

PANEVROPSKI UNIVERZITET

APEIRON
ΑΠΕΙΡΟΝ

Banja Luka

za multidisciplinarne i virtuelne studije
Pan-European University for Multidiscipline & Virtual Studies

DEVELOPMENT STRATEGY

for the period from 2020 to 2025

Banja Luka, January 2020

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Pan-European University for Multidiscipline & Virtual Studies

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DEVELOPMENT STRATEGY

at the Pan-European University "APEIRON"

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Pursuant to Article 62 of the Law on Higher Education of Republika Srpska (Official Gazette of RS, No. 73/10, 104/11, 84/12 and 108/13) and Articles 268 and 294 of the Statute of the Pan-European University "Apeiron" and the previous opinion of the Senate of PUA "APEIRON" (No. ____ dated __.__. 2020), at its 06th session of 29 January 2020, the Board of Directors adopts the following

DEVELOPMENT STRATEGY

of the Pan-European University APEIRON Banja Luka
for the period from 2020 to 2025

1. INSTITUTION PROFILE

1.1. Legal grounds

Activity

Pan-European University "APEIRON" is an **educational and scientific institution** which, within its main activity, independently and/or in cooperation with partners, performs basic academic studies of the first cycle, specialist, professional and research studies of the second cycle and doctoral studies of the third cycle, lifelong learning programs (life-long learning) and vocational training programs.

Independently or in cooperation with other educational and research organizations and institutions, the Pan-European University carries out basic and applied research and research that is in the function of the development of educational activities.

The Pan-European University may carry out other tasks which are in the function of its registered activities, in accordance with the Law on Higher Education and the Statute of the Institution.

Protection against discrimination

The Pan-European University will not **discriminate** against general and special human rights against any person on the basis of race, religion, national or ethnic origin, age (after coming of age), gender, sexual orientation, marital or parental status, disability or any physical handicap, civil status and citizenship, sources of income, and material status, in particular the right to enroll in the University, the right to continue studies and the right to education, the conditions of study and assessment of student achievement, access to free University resources, treatment and engagement at the University, or job opportunities at the University.

The protection against discrimination referred to in the preceding paragraph also applies to academic staff and other staff employed at the Pan-European University.

Legal entity status – decisions and working licenses

Pan-European University "APEIRON" is a privately owned educational-scientific, non-profit higher education institution operating under the licenses Ministry of Education and Culture of Republika Srpska. The University was founded in 2005 and is registered as a higher education institution in the court register of the Basic Court in Banja Luka under the number: U/I 4847/05, as well as in the Register of Higher Education Institutions of the Ministry of Education and Culture of Republika Srpska under the number 11-I/08.

Licenses - First cycle studies

07.2-4777/07 dated 01.08.2007, 07.023/602-3172-5/08 dated 28.09.2009; 07.023/612-86-2/10 dated 06.09.2010; and 07.023/612-35-2/10 dated 06.12.2010, 07.2-9624/07 dated 28.12.2007, 07.023/602-6968/09 dated 27.11.2009, 07.023/612-4-2/ 13 dated 27.06.2013, 07.023/612-3-2/13 dated 08.10.2013, 07.023/612-3/2013-3

dated 16.09.2013, Licenses for work outside the headquarters no. 07.023/612-83-3/10 dated 17.09.2010 and 07.023/612-35-3/10 dated 18.05.2011;

Licenses – second cycle studies (master studies)

07.023/612-193-7/11 dated 30.12.2011 (Law College), 07.023/612-193-6/11 dated 20.12.2011 (College of Information Technologies), 07.023/612-193-5/11 dated 13.12.2011; (College of Modern Management), 07.023/612-1-3-4/13 dated 17.03.2014, 07.050/612-195-5/13 dated 26.01.2015; (College of Health Sciences), 07.050/612-195-3/13 dated 16.10.2014. (College of Sport Sciences), 07.05/612-200-1/15 dated 23.09.2015 (College of Philological Sciences).

Licenses– third cycle studies (doctoral studies):

07.05/612-191-5-4-1/15 dated 23.10.2015 (College of Information Technologies), 07.050/612-158-3/15 dated 22.11.2016 (College of Modern Management).

Accreditation:

Accreditation Decision no. 01.1.3.74/16 dated 24.3.2016.

(Agency for Accreditation of Higher Education Institutions of Republika Srpska).

The University is licensed to provide distance education under no. 07.2- 9624-1/07 dated 28.12.2007.

The Pan-European University carries out higher education activity outside its headquarters in licensed study programs and cycles in Bijeljina according to the decision of the Ministry of Education and Culture of Republika Srpska no. 07.023/612-86-2/10 dated 06.09.2010, in Novi Grad according to the decision of the Ministry of Education and Culture of Republika Srpska no. 07.023/612-35-2/10 dated 06.12.2010.

The decision on eligibility and work permits and performance of licensed study programs are public documents that the Pan-European University exposes to the public through its website and other appropriate means.

Institution autonomy

The University is guaranteed the freedom of educational and scientific creativity, which includes the right of academic staff and students to critically reflect on acquired knowledge, to offer new ideas and controversial opinions without being subjected to possible repression, and the right to freedom of speech, which can only be restricted by law.

The Pan-European University is **autonomous** in the conduct of its business.

The premises of the University is **inviolable** in accordance with the Law.

1.2. Mission

Pan-European University "APEIRON" bases its vision of the future on the state's targeted assumptions in the process of change, reform and transition to civil democratic society, characterized by parliamentary pluralism, legal state, the rule of law and the market economy dominated by private ownership. Undoubtedly, this new age requires new deep knowledge, which is, above all, a step from the existing cultural and civilizational environment to a new worldview and a different approach to the economy, the legal system, health care, the dissemination of information and the acquisition of knowledge. A holistic approach to the phenomenon of "good" for each individual involves improving his or her individual and family health, democratizing knowledge, free decision-making and responsibility, ensuring the quality of life and integrating the individual with his or her social environment, family and local community.

The University with the slogan "University of European Knowledge" starts from the experience of socially and economically successful and technologically developed countries. This means that personnel trained in multidisciplinary fields with operational knowledge and a focus on developing students' creative abilities should be created through the learning process and educational standards.

The University's social mission is focused on educating future cadres and leaders capable of creating a sustainable social, economic and technological strategy of the state, valuing the human resources that will qualify the young academic generation to face its civic and economic environment and the challenges of the future.

1.3. Vision

The vision of the institution is to position itself as a leader in achieving a social mission in the field of higher education, professional education and scientific research in the region, while meeting the highest European standards in the organization of studies, applying didactic methods and curricula based on the best experiences and traditions American colleges, European universities, and reform principles initiated by the Bologna Process for the restructuring of the European higher education system.

An optimal number of compulsory subjects has been defined, and the student is given the freedom and initiative to independently select elective and optional subjects within multidisciplinary study programs, i.e. to acquire additional knowledge and skills within the vocational academies, institutes and functional units of the university, individualizing and designing their own studies as the changing social environment.

The Pan-European University study programs are aimed at gaining knowledge that will qualify students for jobs in a highly technological environment that requires an understanding of the processes and capabilities of managing systems that have meta intelligence, but also the initiative, entrepreneurship, ability to psychologically evaluate associates and orchestrate work groups and teams, time-consuming decision-making abilities, the ability to continue lifelong learning, the ability to focus relevant information in environments of information abundance and information pollution, the ability to process multiple simultaneous jobs, and the ability to creatively integrate knowledge and practice.

For the purposes of education and research, staff with scientific dignity are recruited whose competence is consistent with their knowledge, ability and willingness to take risks and responsibilities for their own lives and to rebuild their local and global communities by transforming those communities into "knowledge societies" and "learning societies".

Therefore, the commitment of Pan-European University is to develop multidisciplinary study programs in the marginal scientific fields that have been neglected in established public university studies, which have the greatest potential for the future, and to implement modern pedagogical technologies based on interactive teaching, modern pedagogical workshops, virtual teaching environments and application of distance education information and communication technologies.

Efficiency and effectiveness of studies, attractiveness of multidisciplinary curricula that correspond to future challenges, and psychological and entrepreneurial animation of students through the application of interactive pedagogical methods in the organization and implementation of the teaching and scientific process, produce a high degree of exam passing as a function of the transferred knowledge and skills, but also as a consequence of high student motivation.

In its practice, the University will apply the principles of life-long learning in the realization of the basic human right to learning and education, promoting European transparency of studies, mobility of students and professors, "European dimension" (values of a united Europe) in higher education, the system quality assurance and management, quality control and evaluation, student-centered education, publicity, transparency and cumulation of all forms of work in the student's knowledge and achievement evaluation system, an educational process designed in the form of a stepped spiral in which credit is accumulated. credits for all forms of student work, a requirement for vertical mobility, individualized and credible studies designed according to the intellectual and psychological measure of students, and comprehensive development of the University's research and business functions as an incubation and career guidance center.

1.4. Professors and associates

Educational and scientific activity at the University is carried out by **professors and associates** determined to fulfill the vision, mission and goals of the University, respecting the non-discrimination clause, freedom of educational and scientific creativity, right to free and critical thinking and freedom of speech. The professors and teaching staff recruited at Pan-European University make their teaching work publicly visible by subjecting it to objective evaluation and periodic evaluation.

Teaching staff are required to be responsible for both the quality and level of knowledge they convey to students, and the degree of student passing, and to adopt and apply a code of teaching ethics.

Both permanent professors and "ad hoc" lecturers, who come from BiH social and economic practice, from abroad or from the countries of the immediate environment, are hired in the teaching process. In addition to lectures, students have the privilege to hear opinions relevant to the content of the University, which are in various forms (*individual lectures, seminars, series of lectures, case-study...*) presented by leading figures from the most successful corporations, social and political institutions in the region, that is, from the European Union. In the teaching process, a number of professors from abroad, i.e. lecturers from the countries of the former Yugoslavia, are hired (*and employed*). A number of the professors hired are members of foreign and domestic Academies of Arts and Sciences.

It is a lasting commitment of the University to gradually introduce local staff - masters and doctors of science, in various forms in the teaching and education process, who have devoted their professional and scientific work to the theory and practice of the transition process in Bosnia and Herzegovina and Southeast Europe. Particular attention will be paid to personnel who have been or are still engaged in direct social practice, administrative bodies or the economy.

The Pan-European University permanently invests in the development of its own staff, young master and doctoral students, which is one of the principles of its business policy, selecting and directing the best students for scientific work, financing and co-financing the preparation of their doctoral dissertation in the country and abroad, publishing their scientific papers and promoting these cadres into academic titles. In doing so, the University accomplishes its mission related to the dissemination of the scientific youth and the continued substitution of visiting professors with native and domestic staff.

