

Report on external evaluation for:

The Pan-European University Apeiron, Banja Luka

RS HEAA number: 148-7/15

Visit date: 30/11/ - 02/12/2015

Location: The Pan-European University Apeiron, Banja Luka

External Evaluation Commission: Prof. Dr. Zdravko Todorović, President, Prof. dr. sc. Jozo Čizmić, Prof. dr. Srđan Damjanović, dr. Biljana Đukić, Gordana Višekruna.

Coordinator: Tatjana Radaković

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 accreditation of higher education institutions in Bosnia and Herzegovina (Official Gazette BiH number: 75/10).

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1.0 Application

1.1 Information on the accreditation procedure

Before the admission to the accreditation procedure, the University Apeiron, by examining the Instructions for admission to the accreditation procedure, verified that the preconditions for the preparation of accreditation application are fulfilled. The application was submitted on June 17, 2015, and the Commission for the assessment and audit of quality and the provision of recommendations for accreditation of higher education institutions (hereinafter: Commission) was appointed by the Decision on the formation of the Commission of domestic and foreign experts for the assessment and audit of quality and the provision of recommendations for accreditation of higher education institutions number: 175-2-1/15 as of 27/08/2015 issued by the RS HEAA.

The Commission consisted of the following members:

- Prof. dr. Zdravko Todorović, the representative of the academic community BiH, President
- Prof. dr. Srđan Damjanović, the representative of the academic community BiH, member
- Prof. dr. sc. Jozo Čizmić, international representative, member
- dr Biljana Đukić, the representative of Economy and practice, member and
- Gordana Višekruna, student representative, member

By the RS HEAA Decision on the appointment of coordinator for the procedure of external evaluation no.: 148-1-1/15, as of 24/06/2015, M.A. Tatjana Radaković was appointed as a Commission coordinator.

The Contract with the Pan-European University Apeiron, Banja Luka on providing the services of higher education institution accreditation no.: 148-5/15 was signed on 22/09/2015.

Visit to the institution was carried out in the period from 30/11/2015 to 02/12/2015.

1.2 Data on higher education institution

Data on higher education institution:	
Name, address and institution e-mail	Pan-European University "APEIRON" Banja Luka Pere Krece 13, 78000 Banja Luka E-mail: WEB mail: info@apeiron-uni.eu Management: management@apeiron-uni.eu Rectorate: rektorat@apeiron-uni.eu Student Service: studentska@apeiron-uni.eu Library: biblioteka@apeiron-uni.eu Accounting: finansije@apeiron-uni.eu
Internet address	www.apeiron-uni.eu www.apeiron-edu.eu
Name, number and date of the Founding Act	Agreement on the University Establishment, number: 001/2005, date: 18/10/2005
Taxpayer Identification Number (TIN)	402381660007
Registration number assigned by the Republic Institute of Statistics	11003117
First and last name and address (name and head office) of the Founder	College of Modern Management Banja Luka Darko Uremović, Stepe Stepanovića 181 b, Banja Luka
	Siniša Aleksić, Vase Pelagića 31, Banja Luka

	Gilch Geb. Schnabel Cornelia Regina, Deutschland, Nürnberg br. 90491
Number and date of the Decision on the appointment of authorized representative	071-0-Reg-06-001811 as of 03/11/2006
Number and date of the Operating License issued to the higher education institution	<p>Operating License, number: 07.2-9624/07 as of 28/12/2007</p> <p>License for performing distant learning studies, number: 07.2-9624-1/07 as of 28/12/2007</p> <p>License for carrying out study programs, number: 07.023/602-6968/09 as of 27/11/2009</p> <p>License for carrying out study programs, number: 07.023/612-193-5/11 as of 13/12/2011</p> <p>License for carrying out study programs, number: 07.023/612-193-6/11 as of 20/12/2011</p> <p>License for carrying out study programs, number: 07.023/612-193-7/11 as of 30/12/2011</p> <p>License for carrying out study programs, number: 07.023/612-4-2/13 as of 27/06/2013</p> <p>License for carrying out study programs, number: 07.023/612-3/2013-3 as of 16/09/2013</p> <p>License for carrying out study programs, number: 07.023/612-3-2/13 as of 08/10/2013</p> <p>License for carrying out study programs, number: 07.023/612-1-3-4/13 as of 17/03/2014</p> <p>License for carrying out study programs, number: 07.050/612-195-3/13 as of 16/10/2014</p> <p>License for carrying out study programs, number: 07.050/612-195-5/13 as of 26/01/2015</p>
Number and date of the Operating License for operations outside head office	<p>Operating License for operations outside head office, number: 07.023/612-86-3/10 as of 17/09/2010</p> <p>Operating License for operations outside head office, number: 07.023/612-35-3/10 as of 18/05/2011</p>
	<p>College of Modern Management, doc. dr Sanel Jakupović, Dean</p> <p>Law College, prof. dr Ljubinko Mitrović, Dean</p> <p>College of Information Technologies, prof. dr Branko Latinović, Dean</p>
Organizational units to be visited and persons responsible	<p>College of Health Sciences, prof. dr Milorad Balaban, Dean</p> <p>College of Sports Sciences, prof. dr Miladin Jovanović, Dean</p> <p>College of Philology, prof. dr Larisa Čović, Dean</p> <p>College of Traffic and Transportation Engineering, prof. Dr Mirsad Kulović</p>
Contact person (during the visit)	Secretariat: +387 (0) 51 247 920;

