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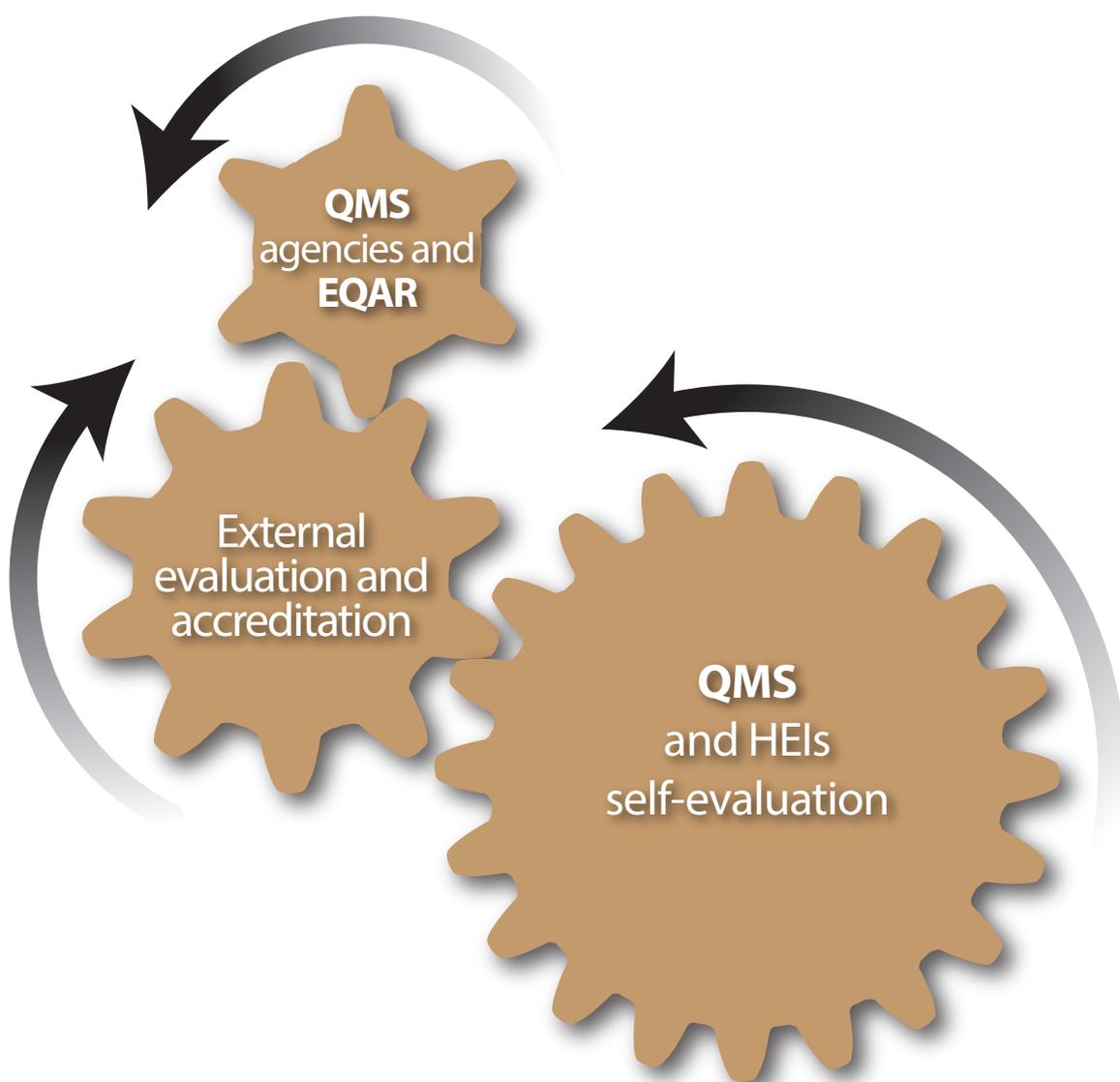
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Director's introductory address



Ever since the mid-90s, the Higher Education of Republika Srpska has been undergoing permanent transformation lead by Bologna principles. This transformation, known as “higher education reform”, introduces systemic changes in the work of higher education institutions (HEIs) as well as in the functioning of Republic institutions and bodies competent for this social sector, thus approximating higher education in Republika Srpska to the unified European higher education area.

The higher education reform in Republika Srpska gains its formal and obligatory form in 2006 through the legislation in form of Law on Higher Education as well as the BiH Framework Law on Higher Education from 2007. These laws introduce key systemic changes in the higher education such as integrated universities, treasury financing system, student organisations and their role in academic processes, private initiative and private capital investment as well as establishing the quality assurance system and infrastructure.

