, Gradiska e-mail: primus.gradiska@gmail.com |
| Web site: | http://primus-gradiska.org/ |
| Name, number and the date of the founding act: | Founding act ref. number 01/06 dated 01.02.2006. |
| Tax ID number (PIB) | 402277250000 |
| ID number allocated by the Republic Statistics Institution | 11002293 |
| Name, surname and address (name and location) of the founder | Ranko Bakic Address: 65 Zora Kovacevic St., Banja Luka |
| Number and the date on appointing authorised representative | PR-02-02-08.2/14 dated 11.01.2014. |
| Numbers and dates of licences for the work of HEI | Licence for three – year study programs: Public administration, Banking and Business informatics, Ref. nr. 07.023/602-865/08 dated 11.02.2008. Licence for four – year study programs: Public administration, Banking and Business informatics, Ref. nr. 07.023/612-147-4/10 dated 06.10.2010. and Marketing (three and four years). Licence for study program: Computers and IT-IT branch ref. nr 07.023/612-5-6/11 dated 22.04.2013. and ref. nr 07.023/612-5-4/11 dated 20.07.2012.god. Licence for study program Law – Public administration ref. nr. 07.023/612-5-6/11 dated 24.09.2012. |
| Number and the date of the licence for affiliates | College „PRIMUS“ Gradiska has no licence for affiliates |
| Organisational units visited and persons responsible | College „PRIMUS“ Gradiska has no organisational units |
| Contact person for the on-site visit | Sanita Marjanovic |
| Contact number | 051/816-268; 065/682-373 |

Prior to the additional evaluation, HEI has submitted the documentation in hard copy and in electronic form in Serbian language. Part of this Annex to the report is the documentation basis for evaluation which is Appendix 1 to this Annex (available in the HEAARS). Study program submitted by the HEI for institutional evaluation is in the Table below.

| Study programs submitted for evaluation | | |
|---|---------|--|
| Name of the study program: | Level | Qualifications obtained |
| Study program Banking | I cycle | B.A. in Economy, study program Banking |

2.0 Additional scope of external evaluation based on the Letter of Expectation

2.1 Preliminary activities

Based on the Letter of Expectation, reference number 89-1-1/14 dated 13th January, 2015, the HEI was tasked to conduct activities of improvement within a year in terms of the criteria assessed with lowest marks as per the Report on external evaluation reference number 89/14. Based on this report and the above mentioned criteria, HEI and the Agency have agreed on and signed the Program of realisation of corrective actions to be completed within a year since the date of issuing the letter of expectation. This Program contains also trainings identified and organised by the Agency as necessary for representatives of HEI, i.e. leadership and direct participants in the quality assurance process:

- Module 1: Higher education concept according to Bologna principles , ECTS methodology
- Module 2: Internal quality assurance system
- Module 3: Creation, development and revision of study programs
- Module 5: External quality assurance in the European higher education area

Representatives of “PRIMUS”, Gradiška have actively participated and completed all four modules of trainings thus totally completing that segment of the Program for the realisation of corrective actions.

On its session, held on 15th December, 2015, the Accreditation Council, which is a HEAARS body, has recommended the additional scope of evaluation that should be conducted by the Panel Chairman and the coordinator from the HEAARS who will inform the other Panel members on the outcome of additional evaluation.

HEAARS has submitted to the Panel of experts electronic documentation submitted by the HEI as a proof of successful realisation of measures from the Program of corrective measures. The program is based on the recommendations provided by the Panel in the original Report of the Panel of experts and refers to the lowest assessed criteria that caused the Letter of Expectation outcome. After reviewing the documentation, Panel members have submitted their opinions and remarks on the documentation, in writing, suggesting what could be evaluated during the additional evaluation.

On a meeting held on 25th January, 2016, immediately before the visit to the “Primus”, evaluation methodology was established, in accordance with the Rulebook on accreditation of HEIs.