	<p>President of the University Management Board: +387 (0) 51 247 942;</p> <p>University Director +387 (0) 51 247 943; University Director Assistant for Finance and Economics: +387 (0) 51 247 928;</p> <p>University Director Assistant for Legal Affairs: +387 (0) 51 247 944;</p> <p>Rectorate, Rector: +387 (0) 51 247 922;</p> <p>Vice-Rector for Scientific Research and International Cooperation: +387 (0) 51 247 925;</p> <p>Vice-Rector for Finance and Economic Cooperation: +387 (0) 51 247 977;</p>
Phone number	<p>Vice-Rector for Teaching Process: +387 (0) 51 247 978;</p> <p>Post-Graduate and PhD Studies Council: +387 (0) 51 247 977;</p> <p>Student Service: +387 (0) 51 430 890; 430 893; 247 983 247 894; 247 940 ; 430 892 ;</p> <p>Head of Student Service: +387 (0) 51 430 895;</p>
	<p>Pan-European University "APEIRON" Banja Luka Pere Krece 13, 78000 Banja Luka</p> <p>E-mail: WEB mail: info@apeiron-uni.eu Management: management@apeiron-uni.eu Rectorate: rektorat@apeiron-uni.eu Student Service: studentska@apeiron-uni.eu Library: biblioteka@apeiron-uni.eu Accounting: finansije@apeiron-uni.eu</p>

1.3 Data on the Request

At the time of application submission, higher education institution presented documentation in electronic and print form (hard copy) in Serbian language. Documentation basis for the purpose of assessment is an integral part of this Report and is given in Annex 1.

Study programs which the higher education institution registered in order to be reviewed for the purpose of verification of the fulfillment of criteria for institutional accreditation are as follows:

Study programs registered for the purpose of evaluation		
Fill in Section B for each program or a set of programs which constitute an integrated scheme.		Name of degree received should correspond to applicable occupational classifications.
Study program name:	Study level	Name(s) of degree received
Entrepreneurial Management	I cycle (6-8 semesters), II cycle (2-4 semesters)	Bachelor of Economics - 180 ECTS Bachelor of Economics - 240 ECTS Bachelor of Economics - 240 ECTS, (specialist in the narrow field of study/specialist degree) Master of Economics – 300 ECTS Master of Economics – 300 ECTS (...in the narrow field of study/specialist degree)
General Law study program	I cycle (6-8 semesters), II cycle (2-4 semesters)	Bachelor of Law – 180 ECTS Bachelor of Law – 240 ECTS Bachelor of Law - 240 ECTS, (specialist in the narrow field of study/specialist degree) Master of Law – 300 ECTS Master of Law – 300 ECTS (...in the narrow field of study/specialist degree)
Business Information Technologies / Information Technology Engineering	I cycle (6-8 semesters), II cycle (2-4 semesters)	Bachelor of Computer Science and Information Technology Engineering- 180 ECTS Bachelor of Computer Science and Information Technology Engineering - 240 ECTS Bachelor of Computer Science and Information Technology Engineering - 240 ECTS (specialist in the narrow field of study/specialist degree) Master of Computer Science and Information Technology Engineering – 300 ECTS Master of Computer Science and Information Technology Engineering – 300 ECTS (...in the narrow field of study/specialist degree)

Nursing	I cycle (6-8 semesters), II cycle (2-4 semesters)	Bachelor of Health Care (nurse) – 180 ECTS Bachelor of Health Care (nurse) – 240 ECTS, (specialist in the narrow field of study/specialist degree) Master of Health Care – 300 ECTS Master of Health Care – 300 ECTS (...in the narrow field of study/specialist degree)
Sanitary Engineering	I cycle (6-8 semesters), II cycle (2-4 semesters)	Bachelor of Sanitary Engineering – 180 ECTS Bachelor of Sanitary Engineering – 240 ECTS Bachelor of Sanitary Engineering – 240 ECTS (specialist in the narrow field of study/specialist degree) Master of Sanitary Engineering – 300 ECTS Master of Sanitary Engineering – 300 ECTS (...in the narrow field of study/specialist degree)

2.0 External evaluation

2.1 Previous activities

Higher Education Accreditation Agency (hereinafter: Agency) communicated to all Commission members, in an electronic form, the material containing all documents which define the accreditation procedure, i.e. legislation, the Rulebook on higher education institution accreditation, the Instructions for accreditation admission, the Rulebook on forming of the Commission and its operations, Standards and Guidelines for Quality Assurance in European Higher Education Area (ESG 2009 and ESG 2015), Criteria for accreditation of higher education institutions in Bosnia and Herzegovina and the Application of higher education institution along with accompanying documents, as well as forms necessary for the Commission operations.

At the first Commission meeting, held on 10/11/2015 in the Agency's premises, the Commission determined the work methodology, and *inter alia*, agreed upon, that in accordance with the Agency's acts, each Commission member is obliged to, based on the analyzed documentation of higher education institution, fill in the form of individual control list, which serves as a reminder to the Commission member and contains questions, observations and requests for additional documentation for the purpose of visit to the institution. At the first meeting, all work methodology details were arranged, mutual understanding of the standards and criteria requirements were harmonized, after which the Commission agreed upon the Plan and program of visit to the higher education institution, presented in the Annex 2 of this Report, where the visit is envisaged to last for three days in accordance with the Rulebook on forming of the Commission and its operations. Given that in the middle of May 2015, a new revised version of ESG came into force, and the higher education institution application was being prepared in accordance with previous existing version of ESG, upon the Agency's recommendation, the Commission accepted to take into consideration the requirements of revised ESG 2015 in terms of recommendations for the higher education institution, and that the level of fulfillment of such revised requirements shall, in no case, be an eliminatory factor in the course of evaluation procedure. At the same meeting, the date of visit to higher education institution was set, namely in the period from 30/11/2015 to 02/12/2015. Through the procedure Coordinator, the Commission members requested from the institution to prepare unprotected documentation, which would facilitate the analysis of institution documentation. The institution responded to the request within few days, hence the accreditation procedure Coordinator communicated to the Commission members the documentation of institution in an electronic unprotected form.