Activities on higher education quality assurance, as one of the pillars of Bologna process, have been ongoing since the start of reform activities, and its more intensive operationalization has been getting realised since 2005 with the appearance

of “Standards and Guidelines for Quality Assurance in the European Higher Education Area”, adopted by the European Association for Quality Assurance in Higher Education (ENQA). These standards recognise three levels of activities within the unified quality assurance system:

- Internal quality assurance within HEIs focussing on processes of creating study programs and its realisation according to students’ and other stakeholders’ needs, as well integration of these processes into unique Quality management and constant improvement system,
- External quality assurance by means of external supervision over the effectiveness and efficacy of Internal quality assurance systems of HEIs, by means of independent evaluation methods (external evaluation) by national and international experts’ panels and accreditation by relevant bodies (agencies),
- External quality assurance of competent bodies for quality assurance and accreditation (agencies) and their recognition in European Network of Agencies (ENQA) and European Register of Agencies (EQAR).

There are significant changes of European Standards and Guidelines (ESG) planned in the forthcoming year, 2015, elevating the level of requirements in the area of creating study programs, organising learning processes and assessing the learning outcomes, as well as harmonising the total education process with requirements of labour market, established National Qualification Framework (NQF) and European Qualification Framework (EQF). There is also emphatic need for more consistent institutional functioning within the national Higher Education System with the purpose of improving quality and increasing levels of knowledge, skills and competences of students with degrees.

The institutional structure of the Republika Srpska Higher Education System is comprised of Rectors' Conference, Council for Development of Higher Education and Quality Assurance of Republika Srpska, Students' Union of Republika Srpska and the Higher Education Accreditation Agency of Republika Srpska. These institutions plan and realise their activities in accordance with jurisdictions regulated by the Law on Higher Education. Coordinated by the relevant ministries, these institutions, along with science institutions such as Science Council and Academy of Arts and Science, integrally function within the Higher Education Area of Republika Srpska and in accordance with rules and good practice of European Higher Education Area – EHEA.

Specific activities on internal quality assurance of higher education in Republika Srpska are conducted in higher education institutions through establishing the system of internal quality assurance and conducting self-evaluation procedures. Activities of external quality assurance are conducted by the Ministry of Education and Culture of Republika Srpska and Council for Development of Higher Education and Quality Assurance of Republika Srpska through the process of licensing higher education institutions which is, within the European standards, recognised as a process of initial accreditation. These activities actually represent an introduction and a precondition

for the accreditation process of higher education institutions and their study programs through their evaluation with reference to ESG standard.

Practical implementation of the external evaluation and institutional accreditation of HEIs in Republika Srpska starts in 2011 with the establishment of the Higher Education Accreditation Agency of Republika Srpska. There are 8 accredited HEIs in the three-year period and 3 HEIs are currently in the process. This scope of accreditation covered about half of a number of HEIs in Republika Srpska with more than 80% students. Implementing this process in cooperation with HEIs, Agency for Development of Higher Education and Quality Assurance of BiH, local and international experts through their participation in the work of expert panels, HEAARS has realised goals set at the moment of commencing its work:

1. Recognition by the academic community

Correct start and assurance of trust and recognition by academic community and authorities in Republika Srpska and Bosnia and Herzegovina.

2. Establishing the quality system of HEIs

Analysis of the current situation and public expert consultations in HEIs resulted in the affirmation of the significance of quality system establishment and its internal and external evaluation as a precondition for successful accreditation.

3. International recognition

By conducting the accreditation process, harmonised with European standards, through professional work, suitable organisational structure and resources, as well as active participation in international forums and projects, HEAARS provided recognition by the relevant European networks and Register of agencies. HEAARS has become a full member of CEENQA and established all necessary preconditions for the inclusion in ENQA and EQAR what remains the main goal to be realised in 2015.

Bearing in mind all activities conducted by the HEAARS so far, it can be stated that the HEAARS is on the right way of executing its mission contained in two syntagmas:

- Development of institutional and study programs' framework for the recognition of Republika Srpska higher education in the European Higher Education Area, and
- Continuous improvement of higher education quality through the internationally recognised external evaluation processes and, analysis and follow-up projects of improvement.

The forthcoming year of 2015 shall be a year of key processes on harmonising relations and changes in the HEAARS functioning through active participation in the coming changes of ESG, improvement of relations with higher education institutions in Republika Srpska and BiH and establishment of the study programs' accreditation process.

*Professor, Miroslav Bobrek, PhD
director*

Quality assurance in Republika Srpska Higher Education

Data on higher education system in Republika Srpska

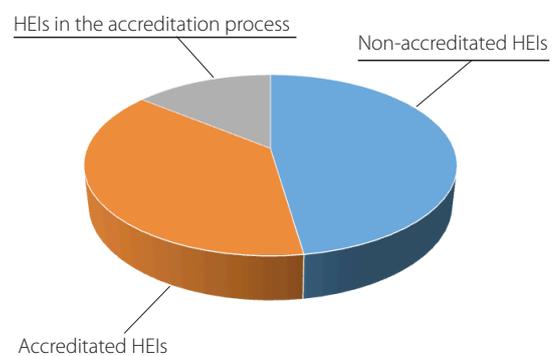
Pursuant to the Law on Higher Education, higher education institutions in Republika Srpska are universities and colleges. University is a higher education institution that performs teaching, scientific and research work, has three cycles of studying and realises at least five study programs from at least three educational areas.

