

External evaluation report for:

College PRIMUS, Gradiska

HEAARS reference number: 89/14

On-site visit dates: 02nd to 4th November, 2014

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).

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1.0 Application

1.1 Information on the accreditation process

Prior to the process of submitting the application for accreditation, by checking condition set in the document: Instructions for Accessing Accreditation Process, College PRIMUS, Gradiska ensured the fulfilment of the preconditions for the start of application process. Application was submitted on 8th May, 2014 and the Panel for the Quality Evaluation, Audit and Provision of Recommendation on Accreditation (hereinafter External Evaluation Panel) was formed by the agency Decision, reference number: 89-3-1/14 dated 21st July, 2014.

Panel was comprised as follows:

- Prof. dr Miladin Jovicic, representative of the BiH academic community, Chairman
- Dr Iring Wasser, international expert, member
- Prof. dr Pantelija Dakic, representative of labour market, member and
- Bojan Tesic, student, member

Tatjana Radakovic. M.S. was appointed on behalf of the HEAARS, as a coordinator of the process.

Contract for the accreditation services with the College PRIMUS. Gradiska, was signed on 29th August, 2014. The on-site visit to the institution took place in the period between 2nd and 4th November, 2014.

1.2 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

1.3 Data on application

At the moment of submitting an application, the higher education institution presented hard copy and electronic documentation in Serbian and English language. The composing part of this report is Documentation basis for evaluation which is an Annex 1 of this report.

Study programs that the HEI submitted with the purpose of surveying the fulfilment of the criteria for institutional accreditation:

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 External evaluation

2.1 Preliminary activities

HEAARS coordinator has delivered electronically, to all Panel members, the documentation which contained the documents that define the accreditation process, i.e. legal provisions, Rulebook on accreditation and the Instruction for conducting the external evaluation, standards and the criteria and HEI application with all belonging documents as well as forms required for the work of the Panel.

On its first meeting held on 23rd October, 2014 in the Agency, the Panel agreed on the methodology of its work and, according to the Agency acts, reminded on the fact that each Panel member has an obligation to complete individual Panel member's check list which serves as a reminder to them, with all questions, remarks and requests for additional documentation for the on-site visit. On the meeting Panel agreed on all details during the work, reached mutual understanding of the standards and the criteria after what the Panel reached consensus on the Plan and program for the on-site visit to HEI which is an Annex 2 of this report. Plan and program provides details of the on-site visit which lasts for two working days in accordance with the Instructions for conducting an external evaluation.

Prior to the Panel on-site visit, the management and the representatives of the HEI departments are familiarised with details and the course of the forthcoming visit through the timely delivered Plan and

program of the on-site visit. The subject of the external evaluation is HEI and the study program listed in an application for accreditation submitted by College PRIMUS, Gradiska.

Panel has held another working meeting on 2nd November, 2014, a day before the on-site visit to College PRIMUS, Gradiska when the course of the on-site visit was agreed in more details and the Panel agreed on focusing on some particular issues, analyses of impressions after analysing the HEI application, way of conducting interviews, harmonisation of attitudes based on individual check lists as well as other issues important for the professional work of the Panel.

2.2 Visit to the higher education institution

In accordance with the Instruction for conducting the external evaluation, the Panel had a conversation with the following teams: management, team for quality and self-evaluation, representatives of the students' service, legal department, accountancy and library, representatives of alumni and representatives of the economy and the labour market, representatives of the academic staff engaged on the study program surveyed during accreditation and students' representatives of all years. The minutes of the on-site visit contain lists of all interviewees and is available in the Agency file-College PRIMUS, Gradiska.