The duties of an academic worker are:

- ☑ To accept the pedagogical principles on which the work at the University is based and the specific teaching and learning process methods that are applied at the University, and elaborate the creative application of these methods for the subjects, or the scientific fields in which they are hired;
- ☑ To actively work on the design and adaptation of the Curricula in the subjects to which they are assigned in accordance with modern and innovative scientific knowledge and processes of higher education reform;
- ☑ To carry out educational and scientific activity at the Pan-European University in accordance with the adopted Curriculum, which will be realized in the form of a dialogue of the system of interactive teaching with student mentoring guidance;
- ☑ To strictly respect the obligations towards students and the institution arising from the agreed and adopted schedule of teaching and exam activities and work at the Pan-European University, which involves all planned teaching and extracurricular activities, planned student consultations, and planned forms of evaluation of students' knowledge and achievements, including fulfilling all the quantitative parameters of the planned metric of the course (*number of hours on all planned bases of teaching and pedagogical work*) and delivery of all planned teaching contents to students.

- ☑ To accept specific ways of assessing students' knowledge and assessment applied at the University, and to elaborate and adapt them to the specificities of the subject for which they are hired;
- ☑ The professor is obliged to carry out all planned forms of student knowledge evaluation (pre-exam and examination obligations of students and other specific forms of knowledge and skills evaluation) according to the Curriculum for which they have been hired, the Statute of the Pan-European University and the Regulations for the exams, and summarize active knowledge and skills in the final assessment, as well as the overall work and activities of students invested in mastering the course.
- ☑ To introduce students to scientific work in accordance with the resources of the University;
- ☑ To participate in the mentorship and defense of student's graduation papers: graduate, specialist and master's theses and doctoral dissertations;
- ☑ To accept that they are responsible, both for the quality and level of knowledge that he transfers to students, and for the overall efficiency of the study process, i.e. for the degree of student passing,
- ☑ To accept that their work is subject to periodic objective assessment and evaluation in accordance with the Pan-European University Quality Assurance Regulations and the Student Evaluation and Survey Regulations and the legal provisions relating to quality assurance at a higher education institution;
- ☑ To have an active and cooperative cooperation with the associates engaged in teaching in the subjects in which they are hired;
- ☑ To accept the rights and obligations arising from the Statute of the University and other general acts adopted at the University;
- ☑ To accept and implement the code of ethics of teaching applicable at the University;

To accept all other teaching and extracurricular obligations arising from the contractual relationship with the University, as well as the obligations to participate in the work of academic and other bodies of the University, such as participation in the work of the Department, the Academic Council, the Electoral Council, the University Senate, and other professional and academic bodies and committees of colleges and universities;

2. INSTITUTION DEVELOPMENT STRATEGY

Pan-European University "APEIRON", in accordance with its defined mission and vision and business goals, is determined to continuously and systematically work on developing its own development strategy and monitoring and improving the quality management system.

2.1. About the Strategy

The development of Pan-European University "Apeiron", in accordance with its vision and mission, is guided by an appropriate **strategy** (i.e. the way to achieve the set goals), taking into account all *requirements-needs-desires-opportunities-specificities*.

Based on the above determinants and predispositions, this document defines the further medium-term developmental period of the University as well as its development strategies for the period from 2020 to 2025.

2.2. Principles and foundations of the Strategy development

The Strategy is based on the following foundations (principles):

- preservation and development of the primary role of the University, which is achieved through constant education of high-quality higher education personnel in defined areas that enable the further development of their regional communities through the application of modern methods based on European regulations, use and development of

modern technologies, raising the level of assurance and quality control at all stages creation and realization of teaching projects;

- striving for organization of teaching in accordance with modern principles - supplementing the standard "ex catedra" teaching method by actively involving students in the teaching process, by organizing specialized workshops, motivating more advanced students for research work, conducting part of teaching in practice; facilitating gradual mastering of teaching materials by continuous work of students throughout the semester, applying transparent methods of evaluating student work, encouraging the exchange and mobility of students and professors;
- intensifying networking with companies in the region that are directly interested in the education of higher quality experts, which will, in addition to quality feedback on the achieved levels of knowledge at individual levels of education, enable quality business cooperation in the teaching, professional and research fields;
- developing a lifelong education system in line with market needs;
- encouraging scientific research and publishing as an integrated part of the scientific research process and publishing of own university textbooks and student manuals;
- increasing the number and capacity of professors to carry out teaching, scientific and professional activities, improving the existing situation in relation to the number and competence of professors in order to ensure the development of the University in areas where there is currently a lack of potential, and to be more successful perform planned activities that require more staff and coverage of a wider area of expertise;
- strengthening alumni association of former students of the University, with the aim of promoting the University's reputation in our country and in the world;
- encourage more intensive international cooperation in the field of teaching and research as a precondition for the University's involvement in European research and education projects;
- development and integration of all components of the institution's information systems.

The Strategy focuses specifically on the development of the institution's information system (*eDocument, project management software, IS Student Services, Business IS, Library IS, IS - Personnel, DL distance learning system, mutual integration of different components of information systems*) and indirect and direct involvement. academic staff, professional associates and employees in the preparation of individual documents and action plans, and in particular in matters related to the revision, creation and launch of new study programs.

2.3. Orientation of the University Strategy:

- Commitment to continuous and systematic work on improving the relevance and quality of study programs,
- Measures to ensure the strategy of student enrollment in study programs,
- The subjects of quality assurance of teaching and business process at the University (professional bodies, professors and associates, students non-teaching staff) and their rights and obligations,
- Areas of development (study programs, teaching, research, evaluation of students, textbooks and literature, resources, management process).
- Awareness of all subjects of the University,
- Connection between education, research and professional activity,
- Information system development and IT equipment,
- Administrative and technical resources,
- Academic standards,
- Development of a quality culture,
- Student standard,
- Work of the Student Service,
- Publicity of action,

- Development of a system of external and internal verification of the academic process and key business functions of the University (self-evaluation) and constant improvement of the quality of the University.

3. DEVELOPMENT OBJECTIVES

3.1. General

The education system at the Pan-European University is based on the best practices and traditions of American colleges, European universities and the application of all the reform principles initiated by the Bologna Process for the reform of European higher education.

3.2. General objectives

The main development goals at Pan-European University "APEIRON" are the following:

- Maintain and improve the quality of educational services provided in order to enhance the reputation of the Pan-European University among our students and the public;
- Provide teaching and learning services in accordance with the needs, expectations and capabilities of our students and society as a whole;
- Continually increase the satisfaction of our students, employees and the society at large;
- Ensure that the work and business of the University is in compliance with legal and security regulations;
- Provide a safe and healthy environment for all employees;
- Continually improve business processes, systems and capabilities;
- Maintain an effective Quality Management System of Pan-European University "APEIRON" in accordance with: International Standards ISO 9001:2008, Guidelines for the application of ISO 9001:2008 in education IWA:2, Standards and Guidelines for Quality Assurance in the European Higher Education Area ESG-ENQA and Criteria for accreditation of higher education institutions in BiH;

Development goals have been established at all relevant functions and levels within the University.

In order to fulfill its mission, Pan-European University "APEIRON" constantly monitors, analyzes and improves its processes through:

- feedback analysis;
- monitoring the implementation of the teaching process;
- analysis of study success;
- monitoring the implementation of the service process;
- application of methods and techniques for quality improvement;
- monitoring and analyzing the business plan;
- conducting internal audits;
- carrying out corrective and preventive actions.

In this way, a continuous improvement of the established quality management system at the University is ensured, with the main goal being to ensure the highest quality in the provision of educational services, scientific research and non-teaching services.

The institution continuously carries out the process of self-evaluation and quality assessment of its study programs, teaching and working conditions. In order to successfully fulfill this requirement in accordance with the quality assurance procedures of the higher education institution and the criteria of self-evaluation, it is necessary to continuously interview students and employees of the University in the various fields covered by the process of self-evaluation

and accreditation. Therefore, a set of surveys was set up at the Pan-European University Quality Assurance System and the rules for processing and interpreting the survey results were defined as follows:

- Interpersonal relationships and organizational behavior
- Motivation and marketing factors for admission to the Pan-European University
- Evaluation of the study program and study organization
- Assessment of subjects and academic staff
- Evaluation of the work of the services, institution and general conditions of study
- Continuing education and career development (with an assessment of students' general competences)
- Psychosocial profile of students

4. TEACHING PROCESS

STRATEGIC DEVELOPMENT OBJECTIVE number 1

Continuous improvement and revision of study programs based on quality indicators and introduction of new study programs in accordance with market needs.

OPERATIONAL OBJECTIVES

- Periodic reviews of existing study programs based on surveys of professors, students and employers;
- Introduction and licensing of new curricula according to labor market needs - first, second and third cycle studies.
- Development, licensing and accreditation of PhD programs in the third cycle of study in all broader scientific fields that the University covers - to license the basic doctoral study program for each of the colleges at the University;
- Development, licensing and (re)accreditation of master study programs of the second cycle of study in all broader scientific fields that the University covers - to license the master study program at each college at the University;
- Development, licensing and (re)accreditation of the first cycle study programs in all broader scientific fields that the University covers;
- Analysis of market feedback on employment of graduates with a view to their full employment, as well as the analysis of feedback with the aim of improving the existing study programs;

5. STUDENTS

STRATEGIC DEVELOPMENT OBJECTIVE number 2

Work to increase student achievement across study programs in terms of study success and learning outcomes.

OPERATIONAL OBJECTIVES:

- Achievement of a greater degree of transparency in the evaluation of student achievement by evaluating all aspects of student work in the subject;
- Assessment of students on the basis of public, adequate and unambiguous criteria and rules that are applied consistently and are familiar to students in all study programs;
- Enrollment in the higher year of study up to 85% higher;
- Successful completion of studies at least 70% at the University level. Deviations from this objective in individual colleges should be analyzed separately with the suggestion of corrective actions.

- After completion of the first cycle studies at Pan-European University, at least 20% of students continue their studies in the second cycle studies;
- Keep trend of decreasing number of students dropping out - number of students dropped out up to 1.70% compared to the total number of active students.
- Continuous analysis of the average length of study - in the case of significant deviations (duration of study longer than 5 years), carry out specific analyzes with the aim of introducing adequate corrective measures;
- Continuous analysis of the passing rate and grade point average at each particular subject, study program and college. In case of significant deviations from the average values, perform additional analyzes in order to carry out corrective actions;
- Increasing two-way student mobility - going to other universities in the country and abroad and accepting students at Pan-European University Apeiron.

STRATEGIC DEVELOPMENT OBJECTIVE number 3

Increase overall student satisfaction.

