

## **Revizija studija etnologije i kulturne antropologije Filozofskog fakulteta Sveučilišta u Zagrebu primenom Hrvatskoga kvalifikacijskog okvira**

“An anniversary, I now know, is an opportunity not to be wasted. (...) [I]t [is] an ideal time to ask people to think together about why their work matters and how it should move forward. (...) Imbue your commemoration with the understanding that looking back can be more than mere nostalgia for the past. It can inform a whole body of work for the future.”

(Judith Rodin, The Rockefeller Foundation’s president)<sup>1</sup>

Devedeseta obljetnica Odsjeka za etnologiju i kulturnu antropologiju Filozofskog fakulteta Sveučilišta u Zagrebu prigoda je da se osvrnemo na svoje temeljne djelatnosti, ne iz puke nostalgije, kako to također ističe predsjednica Fondacije Rockefeller Judith Rodin (gornji citat), nego kako bismo sagledali potencijale i strateški utvrdili smjernice njihova daljnjeg razvoja. Uoči obljetnice, u okviru projekta o kojem će u ovom prilogu biti riječ, Odsjek je učinio upravo to – analizirali smo učinke svojih studijskih programa etnologije i kulturne antropologije na tržištu rada, potrebe tržišta rada i poslodavaca te svoje potencijale kako bismo revidirali studijske programe etnologije i kulturne antropologije, čvrsto utemeljene u prijedlozima standarda zanimanja<sup>2</sup> i standarda kvalifikacija<sup>3</sup> te u ishodima učenja proizašlim iz potreba tržišta rada.

Reforma visokog obrazovanja u skladu s Bolonjskim sustavom unijela je znatne izmjene u izvedbi studijskih programa (u Hrvatskoj od ak. god. 2005./06.), no njihova je opsežnija sadržajna modernizacija izostala, a obrazovanjem stečene kvalifikacije nisu donijele očekivane znatnije pozitivne pomake na tržištu rada. S motivom da se uklone uočene slabosti studijskih programa, na Filozofskom fakultetu Sveučilišta u Zagrebu proveden je projekt “Usklađivanje studijskih

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<sup>1</sup> <https://hbr.org/2012/11/anniversaries-are-not-to-be-wasted>.

<sup>2</sup> “Standard zanimanja (...) je popis svih poslova koje pojedinac obavlja u određenom zanimanju i popis kompetencija potrebnih za njihovo uspješno obavljanje” (*Zakon o Hrvatskom kvalifikacijskom okviru*, NN 22/13).

<sup>3</sup> “Standard kvalifikacije (...) je sadržaj i struktura određene kvalifikacije. Uključuje sve podatke koji su potrebni za određivanje razine, obujma i profila kvalifikacije te podatke koji su potrebni za osiguravanje i unapređenje kvalitete standarda kvalifikacije” (*Zakon o Hrvatskom kvalifikacijskom okviru*, NN 22/13).

programa iz područja društvenih i humanističkih znanosti s potrebama tržišta rada“ (voditelj: Dragan Bačić; šifra projekta: HR.3.1.15-0008). Projekt se odvijao u okviru programske sheme unapređenja kvalitete u visokom obrazovanju primjenom načela i smjernica Hrvatskoga kvalifikacijskog okvira (HKO)<sup>4</sup> uz potporu Europske unije u okviru Europskoga socijalnog fonda, u razdoblju od 15 mjeseci tijekom 2015. i 2016. godine. U projektu je sudjelovalo sedam odsjeka Fakulteta s oglednim studijskim programima u području humanističkih i društvenih znanosti koji imaju izražen potencijal integracije u tržište rada – među njima, u području humanističkih znanosti, i Odsjek za etnologiju i kulturnu antropologiju sa svojim preddiplomskim i diplomskim studijskim programom etnologije i kulturne antropologije (koordinatorica: Marijana Belaj). U skladu s ciljem programa i projekta, cilj Odsjeka bio je definirati standard cjelovitih kvalifikacija u skladu sa stvarnim zanimanjima i potrebama tržišta rada te unaprijediti svoj postojeći preddiplomski i diplomski studijski program etnologije i kulturne antropologije čvrstim utemeljenjem u ishodima učenja odgovarajuće razine i u usklađenom opterećenju studenata u odnosu na ostvaren broj ECTS bodova.

Slijedom smjernica i metodologije HKO-a, izradi standarda kvalifikacija prethodilo je istraživanje radnih karijera diplomiranih studenata te izrada standarda zanimanja. Metodologija izrade standarda zanimanja polazi pak od Ankete o standardu zanimanja – standardiziranom istraživačkom alatu za utvrđivanje kompetencija koje poslodavci očekuju od svojih djelatnika pri obavljanju pojedinog zanimanja, a na koji pri izradi standarda zanimanja upućuje Ministarstvo rada i mirovinskog sustava Republike Hrvatske.

### **Analiza tržišta rada**

Prva dionica projekta imala je za cilj analizu radnih karijera diplomiranih studenata odabranih studijskih grupa. U prvom je koraku dionice izrađena baza studenata koji su diplomirali u razdoblju od 2003. do 2014. godine na studijskim grupama uključenima u projekt, dakle i baza alumnija etnologije i kulturne

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<sup>4</sup> Europska komisija propisala je 2008. godine razvoj nacionalnih kvalifikacijskih sustava i povezivanje s Europskim kvalifikacijskim okvirom (*European Qualification Framework*, EQF) te je preporučila da se u sve nove kvalifikacijske svjedodžbe uvede referencija o odgovarajućoj razini EQF-a (<https://ec.europa.eu/ploteus/content/how-does-eqf-work>). Mrežna stranica Hrvatskoga kvalifikacijskog okvira sa svim referentnim dokumentima i smjernicama nalazi se na: <http://www.kvalifikacije.hr/>.

antropologije.<sup>5</sup> Baza alumnija bila je podloga za provedbu anketnog istraživanja radnih karijera diplomiranih studenata uključenih studijskih grupa, a na osnovi istraživanja izrađena je analiza o obilježjima radnih karijera, položaju na tržištu rada te uobičajenim poslovima i zanimanjima diplomiranih studenata odabranih studijskih grupa.