College is higher education institution that performs teaching, scientific and research work, teaches first cycle of study and realises at least one study program from one educational area.

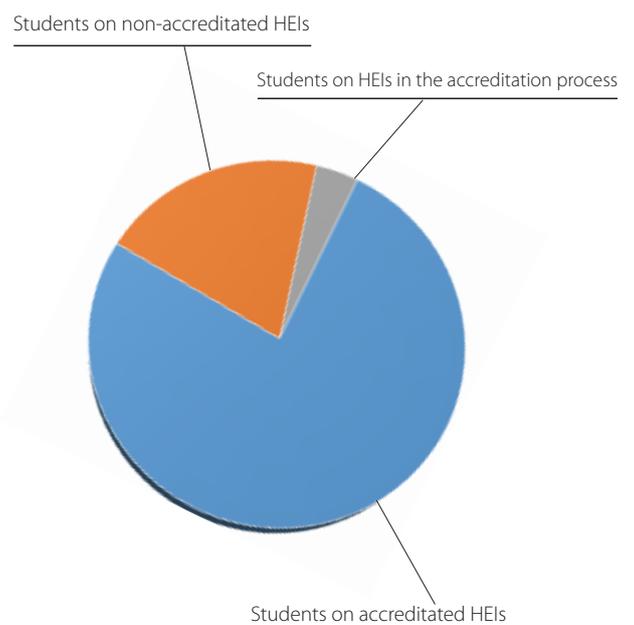
There are 21 higher education institutions enlisted in the Register of higher education institutions of Republika Srpska: nine universities and 12 colleges, out of which two universities and two colleges are public whereas other higher education institutions are private. Eight institutions are accredited and three are in the process of accreditation.

It is important to mention that the percentage of students studying at the accredited higher education institutions is higher since 76% out of total number of students study at the accredited HEIs in Republika Srpska.

HEIs in RS and accreditation



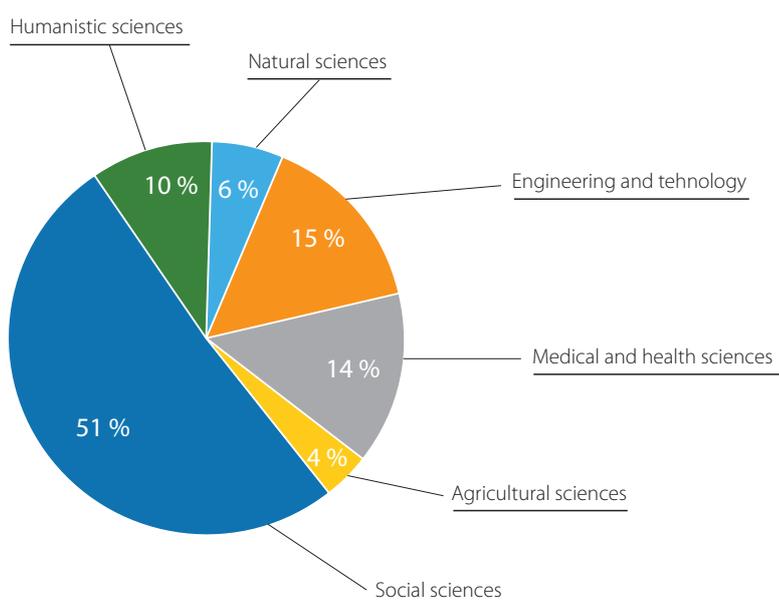
Accreditation per number of students



Speaking of a number of students per scientific areas, it is noticeable that students still rather opt for the social science studies. The following table provides an overview of number of students in the academic year of 2013/14, per scientific areas on all HEIs:

SCIENTIFIC AREA	NUMBER OF STUDENTS
Natural sciences	2332
Engineering and technology	5909
Medical and health sciences	5489
Agricultural sciences	1833
Social sciences	20604
Humanistic sciences	3981
TOTAL	41148