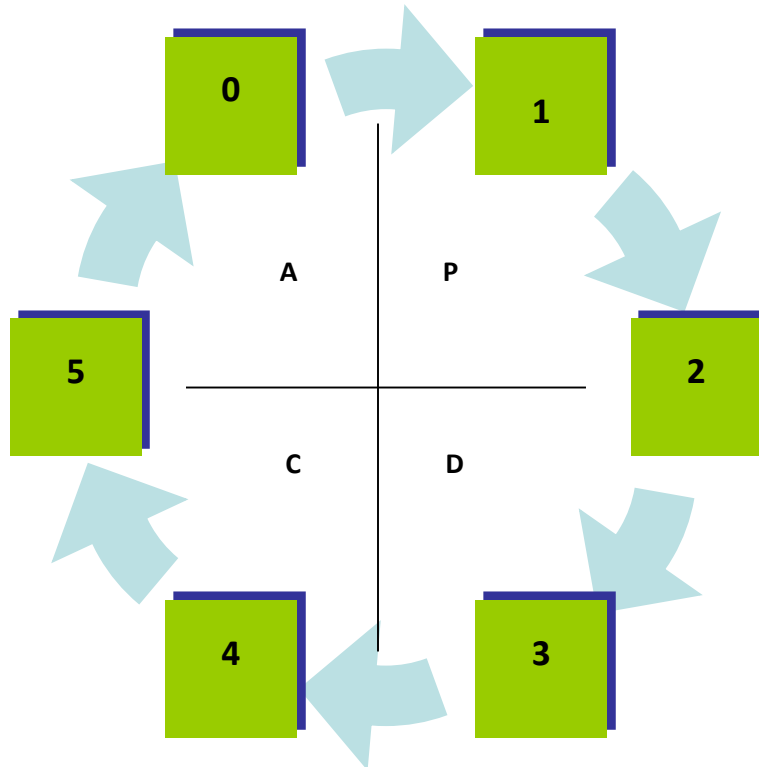
2.2 Visit to the higher education institution

Panel Chairman and the coordinator have completed the additional evaluation on 25th January, 2016 in the presence of representative for quality assurance in “Primus”, Ms Sanita Marjanovic and representative of legal department, Ms Zeljka Savic. During the evaluation they have presented evidence that substantiate previously submitted documentation. The minutes taken during the additional evaluation are available in the HEAARS, “Primus”, Gradiška, file, as an annex to the original on-site visit minutes.

3.0 Opinion on the outcome of the external evaluation

External evaluation is completed by checking levels of fulfilling the requirements of ESG and the Criteria for accreditation of HEI through teaching process on a study program Banking at College PRIMUS, Gradiska:

Evaluation scale is based on PDCA cycle and EFQM model and it is represented as follows:



Evaluation criteria:

0 – no proof, or there are partly unreliable proofs for the criteria fulfilment (completely new to the organization),

1 – request is planned – exists only on paper – P (plan),

2 – request is planned and partly implemented – on a paper and implemented – D (do),

3 – request is planned, implemented and the effects are monitored – C (check),

4 – request is planned, implemented, effects are monitored and compared with others – A (act) and

5 – request is planned, implemented, effects are monitored and the constant improvements take place based on benchmarking.

| | | |
|-----|---|---------|
| I | HEI does not fulfil the requirement | 0 |
| II | HEI partly fulfils the requirement | 1 |
| III | HEI predominantly fulfils the requirement | 2 and 3 |
| IV | HEI totally fulfils the requirement | 4 and 5 |

3.1 Quality evaluation per individual criteria

| | | | | | | |
|---|---|----|-----|----|---|---|
| A.3 Procedures and quality assurance of study programs | | | | | | |
| Requirement of ESG standard 1. 2) and BiH criteria b1) , b2) i b3) | | | | | | |
| Strengths: | | | | | | |
| There are formally adopted procedures within the higher education institution that meet the minimum evaluation criteria. Book of subjects for the study program Banking was submitted to the Panel. The book contains syllabuses for every subject. Acts define the representation of students in various commissions. Students' Parliament is founded at the HEI. There is a quality assurance of study programs in the HEI and the Panel ensured in it by taking an insight in the Book of subjects of a study program where one can clearly see syllabuses for every subject. | | | | | | |
| Weaknesses: | | | | | | |
| Panel deems that the contents of subjects are a „living matter“ that need to be supplemented each year in order to improve the teaching process. In the syllabuses presented to the Panel there is no visible harmonisation done before the start of every school year. There is no evidence presented on changes of the study program, type and contents of the subjects presented through syllabuses. Learning outcomes are insufficiently defined. From the interview with students, Panel finds out that the Student Parliament exists only in formal acts and that all students' issues are resolved personally with the director of higher education institution. | | | | | | |
| Recommendations: | | | | | | |
| Professors should regularly follow achievements in their educational areas and should, in a timely manner, incorporate them in syllabuses of subjects they teach and should apply them in the teaching process. Procedures, acts and other documents, „formally“ written for the purposes of accreditation, should be implemented so the students, as well as all others, should start to sense improved quality of the institution within a short period of time, as well as everything else that comes out of the improved quality. Professors should consider study program every year and state whether there should be changes or not, in the following year. | | | | | | |
| <u>Additional evaluation on 25th January, 2016:</u> | | | | | | |
| <i>The documentation submitted during the additional scope of evaluation proves that the HEI has defined competences, goals and learning outcomes in more details. The contents of certain syllabuses have changed and based on the comparison between the syllabuses of some courses from the previous times, there are significant qualitative improvements noticeable. Syllabuses have been made in accordance with standards.</i> | | | | | | |
| Criteria evaluation: | 0 | 1 | 2 | 3 | 4 | 5 |
| Level: | I | II | III | IV | | |