Budući da ovo istraživanje radnih karijera diplomiranih studenata etnologije i kulturne antropologije predstavlja prvo takvo istraživanje od postojanja studija na zagrebačkom Sveučilištu (i u Hrvatskoj uopće), rezultate provedenog istraživanja prikazat ću detaljnije. Bazu evidentiranih studenata etnologije i kulturne antropologije koji su diplomirali na Filozofskom fakultetu Sveučilišta u Zagrebu u razdoblju od 2003. do 2014. godine čini njih 341, a za potrebe istraživanja pronađen je i uspostavljen kontakt sa 238 alumnija. Od toga broja, 126 studenata odazvalo se na anketu, a njih 94 (39,9%)<sup>6</sup> popunilo je anketni upitnik. Među njima, 45,7% završilo je dodiplomski, tzv. “predbolonjski” studij, a 54,3% završilo je diplomski studij prema reformiranom programu. Analiza je pokazala i neke zanimljive demografske podatke, npr.: 83% sudionika ankete čine studentice, prosječna dob sudionika jest 30,9 godina, u trenutku provedbe ankete (listopad i studeni 2015. godine) diplomirali su prije gotovo 5 godina te dolaze iz cijele Hrvatske (najviše iz Zagreba – 62%, a najmanje iz područja Like, Korduna i Banovine – 3,4%). Diploma dvopredmetnog studija etnologije i kulturne antropologije najčešće je stečena u kombinaciji sa studijem povijesti ili informacijskih znanosti, potom redom prema manjoj učestalosti slijedi kombinacija sa studijem povijesti umjetnosti, pedagogije, sociologije, komparativne književnosti, talijanskog jezika i književnosti, antropologije, hrvatskog jezika i književnosti ili ruskog jezika i književnosti. U vrijeme istraživanja 83% anketiranih alumnija etnologije i kulturne antropologije bilo je u statusu zaposlenih: 51% s ugovorom o radu na neodređeno vrijeme, 36% s ugovorom o radu na određeno vrijeme, 9% s ugovorom o stručnom osposobljavanju te 4% s ugovorom o djelu ili autorskim ugovorom. Po svršetku studija 39% anketiranih alumnija obavljalo je barem jedan povremeni honorarni

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<sup>5</sup> U skupinu alumnija Odsjeka za etnologiju i kulturnu antropologiju Filozofskog fakulteta Sveučilišta u Zagrebu iz razdoblja od 2003. do 2014. godine uključeni su i oni koji su diplomirali studij etnologije koji je 2004. godine preimenovan u studij etnologije i kulturne antropologije.

<sup>6</sup> Prosjek popunjenosti upitnika u odnosu na odaziv na anketu za sve studijske grupe uključene u projekt bio je 41,4%. Pritom, podaci nisu udvostručeni za studente koji su diplomirali na dvopredmetnom studiju koji uključuje dvije studijske grupe uključene u projekt.

posao (rad na projektima vezanim uz kulturnu baštinu, terenska etnografska istraživanja, projekti pisanja monografije i drugih tekstova, posao kustosa, organizacija festivala i izložbi, transkribiranje intervjua...) te 51% njih i dalje obavlja takve poslove. Od svih anketiranih, njih 26% nikad nije bilo nezaposleno, dok su ostalih 74% u prosjeku bili nezaposleni u ukupnom trajanju od 18,6 mjeseci, što čini 10,8% vremena proteklog nakon stjecanja diplome. 76% anketiranih alumnija etnologije i kulturne antropologije počelo je raditi po svršetku studija, njih 15% nastavilo je raditi na poslu na kojem su već bili zaposleni u vrijeme svršavanja studija, a njih 9% od svršetka studija do vremena provedbe ankete nikad nisu radili (riječ je uglavnom o recentnijim alumnijima). Većina anketiranih alumnija (66%) mijenjala je mjesto svojeg zaposlenja, dok je njih 34% radilo za jednu organizaciju. Pritom, većina (76%) je do prvog zaposlenja došla informiranjem putem različitih kanala (najčešće putem interneta i ostalih medija, a potom redom prema manjoj učestalosti slijede kontakt od strane poslodavca; obitelj i rodbina; samoinicijativni kontakt s poslodavcem; osoba sa stručne prakse; nastavnici i djelatnici fakulteta; prijatelji i poznanici; volontiranje kod poslodavca; kolege; ostalo), dok je putem Hrvatskog zavoda za zapošljavanje svoj prvi posao pronašlo 24% anketiranih alumnija. Svoj prvi posao anketirani su najčešće dobili u području muzejskih djelatnosti (23%, tj. 19% kao kustosi ili kustosi pripravnici/vježbenici i 4% kao konzervatori, voditelji zbirke ili čuvari izložbe). Nadalje, 15% svoj je prvi posao dobilo u području nastavnčkih poslova (što nije povezano sa studijem etnologije i kulturne antropologije, jer studij nema nastavnički smjer); 8% kao suradnici u ustanovama za kulturne i edukacijske djelatnosti; 7% kao administrativni djelatnici; 6% kao asistenti u znanstvenim i znanstveno-nastavnim ustanovama te 19% u ostalim djelatnostima vezanim uz studij (knjižničar, rad na projektima, arhivist, dokumentarist i dr.). 22% anketiranih alumnija svoj je prvi posao dobilo u području djelatnosti nevezanih uz završenu kombinaciju studija. Ankete su pokazale i da je prvi posao anketiranih alumnija većinom (58%) zahtijevao sveučilišnu diplomsku (odnosno “predbolonjsku” dodiplomsku) razinu obrazovanja, dok je sveučilišna preddiplomska razina obrazovanja bila dovoljna za prvi posao kod 21% anketiranih; 19% ih je imalo prvi posao za koje je bilo dostatno srednjoškolsko obrazovanje, a 2% imalo je prvi posao koji je zahtijevao razinu sveučilišnoga poslijediplomskog doktorskog studija. Na svojem prvom poslu još uvijek radi 36% anketiranih, dok je njih 49% napustilo organizaciju svojega prvog zaposlenja (zbog pronalaska drugog posla, isteka ugovora, otkaza, zatvaranja organizacije, obiteljskih razloga i dr.), a 15% ih je promijenilo radno mjesto unutar iste organizacije prvog zaposlenja.