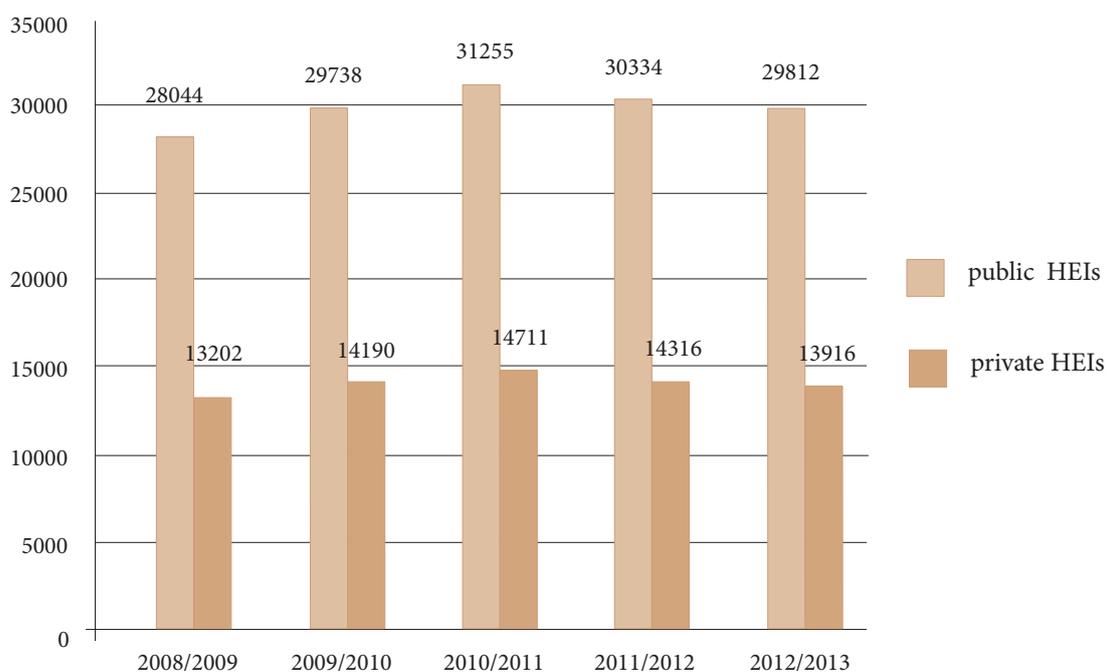
Students per scientific areas



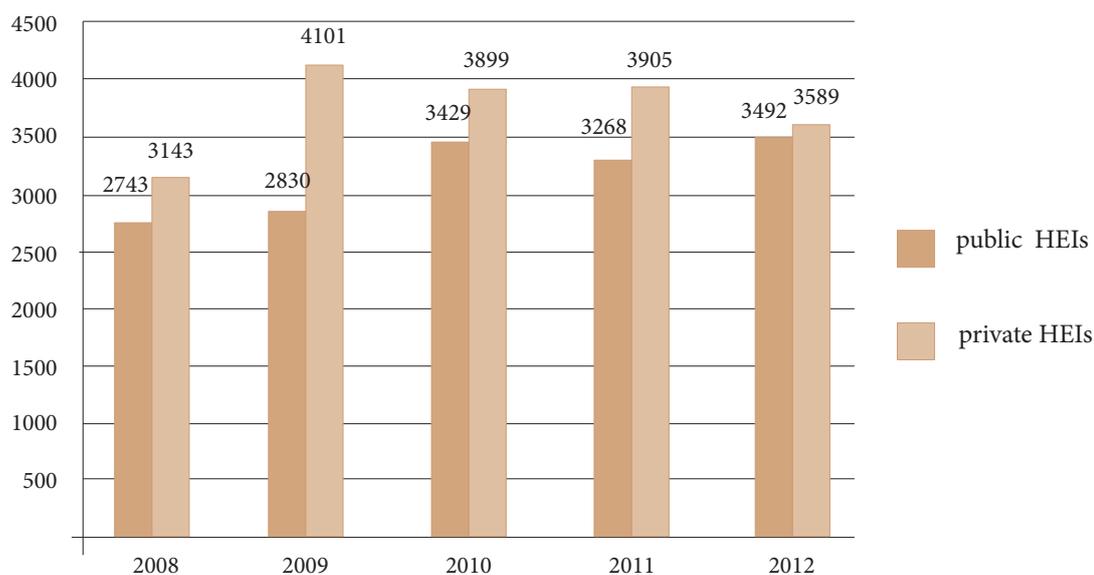
Changes in the structure of study programs haven't essentially responded to the requirements of the higher education reform since the changes have mostly been purely "cosmetic", and the essence has remained the same, including the problem of students' mobility; students have to take a number of differential exams when transferring to related or even the same study program at a different institution.

Looking at the four-year period, average number of students studying on public higher education institutions is twice the number of students studying on private higher education institutions, whereas the number of graduated students, in the same four-year period, is bigger on private higher education institutions.

Overview of number of students in previous five years on public and private higher education institutions



Overview of number of graduated students in previous five years on public and private higher education institutions



The teaching process on majority of universities in Republika Srpska is organised per 4+1+3 model, whereas colleges have first cycle of studies lasting for 3 and 4 years. All study programs at the University of East Sarajevo are organised per 4+1+3 model, while University of Banja Luka, besides 4+1+3 model, also conducts 3+2+3 model. In 2007, the majority of private universities have created three-year study programs at the first cycle of studies, but in the meantime great deal of these study programs are re-licensed to last four years. This points out to the fact that students with three-year-degree are not really recognised by the labour market, since there is no National Qualification Framework and defined learning outcomes. There were also cases when those students could not respond to requirements of certain job positions held. Besides, due to a tradition of four-year studies, students and employers still have much more confidence in the four-year-long first cycle of studies.

There is also a problem of structuring study programs according to new principles, since all the changes in study programs that were taught at that moment, frequently were just “aesthetic”, superficial, not essential.