Prior to the Commission visit to the higher education institution, the management and service representatives of the higher education institution were informed, in a timely manner, on the visit details and were presented with the Plan and program of the visit, which was agreed with the higher education institution representatives, and the manner of

Commission work and approach was determined. The subject of external evaluation is a higher education institution, through registered study programs, as stated in reference letter number 1789/15 as of 24/06/2015, which represents an additional documentation of Application for accreditation of the Pan-European University Apeiron, Banja luka.

The Commission held the second meeting on 29/11/2015, the day before the visit to the Pan-European University Apeiron, during which the following was arranged: a detailed course of the visit, the focus on particular issues, the analysis of observations after the review of higher education institution application, the manner in which meetings will be conducted, harmonization of opinions based on individual check-lists, as well as other issues relevant to the Commission professional work.

Prior to the start of the visit, the higher education institution communicated to the Commission a list of meeting participants, in accordance with the Plan and program of the visit.

2.2 Visit to higher education institution

In accordance with the Rulebook on forming of the Commission and its operations, the Commission held meetings with the following teams: higher education institution management, quality and self-evaluation team, representatives of student service, legal affairs, accounting and library, representative of the office for international cooperation and director of the Research Scientific Institute, graduate representatives, representatives of economy and labor market, representatives of academic staff, deans and vice-deans of all colleges and heads of all study programs, representatives of students of all study cycles, where such meetings served as a basis for the evaluation of institution operations. In the course of the meetings, the Minutes were recorded containing the list of all stated participants, and such Minutes are available in the Agency's archive, file Pan-European University Apeiron, Banja luka.

During the first day of the visit, namely on 30/12/2015, an introductory meeting was held with the representatives of institution management, where the Commission members presented themselves, upon which, official meetings followed, first with the management led by the Rector prof. Esad Jakupović, Director Siniša Aleksić, President of the Management Board Darko Uremović, meeting with the team for quality and self-evaluation, meeting with the representatives of Student Service and Library, Legal Affairs and Accounting, meeting with the representative for International Cooperation and the Director of Research Scientific Institute, graduate representatives, representatives of Economy and Labor Market. By means of a video link, the Commission verified the possibility of presenting the work of the Pan-European University Apeiron Departments in Bijeljina and Novi Grad. The Commission handed over sets of questions to certain services, where the answers to the above mentioned questions were to be delivered by the end of the day of the next visit.

On the second day of the visit, namely on 01/12/2015, the Commission commenced the meeting with the representatives of academic staff of the study programs through which the institution operations and fulfillment of standard and criteria requirements were reviewed, and afterwards held the meeting with students of all study cycles. In the afternoon, meetings were held with deans and vice-deans of all colleges and heads of all study programs through which the institution operations were evaluated. In the course of visit to the institution facilities, the Commission was provided with a chance to visit modern and technically equipped classrooms, especially in terms of information technology, where in such classrooms the video recording of lectures is enabled, then multimedia classroom used as a Microsoft Test Center, and to gain insight into the sample of video recording of a lecture. Further on, the Commission visited TV studio and control room, and verified the functionality of software which detects plagiarism, and afterwards visited technical room with communication facilities. During the visit, the Commission verified that freshman guides are publicly exposed and available to students, as well as smart displays providing necessary information. Further course of the visit included the visit to student service, University Management, department for quality assurance, referent offices for individual colleges, computer rooms, classrooms, bookshop-printing room, library and reading room, then laboratory for biochemistry, anatomy cabinet and spacious amphitheater. Furthermore, the Commission visited the premises of High School, whose facilities are used in accordance with the University needs and *vice versa*.

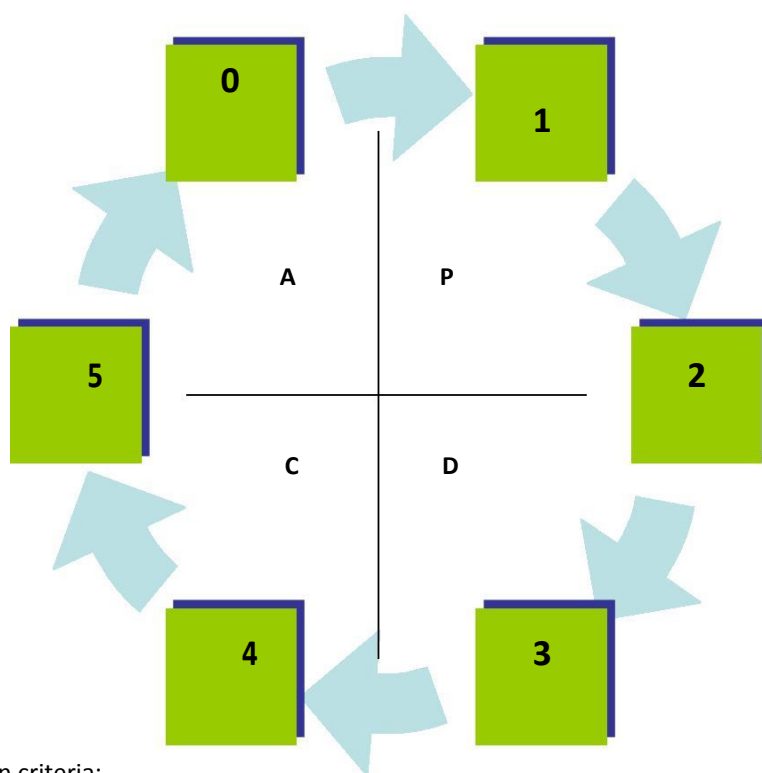
After the visit to institution facilities, the Commission held a meeting in duration of one and a half hour, during which it summarized its findings, opinions and evidence, and based on everything agreed upon the content and guidelines of the preliminary report, which was compiled by filling in the forms named "The evaluation of condition and recommendations for improvement". The form envisages a preliminary defining of adequacies and deficiencies, as well as certain preliminary recommendations for improvement for each criterion separately.