Omjer područja poslova u kojima su anketirani alumniji radili u trenutku provedbe ankete promijenio se u odnosu na podatke o njihovu prvom zaposlenju, premda se i dalje može zaključiti da studij etnologije i kulturne antropologije

obrazuje studente za širi raspon radnih mjesta i poslova. Osim što je i dalje na vrhu posao u kategoriji kustosa (17%), sada slijedi posao u kategoriji znanstveno-nastavnog rada (12%), stručnog suradnika u ustanovama (pedagog, producent, projektni menadžer i dr.; 8%), potom u kategoriji poslova u prodaji (stručnjak za prodaju i marketing, voditelj poslovnice i dr.; 7%); nastavničkih poslova (7%); voditelja, suradnika, koordinatora projekata (7%); ostalih poslova vezanih uz studij (ostali muzejski poslovi, knjižničarski poslovi, arhivisti, dokumentaristi, istraživači i analitičari, i dr.; 18%) te ostalih poslova nevezanih uz studije koje su završili (informatički, prevoditeljski, marketinški i PR, teleoperaterski i dr. poslovi; 24%). 70% anketiranih alumnijsa zaposleno je u javnom i državnom sektoru, 21% u privatnom sektoru, a 9% u neprofitnom sektoru (udruge, vjerske zajednice, političke stranke). Pritom, većinom rade 40 sati tjedno (63%), te većinom za plaću u rasponu od 5000 do 8000 kn (28% u rasponu od 6500 do 8000 kn, te 26% u rasponu od 5000 do 8000 kn). Većina (77%) nema namjeru promijeniti trenutačni posao. Za trenutačni posao koji rade, 70% anketiranih alumnijsa navelo je da im je potrebna razina sveučilišnoga diplomskog (dodiplomskog) studija, 14% za svoj posao treba razinu poslijediplomskog studija, 13% razinu sveučilišnoga preddiplomskog studija, a svega 3% navodi dostatnost razine srednjoškolskog obrazovanja. 56% anketiranih alumnijsa etnologije i kulturne antropologije za svoj trenutačni posao ističe prikladnost svršenog studija etnologije i kulturne antropologije. Anketirani alumnijsi smatraju da im je za posao koji obavljaju studij pružio većinu specifičnih vještina (istraživačke i analitičke vještine, vještine kritičkog čitanja, vještine implementacije etičkih načela struke, vještine znanstvenog i stručnog komuniciranja, interkulturne vještine). Analiza je također pokazala primjetniji nedostatak stečenih specifičnih vještina tijekom studija, u odnosu na potrebne, u području osmišljavanja, planiranja i provedbe projekata, implementacije kulturnih proizvoda te stručnog savjetovanja.

Zaključno, provedena je anketa pokazala prilično pozitivne ishode studija u smislu zaposlenosti diplomiranih studenata koji su završili studij etnologije i kulturne antropologije na Filozofskom fakultetu u Zagrebu. Premda su anketirani alumnijsi etnologije i kulturne antropologije najčešće zaposleni u području kustoskih i znanstveno-nastavnih poslova, ukupna lepeza poslova na kojima anketirani alumnijsi rade mnogo je šira, a među tim se poslovima ne može izdvojiti jedan posebno dominantan.

#### Standard zanimanja

Na osnovi analize rezultata ankete provedene među alumnijima Odsjeka za etnologiju i kulturnu antropologiju, kao i analize podataka prikupljenih iz

sekundarnih izvora o radnim mjestima i poslovima (u suradnji s Ministarstvom rada i mirovinskog sustava RH), definirano je zanimanje za koje će se izraditi standard: *istraživač – asistent u znanstvenim istraživanjima – etnolog i kulturni antropolog*. Standard zanimanja izrađivao se prema metodologiji koju je razvilo Ministarstvo rada i mirovinskog sustava, a koja uključuje Anketu o standardu zanimanja koja se provodi među (tipičnim) poslodavcima, odnosno njihovim predstavnicima, za koje se pretpostavlja da zapošljavaju odabrana zanimanja. U anketnom istraživanju dodatno se od poslodavaca tražilo vrednovanje kompetencija diplomiranih koji su studirali prema programu studija etnologije i kulturne antropologije kakav se izvodi u proteklih 10 godina. Za potrebe izrade standarda zanimanja *istraživač – asistent u znanstvenim istraživanjima – etnolog i kulturni antropolog* u anketnom je istraživanju sudjelovalo 37 predstavnika institucija iz cijele Hrvatske<sup>7</sup> koje zapošljavaju ovo zanimanje. Na osnovi rezultata ankete te provedene edukacije, stručno je povjerenstvo kroz nekoliko radionica i individualan rad pripremilo potrebnu dokumentaciju za podnošenje zahtjeva za upis predloženog standarda zanimanja u HKO, prema obrascu definiranom u *Pravilniku o Registru HKO-a*.<sup>8</sup> Stručna se povjerenstva formiraju također u skladu sa spomenutim metodološkim smjernicama Ministarstva rada i mirovinskog sustava RH. Članovi stručnog povjerenstva koje je izradilo prijedlog standarda zanimanja *istraživač – asistent u znanstvenim istraživanjima – etnolog i kulturni antropolog* bili su Marijana Belaj (voditeljica), Tomislav Pletenac i Nevena Škrbić Alempijević s Odsjeka za etnologiju i kulturnu antropologiju Filozofskog fakulteta Sveučilišta u Zagrebu, Senka Božić Vrbančić s Odjela za etnologiju i antropologiju Sveučilišta u Zadru, Valentina Gulin Zrnić s Instituta za etnologiju i folkloristiku u Zagrebu, Marina Perić Kaselj s Instituta za migracije i narodnosti u Zagrebu te Sanja Puljar D' Alessio s Odsjeka za kulturalne studije Filozofskog fakulteta Sveučilišta u Rijeci.

Analiza rezultata ankete provedene među alumnijima odsjeka uključenih u projekt, kao i podaci iz sekundarnih izvora, pokazali su i potrebu za izradom

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<sup>7</sup> Odsjek za etnologiju i kulturnu antropologiju Filozofskog fakulteta Sveučilišta u Zagrebu, Odjel za etnologiju i antropologiju Sveučilišta u Zadru, Institut za etnologiju i folkloristiku u Zagrebu, Institut za antropologiju u Zagrebu, Institut Ivo Pilar u Zagrebu, Odsjek za kulturalne studije Filozofskog fakulteta Sveučilišta u Rijeci, Odsjek za sociologiju Hrvatskoga katoličkog sveučilišta, Sveučilište Jurja Dobrile u Puli, Institut za migracije i narodnosti u Zagrebu, Hrvatska akademija znanosti i umjetnosti u Zagrebu.