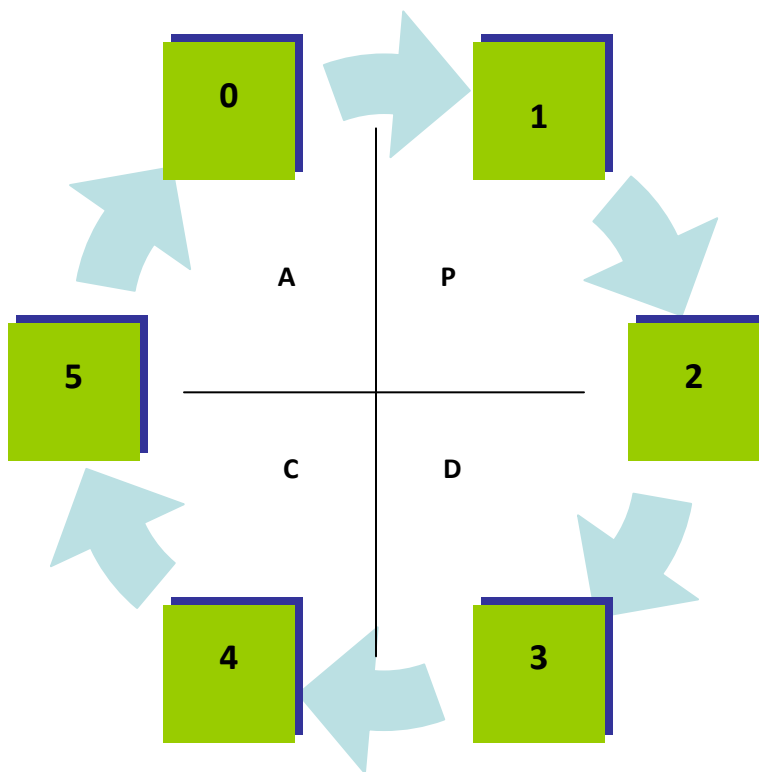
During the first day of the on-site visit, 3rd November, 2014, there was an introductory meeting held with representatives of the institution where members of the panel introduced themselves. Then the Panel had consecutive meetings with the management, lead by director, Prof. Dr Ranko Bakic, quality assurance and self-evaluation team comprised of three persons, representatives of students services and the library, legal department and accountancy, commission for international cooperation, teaching staff of the institution, graduated students and representatives of labour market.

During the second day of the on-site visit and while taking a tour of the physical resources, the Panel talked with students chosen as a random sample. In that occasion, the Panel also visited the library that contains all obligatory literature, contemporary classrooms, two multimedia classrooms with the possibility of recording lectures. Student services department provides all necessary services. There is no possibility of students' accommodation.

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.1 Development and the strategy of higher education institution						
Requirement of ESG standard 1. 1) and BiH criteria a1) , a2) i a3)						
Strengths:						
There is an institution development strategy for the period 2013-2018. Strategy is presented to the Panel. Strategic goals are clearly defined. According to stakeholders with whom the Panel had a discussion, this institution is very significant and highly appreciated educational institution in the region, although in a perimeter of only 70 km. There are ambitions for the future development with the final goal of becoming a university.						
Weaknesses:						
There is no overview over the realised goals so far, although the institution is applying the Strategy for two years already. Panel deems that the Strategy has been developed by the smaller group of stakeholders. Not everybody is familiar with the contents of the Strategy, especially those whose engagement is crucial for the development of strategic goals.						
Recommendations:						
Familiarise all stakeholders, in more details, with the significance and strategic goals and establish a method for monitoring realisation of goals. Create measurable goals in order to establish improvements and derogation of quality system for the certain period of time.						
Criteria evaluation:	0	1	2	3	4	5
Level:	I	II	III	IV		
A.2 Management, internal quality assurance and quality culture						
Requirements of ESG standard 1.1), 2.1.), 2.6.) and BiH criteria b1), b2), b3), b4) i b5)						
Strengths:						
There is formally established quality management system, quality culture and internal quality assurance. It is formally visible through the work of Quality Assurance Committee and the Panel ensured in its work. (The Panel took an insight in the Minutes of the 15 th Committee session, dated 1 st September, 2014). There are 15 quality monitoring commissions within the Committee. There are students' surveys regularly conducted.						
Weaknesses:						
There are no precise roles defined for any of those commissions and there is no monitoring of their work effects within the Committee. Panel hasn't received a clear insight in the individual work of each Panel. Reports of the Committee and commissions in the material delivered in the applications are from 2010 and 2011. Self-evaluation report was made in 2010 and the following one in 2014. There are no completed corrective-preventive measures aimed towards resolving the weaknesses of higher education institution, what partly shows that higher education institution does not have initial indicators nor it uses analyses for permanent improvements. So, internal quality assurance system is not closed and students have no feedback information from the system that would show the improvement. There is no benchmarking in place. There is no understanding of the importance of critical thinking with the aim of providing constant improvements.						