On the third day of the visit, namely on 02/12/2015, the submission of higher education institution answers to the Commission questions from the previous day commenced, after which the presentation of a preliminary report followed. The above mentioned was held at the final meeting attended by the University Management and the representatives of quality team. The preliminary report was communicated in an oral form, without the possibility of discussing the preliminary findings, except correcting the factual state. The evaluation of condition and recommendations for improvement were presented by the Commission President Prof. Dr Zdravko Todorović. This was followed by final greetings, and thereby the Commission work in terms of the visit to institution was finished.

3.0 Opinion on the external evaluation outcome

The external evaluation was carried out by verifying the level of fulfillment of the requirements of the ESG Standards and Criteria for accreditation of higher education institutions in terms of carrying out study programs at the Pan-European University Apeiron, stated in the Table at the beginning of the Report.

Evaluation scale is based on the PDCA circle and EFQM model, and is presented in the following manner:



Evaluation criteria:

0 – no evidence or partial evidence, unreliable evidence of requirement fulfillment (completely new or foreign in organization),

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

2 – requirement is planned and partially implemented – on paper and applied – D (implementation),

3 – requirement is planned, implemented and effects are being monitored – C (control),

4 – requirement is planned, implemented, effects are being monitored and compared to others – A (comparison) and

5 – requirement is planned, implemented, effects are being monitored and new adjustments and improvements based on the comparison with the best are being introduced.

I	HEI does not meet the requirement	0
II	HEI partially meets the requirement	1
III	HEI predominantly meets the requirement	2 and 3
IV	HEI fully meets the requirement	4 and 5

3.1 Quality evaluation per individual criteria

A.1 Development of higher education institution strategy

ESG Standard requirements 1. 1) and BiH Criteria a1) , a2) i a3)

Adequacies:

The development strategy, as a general act, was envisaged by the Institution Statute (Article 294). The Strategy is being adopted by the Management Board, based on the proposal of the Quality Committee, and based on the previously obtained Senate opinion. The last development strategy for the next five-year period was adopted by the Management Board during the session held on 22/10/2015 (document mark: PUA-Q.SRU Rev 003). The Strategy is available to the public and students via University internet site. The institution mission / objectives are implemented in the institution development strategy. Activity plan, i.e. the workflow of activities defines deadlines, responsibilities, reference documents and activities for all operational and strategic objectives. There is a legal basis for organizing an efficient system and procedures for monitoring and fulfillment of plans and realization of strategic objectives (Statute and other autonomous regulation).

Deficiencies:

All interested parties are not fully involved in Strategy drafting. Within the institution, there is no official authority in charge of strategic planning. Regulations, procedures and strategy for students with disabilities, in terms of studying, are not defined. The university web page and the materials submitted to the Commission do not contain the list of work/papers of professors and associates for the period of last five years, for each individual professor. The elaborated institution vision is not implemented in the development strategy.

Recommendations for improvement:

- In the development strategy, elaborate and state the institution vision.
- Publish university development strategy on the university web page in English language.
- Adopt regulations and procedures for students with disabilities, in terms of studying, and appoint a person in charge of taking care of students with disabilities.
- Gather data on published work-papers of professors and publish the same on the web page.
- Publish University and College regulations on the university web page, but also regulations of BiH and Republika Srpska from the area of higher education in general, as well as international agreements, conventions, declarations and similar, applicable in the country and related to the University operations.

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III		IV	

A.2 Management, internal quality assurance and quality culture
 ESG Standard requirements 1.1), 2.1.), 2.6.) and BiH Criteria b1), b2), b3), b4) i b5)

Adequacies:

The relations between certain parts of the institution organizational structure are precisely analyzed within the Rulebook on standardization of operations and organization of the Pan-European University and the Rulebook on description of operations and work procedures at the Pan-European University. The manner of selection of management bodies and authorities is strictly regulated by the Law on Higher Education of RS. Within the legislation framework, the institution has precisely regulated the selection of bodies and authorities in the Statute, which also precisely and autonomously defines the role, responsibility, selection and function of rector, vice-rector, dean and vice-dean. The system of internal quality assurance is fully in line with regulations and the European guidelines for higher education. The quality system is established in accordance with the international quality standards ISO 9000, i.e. the international standard of quality management ISO 9001:2008 for higher education, adult education, scientific research and experimental development is introduced. The internal audit of the quality management system is performed on a regular basis. Documentation on internal system of quality assurance is in place (Quality assurance strategy, Quality procedures, Quality policies, Quality objectives and similar), the above stated is analyzed and improvement measures are being performed. The Committee for Quality Assurance of the Pan-European University "Apeiron" is established by the University Management Board Decision as of 26/03/2013. The role of students is defined by the Pan-European University "Apeiron" Statute and the Student Parliament Statute. The student representatives are members of the Teaching Scientific Council of each college, Senate, Institution Management Board, Quality Committee and similar. Student questionnaires are analyzed at the Management Board sessions, in whose work student representative participates. The organization "European Business Assembly" from Oxford awarded the Pan-European University "Apeiron" with the European award "Socrates" for quality in education, which is traditionally granted during the Leaders Summit in Oxford.