<sup>8</sup> Prijedlog standarda zanimanja *istraživač – asistent u znanstvenim istraživanjima – etnolog i kulturni antropolog* dostupan je na: <http://esfeko.ffzg.unizg.hr/index.php/resultati-projekta/standardi-zanimanja-i-standardi-kvalifikacija/>.

standarda zanimanja *kustos*, u čiju se izradu također uključio Odsjek za etnologiju i kulturnu antropologiju, uz druge relevantne odsjeke, kao i relevantne institucije. Za potrebe izrade standarda zanimanja *kustos* u anketno istraživanje (predstavnik) poslodavaca koji zapošljavaju ovo zanimanje pozvano je njih nešto više od 70 iz cijele Hrvatske. Stručno povjerenstvo koje je na osnovi rezultata ankete i ostalih relevantnih podataka izradilo prijedlog standarda zanimanja *kustos*<sup>9</sup> činili su Sanja Kišiček (voditeljica) i Darko Babić s Odsjeka za informacijske i komunikacijske znanosti Filozofskog fakulteta u Zagrebu, Jacqueline Balen iz Arheološkog muzeja u Zagrebu, Marijana Belaj s Odsjeka za etnologiju i kulturnu antropologiju Filozofskog fakulteta u Zagrebu, Lada Bošnjak Velagić iz Moderne galerije u Zagrebu, Marin Ćurković iz Zavičajnog muzeja Benkovac, Davor Fulanović iz Tehničkog muzeja Nikola Tesla u Zagrebu, Jasna Galjer s Odsjeka za povijest umjetnosti Filozofskog fakulteta u Zagrebu, Željka Jelavić iz Etnografskog muzeja u Zagrebu, Rajna Šošić Klindžić s Odsjeka za arheologiju Filozofskog fakulteta u Zagrebu te Iva Validžija iz Muzejskoga dokumentacijskog centra u Zagrebu.

Oba izrađena prijedloga standarda zanimanja, kao i svi ostali prijedlozi standarda zanimanja u okviru projekta, bili su u javnim raspravama prije izrade finalnih inačica.

### Standard kvalifikacija

U narednoj dionici projekta Odsjek za etnologiju i kulturnu antropologiju pristupio je izradi standarda kvalifikacija. Standardi kvalifikacija oblikovani su prema smjernicama i predlošku HKO-a, a u formi obrazaca određenih u *Pravilniku o Registru HKO-a*. Stručna povjerenstva za izradu standarda kvalifikacija također su formirana prema uputama HKO-a. Stručno povjerenstvo (Marijana Belaj (voditeljica), Tanja Bukovčan, Sanja Potkonjak i Nevena Škrbić Alempijević s Odsjeka za etnologiju i kulturnu antropologiju Filozofskog fakulteta u Zagrebu, te Danijela Birt Katić, Senka Božić Vrbančić i Tomislav Oroz s Odjela za etnologiju i antropologiju Sveučilišta u Zadru) završilo je edukaciju o izradi standarda kvalifikacija te je na osnovi izrađenog prijedloga standarda zanimanja u prethodnoj dionici projekta, kroz nekoliko radionica i individualni rad, izradilo prijedloge dvaju standarda kvalifikacija: 1.) sveučilišni prvostupnik (baccalaureus) etnologije i kulturne antropologije / sveučilišna prvostupnica (baccalaurea) etnologije i kulturne antropologije, te 2.) magistar etnologije i kulturne antropologije /

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<sup>9</sup> Prijedlog standarda zanimanja *kustos* dostupan je na: <http://esfhko.ffzg.unizg.hr/index.php/rezultati-projekta/standardi-zanimanja-i-standardi-kvalifikacija/>.

magistra etnologije i kulturne antropologije.<sup>10</sup> Oba su prijedloga, prije no što su oblikovana u konačni dokument, upućena u javnu raspravu sa zainteresiranom javnošću i visokoškolskim ustanovama koje svojim studijskim programima nude te kvalifikacije. Pripremljeni završni prijedlozi standarda kvalifikacija opremljeni su pozitivnim mišljenjima sastavnica visokoškolskih ustanova koje izvode studijske programe za navedene kvalifikacije.

### Revizija studijskih programa

U posljednjem dijelu projekta pristupilo se reviziji preddiplomskog i diplomskog studija etnologije i kulturne antropologije u koju su bili uključeni svi nastavnici Odsjeka za etnologiju i kulturnu antropologiju. Revizija studijskih programa izravno se temeljila na rezultatima prethodno opisanih dionica, a kvaliteta izvedbe ove dionice projekta osigurana je radionicama na kojima su nastavnici Odsjeka upoznati s rezultatima istraživanja o radnim karijerama i zanimanjima alumnijsa Odsjeka, s predloženim standardom zanimanja i standardima kvalifikacija, te su educirani o primjeni kompetencijskog pristupa pri oblikovanju studijskih programa i kolegija. Edukacijske radionice (voditeljice Željka Kamenov i Vesna Vlahović Štetić) tematizirale su koncept i način izrade ishoda učenja i izračuna ECTS bodova, metode poučavanja pogodne za postizanje pojedinih ishoda učenja te praćenje i vrednovanje postignuća definiranih ishoda učenja. Kao dodatni instrument za osiguranje kvalitetne izvedbe ove dionice korištena je aplikacija za administriranje ishoda učenja i kompetencija na razini studija i pojedinih kolegija te s ECTS kalkulatorom. Osnovna namjena aplikacije jest optimizacija nastavnih programa, a osmišljena je i razvijena također u okviru ovoga projekta (autor Krešimir Pavlina, Odsjek za informacijske i komunikacijske znanosti Filozofskog fakulteta u Zagrebu).<sup>11</sup> Revizija programa odvijala se u dvama ciklusima posebnih radionica na kojima su nastavnici Odsjeka, po navedenim stečenim uvidima i spoznajama, za preddiplomski i diplomski studij etnologije i kulturne antropologije potpuno revidirali ishode učenja na razini obaju programa. Revidirani ishodi učenja obiju razina studija uključuju preformulirane i na novi način grupirane postojeće ishode te dodane nove ishode. Novi ishodi preddiplomske razine studija vezani su uz osnove kvalitativne metodologije, kulturne politike i baštinu, senzibilitet za kulturnu raznolikost i temeljna iskustva stručne prakse. Novi

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<sup>10</sup> Prijedlozi navedenih standarda kvalifikacija dostupni su na: [http://www.kvalifikacije.hr/sites/default/files/documents-publications/2017-10/IPA%20i%20ESF%20projekti\\_VO\\_razvijeni%20SZ%20i%20SK\\_s%20poveznicama\\_DEFECO\\_1.pdf](http://www.kvalifikacije.hr/sites/default/files/documents-publications/2017-10/IPA%20i%20ESF%20projekti_VO_razvijeni%20SZ%20i%20SK_s%20poveznicama_DEFECO_1.pdf)

<sup>11</sup> Više o aplikaciji na: <http://infoz.ffzg.hr/hko/>.