A.4 Evaluation of students

Requirement of ESG standard 1. 3) and BiH criteria g1) i g2)

Strengths:

There is an examination procedure in place, defined through the Rulebook on evaluation of students' work. Students are satisfied with average grades. Graduated students' files are regularly updated. The Panel ensured in the students' evaluation method by professors through enclosed written exams and seminar papers. Students are mainly satisfied with examination procedures and especially with the high grades as well as pass rates in what Panel ensured through the interviews conducted with the random sample of students.

Weaknesses:

There are no appeal procedures defined in case of students' dissatisfaction with the evaluation system. There are no developed or elaborated methods that could explain passing rate of 80% at this higher education institution. From the interview with students, Panel found out that students want many changes but they don't state their requests because not even the results of surveys are used for improvements and they are not informed on measures even when there are some overtaken. Panel deems that this pass rate is a consequence of the wrong implementation of the Bologna process which insists on quality that emerges from the constant interaction between the teacher and a student and this is not implemented completely at this institution. If we take into consideration the motivation of the teaching staff which is very low, the conclusion drawn is that presented results, with reference to pass rates and high grades, are mainly a consequence of accepting the "path of least resistance" by the teachers.

Recommendations:

Revise the students' evaluation system. Provide an external insight in the students' evaluation with the purpose of obtaining, as objective as possible, insight in students' knowledge and skills. Panel deems that such high passing rate and average marks presented to the Panel is not harmonised with evaluated initial knowledge and skills that students obtained in secondary school. As an illustration, Panel had an insight in a file of a student, randomly selected, with average grade 2 in secondary school and now, as a student, has average grade 8.

Create a procedure that shall be applied in case a student is dissatisfied with an evaluation system. To gain an objective impression on students' knowledge, besides the written exam, seminar paper and exercises, the final mark should be concluded at the oral exam.

Additional evaluation on 25th January, 2016:

Analyses of admission grades is sent to the Ministry of Education and Culture of Republika Srpska. Staff presented the pass rate analyses per terms as well as the Senate decision related to the September exam dates.

Panel Chairman was also presented with the document named: Model of assessing students in 2014/15 exams and tasks and liabilities of teaching staff in the academic 2014/15.

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|-----------------------------|---|----|-----|----|---|---|
| Criteria evaluation: | 0 | 1 | 2 | 3 | 4 | 5 |
| Level: | I | II | III | IV | | |

A.5 Human resources

Requirements of ESG standard d2) , d3) , d4) and d6)

Strengths:

There are formally met criteria in terms of a number and structure of teaching and administrative staff. Dedication of permanently employed teaching staff is satisfactory. HEI human resources are dedicated and they emphasise important role of established teaching system. Panel was presented with the report of the Republican Inspection Administration, Banja Luka, reference number: 24120/ 616-229- 50- 3/ 14, dated 06th June, 2014. Based on a number of students enrolled, HEI has a sufficient number of teaching staff for regular teaching process.

Weaknesses:

In individual interviews with some of teachers, the Panel got the impression that there is a significant level of dissatisfaction of permanently employed staff, firstly with the compensation they receive for efforts put in teaching process. According to the Panel opinion, loyalty is a consequence of not having the choice. There is no system in place for motivation of teaching staff, so it is to expect that the dedication of teaching staff is not adequate enough. Some professors are teaching several subjects which have nothing in common in some parts. That raises the issue of quality of teaching. The election procedure was not fully legally followed for some professors. Generally speaking, that does not concern this institution because in colleges, teachers don't have the same election procedures. But in the documents of this higher education institution, the titles used, are for every professor individually. Panel deems that it damages the reputation of higher education institution. Students complain about the unavailability of teaching staff contracted part time. Insufficient motivation of teaching staff in participating in scientific-research work. Foreign teachers are not represented in teaching process.