Deficiencies:

Organization (college) alumni are not established. A survey among non-teaching staff is not being performed by the management, and a survey of professors (on an individual basis) is not being performed by students. Students, members of the quality bodies did not receive necessary training in the area of quality. Except to some extent the Rulebook on plagiarism and the Rulebook on student disciplinary responsibility, there are no separate regulations and especially designated bodies and persons responsible for the fight against corruption.

Recommendations for improvement:

- Improve ethical codes and adopt policies on zero tolerance to fraud. Draft strategy for fraud elimination and develop procedures and instructions for the control of fraud and corruption at the University. Establish appropriate bodies and/or appoint persons for the implementation of these procedures.
- Establish organization alumni.
- Invest more efforts in terms of cooperation with the real sector, especially within the area of scientific research.
- Expand the quality culture among students and include them in the work of Quality Assurance Committee and Quality Team.
- Improve work and responsibility of the self-evaluation team and record minutes of this body work.
- Ensure equal participation of students of all study cycles in the work of governing bodies.
- Students, members of the bodies in charge of quality, should receive necessary training in the area of quality.

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III		IV	

A.3 Study program procedures and quality assurance

ESG Standard requirements 1. 2) and BiH Criteria b1) , b2) i b3)

Adequacies:

This domain is defined by the Statute and a set of other acts defining certain segments of study program quality. Activities related to determining, development and improvement of teaching process plans and programs are being conducted according to documented procedures, which are in line with the Law on Higher Education and the University Statute. The University Management, based on the mission, objectives and policies, appointed the Development Team, which forms tasks related to the drafting of teaching process plans and programs. Detailed description of content and degrees received, and their relation to the policies, objectives and strategy of the higher education institution, are described in the document "Study programs – Generic Descriptors of Knowledge". Procedures for study program quality assurance are in place. Defined learning outcomes are in place. The procedure of new study program development is defined at the algorithmic level, whereby the so-called "Tuning" methodology is used, and which is developed within the framework of the Tuning project "Educational Structures in Europe", and based on this model, study programs are being developed on the basis of a labor market input and national qualification structure. "Tuning" method envisages that students take part in the procedure of curriculum drafting by assigning grades (or a kind of benchmark) of metric characteristics of educational units. The curriculum development of new courses is precisely defined in the University Statute, in the part where powers of authorities are defined, and in the part where the structure of study programs and courses is defined. Professors who can provide initiative interactively participate in the development process. College Teaching Scientific Councils, University Management Board and Senate. Study program analyses are performed at least once a year within the work of regular University Senate operations when adopting Teaching process plans and programs for the next academic year. The analysis of examination passing is conducted per study programs and years of study. Institution continuously carries out the procedures of self-evaluation and quality evaluation of its study programs, teaching process and the level of satisfaction of service users.

Deficiencies:

The Commission was not presented with written documentation on the study program audit. All interested parties did not participate in the process of defining learning outcomes and the matrix which explains the relationship between learning outcomes and competences was not submitted. Sufficiently frequent and quality contacts, as well as legally-formalized cooperation with business entities (employers) concerning the audit of existing or adopting new study programs, are not established. Students failed to confirm active participation in the study program audit. Although in the preparation process, the PhD studies, i.e. studies of the third cycle aligned with the European qualification framework, have not yet been established. Minutes of the Senate sessions are not published on the university web page.

Recommendations for improvement:

- Draft and present documentation of the study program audit.
- Organize summer courses as a preparation for students entering the labor market.
- Create at least one study program or certain courses within a study program in English language.
- Include all interested parties in the process of defining learning outcomes, and all learning outcomes, part of the study program, link with student competences and draft the matrix of responsibility.
- Gather, analyze and provide proposals for the improvement of study programs based on the labor market recommendations.
- In order to improve the skills of students, it is necessary to expand the scope of practice. Students assessed that the teaching process plans should include more practice, especially at the lower years of studies.
- Improve conducting of surveys in relation to all, make surveys available to the public and define measures for the improvement based on the survey results.
- Publish Minutes of the Senate and other University bodies on the web page.
- Improve cooperation with the real sector, incite scholarships for students, carrying out of student practice and similar.

When drafting and auditing study programs, take into consideration the proposals of real sector and labor market. The real sector (Economy) should, from a critical point of view, monitor and analyze study programs and competences students acquire, and provide proposals for the amendments of study programs and proposals of the labor market for the establishment of new study programs according to the market needs. The University should constantly monitor data of the Employment Institute on the employment rate of graduates, and inform students on the same. Such data could be used, for example when determining enrollment quota at certain colleges.

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III		IV	

A.4 Student evaluation

ESG Standard requirements 1. 3) and BiH Criteria g1) i g2)

Adequacies:

Regulations governing the student evaluation (Procedure of evaluation of student knowledge and achievement) have been adopted. Clear procedures for student evaluation have been established and published. Data on students' achievements are continuously gathered and analyzed, and exam passing per study programs and years of study is also analyzed. Systems of exams, lectures and courses/practice in the course of the year are aligned. Students did not state the evaluation criteria as an area which should be improved, which indicates that such criteria are acceptable to students. At the University, all exams are public and transparent. The exam must not be taken in discretion between the examiner and student. When examining a student, at least one more independent person must be present, whether a student representative or authorized exam controller, apart from a student and examiner. As a rule, exams are recorded, and video recordings are documented in the archive. Based on the conversations with students and professors, it has been confirmed that exams are public and that there are no particular complaints to such approach to the exams, hence it can be concluded that the transparency and publicity of evaluation is ensured. Higher education institution has in place and implements procedures which guarantee fair, transparent and consistent evaluation of students, where such procedures are determined by a formal act adopted by the Senate. The examination of students in the course of academic year is performed in a manner determined by the course program. Student examination is conducted on the basis of published criteria, regulations and procedures, which are constantly applied. The content of exam must be in accordance with the teaching process plan and program, as well as with the content of lectures and courses/practice organized as a part of elaboration of that particular course.