ishodi diplomske razine studija vezani su uz složenu kvalitativnu metodologiju i samostalno stručno djelovanje. Nastavnici Odsjeka potom su utvrdili kolegije i metode učenja najprikladnije za stjecanje potrebnih kompetencija, definirali su jezgru studija i oblikovali katalog izbornih kolegija za svaki studijski program. U revidiranim programima na obje razine promijenjen je status pojedinih kolegija iz izbornih u obvezne, uvedeni su novi kolegiji te je izmijenjen hodogram studijskih programa.<sup>12</sup> U sljedećim su koracima nastavnici izradili opise i ishode učenja u skladu s revidiranim ishodima na razini programa, revidirali su ECTS bodove prema stvarnom opterećenju studenata za svaki pojedini kolegij u okviru studijskih programa (slijedeći pritom napatke iz priručnika *Hrvatski kvalifikacijski okvir. Uvod u kvalifikacije* i pravila sadržana u *Zakonu o Hrvatskom kvalifikacijskom okviru*), te su poravnali ECTS bodove na razini programa. Na kraju su pripremili i na engleski jezik preveli konačne prijedloge preddiplomskog i diplomskog studija, spremne za postupak akreditacije u skladu s *Postupkom inicijalne akreditacije za izvođenje studijskog programa* Agencije za znanost i visoko obrazovanje RH.

Valja još istaknuti kako su u okviru projekta četiri uključena odsjeka – Odsjek za informacijske i komunikacijske znanosti (Darko Babić), Odsjek za etnologiju i kulturnu antropologiju (Marijana Belaj), Odsjek za povijest umjetnosti (Jasna Galjer) i Odsjek za arheologiju (Rajna Šošić Klindžić) – izradila koncept studijskog modula za stjecanje znanja i vještina za zanimanje *kustos* koji može poslužiti za izradu cjelovitoga studijskog programa za kvalifikaciju kustosa.

Izvedba cjelokupnog projekta, te u okviru njega revizija studijskog programa etnologije i kulturne antropologije, utemeljena je na ključnim strateškim i regulatornim dokumentima – *Strategiji studija i studiranja Sveučilišta u Zagrebu* (2014.–2025.),<sup>13</sup> *Strategiji obrazovanja, znanosti i tehnologije* (NN 124/2014),<sup>14</sup> *Zakonu o Hrvatskom kvalifikacijskom okviru* (NN 22/2013) te *Pravilniku o Registru Hrvatskog kvalifikacijskog okvira* (NN 62/2014).

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<sup>12</sup> Izvješća o reviziji preddiplomskog i diplomskog studijskog programa etnologije i kulturne antropologije dostupna su na: <http://esfhko.ffzg.unizg.hr/index.php/rezultati-projekta/novi-studijski-program/>.

<sup>13</sup> Cilj 1.1: “Temeljenje suvremenih studijskih programa na svim razinama studija na ishodima učenja i njihova usklađenost s obrazovnim potrebama studenata i potrebama tržišta rada i društva u cjelini, a u skladu s HKO-om.” Dostupno na: <http://www.unizg.hr/o-sveucilistu/dokumenti-i-javnost-informacija/dokumenti-sveucilista/strateski-dokumenti/>.

<sup>14</sup> U dijelu o visokom obrazovanju, 1. cilj, Mjera 1.1.1: “Provesti analizu studijskih programa prema sadržajima i usklađenosti ishoda učenja i kompetencija koje se njima stječu s realnim potrebama društva”. Dostupno na: [https://narodne-novine.nn.hr/clanci/sluzbeni/2014\\_10\\_124\\_2364.html](https://narodne-novine.nn.hr/clanci/sluzbeni/2014_10_124_2364.html).

## **Revision of the study programmes of Ethnology and Cultural Anthropology of the Faculty of Humanities and Social Sciences of the University of Zagreb by applying the Croatian Qualification Framework**

“An anniversary, I now know, is an opportunity not to be wasted. (...) [I]t [is] an ideal time to ask people to think together about why their work matters and how it should move forward. (...) Imbue your commemoration with the understanding that looking back can be more than mere nostalgia for the past. It can inform a whole body of work for the future.”

(Judith Rodin, the Rockefeller Foundation’s president)<sup>1</sup>

The 90th anniversary of the Department of Ethnology and Cultural Anthropology of the Faculty of Humanities and Social Sciences of the University of Zagreb is an opportunity to look at our core activities, not out of mere nostalgia, as the Rockefeller Judith Rodin Foundation President pointed out, but to look at the potentials and strategically establish the guidelines for their further development. Earlier this anniversary year, as part of the project that will be presented in this article, the Department did exactly that – we analysed the effects of our study programmes of Ethnology and Cultural Anthropology in the labour market, labour market and employer’s needs, as well as the Department’s potentials in order to revise the study programmes of ethnology and cultural anthropology, firmly based on the proposals of occupational standards<sup>2</sup> and qualification standards<sup>3</sup> and the learning outcomes arising from labour market needs.

The reform of higher education in accordance with the Bologna system has brought considerable changes to the implementation of study programmes (in Croatia since the academic year 2005/2006), but their more extensive content modernization went lacking, and the qualifications acquired through

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<sup>1</sup> <https://hbr.org/2012/11/anniversaries-are-not-to-be-wasted>.

<sup>2</sup> “Occupational standard (...) is a list of all jobs that an individual carries out in a particular occupation and a list of competencies required for their successful performance” (*Croatian Qualification Framework Act*, official gazette “Narodne novine” no. 22/13).

<sup>3</sup> “Qualification standard (...) is the content and structure of a specific qualification. It includes all the information required to determine the level, volume and profile of qualification as well as the information required to ensure and improve the quality of the qualification standard” (*Croatian Qualification Framework Act*, official gazette “Narodne novine” no. 22/13).

education did not yield expected significant positive advances in the labour market. With the objective of eliminating the observed weaknesses of the study programmes, the project “Harmonization of Social Sciences and Humanities Study Programmes with the Labour Market Needs” was carried out at the Faculty of Humanities and Social Sciences, University of Zagreb (project leader: Dragan Bagić, project code: HR.3.1.15-0008 ). The project was carried out within the framework of the program plan for quality improvement in higher education by applying the principles and guidelines of the Croatian Qualifications Framework (CROQF)<sup>4</sup> with the support of the European Union within the framework of the European Social Fund over a period of 15 months during 2015 and 2016. Seven departments of the Faculty participated in the project with the model study programmes in the field of humanities and social sciences with strong potential of being integrated into the labour market – among them, in the field of humanities, was the Department of Ethnology and Cultural Anthropology with its bachelor and master study programme of Ethnology and Cultural Anthropology (coordinator: Marijana Belaj). In accordance with the aim of the programme and the project, the objective of the Department was to define the integral qualifications standard in accordance with actual occupations and labour market needs, and to improve the existing bachelor and master programme of Ethnology and Cultural Anthropology by founding it on the learning outcomes of an appropriate level and an adjusted load on students with regards to the number of ECTS credits achieved.