Courses were modified to last one semester, while the scope and the content of courses were not adjusted to the number of lessons. Therefore, it happens that students have 8-9 courses in one semester (some courses are worth only 2-3 ECTS). Allocation of credits for some courses has been mostly based on number of lessons taught whereas the tendency in the European higher education area is to base this calculation on learning outcomes and the contribution of each course to the attainment of those outcomes. The great difference has been spotted between same study programs at different higher education institutions due to which students have difficulties when transferring from one HEI to another (students are required to take some differential exams), thus questioning students’ mobility as one of the basic goals of the higher education reform.

International exchange of students and academic staff is still unsatisfactory what is visible from the data showing that only 169 representatives of students and staff have participated in bidirectional exchange which is less than 0,05%.

Forms of international exchange of students and academic staff

Academic year	CEEPUS exchange		Exchange at public HEI		IASTE
	Incoming - students and academic staff	Outgoing - students and academic staff	Incoming - students and academic staff	Outgoing - students and academic staff	Incoming-students
2009/10.	24	16	0	0	0
2010/11.	20	6	0	0	11
2011/12.	19	9	0	0	11
2012/13.	21	16	4	12	0
Укупно	84	47	4	12	22

Issues identified during the accreditation process

Up to the present, the HEAARS has conducted sufficient number of accreditation processes and analysed those reports and overall activities to conclude what are the specific omissions and problems of individual higher education institutions as well as what are the systemic inconsistencies and obstacles in the Republika Srpska Higher Education System.

Besides the numerous other problems noticed in the higher education system, one of the common ones is the fact that quality assurance hasn't still essentially been implemented in institutions; to greater or smaller extent, but not so rarely internal quality assurance systems come down to writing self-evaluation reports.

It has been noticed that some problems are systemic and common for all institutions and whereas some challenges are specific for public universities, some are specific for private HEIs. For example, international cooperation is generally under-developed and we can't talk of internationalisation. This problem is especially a characteristic of private HEIs since public HEIs are included in a number of international projects. In this area panels of experts had an opportunity to ensure that international cooperation and internationalisation are practically taking baby steps towards development. Majority of cooperation forms are realised on the regional level with former Yugoslav republics, although there are some HEIs with good cooperation practice with overseas countries (Banja Luka College of Communications has an active cooperation with institutions from USA). In such state of internationalisation there can be no mention of joint study programs with foreign higher education institutions or teaching a study

program in some foreign languages what would definitely contribute towards the students' mobility. Students' mobility is on a very low level both ways, especially number of incoming foreign students to our institutions, but also number of local students who used an opportunity for mobility through various offered programs is still very small.

Analysis showed that higher education institutions encounter row of challenges in various areas of their actions with the special mention of the following:

- Internal quality assurance systems haven't found its place in practice, indicators measured are not used for situation analyses and improvement processes at institutions,
- Insufficient cooperation with broader social community, not only on institutional level but also on lower levels, especially study programs amongst which many have no significant interlink with relevant society area,
- Insufficient cooperation with the social community is linked to the problem of practical work with students by selecting bachelor and master theses,
- Insufficient number of full time professors and especially full time assistant professors,
- Mobility of teaching staff is a serious problem, because analyses point out that majority of lecturers haven't at all participated in exchange of professors, joint researches with colleagues from abroad or international projects,
- Scientific-research work at all institutions is under-developed and financially unsupported; besides all other problems in this area, it has been noticed that some HEI have no subscription to scientific journals in the area of study programs taught,

- Insufficiently developed set of monitored indicators is present in various scopes with all HEIs that have undergone accreditation process, what is a consequence of undeveloped systems of internal quality assurance,
- Insufficiently developed and implemented study programs' review and development procedures, so there are situations that study programs with same qualification profile extremely differ in their structure (this issue shall be especially dealt with during the forthcoming accreditation of study programs),
- Insufficiently developed ECTS allocation methodology,
- Undeveloped and unclear methods of planning examination schedule as well as assessment of students what is evident in unrealistically high pass rates and statistically almost impossible percentages of high grades on certain courses,
- Inadequately presented competences, learning outcomes and implementation of ECTS,
- Problems in defining qualification profiles for study programs etc.

Role of various institutions in the higher education system

HEAARS intensively cooperates with all stakeholders in the higher education system of Republika Srpska, although, through the previous accreditation processes we have noticed that there is a lack of coordination with the bodies at the BiH level.

Other part of deficiencies noted refers to the overall activities within the accreditation processes where the problem of lacking coordination with BiH level bodies refers to the cooperation with the Agency for development of higher education and quality assurance of BiH. Bearing in mind that Republika Srpska Law on Higher Education regulates that certain activities, such as passing the accreditation criteria and certain steps in the accreditation process, are conducted in cooperation with this institution, HEAARS has proposed an agreement to be signed thus defining cooperation in the forthcoming period.

In the course of 2014, as well as in the previous time, there has been a number of meetings held with the Agency for development of higher education and quality assurance of BiH, including meetings held within the Twinning project "Strengthening Institutional Capacities for Quality Assurance". Meetings resulted in the decision to have an agreement on cooperation signed between the two agencies with the purpose of more detailed harmonisation of activities of both agencies in the accreditation process of higher education institutions in Republika Srpska. Signing the cooperation agreement is part of the positive practice of European agencies as well as BiH institutions on various authority levels. The agreement proposal was submitted by HEAARS in April, 2014 and we expect it to be the foundation for the continuation of activities in this area.