Recommendations:

Use the results of conducted analyses for improvements and inform end users on the results of conducted improvement activities. Improve the system of monitoring liabilities and responsibilities of individuals responsible for certain parts of internal quality assurance systems and introduce the follow-up activities' monitoring. Contemplate survey means; introduce the possibility for students to provide a comment besides the evaluation mark.

In the situation of rapid changes in all areas, especially in the area of education, it is necessary to do self-evaluation reports regularly (annually), and use them as an instrument for conducting improvement activities. Such way would be beneficial to the institution itself and the self-evaluation reports would be a basis for controlling the accreditation criteria fulfilment.

Establish measurable quality indicators and work systematically on monitoring them. Introduce and conduct corrective and preventive measures wherever there are non-conformities spotted.

Declare the survey results at the sessions of teaching council and follow up the realisation of adopted measures.

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

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.

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.

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:						
<p>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.</p>						
Weaknesses:						
<p>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.</p> <p>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.</p> <p>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.</p> <p>Insufficient motivation of teaching staff in participating in scientific-research work.</p> <p>Foreign teachers are not represented in teaching process.</p>						
Recommendations:						
<p>Transfer as much as possible teaching staff to full time employment and improve the availability of part time professors.</p> <p>Provide funding for stimulation of teaching staff with the purpose of greater participation in scientific-research work.</p> <p>Eminent experts from the economy should be engaged for certain expert topics in order to gain the quality of teaching.</p>						
Criteria evaluation:	0	1	2	3	4	5
Level:	I	II	III	IV		

A.6 Quality of physical resources

Requirements of BiH criteria đ1) , đ2) , đ3) and đ4)

Strengths:

Quality of physical resources is satisfactory. Management is looking after the infrastructure of higher education institution. Higher education institution possesses sufficient number of well equipped classrooms, library with the categorised literature, restaurant, students' cafe bar, etc.

Weaknesses:

Insufficient number of prescriptions to international scientific magazines from relevant scientific areas. The premises of higher education institution don't meet the requirements for handicapped people. There are no students' accommodation facilities in place and therefore, there is no campus culture established. Main reason is that most students are employed and study at weekends or after working hours.

Recommendations:

Consider establishing campus, as planned, and improving students' resources with the purpose of establishing students' campus culture.

It is necessary to continuously provide relevant scientific magazines from study programs' educational areas. Continue investments in equipment and infrastructure.

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

A.7 Information systems						
Requirement of ESG standard 1. 6) and BiH criteria e1) , e2) , e3) and e4)						
Strengths:						
There are technical possibilities for recording lectures. Higher education institution has formally established information system.						
Weaknesses:						
There is no web page in English. Information system is not sufficiently used and implemented. Information system does not enable collection, analysis and use of information relevant for efficient management of curriculum and extra-curriculum activities of higher education institution, which would be highly beneficial for the creation of subsequent self-evaluation reports.						
Recommendations:						
Information system should be enriched with software that enables data analyses with the purpose of supporting internal quality assurance system. With reference to students' limitations when it comes to attending lectures, it would be highly beneficial to upload recorded lectures onto a web site. WEB PAGE IN ENGLISH IS A MUST. Regularly update the web site with news. That should provide greater number of web site visits.						
Criteria evaluation:	0	1	2	3	4	5
Level:	I	II	III	IV		

A.8 Presentation of information for public

Requirement of ESG standard 1. 7) and BiH criteria ž1) , ž2) and ž3

Strengths:

Institution is well accepted in public, i.e. local community. Panel ensured in that when interviewing representatives of local community from almost all business areas.