Following the guidelines and methodology of the Croatian Qualifications Framework (CROQF), research of graduates’ working careers and the development of occupational standards preceded the creating of the qualification standards. The methodology for creating occupational standards was based on the Occupational Standards Survey – a standardized research tool for determining the competencies employers expect from their employees when performing a particular occupation, and which the Ministry of Labour and Pension System of the Republic of Croatia refers to in regards to creating the standards of occupation.

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<sup>4</sup> In 2008, the European Commission required the development of national qualification systems and harmonization with the *European Qualifications Framework* (EQF), and recommended that a new EQF reference on the appropriate level be included in all new qualification certificates (<https://ec.europa.eu/ploteus/content/how-does-eqf-work> ). The web page of the Croatian Qualifications Framework with all reference documents and guidelines can be found at: <http://www.kvalifikacije.hr/>.

### Labour Market Analysis

The first section of the project included an analysis of the careers of graduates of the selected study programmes. The first part of the project section involved creating a database of students who had graduated in the period from 2003 to 2014, from the study programmes included in the project, i.e. a database of alumni of ethnology and cultural anthropology.<sup>5</sup> The alumni database served as the basis for conducting a survey of the careers of graduates of the selected study programmes, and based on the research, an analysis of the characteristics of their careers, their positions in the labour market and the usual jobs and occupations the graduates of the selected study programmes were involved with was performed.

Since this research of the careers of ethnology and cultural anthropology graduates is the first study of its kind since the study programme was established at the University of Zagreb (and in Croatia in general), the results of the research will be presented in more detail. The database of the registered students of ethnology and cultural anthropology who graduated from the Faculty of Humanities and Social Sciences of the University of Zagreb from 2003 to 2014, consists of 341 students, and for the purpose of the research, 238 alumni were found and contacted. From those students, 126 responded to the survey, and 94 (39.9%)<sup>6</sup> of them filled out a questionnaire. Among them, 45.7% completed the bachelor, “pre-bologna”, study programme, and 54.3% graduated under the reformed program. The analysis also showed some interesting demographic data, such as: 83% of the survey respondents were female students, the average age of the participants was 30.9 years, and at the time of the survey (October and November 2015) they graduated almost 5 years ago and they came from all regions of Croatia (mostly from Zagreb – 62%, and the least of them were from the areas of Lika, Kordun and Banovina – 3.4%). The diploma of the double major study programme of ethnology and cultural anthropology was most commonly acquired in combination with history or information science study programme, followed by, in descending frequency, combinations with art history, pedagogy, sociology, comparative literature, Italian language and literature, anthropology, Croatian language and

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<sup>5</sup> The alumni group of the Department of Ethnology and Cultural Anthropology at the Faculty of Humanities and Social Sciences of the University of Zagreb from 2003 to 2014 included those who had graduated from the Ethnology study programme which was renamed Ethnology and Cultural Anthropology in 2004.

<sup>6</sup> 41.4% of the survey respondents filled out the questionnaire for all study programmes included in the project. In addition, the data was not doubled for students who graduated from a double major study with both study programmes included in the project.

literature or Russian language and literature. At the time of the research 83% of the surveyed alumni of ethnology and cultural anthropology had a status of being employed: 51% with an indefinite term contract, 36% with a fixed-term contract, 9% with a professional training contract, and 4% with a service contract or author's royalties contract. Upon completing their studies, 39% of the surveyed alumni performed at least one occasional part-time job (work on projects related to cultural heritage, ethnographic field research, projects of writing monographs and other texts, curator jobs, festival and exhibition organization, transcribing interviews...) and 51% of them still carry out such jobs. Of all the respondents, 26% of them were never unemployed, while the other 74% were unemployed for 18.6 months on average, which accounts for 10.8% of the time passed after graduation. 76% of the surveyed alumni of ethnology and cultural anthropology began working after graduation, 15% of them continued to work at the job they were already employed at the time of graduation, and 9% of them never found work at the time the survey was conducted (mostly recent alumni). Most of the surveyed alumni (66%) changed their place of employment, while 34% of them worked for one organization. Most of them (76%) found their first job by being informed through various channels (mostly via the internet and other media, followed by, in descending frequency, being contacted by the employer, family and relatives, self-initiated contact with the employer, people from their professional practice; teachers and employees of the faculty, friends and acquaintances, volunteering with the employer, colleagues, and other), while 24% of the surveyed alumni found their first job through the Croatian Employment Service. The respondents found their first job mostly in the field of museum activities (23%, i.e. 19% as curators or curator trainees and 4% as conservators, collection curators or guards at exhibitions). Furthermore, 15% of them found their first job in the field of teaching activities (which is not related to the study of ethnology and cultural anthropology because the study does not have a teaching programme); 8% as collaborators in institutions for cultural and educational activities; 7% as administrative staff; 6% as assistants in scientific and scientific-educational institutions and 19% in other activities related to their study (librarian, project work, archivist, documentation manager, etc.). 22% of the surveyed alumni received their first in fields unrelated to the combination of study programmes they graduated from. Surveys have also shown that the first job of the surveyed alumni (58%) mostly required a university master (or a "pre-bologna" bachelor degree) degree of education, while a bachelor level of education was sufficient for the first job of 21% of respondents; 19% had a first job for which a high school education was sufficient, and 2% had a first job that required a university postgraduate doctoral degree. 36% of respondents are still working at their first job, while 49% have left the organization of their first

employment (due to finding another job, expiring contracts, being fired, closing of the organization, family reasons, etc.) and 15% changed their job within the same organization of first employment.