The Framework Law also regulates the obligation of BiH Agency with reference to providing recommendation on accreditation and conducting the procedure for establishing lists of experts on BiH level what is done with great delays thus seriously obstructing the course of activities in this area. Speaking of lists of experts, they have to be much more regularly updated and there may not be a situation that there are no students on the list of students.

At the same time, experts have to undergo certain trainings and educations since some great discrepancies have been noticed in the level of knowing quality assurance systems in higher education between various experts.

HEAARS very intensively cooperates with the Council for Development of Higher Education and Quality Assurance of Republika Srpska, Rectors' Conference and the Ministry of Education and Culture of Republika Srpska.

Representatives of the HEAARS regularly participate in sessions of the Council for Development of Higher Education and Quality Assurance as well as sessions of the Rectors' Conference in order to continuously follow the work of these two important bodies and provide contribution to the analysis of the key topics in the higher education of Republika Srpska. Several times in 2014, Council for Development of Higher Education and Quality Assurance of Republika Srpska and Rectors' Conference have been presented information on the work of the HEAARS as well as open issues in the area of quality assurance in higher education.

Along with the Ministry of education and culture of Republika Srpska, HEAARS has participated in the expert consultations on the topic of "Licensing and quality assurance in higher education" held at the Faculty of Mechanical Engineering, University of Banja Luka, organised by the Council for development of higher education and quality assurance of Republika Srpska. One of the active HEAARS partners is Ministry of education and culture of Republika Srpska what is reflected in a number of meetings held in 2014 where the topics for discussion were the course of accreditation process, plans of the HEAARS and the Ministry in the forthcoming period, joint reporting, as well as analysing complex issues in the area of quality assurance and higher education in its entirety.

Students' Union of Republika Srpska has its representative in the HEAARS Steering Board and is therefore included directly in the process of passing acts and overall HEAARS activities and the representatives of the Students' Union are also included in the work of Accreditation Forum.

As the most active partner we most certainly emphasise higher education institutions and the academic community in its entirety with whom we have very successful cooperation and daily contacts ever since the HEAARS was established.

External quality assurance

In 2014, Higher Education Accreditation Agency of Republika Srpska has continued external evaluation processes for those higher education institutions that submitted applications for accreditation during 2013 and received three new applications for accreditation.

As it has been planned in the activities that precede the start of the accreditation process and follow the submission of application, in cooperation with the Ministry of Education and Culture of Republika Srpska and Inspectorate of Republika Srpska, HEAARS has conducted the legitimacy check, in writing, for those higher education institutions that submitted the application for accreditation.

HEAARS has held a number of meetings with higher education institutions in the last year. Meetings held were with those HEIs that have previously submitted application for accreditation and the purpose was to present plans and programs for the on-site visits. Visits were conducted by Panel of national and international experts for assessment, quality review and provision of recommendation on accreditation of higher education institutions.

Higher education institutions that have submitted the application for accreditation in 2014 are:

- Slobomir P University, Bijeljina
- College of Applied and Law Sciences “Prometej”, Banja Luka
- College “Primus”, Gradiska.

So far, decisions on accreditation have been issued for the following HEIs:

- Banja Luka College of Communications Kappa Phi,
- University Sinergija, Bijeljina and
- College for Business Service, Istocno Sarajevo-Sokolac (with a condition assessed within a year)

HEAARS has continued with the practice of having meetings with panels of experts in order to familiarise them with legal regulations, standards and the criteria, HEAARS’s documentation (especially Instruction on conducting the external evaluation process), assessment methodology for assessing the level to which the requirements of the quality standard are met and other issues significant for the work of panels.

There are eight accredited institutions in the Republika Srpska, while three institutions are in the accreditation process. Institutions that have been accredited earlier have prepared follow up plans for the quality improvement based on recommendations of the expert panels that participated in the accreditation process.

Accredited institutions shall have the re-accreditation conducted in order to keep their accreditation status. Between the accreditation and re-accreditation, accredited higher education institutions have to fulfil recommendations listed in the follow up plan, based on the external evaluation report by Panel of national and international experts for assessment, quality review and provision of recommendation on accreditation of higher education institutions in Republika Srpska.

Realisation of the follow up plan is monitored by the HEAARS. Follow up plans, based on the recommendations for improvement listed in the report, have been submitted to the HEAARS by the following accredited institutions:

- University of East Sarajevo
- University of Banja Luka
- University of Business Studies Banja Luka
- Banja Luka College, and
- Independent University of Banja Luka.

Internal quality assurance

Development of HEAARS strategy

Higher Education Accreditation Agency of Republika Srpska has started a number of activities on the preparation of its work strategy. In the initial phase, team tasked to conduct preparatory activities on strategy development, started with the creation of so called SWOT analysis thus providing overview of the current situation from the aspect of advantages and deficiencies.