OPERATIONAL OBJECTIVES:

- Assessment of students on the basis of public, adequate and unambiguous criteria and rules that are applied consistently,
- Development of a distance learning system,
- Fully automate the information system of the institution (eDocument, IS Student Services, DL distance learning system, mutual integration of different components of information systems) and enable a significant number of services on-line (application for exams, monitoring of student records, submission of all kinds of requirements or requests etc.)
- Monitor student requirements/requests/submissions through electronic IS from the moment of submission to the resolution of the same, monitor deadlines, efficiency and effectiveness of processing.
- Handle student complaints and requests correctly and in a timely manner
- Formalize the complaint resolving procedure and make it transparent to students. Enable online filing of the complaint through the institution's official website.
- Complete the institution's new website according to CMS standards.
- Increase the supply of extracurricular activities (recreation, non-formal education, courses),
- Through lectures, enable students to experience the world's real-life case studies,
- Continuous monitoring of student satisfaction through conducting a series of student surveys and conducting corrective measures based on their analysis. To this end, the following surveys will be conducted:
 - Motivation and marketing factors for admission to the Pan-European University
 - Evaluation of the study program and study organization
 - Assessment of subjects and academic staff
 - Evaluation of the work of the services, institution and general conditions of study
 - Continuing education and career development (with the assessment of students' general competences)
- Achieve international student mobility in all colleges of the University

STRATEGIC DEVELOPMENT OBJECTIVE number 4

Analysis of market feedback on the employment of graduates in order to influence their positioning in the labor market

OPERATIONAL OBJECTIVES:

- Further development and improvement of the career guidance center,
- Interviewing graduates regarding continuing education and career development (with the assessment of students' overall competencies during their studies) - conducting a survey, processing the survey, presenting reports, corrective actions.

6. TEACHING STAFF

STRATEGIC DEVELOPMENT OBJECTIVE number 5

Strengthening the university in terms of the number, qualifications and competencies of professors in scientific-teaching, teaching and professional titles.

OPERATIONAL OBJECTIVES

- Fulfillment of all conditions prescribed by the Law on Higher Education of Republika Srpska and the current Regulation on the Conditions for Establishing and Starting Work of Higher Education Institutions, as well as the Procedure for Determining the Eligibility of the Requirements with Respect to the Number, Qualification and Competence of Professors in Scientific-Educational, Teaching and Professional Titles.
- Continuous evaluation of professors by conducting student survey.
- Intensification of professors' activities in publishing textbooks and other teaching materials;
- Increasing the share of e-tools in teaching;
- Intensification of two-way mobility of professors within the Republika Srpska/BiH and abroad.
- Intensifying the involvement of professors and associates in research work through the projects of the Scientific Research Institute of Pan-European University "APEIRON" and other projects.

7. LEARNING RESOURCES AND STUDENT SUPPORT

STRATEGIC DEVELOPMENT OBJECTIVE number 6

The University will provide adequate, contemporary learning resources available to students in all study programs.

OPERATIONAL OBJECTIVES

- Increasing the library fund with professional books and magazines;
- Increasing the share of fieldwork and improving the equipment of the laboratory;
- Improvement of classroom facilities with computers and licensed software;
- Organizing thematic student workshops with the aim of connecting the teaching, professional and scientific activities of the University;
- Student Intensifying student-professor communication by appointing a mentor to students in the first cycle of study at all study programs.
- Development of DL distance learning system
- Development of the University Center for Career Guidance and intensification of student internships through maintaining continuous communication with business and potential employers.

8. INFORMATION SYSTEM AND SUPPORT

STRATEGIC DEVELOPMENT OBJECTIVE number 7

The University will ensure the collection, analysis and use of information relevant to the effective management of teaching and other activities carried out.

OPERATIONAL OBJECTIVES

- Designing and publishing a new institution website
- Increasing effective use of the University website and use of electronic WEB services developed at the University.
- Design and publication of a new website of the Scientific Research Institute of the Pan-European University "APEIRON"
- Implementation of eDocument IS (Document Management)
- Development of IS Distance learning system
- Development of IS for automatic survey processing
- Procurement of a new IS for project and scientific base management
- Development of business IS, Student Service IS, Human Resources IS - *eKadrovi* (creation of academic staff records, etc.), integration of different modules of information systems.

9. PUBLIC INFORMATION, COMMUNICATION STRATEGIES, PUBLIC COMMUNICATION POLICIES

Pan-European University "APEIRON" pays special attention to communication with interested parties through actions such as:

- Training of employees on the importance of effective communication,
- Promotion of the Pan-European University,
- Collecting information from the community and business, both through direct contact and through surveys,
- Ongoing communication with interested parties regarding the resolution of ongoing business issues, including their complaints and recommendations for improving the teaching process,
- Processing inquiries, contracts or surveys, including their constant adjustment to new practice.

In this way, very important information is collected, the analysis of which provides the necessary data to initiate the process of continuous improvement of the quality management system.

Within the College Public Relation Center - student engagement in PR activities of the University in the form of internal practice is ensured. Within this center, students will be able to edit their own periodicals.

STRATEGIC DEVELOPMENT OBJECTIVE number 8

The University is obliged to regularly, comprehensively and objectively inform the public about quantitative and qualitative indicators of achievement at the University.

OPERATIONAL OBJECTIVES

- Communication with alumni and strengthening alumni association with the aim of promoting the University's reputation in our country and worldwide;
- Intensified networking with business entities in the region that are directly interested in the education of higher quality experts, which will, in addition to quality feedback on the achieved levels of knowledge at individual levels of education, enable quality business cooperation in the teaching, professional and research fields;
- Communication with external stakeholders;
- Informing the public about student achievements, new study programs, qualitative and quantitative indicators of the University's work.
- Periodic publication of the E-newsletter electronic newsletter (2 to 3 times a year), continuous informing of the public on important events, cooperation with foreign

institutions, student mobility, quality of teaching process, distance learning system, recognition of diplomas abroad and similar.

STRATEGIC DEVELOPMENT OBJECTIVE number 9

Public information on the work and performance of the University is available to all interested parties.

OPERATIONAL OBJECTIVES

- Establishment of a more complete system of stakeholder information on all academic and business related activities at the university.
- Additional components of the information system that allow interested parties more active communication.
- More precisely separate information that will be publicly available (website) and which will be accessible exclusively to University employees (intranet),

STRATEGIC DEVELOPMENT OBJECTIVE number 10

Branding (strengthening the brand and academic prestige of the institution)

OPERATIONAL OBJECTIVES

- Positive opinions and attitudes of students;
- Positive opinions and attitudes of employees;
- Better teaching process;
- Strengthening the brand and image of the institution in public through the development of "event marketing" and "stock marketing";
- New institution website

10. SCIENTIFIC RESEARCH ACTIVITIES

10.1. THIRD CYCLE UNIVERSITY DOCTORAL STUDIES

STRATEGIC DEVELOPMENT OBJECTIVE number 11

Postgraduate studies ensure the acquisition of top quality education based on scientific research work. The preparation of the doctoral thesis is a direct scientific contribution and is the basis for proving one's own scientific competences. Dissemination of knowledge and interpretation of scientific achievements is as important as its creation, therefore the goal of the University, through the reform of the doctoral studies as the third cycle of higher education, is to bring people who create and disseminate knowledge together.

OPERATIONAL OBJECTIVES

- Increasing the flow rate, i.e. the success of the studies with the aim of completing the studies within the set deadlines.
- Increasing the number of defended doctorates at the University,
- Encouraging graduate students to continue their studies in the second cycle studies and further to the third cycle of studies, by timely informing, interviewing and motivating them with the emphasis on the most promising and best students of PUA APEIRON.
- Engaging more professors in scientific-teaching titles through third-cycle doctoral studies, especially through mentoring.
- Encouraging the publication of scientific papers - doctoral students and mentors.
- Licensing of new study programs in third cycle doctoral studies

10.2. SCIENTIFIC RESEARCH WORK

STRATEGIC DEVELOPMENT OBJECTIVE number 12

Scientific research work is based on fundamental, applied and developmental research that collects scientific material, systematizes existing scientific knowledge, shapes and presents scientific achievements. It is worked on domestic and international scientific projects, publishing papers in journals and proceedings of scientific conferences, and activities related to the popularization of science through forums, round tables, conferences and festivals.

OPERATIONAL OBJECTIVES

- Increase in the number of papers published annually in the journals of the relevant library databases (8% by category of papers per year, in accordance with the Rulebook on Conditions for Selection to Scientific Titles),
- Increase in the number of domestic scientific projects (50% increase by the end of this Strategy, i.e. the five-year plan),
- Increase in the number of international scientific projects (50% increase by the end of the five-year plan),
- Strengthening international cooperation through establishing cooperation with foreign research institutes (establishing cooperation with at least 5 international partners),
- Increasing the average funding of scientific activities per professor in the scientific-teaching title (the aim is to refinance at least 3% of the revenue in the planned period directly into these activities),
- Holding scientific forums at the University, organizing and participating in science popularization activities; posting relevant materials on the website of Pan-European University Apeiron;
- Involvement of the best and most promising graduate students in the work on scientific projects;
- Provision of necessary IT equipment as a basic tool in scientific research work;
- Constant equipping of the University laboratories;
- Monitoring and upgrading of existing and acquiring new scientific research computer licensed programs and applications.
- Intensifying scientific research through the projects of the "APEIRON" Scientific Research Institute

10.3. SCIENTIFIC PROMOTION AND TRAINING

STRATEGIC DEVELOPMENT OBJECTIVE number 13

Successful implementation and fulfillment of the tasks and objectives of scientific research work largely depends on the scientific competencies of professors and professors. Their continuous improvement is a precondition for the ability to fulfill the tasks of the previous strategic goal. Defining and systematically monitoring effect indicators can provide a realistic picture and progress potential for both the individual and the entire University.

OPERATIONAL OBJECTIVES

- Strengthening the scientific competences of professors in scientific-teaching titles. Establishing an Academic Staff Identity Card and monitoring development and professional development.
- Promoting the advancement of newly hired professors,
- Promoting the mobility and doctoral training of professors,
- Increasing the number of reviews of scientific papers, projects and programs,
- Encouraging the involvement of professors in the work of scientific committees and associations, and cooperation with business entities through the offer and realization of mutually interesting projects.

10.4. INTERACTION WITH TEACHING ACTIVITIES

STRATEGIC DEVELOPMENT OBJECTIVE number 14

Flow and transfer of knowledge and experience to students and professors by organizing professional workshops and presentations of professional projects produced by University staff.

OPERATIONAL OBJECTIVES

- Organize professional workshops with students and professors. Professional project leaders present their projects, each college within the Pan-European University Apeiron at least one workshop during the year.
- Development of a database of professional projects, studies and expertise. The archive is constantly available to employees and students.

11. RESOURCES DEVELOPMENT AND MANAGEMENT

11.1. MATERIAL RESOURCES

STRATEGIC DEVELOPMENT OBJECTIVE number 15

Continuous improvement and development of material resources of the University in order to provide quality work environment and provide modern means for teaching, scientific and professional work.