A survey of graduates is being performed for the purpose of students' further career, i.e. employment and/or continuation of studies at other higher education institutions, i.e. abroad. This task/function was delegated to the Career Guidance Centre, which is established within the institution as an organizational unit and has its own web page.

Deficiencies:

There are no provisions on the compulsory attendance in terms of teaching lessons.

A full number of classes, in terms of lectures and courses, is not being performed in the departments outside the head office.

A relation of pre-exam and exam obligations is not balanced.

Recommendations for improvement:

Introduce electronic exam registration and electronic record keeping of exams by professors. Balance the percentage share of pre-exam and exam obligations. Awards for best students should be envisaged, and extra-curriculum student activities should be encouraged (awards for scientific papers, sport, competitions with students of other universities and similar).

Adopt the provision on compulsory lesson attendance of students.

Introduce an obligation for professors and assistants to carry out lectures and courses/practice in all departments.

Harmonize the percentage amount of points for pre-exam and exam obligations. It is recommended that pre-exam obligations are evaluated with 50 points, and final exam, which must also include an oral exam, with 50 points.

It is not allowed for a student to seek evaluation only on the basis of pre-exam obligations.

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III	IV		

A.5 Human Resources

BiH Criteria requirements d2) , d3) , d4) i d6)

Adequacies:

Legal acts regulating publishing, conferment of a title and conditions for the appointment/selection and promotion of teaching staff are in place. Employees are familiar with the legislation regulating their status, employment and work conditions. Administrative staff is encouraged to continue their studies at the University or other higher education institutions. As confirmed by the employees, the procedures for book and magazine/journal publishing are in place. The procedures for appointment/selection and promotion of teaching staff are determined in advance, available to the public and in line with applicable legislation. The composition of commission, in charge of appointment and selection, is competent in the scientific area (field and branch) for which a candidate is being selected or appointed. Professional and scientific or artistic additional training of staff is regulated by the Statute, and the content and manner of realization of professional education and training is being adopted by the Senate.

Deficiencies:

In certain teaching process plans and programs, the number of classes/practice was not presented for individual courses/subjects. There is no analysis of the teaching staff quality and the rest of human resources. The analysis of teaching staff workload was also not presented. There is no record on the papers published by the teaching staff, nor the accompanying database. In relation to that, there is no overview of published papers, books and participation at scientific and professional congresses, and scientific and professional projects. There are no plans and procedures for the evaluation and training of non-teaching staff.

Recommendations for improvement:

- Draft plan and secure financial sources for training of teaching staff and improvement of scientific research.
- Work towards the increase of a number of persons employed full time, in order to develop own teaching staff resources (especially in terms of crucial courses/subjects)!
- Workshops and seminars in the area of pedagogy, didactics and teaching process methodology, planning, programming and evaluating learning outcomes, and similar should be organized for teaching staff by the University.
- Lists of responsible professors for academic year per colleges, not integrated at the university level. The lists of responsible professors should contain the number of classes held in and outside the university head office.
- Teaching process plan should envisage the numbers of courses/practice and should engage an adequate number of assistants.
- Engage full time teaching staff to a higher extent and affirm the policy of the development of own teaching staff.
- Scientific and professional papers/work should be classified individually per professors' names, with a special attention to the papers published in the last five years.
- Make transparent data on where the teaching staff training was held, their membership in scientific and professional associations.

Improve the commercialization of professors' research work (patents, trademarks and copyrights, marketing schemes).

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III		IV	

A.6 Facilities quality

BiH Criteria requirements d1) , d2) , d3) i d4)

Adequacies:

The record on facilities is carried out per organizational units, location of fixed assets, category and status. Work space is fully adjusted to the teaching process realization, especially IT support. All classrooms and amphitheatres are equipped with a complete multimedia equipment, system for teleconferencing (PC, video screen, video camera, two studio microphones, acquisition sound system, classroom sound system, access to broadband internet), which enables distance learning and complete video surveillance of teaching. There are four special-purpose laboratories at the university, namely: laboratory for anatomy, histology and pathology, laboratory for biochemistry and physiology, laboratory for chemistry and physical chemistry and laboratory for health care. The university has in place adequate facilities adjusted to the realization of teaching process and scientific research, both in Banja Luka and departments outside the head office. Students, staff and management confirmed that the facilities are satisfactory, in some segments even extraordinary. There is an adequate number and area of work space: classrooms, cabinets, computer rooms, mini amphitheatres and special work spaces for the realization of study programs (e.g. College of Health Care). The University has established cooperation with Microsoft and uses its software base. In terms of certain study programs, the TEMPUS project secured the funds for the equipment of additional rooms intended for studying and work. All facilities are recorded in separate software called “Fixed assets”, with all relevant attributes for analysis (name of fixed asset, purchase value, written off value, current value, assets location, assets type, assets category, etc.).

Within the building, there is a library equipped with an adequate number of library units. Student reading room is also within the library. The library fund consists of 22.146 titles, out of which 12.085 are hard-copy publications: books, textbooks and scientific publications from the wider area of social sciences, technical sciences, medical and biotechnical sciences located directly in the library, and 10.061 electronic publications. The library secured an adequate number of library units for each study program. The library also has access to electronic sources of books, scientific publications and articles, and scientific and professional journals via internet network services, which are licensed, bilaterally contracted or have free access to the internet (e.g. SCIndex, EBSCO).