Establishing the Accreditation Council as an HEAARS expert body that controls the accreditation process in terms of providing the quality of the process. Adopting training plan for 2015.

At the same time, activities on contacting all stakeholders started, in order to define needs of all participants in the quality assurance process in the Higher Education system of Republika Srpska through direct cooperation-students, higher education institutions, labour market, institutions of the system and whole society.

Activities of the HEAARS Steering board and establishment of the Accreditation Council

Steering board of the Higher Education Accreditation Agency of Republika Srpska has held two meetings in 2014, one in Banja Luka and one in Bijeljina, and also continuously monitored the work of the HEAARS through contemporary means of communication.

Steering Board adopted the Decision on amending the HEAARS Statute, Decision on passing the Rule Book on accreditation, adopted the Report on the HEAARS annual operations for 2013 and HEAARS Plan and program of operations for 2014, Procedure for the accreditation of study programs and also has considered and made conclusions on issues concerning the cooperation with the Agency for development of higher education and quality assurance BiH, i.e. proposal of the agreement that Higher Education Accreditation Agency of Republika Srpska has sent to Agency for Development of Higher Education and Quality Assurance of BiH.

Statute amendments refer to the establishment of the Accreditation Council as an expert body of the HEAARS that performs control over the accreditation process in the sense of ensuring the quality of the process and is comprised of: representatives of HEAARS staff, Chairman of the Accreditation forum of Republika Srpska, two members from the Council for Development of Higher Education and Quality Assurance of Republika Srpska, representative of the Students' Union of Republika Srpska and representative of the Ministry of Education and Culture. HEAARS has sent appointment requests to the mentioned bodies and we expect the Accreditation Council to be formed at the beginning of 2015.

Educations, trainings and other activities

In June 2014, together with the Chamber of Commerce of Republika Srpska, HEAARS has organised a seminar on the topic "ISO 9001:2015 and ESG 2015 – Standards and Guidelines for Quality Assurance in European Higher Education Area".

Bearing in mind the forthcoming amendments of the ISO and ESG standards in 2015, seminar was held for representatives of the quality assurance departments and economy subjects that have certified quality assurance systems and prepare for re-certification. Second part of the seminar was devoted to higher education institutions that establish, develop and improve their internal quality assurance systems.

Besides the presentation of key change elements with regards to the existing standards, seminar had the purpose to provide recognition of new possibilities in cooperation between higher education institutions and labour market from the aspect of implementing standards and improving mutual relations. In 2014 Higher Education Accreditation

Agency of Republika Srpska has created a training plan for the forthcoming period that consists of five modules:

- Module 1 – "Concept of higher education according to Bologna principles" is a general module for all that participate in the system;
- Module 2 – "Internal quality assurance system" on two levels, first level being general and aiming at complete leadership of higher education institution, whereas other level is professional and aiming at direct participants in the process.
- Module 3 – "Creation, development and review of study programs" based on case studies and is meant for all who participate in the process of creating study programs, especially heads of study programs;
- Module 4 – "Methodology for assessment and quality review of higher education institution's work" which is aiming at potential members of accreditation panels.
- Module 5 – "External quality assurance in the European higher education area" is meant for a broader group of participants, i.e. representatives of various institutions included in the development of higher education, leadership of higher education institutions, students' representatives etc.

In cooperation with the Lloyd's Register, HEAARS has developed the structure of training courses in the area of quality management and quality assurance in economy and social organisations.

International cooperation

Higher Education Accreditation Agency of Republika Srpska devotes special attention to the area of international cooperation and affirmation of the HEAARS on the international scene. In this area, special place amongst the strategic goals of the HEAARS belongs to the HEAARS membership in international associations and networks in the area of quality assurance in higher education. Since 2013 HEAARS has been an active member of Central and Eastern European Network of Quality Assurance Agencies in Higher Education (CEENQA). President of CEENQA and director of ASIIN (Agency for the accreditation of engineering and natural sciences' study programs), Dr Iring Wasser has visited the HEAARS and commended HEAARS procedures, emphasising that all preconditions are fulfilled for the access to international associations and registers.

HEEARS director, Professor Miroslav Bobrek, PhD and his associates have participated the ENQA General Assembly session held in October 2014 in Zagreb when one of the topics for discussion was the forthcoming revision of Standards and Guidelines for Quality Assurance in the European Higher Education Area, document which is a reference in the area of accreditation in all European countries.

HEAARS has also taken part in the conference organised by the European Quality Assurance Register held in April 2014 in German town of Bayreuth where the discussion was about activities within the project: Recognising International Quality Assurance Activity in the European Higher Education Area (RIQAA). Seminar was attended by 30 representatives of quality assurance agencies from the European higher education area in order to analyse research on the possibilities of external quality assurance within the cross-border cooperation.

The project was finalised with the final conference held in Palermo at the end of October, 2014 where the HEAARS also took part.

During 2014, HEAARS has actively participated in the TEMPUS project "Benchmarking as a tool for improvement of higher education performance – BIHTEK).