The ratio of the fields of employment in which the surveyed alumni were employed at the time the survey was conducted changed with respect to the data on their first employment, although it can still be concluded that the study of ethnology and cultural anthropology educates students for a wider range of jobs and employments. Aside from the most common job being the employment as a curator (17%), the second most common job is now in the category of scientific-teaching work (12%), an expert associate in institutions (pedagogue, producer, project manager, etc., 8%), then the category of sales jobs (sales and marketing specialist, store manager, etc., 7%); teaching jobs (7%); managers, associates, project coordinators (7%); other jobs related to the study programme (other museum jobs, library jobs, archivists, documentation managers, researchers and analysts, etc., 18%) and other jobs unrelated to their study programmes (information sciences, translation, marketing and PR, telecommunications and other jobs; 24%). 70% of the surveyed alumni are employed in the public and the state sector, 21% in the private sector and 9% in the non-profit sector (associations, religious communities, political parties). Most of them work 40 hours a week (63%), and mostly for a salary in the range from 5,000 to 8,000 HRK (28% in the range from 6,500 to 8,000 HRK, and 26% in the range from 5,000 to 8,000 HRK). Most of them (77%) have no intention of changing their current job. For their current job, 70% of alumni interviewed stated that the required level of education for their current employment was a graduate university (“pre-bologna”) degree, 14% were required to have a postgraduate level degree, 13% a university bachelor degree, and only 3% stated that a high school education was sufficient. 56% of the surveyed alumni of ethnology and cultural anthropology emphasize that a completed study of ethnology and cultural anthropology was appropriate for their current job. The surveyed alumni believe that their study has provided them with most of the specific skills (research and analytical skills, critical reading skills, skills in implementing ethical principles of their profession, scientific and professional communication skills, intercultural skills) for the job they perform. The analysis also showed a noticeable lack of specific skills acquired during the study, with regards to the skills required, in the area of devising, planning and implementation of projects, implementation of cultural products and expert consulting.

In conclusion, the conducted survey showed some quite positive outcomes of the study programme in terms of employment of graduates who completed the study of ethnology and cultural anthropology at the Faculty of Humanities and Social Sciences in Zagreb. Although the surveyed alumni of ethnology and cultural

anthropology are most often employed in the field of curatorial and scientific-teaching jobs, the overall variety of jobs in which the surveyed alumni work is much wider, and none of these jobs can be considered as a particularly dominant ones.

### Occupational standards

Based on the analysis of the results obtained from a survey conducted among alumni of the Department of Ethnology and Cultural Anthropology, as well as an analysis of data collected from secondary sources regarding workplaces and jobs (in cooperation with the Ministry of Labour and Pension System of the Republic of Croatia), the occupation for which the standard *researcher - scientific research assistant - ethnologist and cultural anthropologist* will be created has been defined. The occupational standard was created according to the methodology developed by the Ministry of Labour and Pension System, which includes the Occupational Standards Survey conducted among (typical) employers, or their representatives, who are assumed to employ the selected occupations. The survey also required employers to evaluate the competences of graduates who studied according to the ethnology and cultural anthropology study programme that has been conducted over the past 10 years. For the purpose of creating the occupational standard *researcher - scientific research assistant - ethnologist and cultural anthropologist*, 37 representatives of institutions who employ this occupation from all over Croatia participated in the survey.<sup>7</sup> Based on the survey results and the conducted education, the expert committee prepared the necessary documentation for submitting the application to enter the proposed occupational standard to the CROQF by organising several workshops as well as via individual work, in accordance to the form defined in the *Ordinance on CROQF Register*.<sup>8</sup> Expert committees are also formed in accordance with the mentioned methodological

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<sup>7</sup> Department of Ethnology and Cultural Anthropology at the Faculty of Humanities and Social Sciences of the University of Zagreb, Department of Ethnology and Anthropology of the University of Zadar, Institute of Ethnology and Folklore Research in Zagreb, Institute of Anthropology in Zagreb, Institute Ivo Pilar in Zagreb, Department of Cultural Studies at the Faculty of Humanities and Social Sciences of the University of Rijeka, Department of Sociology of the Catholic University of Croatia, Juraj Dobrila University of Pula, Institute for Migration and Ethnic Studies in Zagreb.

<sup>8</sup> The proposal of the occupational standard *researcher - scientific research assistant - ethnologist and cultural anthropologist* is available at: <http://esfhko.ffzg.unizg.hr/index.php/rezultati-projekta/standardi-zanimanja-i-standardi-kvalifikacija/>.

guidelines of the Ministry of Labour and Pension System of the Republic of Croatia. The members of the expert committee which drafted the proposal of the occupational standard *researcher - scientific research assistant - ethnologist and cultural anthropologist* were the following: Marijana Belaj (chair), Tomislav Pletenac and Nevena Škrbić Alempijević from the Department of Ethnology and Cultural Anthropology at the Faculty of Humanities and Social Sciences of the University of Zagreb, Senka Božić Vrbančić from the Department of Ethnology and Anthropology of the University of Zadar, Valentina Gulin Zrnić from the Institute of Ethnology and Folklore Research in Zagreb, Marina Perić Kaselj from the Institute for Migration and Ethnic Studies in Zagreb and Sanja Puljar D'Alessio from the Department of Cultural Studies at the Faculty of Humanities and Social Sciences of the University of Rijeka.

The analysis of the results of the survey conducted among the alumni of the departments involved in the project, as well as the data obtained from secondary sources, showed the need for the creation of the occupational standard *curator*, to which the Department of Ethnology and Cultural Anthropology also contributed, along with other relevant departments and institutions. For the purpose of creating the occupational standard *curator*, more than 70 employers employing this profession from across Croatia were asked to participate in the survey. The expert committee which, based on the results of the survey and other relevant data, prepared a proposal for the occupational standard *curator*<sup>9</sup> was comprised of: Sanja Kišiček (chair) and Darko Babić from the Department of Information and Communication Sciences of the Faculty of Humanities and Social Sciences in Zagreb, Jacqueline Balen from the Archaeological Museum in Zagreb, Marijana Belaj from the Department of Ethnology and Cultural Anthropology of the Faculty of Humanities and Social Sciences of Zagreb, Lada Bošnjak Velagić from the Modern Gallery in Zagreb, Marin Čurković from the Regional Museum in Benkovac, Davor Fulanović from the Technical Museum Nikola Tesla in Zagreb, Jasna Galjer from the Art History Department of the Faculty of Humanities and Social Sciences in Zagreb, Željka Jelavić from the Ethnographic Museum in Zagreb, Rajna Šošić Klindžić from the Department of Archeology of the Faculty of Humanities and Social Sciences in Zagreb, and Iva Validžija from the Museum Documentation Centre in Zagreb.

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<sup>9</sup> The proposal of the occupational standard *curator* is available at: <http://esfhko.ffzg.unizg.hr/index.php/rezultati-projekta/standardi-zanimanja-i-standardi-kvalifikacija/>.



Both proposals of the occupational standards, as well as all other proposals of the occupational standards in the project, were part of public discussions before the final versions were drafted.