Deficiencies:

Relatively small number of chairs in the reading room in relation to the number of students. Professors do not have their own cabinets which complicates research work and consultation with students. There are physical barriers for persons/students with disabilities.

Recommendations for improvement:

- Make efforts in helping students to solve the problem of accommodation and food (board and lodging).
- Adjust work spaces and equipment to students with disabilities.
- Increase the library fund of hard-copy book publications.
- Increase the number of chairs in the reading room and provide new reading rooms. Provide space for the reading rooms intended for professors.
- Increase the number of subscriptions to the leading international journals from all scientific fields.
- Improve the library operations based on the remarks stated in the student questionnaires.

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III		IV	

A.7 Information System

ESG Standard requirements 1. 6) and BiH Criteria e1) , e2) , e3) i e4)

Adequacies:

The university regularly gathers, analyzes and uses information on student exam passing per exam terms, courses/subjects and study programs. The university has in place adequate internet presentation containing most of relevant information: notice board, study programs, studies cycles, contact details, news and similar. The web page is available in English, Italian and German language. Excellent IT support for distance learning. IT equipment provides to all students quality preparation of exams and acquisition of practical knowledge in terms of programming and usage of IT equipment. The University „APEIRON” is a *Microsoft IT Academy Platinum Pro* partner in the area of education and implementation of Microsoft technologies. The university is a test centre for the leading world companies which globally provide such kind of service: *Pearson Vue* from England and *Prometric* from the USA. The Pan-European University APEIRON, in order to improve the quality of service it provides to students within the framework of regular studies and distance learning system, implemented platform for IP television, as well as for IP radio, via which video is broadcasted, i.e. audio content of pre-selected program with the possibility of broadcasting in real time. The Pan-European University APEIRON also launched broadcasting of academic and documentary television program via internet TV channel "*APEIRON TV Channel*". Wireless internet access is available throughout the whole institution.

Deficiencies:

Recommendations for improvement:

Within the information system, enable electronic exam registration, electronic record of minutes and electronic documentation archive. There should be a link stating the following: the results of the analysis of the level of student satisfaction in terms of study programs and way of studying; quality of teaching, economic aspects and availability of teaching resources.

(Laboratories, libraries, internet access and other).

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III		IV	

A.8 Presentation of information to the public

ESG Standard requirements 1. 7) and BiH Criteria ž1) , ž2) i ž3

Adequacies:

Teaching process plans and programs of all cycles and all types of studies are published by the Centre for Public Relations, with coordination with the University Legal Affairs Department, in the following manner: publication on the official University internet pages: publication of an enrollment competition in print media, printing of Freshman guide and other promotional material (leaflets, flyers, posters and similar), which are distributed among high school graduates, public institutions; by organizing University “open doors” for high school graduates and their parents; by other means of mass media (radio, television, print media, etc.) and similar. The Commission verified that there is a certain amount of information available to the public, that the Freshman guide and other information relevant for the enrollment of students are also available. The higher education institution publishes relevant information on its web page. The Laboratory for Information Technologies and Distance Learning is responsible for gathering and publishing information. Also, the operations on maintenance and development of web page are systematized. The manner of gathering and publishing information on the web page is contained in the description of this organizational unit operations, as well as in individual descriptions of work tasks of employers responsible for such operations. The university web page is regularly updated and there is a person responsible for that kind of task. The institution participates in regional fairs on education, scholarships, and similar. The University publishes annual guide for students, in an electronic and print form, for all study cycles and study programs. There is marketing service. Since 2010, the Pan-European University has established service called Center for Public Relations, and a special person is in charge of its operations, namely the coordination of the Center and performs the function of an administrator of the Center for Public Relations.

The service Center for Public Relations is envisaged by the Statute which was adopted by the Management Board (section X – “Organization of the Pan-European University). Recruitment competitions and appointment of teachers are also published on the web page.

Deficiencies:

There are no basic alumni organizations for all colleges and the cooperation with the real sector (Economy) is insufficient. On the web page, there is no link (description of tasks and procedures (Terms and References)) for the Laboratory for Information Technologies and Distance Learning.

Recommendations for improvement:

Organize alumni association per regions and intensify cooperation with the real sector (Economy). Draft and adopt the policy and strategy for public relations.

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III		IV	

A.9 International cooperation

BiH Criteria requirements z1) , z2) i z3

Adequacies:

There is a person responsible for international cooperation, through whom cooperation and coordination for application for domestic, European and international projects is being carried out. The University has signed Memorandums of Cooperation with several universities from the region and abroad. The University publishes international journals: Economy and market communication review, Journal of Information Technology and Applications, Law College Annual, Quality of Life, Sport science and Health, which are referenced in the following databases: EBSCO, ROAD-Directory of Open Access scholarly Resources, Indeks Copernicus, Ciitefactor, Google scholar, Crossref and DOISrpska. The evaluation for Tomson Reuters database and Scopus database is pending. The University has signed Memorandums of Cooperation with universities from Russia, China, Germany, Serbia, Italy, Croatia, Macedonia and Monte Negro, as well as with universities from Moscow (M.V Lomonosov and MGU), Tambova (G.R. Deržavin), Lipecka (State Faculty of Pedagogy), Sankt-Petersburg (State University A.I. Harzen).