OPERATIONAL OBJECTIVES

- Improvement of IT equipment of employees and students,
- Improvement and modernization of equipment of individual laboratories,
- Procurement of new and updating of existing software packages/licenses,
- Increasing the library stock by professional books and magazines,
- Involvement of all organizational units of the University in the procurement planning process for each year.

11.2. HUMAN RESOURCES

STRATEGIC DEVELOPMENT OBJECTIVE number 16

Take constant care of the number of employees (which includes professors, associates and administrative and professional staff), establish the optimal number of professors in relation to the number of students, take care of the equal representation of professors according to scientific-teaching titles, and the quality of the personal standard of employees and students.

OPERATIONAL OBJECTIVES

- Align the personnel policy with the actual needs and plans, according to the indicators of the workload of professors and the number and structure of study programs,
- Provide professional development opportunities for professors,
- Provide employees and students with the opportunity to play sports recreationally organized by the University, student associations,
- Encourage the mobility of professors within Republika Srpska, BiH and abroad,
- Provide financial support for professors' visits to scientific and professional symposia

11.3. FINANCIAL RESOURCES

STRATEGIC DEVELOPMENT OBJECTIVE number 17

Ensure rational operation and optimal spending of funds in accordance with plans, seek to increase the share of own sources of financing.

OPERATIONAL OBJECTIVES

- Maintain the existing level and further increase the share of own sources of financing.
- Ensure transparent use of University funds.

STRATEGIC DEVELOPMENT OBJECTIVE number 18

Maintaining financial stability and strengthening the financial position of the institution.

OPERATIONAL OBJECTIVES

- Increase market share in target market segments;
- Entering new markets;
- Development of new products (new study programs, provide second cycle study licenses for new study programs, develop third cycle study in cooperation with other higher education institutions)
- Increase in total revenue;
- Cost reduction (continuous control of all cost categories),
- Maintain a high rate of collection of receivables.
- Increase the share of project financing - by the end of the five-year period, achieve continuity of growth of project financing with the aim of achieving at the end of this period the participation of project financing at least 15% of the level of total revenue.

12. DEVELOPMENT OF THE QUALITY ASSURANCE SYSTEM

12.1. ORGANIZATIONAL ESTABLISHMENT OF QUALITY ASSURANCE SYSTEM

STRATEGIC DEVELOPMENT OBJECTIVE number 19

In order to support the achieved goals, it is necessary to solve the appropriate organizational structure, which will be integrated into the higher education quality assurance system at Pan-European University Apeiron.

OPERATIONAL OBJECTIVES

- Quality Assurance Committee: Continuity of promotion and improvement of a quality culture throughout the University.
- The Committee is obliged to report annually on its work and results to the Senate and the Board of the University,
- At the level of each college, enable the implementation of the University's strategy in the field of quality assurance of higher education, monitor the effectiveness of the implementation of quality system procedures, and organize and carry out planned reviews of the quality system.
- All PUA APEIRON services should coordinate with the University Quality Committee and propose improvement measures at least once a year (include representatives of the Student Service, the Library and other interested parties in these activities to ensure that all participants are informed and actively involved in the improvement process and quality assurance)
- The Quality Office will identify procedures and guidelines related to the quality of higher education, in accordance with the Standards and Guidelines for Quality Assurance in the

European Higher Education Area, and integrate them into the Rules of Procedure of the Pan-European University Apeiron.

12.2. DEVELOPMENT OF QUALITY ASSURANCE MECHANISMS

STRATEGIC DEVELOPMENT OBJECTIVE number 20

In order to continuously monitor and improve the quality assurance system at the University, it is necessary to develop quality assurance mechanisms. These mechanisms include procedures for implementation, evaluation and monitoring of the quality system and are the basis for work in the process of external quality evaluation of the institution and study programs.

OPERATIONAL OBJECTIVES

- Defining quality assurance mechanisms involves internal quality assurance mechanisms for teaching, scientific and professional work. These mechanisms are in the function of continuous improvement of the quality system. They are defined so that they also serve as a basis for work in the process of evaluating the University and study programs,
- The preparation of a self-analysis involves the preparation of a university evaluation procedure in accordance with the Law on Higher Education of Republika Srpska, during the academic year, and at most at intervals of three academic years,
- Preparation of SWOT analysis of each college separately, and on the basis of partial reports, make a complete SWOT analysis of the University. This SWOT analysis is the basis in the process of external independent review of the quality assurance system.
- Evaluation of the work of professional services.

12.3. DEVELOPMENT OF HIGHER EDUCATION QUALITY ASSESSMENT PROCEDURES

STRATEGIC DEVELOPMENT OBJECTIVE number 21

In order to ensure the effectiveness of the implemented quality assurance system, it is necessary to develop, document and implement procedures for its periodic internal and external checks.

OPERATIONAL OBJECTIVES

- Defining procedures for internal audits-audits of the quality assurance system,
- Defining an internal audit-audit procedure for a quality assurance system that allows internal audit of the effectiveness of its procedures at all levels and areas of activity. The result of an internal audit is a report that serves as a basis for the external independent review of the quality assurance system,
- External verification of the quality assurance system implies that an external independent review of the quality assurance system is carried out within the planned five-year period. According to the criteria for verifying the degree of development of a quality assurance system, the aim is to achieve progress of at least one degree in all elements of the system with a view to continuous improvement.

STRATEGIC DEVELOPMENT OBJECTIVE number 22

Self-evaluation of quality should be carried out continuously during the school year, and reports should be made over a three-year period.

OPERATIONAL OBJECTIVES

- Student surveys (evaluation of classes, teaching methods and methods of examination by students, evaluation of the study program and organization of studies, examination of the work of administrative and professional services...),
- Interviewing employees,
- Interviewing graduates,

- Implementation of other procedures foreseen by the self-evaluation plan.

12.4. External control

STRATEGIC DEVELOPMENT OBJECTIVE number 23

Quality check based on ENQA-SGU standards and criteria

OPERATIONAL OBJECTIVES

- Institutional accreditation of an institution with a grade higher than the previous external quality evaluation.
- Accreditation of all study programs in the studies of the first and second cycle of studies
- Maintain a high standard of quality management ISO 9000:2008 for higher education, adult education, scientific research and experimental development.

13. DEVELOPMENT OF SPATIAL CAPACITIES

13.1. Legal grounds

The Regulation on Conditions for Establishing and Starting Work of Higher Education Institutions and on the Procedure for Determining Eligibility (Official Gazette 35/11) stipulates that HEI must meet at least 50% of the prescribed optimal space requirements for full-time students, and 25% for part-time students, not taking into account students who are graduates (Art. 6, paras. 4 and 5 of the Regulation).

13.2. Spatial capacities

Location	Type of education	Description	Ownership / Lease	Area in m ²
Banja Luka	at the institution headquarters	I floor	ownership 1/1	3,203
Banja Luka	at the institution headquarters	ground floor	ownership 1/1	1,062
Banja Luka	at the institution headquarters	ground floor	ownership 1/1	800
TOTAL - owned space (institution headquarters: BANJA LUKA)				5,065
Banja Luka	at the institution headquarters	ground floor	lease	1,043
TOTAL - leased space (institution headquarters: BANJA LUKA)				1,043
TOTAL - space at the institution headquarters in Banja Luka				6,108
Bijeljina	outside the institution headquarters	-	ownership 1/1	870
Novi Grad	outside the institution headquarters	-	lease	400
TOTAL - space outside the institution headquarters				1,270
TOTAL				7,378

13.3. Minimum required spatial capacities per student

Survey of areas of total usable business premises per student enrolled according to study programs, i.e. fields of education (*Regulation on Conditions for Establishing and Starting Work of Higher Education Institutions and the Procedure for Determining Eligibility, Official Gazette of Republika Srpska, No. 35 of 04 April 2011*)

Table: Normalized space capacities per student

Study program	Scientific field	Optimal area per student enrolled	Required area per student enrolled (full-time students)	Required area per student enrolled (part-time students)
Entrepreneurial management	Social sciences	3 m ²	1.50 m ²	0.75 m ²
Banking, finance and trade management	Social sciences	3 m ²	1.50 m ²	0.75 m ²
Public administration management	Social sciences	3 m ²	1.50 m ²	0.75 m ²
General law study program	Social sciences	3 m ²	1.50 m ²	0.75 m ²
Business law	Social sciences	3 m ²	1.50 m ²	0.75 m ²
Business informatics	Natural sciences	5 m ²	2.50 m ²	1.25 m ²
Computer graphics and multimedia	Natural sciences	5 m ²	2.50 m ²	1.25 m ²
Information technology engineering	Natural sciences	5 m ²	2.50 m ²	1.25 m ²
Teacher informatics	Natural sciences	5 m ²	2.50 m ²	1.25 m ²
Nursing	Medical and health sciences	9 m ²	4.50 m ²	2.25 m ²
Sanitary engineering	Engineering and technology	7 m ²	3.50 m ²	1.75 m ²
Physiotherapy and occupational therapy	Medical and health sciences	9 m ²	4.50 m ²	2.25 m ²
Medical-laboratory engineering	Engineering and technology	7 m ²	3.50 m ²	1.75 m ²
Healthcare management	Social sciences	3 m ²	1.50 m ²	0.75 m ²
Sports management	Social sciences	3 m ²	1.50 m ²	0.75 m ²
Sports coach	Humanistic sciences	3 m ²	1.50 m ²	0.75 m ²
Pedagogical study program (in sport)	Arts and sports	12 m ²	6.00 m ²	3.00 m ²
Russian language	Social sciences	3 m ²	1.50 m ²	0.75 m ²
Russian language teaching and translation	Humanistic sciences	3 m ²	1.50 m ²	0.75 m ²
Road traffic and transport	Engineering and technology	7 m ²	3.50 m ²	1.75 m ²

STRATEGIC DEVELOPMENT OBJECTIVE number 24

The University continuously fulfills the minimum prescribed requirements of the Regulation on the Conditions for Establishing and Starting Work of Higher Education Institutions and the Procedure for Determining the Fulfillment of Conditions Relating to Spatial Capacities.

OPERATIONAL OBJECTIVES

- The University meets at least 50% of the prescribed optimal space requirements for full-time students
- The University meets at least 25% of the prescribed optimal space requirements for part-time students
- Increase the space capacity owned by the institution

14. MARKETING OBJECTIVES ACHIEVEMENT STRATEGY

The core of modern strategic marketing is market segmentation, evaluation and selection of the target market segment, and positioning and differentiation in order to gain competitive advantages. This is especially important in realizing the objective of strengthening the reputation of the institution in the public, that is, acquiring a more favorable image in certain market segments.

The ability of the university to establish close relationships with current and prospective students increases its effectiveness in recognizing changes in the needs and preferences of the student population.