Higher education institution has a web page that is being regularly updated, including leaflets for future students with all information necessary for enrolment. Lectures are partly on a web site. There is alumni organisation.

Weaknesses:

Panel deems that it is not good that there is no formally established cooperation between representatives of the local community and higher education institution. There are no formally established procedures, such as contracts or agreements between the HEI and stakeholders that would greatly influence on a profile of students that take degrees in this HEI. If there was a system in place that refers to conducting regular practical lessons and training, HEI could be fed with feedback information from students on the omissions made, profiles required by labour market, areas that are not represented enough in education, i.e. students' skills and knowledge that is lacking.

Recommendations:

Use connections established with economy subjects in a better way, in a sense of better employment possibilities. Many representatives of economy and labour market interviewed by the Panel have a positive attitude towards the higher education institution, but very small number of graduated students is actually working in their companies. Panel also recommends more active involvement of alumni organisation and teaching staff in the promotion of higher education institution. It is necessary to present all good degree and seminar papers on a web site.

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:

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.

Weaknesses:

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.

Recommendations:

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.

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.

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

3.2 General evaluation of study program sample

<p>Name of the study program: Banking Level: First cycle Requirements of ESG standard 1. 2) and BiH criteria b2) , b3) , d1) and d5)</p>
<p>Qualification: B.A. in Economy-Study program Banking</p>
<p>Strengths:</p> <p>Experiences of other HEIs, of same or similar area, are used in this study program and it is conceptually and professionally well established. Good practices of other HEIs from Bosnia and Herzegovina and the region are used in the structure of subjects and in knowledge provision.</p> <p>Study program is formally well established and it was so especially when it was started. There are all technical presumptions for this institution to work well.</p>
<p>Weaknesses:</p> <p>Panel deems that the study program hasn't continued to follow up and react on permanent changes in the surrounding area, in the area of higher education and when it comes to changes concerning this HEI's knowledge and expertise users. Contents of subjects has not been harmonized with the listed changes so the quality of knowledge is questionable just like the actuality of it. That is best seen in the presented syllabuses.</p> <p>Panel also deems that the teaching staff covers too many subjects which are very often from various specific scientific areas. On top of all that comes the issue of their motivation, again related to provision of funds, the Panel has all reasons to question their dedication to the work they do.</p> <p>HEI should be better positioned in the surrounding , especially in the countries with which they have connections via related HEIs. There is no good quality cooperation established at this moment, one that would be beneficial for all and mostly for students.</p>
<p>Recommendations:</p> <p>HEI must follow up the realization of tasks set in the development strategy for the period 2013.-2017. To enable that, the mechanism for quality monitoring through all sub-committees should be activated. Strategy is realized by HEI employees and HEI management must familiarize employees with the Strategy so they could ask for fulfillment of strategic goals defined therein.</p> <p>There has to be more realization with reference to form. Form can often present bad image about the real situation.</p> <p>Small number of students is attending this HEI so the quality level of all elements should be raised in order to raise the level of interest of secondary school students for the enrollment to this HEI.</p>

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 and after conducting the evaluation procedure, the following levels of standards and the criteria fulfilment are established:

CRITERIA	LEVEL
A1. Development and the strategy of the higher education institution	III
A2. Management, internal quality assurance and quality culture	III
A3. Procedures and quality assurance of study programs	II
A4. Evaluation of students	II
A5. Human resources	II
A6. Quality of physical resources	IV
A7. Information systems	III
A8. Presentation of information for public	III
A9. International cooperation	II

Based on the complete quality evaluation and according to the Rulebook on accreditation of RS HEI, the Panel recommends to the Higher Education Accreditation Agency of RS to **issue the expectation letter for a one-year period** to College "PRIMUS", Gradiska.

Panel members:

Prof. dr Miladin Jovicic, Chairman

Dr Iring Wasser, member

Prof. dr. Pantelija Dakic, member

Bojan Tesic, member
