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Pursuant to the Article 22 of RIT Croatia Statute, RIT Croatia President and Dean, Irena Guszak, PhD, on December 15th, 2023 renders and publishes the following

Protocol for study programs' continuous improvement at RIT Croatia

1. Guiding principles

In order to keep providing students with the top study programs, fully in compliance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), RIT Croatia is dedicated to the process of continuous improvement and all of the provisions of the Quality Assurance System. All processes follow the PDCA model, or plan-do-check-act.

2. Sources of information – feedback on study program

The internal stakeholders and sources of information about the programs are students, faculty, staff, Board of Governors and other RIT campuses. The external stakeholders and sources of information about the programs are program advisory boards, alumni, industry partners, external assessment entities and others.

Students

As the key stakeholders and sources of information, the feedback is sought from students in a structured way. The following activities are used to gather information and feedback on the study programs from students:

- Student Satisfaction Survey – completed annually, in spring semester
- Exit Survey for Seniors – completed annually, at the end of spring semester
- Faculty evaluations – completed at the end of each semester, for each course and section delivered in a semester; faculty discuss them with supervisors and create action plan if needed
- Focus groups with students – organized each semester to learn more about key topics as identified in the Student Satisfaction Survey, Exit Survey for Seniors or through other activities
- Coffee with Deans – organized each semester, feedback session for students to share with the dean and associate dean(s) any feedback or suggestions; when needed action items created, feedback on progress shared with students
- Activities or events' feedback – selected event or activity is followed up by a satisfaction questionnaire
- Informal feedback – students might share their experience or feedback with any employee, who then shares it with their supervisor and is addressed as needed

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Faculty

Faculty are actively collecting feedback from various sources and using it to enhance their courses and programs overall:

- Academic Program Improvement Progress Report (PR)
  - Progress Report is the key tool in the process of study program continuous improvement.
  - After each academic year, in fall, the Progress Report is compiled for each of the study programs.
  - The report includes information on
    - the assessment of learning outcomes for the study program
    - the ongoing advancement of the study program
    - specific examples of additional assessments of study programs that result in changes to the curriculum, delivering courses or any type of program improvements
    - monitoring of earlier Academic Program Improvement Progress Reports (PR) that formed the basis for making certain changes
    - assessment of the effectiveness of implemented changes.
  - Feedback after the report evaluation is shared with faculty and used for program improvements

- June program updates
  - After the spring semester ends, in June, taking into consideration all feedback received, faculty review their courses and overall study programs and make enhancements as needed
- Peer observations
  - Completed for all faculty once a year, feedback used for course enhancements
- Adjuncts – industry experts
  - Experts in their respective fields bring the current industry trends to their courses and programs overall

Staff

Staff are actively collecting feedback through following activities:

- Interaction with students
  - Student feedback received in various interactions with students is shared with faculty
- Interaction with faculty, staff colleagues, Board of Governors, other RIT Campuses and external stakeholders
  - feedback received in various interactions with other stakeholders is shared with faculty
- Key indicators for monitoring the quality of delivering study programs
  - The key indicators are monitored each period and are a base for program enhancements by faculty

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Board of Governors

At least two meetings of the Board of Governors are held each year, when extensive feedback is provided on operations and environment circumstances, in accordance with the RIT Croatia Statute and the Board of Governors Rules of Procedure.

Other RIT campuses

RIT Croatia faculty and staff is daily in contact with peers from other RIT campuses and engage in exchange of information on new trends.

Program Advisory Boards

Program Advisory Boards meet twice a year. Their key role is providing input on environment and industry changes, market expectations in a particular field and planned study program changes.

Alumni

Alumni, through various interactions, share feedback on the market.

Industry partners

Industry partners, through various interactions, share feedback on the market and the feedback on their satisfaction with RIT Croatia students as interns and later as employees.

External assessment entities

Different accrediting bodies complete a cyclic external valuation of RIT Croatia's operations and/or study programs. RIT Croatia undergoes the following accreditations:
- o Croatian ASHE – initial accreditation of study programs and reaccreditation
- o MSCHE – entire school, part of RIT's accreditation
- o AACSB – for business programs
- o NASAD – for the New Media Design program

3. Monitoring the introduction of a new study program

Monitoring the newly introduced study program includes the following:

	Action	Deliverable	When	Who
1	Teaching effectiveness evaluation	Student evaluations	Week 5 for new courses, end of semester for all, each semester	Academic Affairs Department
2	Focus group with students	Students' feedback	End of each AY	QAS Office

3	Peer observations	Classes observed and feedback shared	Once per AY	Full-time and adjunct faculty
4	Faculty course review: CLOs, teaching methods, assignments, evaluation, grades, ECTS points	Faculty course review	March 15th for fall semester courses, August 1st for spring semester courses	Course full-time and adjunct faculty
5	Study program internal audit (collect all data for an academic year, review it and create recommendations)	Annual program review; recommendations for improvement	June 15th	QAS Office
6	Action plan to address all of the recommendations from the Annual program review	Action plan	July 1th	Area head (with full-time and adjunct faculty, associate dean)
7	Action plan implementation	Updated curriculum	July 2nd - May 15th	Full-time and adjunct faculty
8	Report on the action plan implementation	Report on the action plan implementation	June 15th	Area head (with full-time and adjunct faculty)

If the feedback received from any of the sources requires minor actions, faculty or staff implement them within their areas/departments (e.g. adjusting the classes schedule).

If the feedback received from any of the sources requires a study program curriculum update, the update must be aligned with the applicable provisions of the Law on Higher Education and Scientific Activity (Official Gazette No. 119/2022) and the Law on Quality Assurance in Higher Education and Science (Official Gazette No. 151/22). In this case, the following procedure is followed:

- Curriculum changes can be proposed by any faculty member or an RIT Croatia organizational unit.
- Program Area Head is responsible for collecting proposals for all changes and incorporating them in the Program Outline/Program Delivery Plan form for the program.
- Program Area Head is charged with proposing the Program Outline/Program Delivery Plan, with clearly indicated proposed changes, for the approval to the Curriculum Committee of the RIT Croatia Academic Senate.
- Upon the Curriculum Committee approval, all changes need to be approved by the RIT Croatia Academic Senate.
- The RIT Croatia Academic Senate needs to approve the Program Outlines/Program Delivery Plans for all study programs for the upcoming academic year in time for them to be published on the RIT Croatia website before August 31.
- Any minor changes to the Program Outlines/Program Delivery Plans can be if needed reviewed before the spring semester starts (such as new faculty considerations, etc.). If needed, curriculum changes can be proposed at other times too.

- Based on the academic calendar for each academic year, the Curriculum Committee and the Academic Senate set exact deadlines for meetings and curriculum changes submissions.
- Associate Dean(s) is(are) responsible for recording all approved curriculum changes and saving the accompanying documentation.
- In case that the approved curriculum changes include the study program information integral to different documents, the Procedure for updating the documents containing study program information should be followed.

4. Tracking changes to the curriculum

If the provision of the Law on Quality Assurance in Higher Education and Science (Official Gazette No. 151/22) stating that more than one-third of the learning outcomes are changed is met, the study program will undergo the initial accreditation process.

In terms of how to track the scope of changes, changes considered here will be changes in the meaning of a PLO and a CLO, calculated as a ratio of all PLOs and CLOs, and PLOs and CLOs with a changed meaning.

This Protocol shall enter into force on the day of its adoption and shall be published on the bulletin board of RIT Croatia.

PRESIDENT AND DEAN
Irena Guszak, PhD

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