The main target groups of students that need to be covered by the marketing strategy are:

- Students from BiH who are enrolling for the first time after completing high school.
- Students from BiH who are transferring from another higher education institution on the basis of a previously obtained diploma of higher education or transcript of grades
- Students enrolling in the neighboring countries (Croatia and Serbia).

14.1. Positioning strategy

Positioning is a way of perceiving an institution by an individual or group in relation to other higher education institutions. Positioning is achieved through the specific offer of the institution and the overall marketing mix, with the aim of taking a significant and clearly defined position in the mind of the target user of the service. Positioning is the place that our services (higher education) occupy in the minds of consumers in relation to the competition, based on all the relevant attributes of that service.

Positioning includes at least the following:

- Identification and development of the brand - values, image and expectations.
- The decision on the market segments to focus on.
- Implementation of the adopted positioning concept.

The positioning strategy redefines the key values of the selected attributes relative to the competition.

In relation to the two basic dimensions, institution size and quality prestige, the following table presents a multidimensional perceptual map.

Table: Perceptual map (quality and prestige of institution/size of institution)

Size of institution/ number of students	Large (a)	aC	aB	aA
	Medium (b)	bC	bB	bA
	Small (c)	cC	cB	CA
		Low (C)	Medium (B)	High (A)

Quality and prestige

Within the dimension of quality and prestige in direct correlation are: general reputation, quality of basic studies, opportunities for personal development, social opportunities, moral and ethical environment, technical equipment, quality of space, offered opportunities for continuing education at master studies, student structure, quality of teaching, quality of study programs, security at the university, public reputation, position on the labor market of students who have completed basic studies, etc.

Within the dimension of institution size number of students, the most relevant attribute is the total number of students. The number of students per professor may be included within this dimension.

The positioning strategy should direct the efforts of the institution in order to optimally utilize the capacity of the institution with the needs of the target market. It is necessary to combine the marketing mix instruments (product, price, distribution, promotion) in a way that best suits the target market.

A positioning strategy needs to be developed for each target market segment that involves:

- Assessment of the current market position of the institution in the market,
- Assessment of market potential and growth opportunities,
- Selection of desired position,
- Strategy planning in order to reach the desired position,
- Strategy implementation.

It is important to consider the position of the institution in relation to the relevant competitors.

(The positioning strategy is described in a separate document entitled "Marketing Objectives Achievement Strategy")

14.2. Differentiation strategy

Differentiation is the process of designing a set of significant differences in order to differentiate supply from that of competing educational institutions. In addition to targeting strategies to target market segments, differentiation strategy is another generic strategy.

The differentiation strategy ensures an above-average return on equity in the branch as differentiation creates a more favorable defensive position than the competition. Beneficiaries to whom the efforts of the institution are directed will respect these activities to meet their requirements and preferences through differentiation.

The key to successful differentiation is:

- understanding the needs and preferences of students,
- commitment of the institution to its students,
- knowledge of the institution's strategy and capabilities, and continuous innovation.

The identity of the institution has a very important place in the successful differentiation. Identity is the way an institution tries to position itself and its services. For identity to work, it must be represented through all available means of communication and every contact with the brand (catalogs, leaflets, documents, social networks...), i.e. the desired message must be reflected by symbols, colors, slogans, atmosphere, events.

Not all the differential benefits are equally significant in building the future position of the university.

The most important differential benefits that can ensure successful positioning and ensure long-term profitability are the following:

- The brand and reputation of the institution in public,
- Accreditation
- Quality of curricula with a broad elective program,
- ISO 9001 quality standards
- Relatively high position of the institution in the WEBOMETRICS rankings (relative to other higher education institutions in the region),
- Non-formal education (MICROSOFT, CISCO, ADOBE...)
- Distance learning,
- APEIRON TV & Student Radio
- Technical equipment,
- Successful positioning of graduates in the labor market,
- Recognition of diplomas abroad,
- Quality of teaching,
- Possibility to continue studies in master studies,
- Specializations offered after completing four years of education.
- First cycle mentoring

Price differentiation is sensitive because if used extensively (a price available to all) it can negatively affect the image of the University, that is, potential users of the service may interpret that we are less prestigious than others. A much safer strategy is value-based differentiation, on the basis of the differential advantages mentioned in the previous paragraph.

Pan-European University "APEIRON" should communicate the attribute "Pan-European" which associates with universal European values, student mobility, Bologna process, diploma recognition in European countries. The idea is for society as a whole to connect Apeiron to those values. The brand of the University represents the core values and basically represents the corporate image in the public.

Slogans play a very important role in differentiation.

The slogan "*University of European Knowledge*" and the new slogan "*The University we trust*" can evoke significant positive connotations in the target group of service users, but also in general in the entire community.

The current slogans in organizational units or at the colleges of Pan-European University should also be taken into account:

- College of Modern Management: *The more you know, the more you dare*
- Law College: *Law is universal*
- College of Information Technologies: *Your project for the future*
- College of Health Sciences: *Learning for life*
- College of Sports Sciences: *Become part of our team*
- College of Philological Sciences: *Choose the Russian language and bring us closer to Russia*
- College of Traffic & Transportation Engineering: *The safest route to your destination*

14.3. Branding strategy

A brand is a term used to refer to top quality products and services. In the mind of the users of the service, the brand should create the perception that there is no other product on the market, that is, a service similar to ours. Such a service user brand should be remembered as something special. Brand building is the most important function of marketing since the position of the brand is crucial to the decision to buy. Branding is a process of empowering a brand and is based on making a difference that differentiates our service from competing services, in a way that clarifies and facilitates decision-makers while providing value to the institution.

The branding concept is strongly linked to the reputation of the institution. The process of building a brand can take decades and is created by patience and perseverance in applying the appropriate marketing concept.

In other areas, attracting customers can be achieved by competing in service prices, however, in higher education, low tuition can be associated with low quality programs in the perception of service users. The Pan-European University should strive for a strong brand that is currently creating a positive experience for users of the service, which builds confidence and reliability so that students choose our institution to attend and recommend to their friends.

When determining the most significant comparative advantages over competition, branding should provide the institution with the most significant benefits by protecting the institution from competition and creating an "entry barrier", which should allow for pricing flexibility.

Creating a brand connection implies that service users perceive the university as "the right one" that fulfills its promises. ALL CONTACTS BETWEEN STUDENTS AND STAFF EMPLOYEES MUST BE POSITIVE.

A strong brand is associated with the reduction of key risks, and the key risk associated with studying is that the student will not be able to successfully position himself in the job market after graduation. Successful completion of studies certainly reduces the risk of quality employment in prestigious organizations after graduation. In this context, it is very important to introduce our students who, after completing their studies at the Pan-European University, have successfully employed and built their careers.

The main carriers of brand value (*Kotler*) are:

- Differentiation - how different the brand is from the competition,
- Relevance - how attractive the brand is,
- Respect - how much the brand is recognized and respected,
- Knowledge - how familiar and aware of the service users are with the brand.

An example of brand association is Shouthampton University, whose institutional logo is a dolphin, and the idea is to communicate wit and friendship.

Pan-European University "APEIRON" should communicate the attribute "Pan-European", which associates with universal European values, student mobility, Bologna process, diploma recognition in European countries. The idea is for society as a whole to connect Apeiron to those values. The brand of the University represents the core values and basically represents the corporate image in the public.

Logo and slogans play a key role in enhancing core value. The name of the institution ("Pan-European"), slogans ("University of European Knowledge" or "University we trust", "Your project for the future", "Learning for life" ...), visual identity and other elements were carefully selected to best represented the mission and goal of the University.

Two basic slogans of the Pan-European University: "University of European Knowledge" and "University we trust".

In order to create and strengthen the brand of the institution, the following activities are proposed:

- Establish more intensive public relations,
 - o Communication with graduates and formation of alumni network;
 - o More active communication with active students;
 - o Emphasis on cooperation with foreign institutions, student mobility, quality of teaching process, comparative advantages (scientific meetings, conferences, distance learning...),
 - o Intensifying the use of social networks
 - Facebook & Twiter
 - Youtube
 - Instagram
- Intensifying the role of the Career Leadership Center (internships, alumni, collaboration...) and the Quality Office,
- Development of the information system,
- New website,
- Newsletter creation - informing about important events throughout the year

Measures aimed at increasing customer satisfaction (raising customer satisfaction has a direct implication for strengthening the brand and image of the institution, public confidence and invaluable influence on demand, which in turn has an increased number of students enrolled, but also the possibility of a more flexible pricing policy):

- Interviewing students (evaluation of study programs; evaluation of academic staff; evaluations of professional services...).
- Resolving student complaints.
- Website redesign
- Graduate students survey - it is necessary to make a survey aimed at collecting data on graduates, how they have positioned themselves in the labor market, their progression in formal and non-formal education, how much knowledge they have acquired helps them in the work they do, how long it took them to find their first employment, etc.

Particular attention should be paid to resolving student complaints and student requests, informing students about their rights, complaint filing procedures and the like.

14.4. Marketing mix strategy

Product – as a marketing mix instrument

In higher education services, teaching staff, that is, those who deliver the service directly, can be crucial for creating a positive perception among students (quality of teaching, attitude toward student, criteria for knowledge assessment, communication opportunities). Administrative staff who are in direct communication with students also have a strong influence on the student's perception and opinion on the quality of the overall service.

On the other hand, students as users of the service also influence the quality of service, whether they attend lectures, whether they are active or passive in the teaching process, whether they use illicit means when checking their knowledge (transcripts, bugs, etc.). Especially important is the influence of students on other active and potential students.

The physical environment of the service contributes to the quality of service such as space, technical equipment, parking space, textbooks, promotional material.

The core, that is, the essence of the higher education service is determined not only by the student's experience with the service, but also by the perception of that service without experience, so that other factors such as: friends, colleagues, media, etc.

Some of the measures aimed at enhancing the positive perception of the quality of service delivered:

- Addressing student requests within short deadlines
- Handling student complaints within short deadlines
- Informing students about complaint procedures
- Measure time for resolving complaints and making decisions and decisions from the date of submission.
- Increase the number of free recreational facilities for students (swimming pool, gyms or dance schools for couples, etc.),
- Free courses or courses with minimal fees for students and their parents (eg foreign languages or ECDL courses).
- Increasing the students' positive perception of the possibilities of communication with the Career Guidance Center (internships, study tours, competitions...)
- New website
- Better information for students (Newsletter; Bulletin board; SMS communication; Providing access to parts of IS - student ID card; Providing access to academic records of academic workers...)

The new competition is not only reflected in what is offered in the classrooms, but what is significantly added to the classic "package" in the form of additional services, advertising, financial conditions, delivery process (distance learning system) and other essential features for the service user.