Deficiencies:

Incoming and outgoing mobility of professors and students is underrepresented. Students failed to perform, in an organized manner or to a significant extent, part of their study programs abroad. International mobility of professors through study visits abroad is not realized, and there are no plans for such activities. Financial resources for such activities are not envisaged. Currently, the university does not have developed procedures or strategy for international cooperation. There is no institutional framework nor separate regulations for performing international cooperation and training abroad. Teaching is not conducted in English language (not per individual study program nor per individual courses/subjects). There is no systemic support and permanent service in order to ensure greater participation of staff and students in the projects of international cooperation and mobility programs. Students failed to perform, in an organized manner or to a significant extent, part of their study programs abroad (so-called study periods), instead, after finishing their studies or cycle, they individually continued their studies abroad.

Recommendations for improvement:

- Improve outgoing and incoming mobility of students and professors.
- Financially incite mobility of professors and students, and scientific research.
- Draft and adopt procedures and strategy and other regulations for internal cooperation implementation.
- Establish a study or lectures from certain courses/subjects in English language (or another foreign language).
- Organize training for students concerning the applications for international and other projects.

Criteria Evaluation (Score):	0	1	2	3	4	5
Level of requirement fulfillment:	I	II	III	IV		

3.2 General evaluation of registered study programs

ESG Standard requirements 1. 2) and BiH Criteria b2) , b3) , d1) i d5)

Adequacies:

Study programs are established in accordance with the law, other regulation and Bologna declaration. There are adequately defined and the equipment and resources are appropriate and satisfactory. They are in line with referent programs in the region and wider. College internet pages contain data on programs, exams, professors, schedule of lectures, teaching material and similar. Learning outcomes and competencies are clearly defined. Teaching in the departments outside the head office is conducted in an appropriate manner, which was demonstrated by video presentation. College regularly analyzes the age structure of professors, the ratio of own and guest staff and professors' qualifications for registered study programs. In the course of the studies, practice for students is organized. Teaching is performed in accordance with determined schedule. Exams are public and available on the College web page and notice board, and the analysis of exam passing is performed regularly. Questionnaires of students are performed regularly. College pays attention to the system of quality assurance, and at the College, there is a coordinator responsible for quality. Library is equipped with sufficient number of relevant and actual academic and other literature from the area of College study program. Study programs have a required number of professors and associates. There is an excellent program of distance learning, especially IT support for distance learning and all other forms of student learning, training and practice. At the university, a modern information system „Economica eFaculty“ has been implemented, with the following applicative modules: student enrollment, student service, teaching staff and staff management, teaching process planning and monitoring of teaching and work process. Applicative modules “Teaching staff and staff management” and “Teaching process planning and monitoring of teaching and work process” provide complete information on the structure and improvement of academic staff and information on planned and realized teaching and work process, in the form adjusted for efficient and effective business decision making.

Deficiencies:

Monitoring of programs and periodic audit, as well as a designated degree, are not published regularly and systematically for certain programs. Lectures are not available in English language. Studies of the third cycle – PhD studies are not established in accordance with the European qualification framework. Student practice is provided to a lesser extent, i.e. according to student statements it should be available to a greater extent. The mobility of students and professors of all study programs is insufficient. Memorandum on cooperation with the real sector and other entities concerning the implementation of student practice are not sufficient. The College web page does not contain detailed biographies of professors and associates, along with stating the most relevant references, especially regarding the number of published papers (in indexed journals), participation in international projects, consultations, mobility, books, scientific and professional associations, work authorities, awards and similar. The ratio between professors, especially assistants who are employed for a full time, and external associates is not satisfactory.

Recommendations for improvement:

It is necessary to regularly and systematically monitor study programs and perform their periodic audits. Organize and provide teaching in English language, at least for crucial subjects of an individual study program. It is necessary to establish PhD studies as a third cycle of studies, in line with Bologna process and relevant qualification framework. In accordance with needs and interest, organize programs of lifelong learning. Provide more student practice at lower years of studies, with the help and supervision of qualified mentors, and in that sense, conclude written agreements with the real sector and other entities. Ensure formal-legal basis (regulations and policies), institutional and financial conditions for greater mobility of students and professors, especially abroad. On the College web page, publish detailed biographies of professors and associates, along with stating the most relevant references, especially regarding the number of published papers (in indexed journals), participation in international projects, consultations, mobility, books, scientific and professional associations, work authorities, awards and similar. It is recommended for professors to perform self-evaluation of quality and successfulness of the subjects/courses they teach. Strive at increasing the number of full time employed professors and associates at the College in comparison to external associates, and encourage them to obtain higher academic titles as soon as possible.

3.3 Recommendation for accreditation

After reviewing the complete submitted documentation, visit to the higher education institution and analyzing all documents, procedures and the manner of higher education institution functioning, and the procedure of evaluation, the following level of fulfillment of standard and criteria requirements is determined:

CRITERIA	LEVEL OF FULFILLMENT
A1. Higher education institution development and strategy	III
A2. Management, internal quality assurance and quality culture	IV
A3. Procedures and quality assurance of study programs	IV
A4. Student evaluation	III
A5. Human Resources	III
A6. Facilities quality	IV
A7. Information Systems	IV
A8. Presentation of information to the public	IV
A9. International cooperation	III

Based on the overall quality evaluation, the Commission gives a recommendation to the Higher Education Accreditation Agency of Republika Srpska to, in accordance with the Rulebook on accreditation of higher education institutions of RS, issue a Decision on accreditation for a period of five years to the higher education institution Pan-European University Apeiron.

Commission members:

Prof. dr Zdravko Todorović, President

Prof. dr Srđan Damjanović, member

Prof. dr sc Jozo Čizmić, member

Dr Biljana Đukić, member

Gordana Višekruna