### Qualification standards

In the next section of the project, the Department of Ethnology and Cultural Anthropology developed the qualification standards. The qualification standards are designed according to the CROQF guidelines and template, and according to the forms determined in the *Ordinance on CROQF Register*. The expert committees for the development of the qualification standards were also formed according to the instructions of the CROQF. The expert committee (Marijana Belaj (chair), Tanja Bukovčan, Sanja Potkonjak and Nevena Škrbić Alempijević from the Department of Ethnology and Cultural Anthropology of the Faculty of Humanities and Social Sciences in Zagreb and Danijela Birt Katić, Senka Božić Vrbanić and Tomislav Oroz from the Department of Ethnology and Anthropology of the University of Zadar) has completed the education on developing the qualification standards and has, based on the completed proposal for the standards from the previous section of the project, by organising several workshops and via individual work, prepared the proposals for two qualification standards: 1) University Bachelor (baccalaureus) in Ethnology and Cultural Anthropology, and 2) Master in Ethnology and Cultural Anthropology.<sup>10</sup> Both proposals, before they were finalised, were presented for public discussions with the interested public and higher education institutions which offer these qualifications in their study programmes. The final qualification standards received positive opinions from the faculties of the higher education institutions that conduct study programmes for the above mentioned qualifications.

### Review of study programmes

In the last section of the project, a review of the bachelor and master study programme of Ethnology and Cultural Anthropology was carried out, involving all the teaching staff of the Department of Ethnology and Cultural Anthropology. The review of the study programmes was based directly on the results of the sections described above, and the quality of the performance of this section of the project was ensured by the workshops in which the teaching staff of the Department were

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<sup>10</sup> Proposals for the qualification standards are available at: [http://www.kvalifikacije.hr/sites/default/files/documents-publications/2017-10/IPA%20i%20ESF%20projekti\\_VO\\_razvijeni%20SZ%20i%20SK\\_s%20poveznicama\\_DEFECO\\_1.pdf](http://www.kvalifikacije.hr/sites/default/files/documents-publications/2017-10/IPA%20i%20ESF%20projekti_VO_razvijeni%20SZ%20i%20SK_s%20poveznicama_DEFECO_1.pdf)

shown the results of the research regarding the careers and occupations of the Department alumni, with the proposed occupational standard and qualification standards, and they were educated on how to apply a competency approach when designing study programmes and courses. The educational workshops (lead by Željka Kamenov and Vesna Vlahović Štetić) focused on the concept and methods for creating learning outcomes and calculating the ECTS credits, teaching methods suitable for achieving individual learning outcomes and tracking and evaluating the progress of the defined learning outcomes. As an additional instrument to ensure the quality performance of this section, an application for the administration of the learning outcomes and competences at the level of the programme and individual courses which included an ECTS calculator was used. The main purpose of the application is the optimization of the curriculum, and it was designed and developed in this project (author Krešimir Pavlina, Department of Information and Communication Sciences of the Faculty of Humanities and Social Sciences in Zagreb).<sup>11</sup> The review of the programme took place in two cycles of special workshops in which the teaching staff of the Department, based on the aforementioned insights and knowledge, completely revised the learning outcomes for both the bachelor and master study programme of ethnology and cultural anthropology. The revised learning outcomes of both programme levels of study include re-established learning outcomes grouped in a new way and additional learning outcomes. The new outcomes of the bachelor programme are related to the basics of qualitative methodology, cultural policy and heritage, sensibility for cultural diversity and basic experiences from expert practice. The new outcomes of the master programme are related to complex qualitative methodology and independent expert activity. The teaching staff of the Department then identified the courses and study methods most appropriate for acquiring the necessary competences, defined the core of the study programme and formed a catalogue of elective courses for each study programme. The status of individual courses was changed from elective to mandatory in the revised programmes at both levels, new courses were introduced and the course of the study programmes was altered.<sup>12</sup> Afterwards, the teaching staff prepared the descriptions and learning outcomes in accordance with the revised outcomes at the programme level, they revised the ECTS credits according to the actual load on students for each individual course within the study programme (following the guidelines from the

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<sup>11</sup> More information about the application: <http://infoz.ffzg.hr/hko/>.

<sup>12</sup> Reports on the review of the bachelor and master study programmes of ethnology and cultural anthropology are available at: <http://esfhko.ffzg.unizg.hr/index.php/rezultati-projekta/novi-studijski-program/>.

*Croatian Qualifications Framework. Introduction to Qualifications* and the rules included in the *Croatian Qualifications Framework Act*), and balanced the ECTS credits at the programme level. Finally, they prepared and translated into English the final proposals for the bachelor and master study programmes, ready for the accreditation process in accordance with the *Initial Accreditation Process for Carrying Out a Study Programme* of the Agency for Science and Higher Education of the Republic of Croatia.

It is worth mentioning that during the project the four departments that were involved in it, the Department of Information and Communication Sciences (Darko Babić), the Department of Ethnology and Cultural Anthropology (Marijana Belaj), the Art History Department (Jasna Galjer) and Department of Archeology (Rajna Šošić Klindžić) developed a concept study module for acquiring the knowledge and skills for the occupation *curator* who can be used for development of a comprehensive study programme for the qualification of curators.

The implementation of the entire project, including the review of the study programme of ethnology and cultural anthropology, is based on the key strategic and regulatory documents – *Strategija studija i studiranja Sveučilišta u Zagrebu* (2014. – 2025.) (*Strategy for studies and studying of the University of Zagreb (2014 - 2025)*),<sup>13</sup> *Strategija obrazovanja, znanosti i tehnologije* (*Strategy of education, science and technology*) (official gazette “Narodne novine” no. 124/2014),<sup>14</sup> *Zakon o Hrvatskom kvalifikacijskom okviru* (*Croatian Qualifications Framework Act*) (official gazette “Narodne novine” no. 22/2013) and *Pravilnik o Registru Hrvatskog kvalifikacijskog okvira* (*Ordinance on Croatian Qualifications Framework Register*) (official gazette “Narodne novine” no. 62/2014).

Marijana Belaj

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<sup>13</sup> Goal 1.1: “Basing the contemporary study programmes at all levels of study on the learning outcomes and ensuring their compliance with the students’ educational needs as well as the needs of the labour market and society as a whole, in accordance with the CROQF.” Available at: <http://www.unizg.hr/o-sveucilistu/dokumenti-i-javnost-informacija/dokumenti-sveucilista/strateski-dokumenti/>.

<sup>14</sup> In the section on higher education, Goal 1, Measure 1.1.1: “Carry out an analysis of the study programmes according to the contents and compliance of the learning outcomes and competences acquired from them in relation with the real needs of society”. Available at: [https://narodne-novine.nn.hr/clanci/sluzbeni/2014\\_10\\_124\\_2364.html](https://narodne-novine.nn.hr/clanci/sluzbeni/2014_10_124_2364.html).