In this plan, no emphasis is placed on new study programs as new products, as it is understood that each new study program significantly affects the value, market position and brand of the institution.

Institution participation in projects is a special product that has enormous potential and, in perspective, can significantly contribute to the development of the institution and its reputation in the public and academia. The success of these activities is conditioned by the recruitment of

new staff who have the competence and experience to participate and implement such projects. The Pan-European University "APEIRON" Scientific Research Institute and its promotion can play a significant role in these activities.

Price – as a marketing mix instrument

Price is an instrument of the marketing mix that, in combination with other marketing mix instruments, should ensure the realization of marketing goals, missions and short and long term business goals.

Economic (cost, demand, competition) and psychological aspects should be taken into account in price positioning.

The price affects the service user in two ways, informing them what costs they can expect, but what is equally important in higher education is informing them about the expected quality of service.

Some research has shown that candidates are very cautious when choosing educational institutions whose tuition fees are significantly lower than competing institutions, and think about asking what's wrong with that institution and assuming that another institution with higher tuition offers better and higher quality education. Lower prices can significantly damage the reputation of the institution in public.

However, when it comes to the amount of tuition, the final word is given by the students - what is the amount of tuition they can and want to pay.

When deciding on the choice of educational institution, with a significant number of service users, academic prestige can have a decisive influence on the decision, regardless of the tuition fee. In this context, the creation of a brand new website and the presentation of academics through scientific records of workers to the public is very important.

Distribution – location as a marketing mix instrument

In higher education, location can be one of the key elements of a successful business. This is an important factor that dominates the availability and availability of the service.

The headquarters of Pan-European University "APEIRON" is in Banja Luka, and the departments of the institution are licensed in Bijeljina and in Novi Grad.

The distance learning system is a significant comparative advantage over the competition and needs to be further developed and refined.

Promotion – as a marketing mix instrument

Promotion is a process of communication between universities and users of a service that aims to create a positive attitude and opinion, which should lead to favoring the service over competition. The effectiveness of promotion is conditioned by other instruments of the marketing mix (product, price, distribution, personnel, process), that is, promotion cannot compensate for weaknesses in the effectiveness of other instruments.

The university should have effective communication with its current and potential students and the public. All interested parties should be informed of the goals, offers and activities.

Account should also be taken of internal communication (employees and existing students).

According to Kotler, one of the most renowned authors in the field of marketing, educational institutions should use public relations, marketing publications and, to a lesser extent, advertising.

The promotion of the institution should be fully aligned with the target market segments, that is, it is necessary to use marketing segments more and to reduce the tools of mass marketing

promotion. Also, it is important to pay more attention to direct communication (PR, communication via social networks, publications, website, newsletters, etc.).

External communication – public relations

The Pan-European University should communicate with different groups (students, parents, employees and community) whose interests are different.

a) In order to successfully manage these, to a large extent, promotional activities, it is necessary to maintain contacts with the target media on an ongoing basis throughout the school year and to inform them effectively and in a timely manner about relevant contents and events at the University. Public relations should create desirable news about the institution, make it interesting and present it to the public. Publicity is “free advertising.” The effect of publicity in some market segments may have greater effect than propaganda.

Publicity, as a means of communicating with the public, has a number of advantages over propaganda: more credibility, information appears as news rather than paid advertisement, has elements of dramatization, that is, events that are presented as news and thus attract greater attention.

Publicity is increased by creating events that can attract the attention of the public and target markets: anniversary celebrations, book promotions, exhibitions, fairs, competitions.

On the new website, public relations should have a separate space and should be given considerable attention.

b) In addition to the important events presented to the public, the public relations sector should find other topics of interest to the public (student practices, competitions, student life...)

c) Some universities in the EU even have homework phone lines in place to make professors available to students even in the evenings. At the Pan-European University, professors must be available to students in their classrooms at a specific date and time of the week throughout the school year. This would have a significant positive perception - "professors are available to students".

d) The technical service should create e-mail lists and structure them so that they can be used effectively in communication (e-mail list of business partners, e-mail list of graduates, e-mail list of active students, e-mail list of employees)

e) Sponsorships - In order to present a humane and successful image of the University as an institution that supports young people and their success, it is necessary to sponsor certain cultural events and individual artists and young enthusiastic, top athletes.

f) Through public relations, public promotion and campaign, affirm the University as an institution that will meet the expectations and requirements of: students, teachers, employers and society as a whole:

- Emphasize high quality of teaching staff, management expertise and competence of administration workers,
- Comparative advantages are properly mentioned and maximized,
- Explain the basic principles of study under the Bologna Declaration applied at the Pan-European University,
- Present a way of studying,
- Emphasize the proper attitude of professors and employees towards students.

g) Communication through social networks should be given maximum attention and part of the promotion strategy should be based on this form of public relations. Communication through social networks must be under constant (daily) control, constantly throughout the year. In order to successfully manage this significant part of the promotional activities, it is necessary to maintain contacts with the targeted media throughout the school year and to inform them effectively and in a timely manner about important contents and events at the University.

Marketing Publications:

- a) Freshman guide
- b) Newsletter
- c) Annual report (newsletter) - this report presents the results achieved by the institution during the year in order to gain the confidence of the public, employees and students. The report should be simple and professional.
- d) Leaflets;
- e) Posters,
- f) Guides for vocational academies and other non-formal education.

Advertising and other promotion instruments

Advertising is paid communication that is transmitted through the mass media (television, newspapers, magazines, radio, direct mail, billboards). This type of promotion can be further used in target markets where we do not have significant market share and where there is significant potential for market share growth.

Through promotional messages and closely related to branding, it is necessary to promote the visual identity of the institution, which includes:

- Define the trademark color - blue. Blue has been dominant in TV videos and publications. We propose that in the future the dominance of blue be MANDATORY in all means of promotion (spot, leaflet, billboard, website).

The problem with choosing blue as the trademark color is the dominance of the red interior color in the headquarters. This problem can be solved either by changing the interior or choosing red as another trademark color in addition to blue.

- The visual identity should be recognizable on the website, internal and external documents, offices, classrooms, corridors, during promotion (competitions, guides, curricula, website, interior of the institution, billboards, internal and external documents, leaflets, diaries, journal, notebooks, pens...).
- In order to ensure visibility of the visual identity and good public perception, it is necessary to make pre-selection before releasing the promotional product and return those who do not meet the minimum design criteria for publication. Also, prior control of the content of the promotional message by the public relations departments (in cooperation with other departments and/or management and/or the rector's office) is required.

Website redesign

The most important form of public relations is realized by the Pan-European University through its official website. The University has two official main websites: www.apeiron-uni.eu and www.apeiron-edu.rs and a number of special-purpose websites (Scientific Research Institute, Career Guidance Center, Scientific Conferences, Television...). It is necessary to create a new redesigned website that brings together all relevant information in one place. The site must be

modernly designed, created as a CMS site, it must be possible to later integrate it with existing IS modules, it must be easy to navigate, with horizontal and vertical menus, with additional information at the bottom of the page...

The design of the website, design structure should be completed within a short timeframe so that all relevant content is made available to the public before the enrollment campaign begins in the second enrollment period.

Student as our strongest trump card in the marketing mix

When a student chooses which college to study, he or she makes one of life's biggest decisions. That decision involves investing time, money and great effort. The student expects quality student life for his/her investments. For most students, the term "student life" is not just about acquiring theoretical knowledge and specific skills, it also covers personal development and the opportunity to contribute to the community.

Which college to enroll in is the first significant choice for many students between the ages of 18 and 20. This choice is even more significant when it comes to the first generation of students from the family. For this group, Kotler, one of the most respected marketing experts in the world, claims that "admission to college for many families remains the ultimate measure of family success and status. In America, some families even say that "a college enrollment document is an indelible criterion for acceptance and social positioning."

Promotional materials distributed to prospective students should contain clear and complete information and inform about the benefits of intellectual and social life at the institution.

The choice of college to be enrolled in is influenced by a number of factors, such as: family, peers, media, idols and the like. The survey analysis of motivational and marketing factors at enrollment, which is filled out by all newly enrolled students, provides answers to the most important factors that influence the decision to study.

Students should be viewed as clients and key players, and the goal of marketing should be to develop long-term relationships, as students are the University's most valuable resource. Student satisfaction should be at the center of the activity. Surveys to measure this satisfaction should be conducted regularly. Student satisfaction rates vary over time and are closely correlated with quality of service. It is the student who conveys the image of the university. Word-of-mouth propaganda should be our strongest marketing asset.

John F Welch Jr., former CEO of General Electric, said that "Quality is the best guarantee of customer loyalty, the strongest defense against foreign competition, and the only way to sustain growth and earnings constantly."

There is a close correlation between quality of service, student satisfaction and profitability of the institution. A higher level of quality of service delivered leads to greater satisfaction with students, which directly implies strengthening the brand and reputation of the institution in public.

The challenge is not only to keep students satisfied, since many of the competitors are able to achieve this. The challenge is to create enthusiasm and loyalty with the student.

Research has confirmed that student satisfaction is closely correlated with:

- delivery of the service and enthusiasm of the professor,
- different teaching styles,
- opportunities to experience world experiences of real life situations (case study)
- learning and fun at the same time,

- creating a perception of a serious, or strict, but correct approach.

Satisfied students will significantly reduce the cost of promotion and increase the reputation of the institution in public with “word of mouth” propaganda. Dissatisfied students have the exact opposite effect. Word-of-mouth negative marketing has a much stronger effect and can cause significant damage to the establishment. Negative moods must be controlled. The problems that students face and their demands must be properly addressed.

The procedures for submitting complaints as well as proposals (proposal forms, e-mail, website) must be as simple as the evaluation procedure.

Regardless of the efforts of all employees to deliver the highest quality service and efforts to maximize student satisfaction, mistakes will occur in practice. Considering how a highly dissatisfied student can influence other students' opinions and perceptions, but equally importantly to the perceptions of potential students, it is very important that the negative experience is handled properly. It is critical to respond quickly and honestly. Through the response of the institution, the student should really feel that someone is taking care of them and that their problem has received the attention and treatment they deserve. The following procedures may be essential in the proper approach in such situations:

- The student who filed the complaint should be contacted as soon as possible. If the reaction is slow, this will directly result in a much greater likelihood of dissatisfaction and negative word-of-mouth propaganda. Apart from complaints, student requests must also be treated similarly.
- Accept responsibility for student dissatisfaction.
- In servicing such complaints, as well as students' requests, it is essential that communication is proper.
- Solve the student's complaint quickly and to the student's satisfaction. Unjustified appeals and requests should be rejected in a reasoned manner, but always taking into account the fact that the reasoning is proper (in written form and, if necessary, in oral communication).
- Establish mechanisms to control deadlines for handling complaints and other student submissions.