Recommendations:

Transfer as much as possible teaching staff to full time employment and improve the availability of part time professors.
 Provide funding for stimulation of teaching staff with the purpose of greater participation in scientific-research work.
 Eminent experts from the economy should be engaged for certain expert topics in order to gain the quality of teaching.

Additional evaluation on 25th January, 2016:

As for the activities of visiting professors, there have been lectures organised and the Panel Chairman was presented with list of lectures and lecturers in the period 2010-2015, who were not engaged in the regular teaching process.

An insight has been made into the conferment of titles for some professors and the conclusion can be drawn that the documentation is complete, whereas the problem of overtaking titles that professors have been conferred on other HEIs, still remains. This is much broader problem and demands systematic solution. There has been significant improvement made in harmonising courses and science areas they belong to. Besides the progress, this requires extra work since it is a permanent process.

| | | | | | | |
|----------------------|---|----|-----|----|---|---|
| Criteria evaluation: | 0 | 1 | 2 | 3 | 4 | 5 |
| Level: | I | II | III | IV | | |

| A.9 International cooperation | | | | | | |
|--|---|----|-----|----|---|---|
| Requirements of BiH criteria z1) , z2) and z3 | | | | | | |
| Strengths: | | | | | | |
| <p>The internationalisation is mentioned in the development strategy. Foreign languages are introduced as a subject. Panel deems that there is a good will of the management structure to cooperate with other countries, especially those from the region and their higher education institutions as well as with economical subjects.</p> | | | | | | |
| Weaknesses: | | | | | | |
| <p>There is no strategy for internationalisation, no international cooperation office, no person in charge only for international cooperation. Therefore there is no possibility for comparison of skills and knowledge obtained on this HEI and other HEI of same and similar profile in the environment. Learning of foreign languages is neglected in the sense of using a foreign language. There is no cooperation with some of the international institutions neither joint projects with institutions from other areas with the purpose of exchanging teaching staff and students. The management explains that it is so due to institutional status of this institution and once the process of turning this institution into university is finished the situation shall be completely different. Mobility-students' and teaching staff visits to other higher education institution last for 2-3 days.</p> | | | | | | |
| Recommendations: | | | | | | |
| <p>Support the communication system in English with the purpose of providing active knowledge. Create pilot projects on English teaching in the sense of providing additional knowledge to teaching staff and students what is the first step towards internationalisation. It would be very good to have some lectures taught in English or some other language.</p> <p>Higher education institution management should establish mutual cooperation with other higher education institutions with the purpose of providing mobility of teaching staff and students. Cooperation should incorporate visits and stay in some other higher education institution for a month or more. International cooperation of the higher education institution should exclusively be organised via joint projects and partly engagement of eminent professor for some lectures. Panel deems that all mentioned weaknesses shall be easily overcome by "transforming" this institution into university.</p> <p><u>Additional evaluation on 25th January, 2016:</u></p> <p><i>HEI has organised free English language courses for employees, as well as for students. The possibility of communication is one of the main preconditions to establish cooperation between the stakeholders.</i></p> <p><i>At the same time HEI has organised lectures by experts not directly involved in the teaching process what is a significant progress with reference to the first Panel visit. HEI had assured us that the activities on turning College into University shall significantly facilitate international cooperation.</i></p> | | | | | | |
| Criteria evaluation: | 0 | 1 | 2 | 3 | 4 | 5 |
| Level: | I | II | III | IV | | |

3.3 Recommendation for accreditation

After an insight into complete submitted documentation, on-site visit to the higher education institution and documentation, procedures and the HEI functioning analysis in the segments that had the lowest marks after the first on-site visit, taking into consideration that quality assurance is a permanent process of improving performance and all processes in the HEI, Panel has recommended certain measures and activities of improvement of quality assurance and those are in Chapter 3 of the Report and the Annex to the report. Based on the aforementioned, the following level of the criteria assessment are established:

| CRITERIA | LEVEL |
|--|-------|
| A3. Procedures and quality assurance of study programs | II |
| A4. Evaluation of students | II |
| A5. Human resources | II |
| A9. International cooperation | II |

Based on the complete quality evaluation the Panel has established that College “PRIMUS”, Gradiska fulfils condition for being accredited on a five year period of time and recommends to the Higher Education Accreditation Agency of RS to conduct the procedure.

Panel members:

Prof. dr Miladin Jovicic, Chairman

Dr Iring Wasser, member

Prof. dr. Pantelija Dakic, member

Bojan Tesic, member