Another TEMPUS project that HEAARS has participated in is Embedding Quality Assurance in Doctoral Education-EQADE whose final year is 2014 and that was when the pilot accreditations of doctoral studies on public universities have been completed.

HEAARS actively participates in the joint project of Council of Europe and European Union “Strategic Development of Higher Education and Qualification Standards in BiH that has two basic goals:

- Analysis that provides the foundation for mid-term strategic planning after 2015,
- Improvement in the implementation of Qualification standards in BiH higher education.

This is also the second year of twinning project “Strengthening Institutional Capacities for Quality Assurance” in which Higher Education Accreditation Agency of Republika Srpska also participates. There was a number of meetings and workshops held during 2014 within the first two project components.

At the end of December 2013 the agreement on cooperation in the area of quality assurance was signed with the Commission for Accreditation and Quality Assessment of Serbia (CAQA Serbia) leaning on the Agreement on Special and Parallel Relations between Republika Srpska and Republic of Serbia.

One of the most significant aims is defined to contribute to the upkeep and improvement of the quality of higher education in Serbia and Republika Srpska as well as harmonisation with internationally recognised quality standards, to create a team of trained reviewers for the processes of accreditation and external evaluation and to overtake the driver role for the development of quality assurance measures in higher education in Western Balkans’ countries through the stimulation of cooperation between the agencies in the region.

Active participation of the HEAARS in international projects, firstly in the European higher education area, as well as direct cooperation with international associations and networks of agencies for quality assurance within the HEAARS preparation process for inclusion in EQAR.

During 2014 the HEAARS took part in a round table discussion – Consultations on ISCED classification organised by UNESCO where the discussion was conducted on the need of revision of professional classification and codes that shall be internationally used, as well as a few other projects that concern higher education in Republika Srpska.



Cooperation agreement signed between HEAARS and CAQA Serbia

Financial report

Number	Income in 2014	Planned	Realised
1.	Income from accreditation	65.700,00 BAM	58.785,00 BAM
2.	Income from the RS Budget	250.000,00 BAM	187.742,00 BAM 12.625,00 BAM
	TOTAL	315.700,00 BAM	259.152.00 BAM
Number	Expenditure		
1.	Gross wages and other employees' expenses	199.000,00 BAM	194.322,00 BAM
2.	Travelling and accommodation	10.000,00 BAM	17.777,00 BAM
3.	Gross Steering Board payments	20.000,00 BAM	18.242,00 BAM
4.	Gross expenditure on Piece work contracts	40.000,00 BAM	1.504,00 BAM
5.	Expenditure for utilities and energy	10.000,00 BAM	11.889,00 BAM
6.	Expenditure for expert services	10.000,00 BAM	1.978,00 BAM
7.	Purchase of equipment and other means	25.000,00 BAM	0,00 BAM
8.	Other expenditures	1.700,00 BAM	7.288,00 BAM
	TOTAL EXPENDITURES	315.000,00 BAM	253.000,00 BAM

Plan of activities for 2015

Higher Education Accreditation Agency of Republika Srpska continues conducting accreditation processes and the special attention is paid to the realisation of follow up activities according to recommendations for improvement provided by panels of experts to accredited higher education institutions, trainings of experts, HEAARS employees and external associates, members of quality departments as well as continuation of accreditation processes of higher education institutions and study programs.

After becoming a member of CEENQA (Central and Eastern Europe Network of Quality Assurance Agencies) we proceed with activities on international recognition of the HEAARS through realisation of membership in ENQA (European Association for Quality Assurance in Higher Education) and EQAR (European Quality Assurance Register) thus actively preparing for independent evaluation of the HEAARS.

Activity	Time for realisation
Strengthening organisational and material resources	
Establishing cooperation with the Chamber of Commerce of Republika Srpska and other economic structure	September/October (process continued)
HEAARS work report for relevant institutions	December
Conducting the accreditation of higher education institution	
Consultations with higher education institutions in the process of internal quality assurance	Continuously
Forming the expert panel for conducting external evaluations	Continuously
Coordination of expert panels' work	Continuously
Issuing the decision on accreditation and registration of accredited institutions in the register in cooperation with authorised institutions	Continuously
Overview over the realisation of recommendations for improvement given by the Panel	Continuously
Establishing the quality assurance system of the HEAARS	
Establishing the HEAARS working strategy	May
Developing and creating documentation of quality assurance system (procedures, forms, database, ICT etc.)	April/December
Analysis and preparation of training programs for employees and external associates in the HEAARS	April
Analysis and preparation of training for quality department members in the higher education institution	September
Development and realisation of training plans	Continuously
Preparation and organization of Accreditation forum meeting	May
International recognition of the HEAARS	Continuously
HEAARS participation in active TEMPUS projects as well as partnership development with the purpose of realising cooperation with agencies in Slovenia, Croatia and the region according to the cooperation model realised with CAQA Serbia.	October/November
Preparation for the realisation of membership in the European network of agencies (ENQA) and European register (EQAR).	January/June