Regarding the proper treatment, the student will certainly convey his/her observations regarding the treatment and correctness to his/her colleagues, both inside and outside the institution (“students as university ambassadors”).

STRATEGIC DEVELOPMENT OBJECTIVE number 25

Increase in the number of active students by at least 20% over a five-year period

OPERATIONAL OBJECTIVES

- Increase enrollment in the first year of studies in the first cycle studies by 4% annually, or by 20% in the five-year period of this strategy
- Increase enrollment in the first year of studies in second cycle studies by 10% annually, or by 50% in the five-year period of this strategy
- Increase enrollment in the first year of study in third cycle studies by 20% annually, or by 100% in the five-year period of this strategy
- Reduce dropping out at all levels of study (less than 1% of total active students)
- Increase enrollment in higher years of first cycle study - transcripts from other higher education institutions and continuing education after the loss of student status

15. DURATION PERIOD

This strategy is adopted for the next five-year period. The Activity Flowchart and the SWOT analysis form an integral part of this strategy.

ACT CERTIFICATION

Protocol number:

1.3-74-4/20

Protocol date:

29.01.2020

Act code:

PUA-Q.SRU 2020-2025 Rev 001

Effective date:

06.02.2020

Responsible person/signature:

(1) *Name and surname*

Zoran Ž. Avramović

Title

Academician Prof. Dr.

signature

(2) *Name and surname*

Darko Uremović

Title

Project Manager, B.Sc.Eng.



signature

Signatory function:

(1) Rector

(2) Chairman of the Board of Directors

Official seal:



16. PRILOG br. 1: HODOGRAM AKTIVNOSTI STRATEGIJE

Hodogram aktivnosti usklađen je sa predviđenim aktivnostima za dato razdoblje a zavisiće od materijalnih, finansijskih i ljudskih resursa te brzine provođenja strategije

	Strateški cilj	Operativni cilj	Aktivnost	Dokumenti, rezultat	Odgovorni saradnici	Trajanje aktivnosti
1	Kotinuuirano poboljšanje i revidiranje studijskih programa	Periodične revizije postojećih studijskih programa	Analiza studijskih programa na NNV i usklađivanje sylabusa sa nastavnim planovima u okruženju	Zapisnici NNV, Odluke Senata, Revizija studijskih programa	NNV, Senat	Kontinuirano godišnje 2020-2025
		Uvođenje novih nastavnih programa prema potrebama tržišta rada – Specijalistički diplomski stručni studij	Ispitivanje tržišta rada Analiza izvještaja na NNV i Senatu, Licenciranje novog programa	Odluke NNV, Odluke Senata,	NNV, Senat	Kontinuirano godišnje 2020-2025
		Analiza informacija sa tržišta o zapošljavanju diplomiranih studenata	Anketiranje diplomiranih studenata	Izvještaj o zapošljavanju dipl.studenata	Centar za vođenje karijere	Kontinuirano godišnje 2020-2025
2	Povećanje postignuća studenata na svim studijskim programima u pogledu uspješnosti studiranja i ishoda	Ocjenjivanje studenata na osnovu jasnih kriterija i upoznavanje studenata s njima	Analiza načina ocjenjivanja na sjednici Senata i usvajanje izvještaja	Izvještaj o načinu ocjenjivanja i akcioni plan za bolje upoznavanje studenata sa istim	Senat, studentska služba	Do januara 2022
		Uspješnost upisa održavati u rasponu od 78% do 85%, povećati	Analiza prolaznosti na svim predmetima	Izvještaj o prolaznosti i akcioni plan za poboljšanje iste i povećanje broja	NNV, Senat	Kontinuirano godišnje 2020-2025

		uspješnost prelaska na II ciklus, Smanjenje broja studenata koji su izgubili status, Povećanje prosječne ocjene studiranja, Povećanje broja diplomiranih		diplomiranih		
3	Povećati ukupnu satisfakciju studenata	Povećati ponudu vannastavnih aktivnosti	Osmisliti radionice, okrugle stolove, rekreaciju, kurseve, neformalne oblike obrazovanja	Plan za realizaciju vannastavnih aktivnosti na godišnjem nivou	Centar za vođenje karijere	Kontinuirano godišnje 2020-2025
		Omogućiti studentima podnošenje žalbi	Formalizovati procedure rješavanja žalbi	Procedura po prigovoru studenata	UO, Senat	Januar 2020
		Razvoj sistema učenja na daljinu	Usvojiti akcioni plan o unapređenju sistema učenja na daljinu	Terminski plan o unapređenju E learninga	Služba za E learning	Januar 2022
		Razvoj informacionih sistema	Potpuno automatizovati informacioni sistem	Odluka o unapređenju inf. sistema	Služba za E podršku nastavi	Mart 2022

			ustanove			
4	Analiza povratnih informacija tržišta o zapošljavanju diplomiranih studenata	Anketiranje diplomiranih studenata	Izrada Anketa za diplomirane studente i njihova obrada	Izveštaj o diplomiranim studentima	CVK	Kontinuirano o Januar 2020 – januar 2025
5	Jačanje univerziteta u pogledu broja, kvalifikovanosti i kompetentnosti profesora u naučno nastavnim i stručnim zvanjima	Ispunjavanje svih uslova propisanih Zakonom o visokom obrazovanju	Ispunjenost uslova u pogledu broja, kvalifikovanosti i kompetentnosti nastavnog osoblja	Zakon o visokoškolskom obrazovanju RS		Kontinuirano o 2020-2025
		Kontinuirano ocjenjivanje profesora putem studentske ankete	Izrada anketa i njihova obrada	Izveštaj NNV, Senat	Referent za kvalitet	Godišnje Januar 2020 – januar 2025
		Intenziviranje dvosmjerne mobilnosti profesora unutar RS, BiH i inostranstvo	Analiza potpisanih ugovora i potpisivanje novih	Potpisivanje Ugovora o saradnji	Prorektor za međunarodnu suradnju	Oktobar 2020 – oktobar 2025
		Intenziviranje angažovanosti profesora i saradnika u naučno istraživačkom radu kroz projekte	Analiza dosadašnjeg udjela u naučno istraživačkom radu	Akcioni plan za povećanje angažovanosti naučno istraživačkog rada	Naučno istraživački institut	Kontinuirano o 2020-2025
6	Osigurava	Povećanje bibliotekarskog	Analiza bibliotekarskog	Plan za povećanje	Rukovodilac	Kontinuirano o 2020-

		fonda	og fonda i analiza načina financiranja povećanja fonda	bibliotekarskog fonda	biblioteke, UO	2025
		Poboljšanje opremljenosti učionica sa računarima i licenciranim softwermima	Analiza opremljenost i učionica i analiza načina financiranja nabaveke računara i softwera	Plan nabavke računara i softwera	UO	Do marta 2022
		Organizovanje tematskih studentskih radionica	Akcijski plan o organizaciji radionica	Izveštaj o organizovanim radionicama	Centar za vodjenje karijere	Semestraln o Oktobar 2020 – oktobar 2025
		Intenziviranje komunikacije student profesor imenovanjem mentora tudentima	Analiza nastavnog kadra na NNV i imenovanje mogućih mentora	Odluka o imenovanju mentora	NNV, Senat	Oktobar 2020 – oktobar 20205
7	Prikupljanje, korištenje i analiziranje informacija relevantnih za upravljanje nastavnim i ostalim aktivnostima	Objavlivanje nove internet stranice ustanove	Izrada nove internet stranice ustanove	Objava nove internet stranice ustanove	IT alužba	Januar 2021
		Implementacija IS za upravljanje dokumentacijom	Izrada akcijskog plana na uvođenju IS za upravljanje dokumentacijom	Dokument za uvođenje IS	IT služba	Januar 2020– Januar 2021
		Rasvoj IS sistema učenja na daljinu	Izrada akcijskog plana na razvoju IS za učenje na	Dokument za uvođenje IS	Služba za E learning	Oktobar 2020 – Januar 2021

			daljinu			
		Razvoj IS sistema za automatsku obradu anketa	Izrada akcijskog plana na razvoju IS za automatsku obradu anketa	Dokument za uvođenje IS	Služba za IT podršku	Oktobar 2020 –April 2021
		Razvoj poslovnog IS. Studentske službe, Isa kadrovske službe, uvezivanje inf.sistema	Izrada akcijskog plana na razvoju IS za studentsku službu, kadrovsku službu	Dokument za uvođenje IS	Služba za IT podršku	Oktobar 2021
8	Redovno, cjelovito i objektivno informisanje javnosti	Komunikacija sa bivšim studentima i jačanje alumni asocijacije	Kontinuiran o jačati način komunikacij e sa bivšim studentima	Izvještaji Alumni asocijacije	Centar za vođenje karijere., Alumni asocijacija	Kontinuiran o oktobar 2020 – oktobar 2025
		Povezivanje sa privrednim subjektima u regiji	Provjeriti potpisane sporazume o saradnji	Baza potpisanih sporazuma o saradnji	Centar za vođenje karijere	Kontinuiran o oktobar 2020 – oktobar 2025
		Upoznavanje javnosti o postignućima studenata, novim studijskim programima, Uspostavljanje intenzivnih odnosa sa javnošću.	Analizirati uključenost studenata u obavještavanje javnosti te potencirati njihov rad	TV i radio emisija o dešavanjima na Univerzitetu, objava vijesti na web stranici uz uključenost studenata u ovaj rad	Služba TV apeiron i Radio Apeiron, Služba za odnose za javnošću Apeiron	Kontinuiran o oktobar 2020 – oktobar 2025

9	Dostupnost informacija o radu Univerziteta svim zainteresovanim stranama	Omogućiti zainteresovanim stranama aktivnu komunikaciju kroz informacijski sistem	Uspostaviti aktivnu komunikaciju u svim zainteresovanim stranama	Sistem informisanja	IT služba	Januar 2023
10	Jačanje brenda i akademskog prestiža ustanove	Pozitivno mišljenje i stavovi studenata i zaposlenih	Jačanje brenda kroz razvoj marketing događaja i akcija	Izveštaj o sprovedenim akcijama	Centar za vođenje karijere, PR	Kontinuirano oktobar 2020 – oktobar 2025
11	Reforma doktorskog studija kao trećeg ciklusa visokog obrazovanja	Povećanje broja odbranjenih doktora i magisterija	Analiza rezultata i usvajanje plana	Izveštaj službe Plan za poboljšanje rezultata	Služba za III ciklus studija	Kontinuirano 2020 – 2025
Podsticanje studenata na nastavak studiranja pravovremenim informisanjem, i motivisanjem		Analiza i razvijanje instrumenata za podsticanje studenata	Izveštaj službe	Služba za II ciklus studija	Kontinuirano 2020 – 2025	
Podsticanje objavljivanja zajedničkih naučnih radova		Usvajanje dokumenta o zajedničkim naučnim radovima	Izveštaj o objavljenim zajedničkim naučnim radovima	NNV, Senat, Naučno istraživački institut	Kontinuirano 2020 – 2025	

1 2	Podsticanje naučno istraživačkog rada nastavnog osoblja	<p>Povećanje broja objavljenih radova</p> <p>Povećanje broja naučnih projekata</p> <p>Održavanje naučnih tribina</p> <p>Jačanje međunarodne saradnje</p>	<p>Analiza naučno istraživačkog rada i razvijanje instrumenata za napredak naučno istraživačke karijere</p>	<p>Plan za razvijanje istraživačkih karijera, povećanje naučnih projekata i tribina</p>	<p>Naučno istraživački institut</p>	<p>Kontinuirano 2020 – 2025</p>
1 3	Naučno napredovanje i usavršavanje nastavnog kadra	<p>Jačanje naučnih kompetencija profesora</p>	<p>Utvrđivanje istraživačkog profila kroz analize na NNV</p>	<p>Izveštaj o istraživačkim projektima</p>	<p>Institut za naučnoistraživački rad</p>	<p>Kontinuirano 2020 – 2025</p>
<p>Podsticanje napredovanja novoprimiteljenih profesora</p>		<p>Utvrđivanje načina za napredovanje novoprimiteljenih profesora i njegova primjena u nastavi i istraživačkom radu</p>	<p>Dokument za podsticanje napredovanja</p>	<p>Dekan, Kadrovska služba</p>	<p>Kontinuirano 2020 – 2025</p>	
<p>Podsticanje mobilnosti i doktorskog usavršavanja profesora</p>		<p>Analiza potpisanih ugovora i potpisivanje novih</p>	<p>Ugovori o mobilnosti nastavnog kadra</p>	<p>Institut za međunarodnu saradnju</p>	<p>Kontinuirano 2020 – 2025</p>	
<p>Podsticanje angažmana profesora u radu odbora i udruženja i saradnje sa privrednim subjektima</p>		<p>Analiza potpisanih sporazuma i potpisivanje novih</p>	<p>Sporazumi o suradnji</p>	<p>Institut za međunarodnu saradnju, Centar za vođenje karijere</p>	<p>Kontinuirano 2020 – 2025</p>	

1 4	Prenos znanja studentima kroz organizaciju stručnih radionica	Organizacija najmanje jedne radionice u toku godine za svaki Fakultet	Analiza načina bodovanja vannastavnih aktivnosti	Dokument o načinu bodovanja vannastavnih aktivnosti	Senat, NNV	Kontinuirano 2020 – 2025
		Urediti arhiv stručnih projekata, studija i ekspertiza	Razviti instrumente za uređivanje arhiva	Baza stručnih projekata i ekspertiza	Biblioteka, IT služba	Mart 2022
1 5	Kontinuirani razvoj i poboljšanje materijalnih resursa	Poboljšanje opremljenosti informatičkom opremom – nabavka i instalacija nove opreme	Analiza resursa i razvoj plana za financiranje novih prema potrebi	Plan nabavke opreme	UO, IT služba	2022
		Poboljšanje i osavremenjivanje lab.opreme	Analiza resursa i razvoj plana za financiranje novih prema potrebi	Plan nabavke opreme	UO,	2022
		Nabavka novih paketa licenci	Analiza isteka licenci i razvoj plana za financiranje novih prema potrebi	Plan nabavke opreme	UO	2022
		Povećanje bibliotekarskog fonda	Analiza bibliotečkog fonda i razvoj plana za financiranje nabavke	Plan nabavke novih knjiga i stručnih časopisa	UO	2023

1 6	Razvoj ljudskih resursa	Usklađivanje kadrovske politike sa stvarnim potrebama i planovima	Analiza kadrova i upoređivanje sa potrebama i planovima	Izveštaj kadrovske službe	Kadrovska služba	Kontinuirano 2020-2025
		Podsticanje mobilnosti profesora	Analiza potpisanih sporazuma i potpisivanje novih	Baza potpisanih sporazuma i Ugovora o mobilnosti	Institut za međunarodnu suradnju	Kontinuirano 2020-2025
1 7	Osigurati racionalno poslovanje i optimalno trošenje sredstava	Održavati postojeći nivo i povećavati udio vlastitih izvora finansiranja	Analiza načina finansiranja	Finansijski plan	UO	Kontinuirano 2020-2025
1 8	Održavanje finansijske stabilnosti i jačanje finansijskog položaja ustanove	Povećati tržišno učešće na ciljanim tržišnim segmentima	Analiza tržišnog učešća i razvoj instrumenata za povećanje	Marketinški plan	UO	Kontinuirano 2020-2025
		Ulazak na nova tržišta	Analiza načina ulaska na nova tržišta	Marketinški plan	UO	Kontinuirano 2020-2025
		Razvoj novih proizvoda – novi studijski programi, licence na studiju III ciklusa,	Analiza potrebe razvoja novih proizvoda i njihove distribucije	Plan razvoja novih proizvoda	UO, Senat	Kontinuirano 2020-2025
		Povećati učešće projektnog	Analiza mogućnosti projektnog	Učešće u projektima	UO	Godišnje 2020-2025

		finansiranja	finansiranja			
		Održavanje visoke stope naplate potraživanja kroz kontinuiranu kontrolu	Razviti instrumente za naplatu potraživanja	Izvještaj finansijske službe	Finansijska služba	Kontinuirano o 2020-2025
19	Uspostavljanje odgovarajuće organizacijske strukture kao integrisanog dijela sistema kvaliteta	Kontinuirano unapređenje I promovisanje kulture kvaliteta na Univerzitetu	Analiza rada Odbora za kvalitet	Izvještaj o radu Odbora za kvalitet	UO, Senat	Godišnje 2020-2025
		Srovođenje planske provjere sistema kvaliteta na nivou svih Fakulteta	Provjera efektivnosti primjene postupaka sistema kvaliteta po Fakultetima	Izvještaji Odbora za kvalitet o sprovođenju sistema kvaliteta	NNV, Senat, UO	Godišnje 2020-2025
		Uspostavljanje koordinacije svih službi PUA Apeiron sa Odborom za kvalitet	Radni sastanci svih službi Univerziteta sa Timom za kvalitet	Izvještaj Tima za kvalitet sa radnog sastanka	Odbor za kvalitet, UO	Godišnje 2020-2025
		Izdvojiti postupke, procedure i uputstva koji se odnose na kvalitet visokog obrazovanja	Integracija postupaka, procedura i uputstava u skladu sa Standardima i smjernicama za osiguranje kvaliteta u Evropskom prostoru visokog obrazovanja sa Poslovníkom o kvalitetu PUA Apeiron	Poslovník o kvalitetu PUA Apeiron	Kancelarija za kvalitet	2021
2	Razvijanje	Izrada	Razvoj instrumenata	Samoevaluacio	Odbor za	Godišnje –

0		samoanalize	za samoanalizu	ni izvještaj	kvalitet	2020-2025 U periodu od 1-3 god.
		Izrada swot analize svakog fakulteta posebno	Razvoj instrumenata za swot analizu	Swot analiza	NNV, Odbor za kvalitet	Godišnje 2020-2025
		Evaluacija rada stručnih službi	Razviti i obraditi ankete za stručne službe	Izvještaj o radu stručnih službi	Odbor za kvalitet	Godišnje 2020 -2025
2 1	Razvoj i sprovođenje procedura za unutrašnje i vanjske provjere	Definisanje procedure interne provjere sistema osiguranja kvaliteta	Realizacija procedure interne provjere sistema osiguranja kvaliteta	Pravilnik o internoj provjeri sistema kvaliteta	UO, Odbor za kvalitet	2021
		Postupak vanjske nezavisne kontrole kvaliteta	Angažman za vanjsku provjeru kvaliteta	Izvještaj o vanjskoj provjeri kvaliteta	UO	Petogodišnje razdoblje od 2020
2 2	Samoevaluacija kvaliteta	Anketiranje studenata, anketiranje zaposlenih radnika, anketiranje diplomiranih studenata	Analiza anketa	Izvještaj o rezultatima anketa	Centar za vođenje karijere	Godišnje 2020-2025
2 3	Provjera kvaliteta na osnovu ENQA kriterija	Akreditacija studijskih programa i insitucionalna reakreditacija	Izrada samoevaluacionog izvještaja ustanove i aplikacionog obrasca za studijske programe	Aplikacioni obrazac i samoevaluacioni izvještaj	UO, Senat	2020-2021

PRILOG br. 2: SWOT analiza

U narednoj tabeli prikazane su identifikovane snage i slabosti ustanove, odnosno, šanse i prijetnje:

Snage	Slabosti
<ul style="list-style-type: none"> • Jasna misija i ciljevi • Dobre konkurentske vještine • Potvrđeno tržišno liderstvo • Dobra likvidnost i profitabilnost • Adekvatni finansijski izvori • Pristup ekonomiji obima • Konkurentske prednosti • Sposobnost inovacije proizvoda • Dokazani menadžment • Dobar imidž ustanove u javnosti • Kvalitetan nastavni kadar • Dobro razvijeni nastavni programi 	<ul style="list-style-type: none"> • Nedovršen informacijski sistem (radni nalozi, e-document) • Izostanak kontinuirane kontrole i analize pojedinih kategorija troškova (troškovi nabavke, troškovi radne snage) • Nedovoljna kontrola radnih učinaka (nastavno osoblje, administracija) • Spora implementacija uvođenja neformalnih vidova obrazovanja • Prisustvo operativnih problema • Tromost sistema
Prijetnje	Šanse
<ul style="list-style-type: none"> • Nepovoljna politička situacija • Recesija i loša ekonomska situacija • Ulazak nove konkurencije na tržište • Pad imidža ustanove uslijed nepredviđenih okolnosti • Izmjene u implementaciji strategije visokog obrazovanja u BiH • Visoko pozicionirana tačka rentabilnosti • Tržište visokog obrazovanja pokazuje prve znakove stagnacije 	<ul style="list-style-type: none"> • Ulazak na nova tržišta i tržišne segmente (tržište Hrvatske, Sarajeva, Cazinske Krajine i dobojske regije) • Novi studijski programi • Saradnja sa drugim ustanovama • Odnosi sa javnošću • Specijalistička usmjerenja • Master studiji i doktorski studiji, • Rast tržišta. • Neformalno obrazovanje (akademije, kursevi, različiti vidovi neformalne edukacije) • Jačanje imidža i ugleda ustanove u javnosti (odnosi sa javnošću, odnosi sa studentima, odnosi sa zaposlenim radnicima) • Učešće u projektima (TEMPUS, IPA fondovi EU, ostali projekti) • Mogućnost izdavanja kolaudiranih diploma sa nekom od visokoškolskih ustanova iz bližeg okruženja