

ACTION PLAN FOR THE DEVELOPMENT PLAN OF THE INSTITUTE OF THEOLOGY OF TI

1. FIELDS OF ACTIVITY

1.1 DEGREE STUDIES AND RESEARCH (implementing unit: Faculty of Theology)

Objective	Activity	Result
<p>1.1.1 After re-evaluation the Faculty of Theology shall have the right to organise degree studies in the Theology curriculum group at the levels of higher professional education and master's studies.</p>	<p>Preparations for re-evaluation in spring 2014.</p>	<p>As a result of re-evaluation the Institute of Theology shall be conferred a permanent right to provide degree studies in the Theology Curriculum Group at the levels of higher professional education and master's studies. The Institute of Theology has 1 curriculum providing degree studies and 2 curricula providing master's studies.</p>
<p>1.1.2 The principles of degree studies curricula development and guidelines for ensuring the quality shall have been improved.</p>	<p>Faculty members and administrative personnel are involved in curriculum development process and they deal daily with quality assurance activities.</p>	<p>Faculty members and administrative staff concerned with development of curricula are familiar with the principles of curriculum development and its latest trends. Responsible persons have participated in information days and appropriate trainings organized by the Institute and other institutions dealing with the development of higher education.</p>
	<p>Collecting feedback about the learning process.</p>	<p>At the end of each of the course and each academic year, 60% of students fill out the feedback form.</p>

	Analysis and improvement of curriculum and study process.	Based on the needs of the labour market and the feedback of the learning process there has been carried out an analysis of curriculum and study process and agreed upon actions to improve the situation.
1.1.3 The practice model for degree studies curricula shall have been elaborated and shall work in cooperation with the Pastoral Seminary and contractual practice bases.	Creating contractual relations with partner organizations.	In cooperation with the EELC Consistory and various partner organizations the practice places are guaranteed. The trainee supervising and mentoring have improved.
1.1.4 Curricula are supporting ecumenical cooperation, student's spiritual growth and option to choose church service as a future work in order to serve the society better according to the needs of the labour market.	Organizing student conferences	1 conference every year in April, combined with the seminar of final papers.
	Creating closer connection between liturgical life and study process.	Participation in the preparation and conduct of church service and midday prayer services in the frames of Liturgy module.
	Student research recognition.	On the bases of defence results certificates of honour have been issued once a year.
	Analysing the feasibility and necessity of specialisation in the following fields: Religious Pedagogy, Diakonia and Pastoral Care and Counselling.	Specialisation in Religious Pedagogy and Diakonia are taken out of MA of Theology planning.
		An analysis has been performed to find out the necessity and possibility of specialization in Religious Pedagogy, Diakonia and Pastoral Care and Counselling in MA curriculum.

	Based on the results of the analysis the MA curriculum will be developed.	MA curricula meet the needs of the labour market.
	Negotiations with the aim of including specialization in Orthodoxy to the PHE curriculum of Theology.	The PHE curriculum of Theology includes specialization in Orthodoxy.
1.1.5 The Institute in cooperation with the international partners shall have tried to find possibilities to open the master studies	Opening of negotiations with partners in the Baltic countries, Russia and other countries to open MA studies in Theology in the	2015/2016: during the academic year financial feasibility studies shall have been carried out and partners found. By spring 2017 teaching staff shall be assembled and curriculum put
1.1.6 The priority research areas of the Church shall be developed.	Research development in the priority areas of research (Biblical Studies, Social Sciences, and Ecumenics) in cooperation with partners for research funding.	Ends the present ETF research grant, and the grant report will be written, and a publication will have been issued in the series of the Institute Proceedings.
		There shall have been obtained 1 new research grant.
	Organising international scientific conferences in the priority areas of research.	The scientific conference "The Institute of Theology 70" shall have taken place.
		The conference "Reformation 500" shall have taken place.
	Organising conferences in different areas of research inside Estonia.	1-2 conferences per year, one of them in the field of Biblical Sciences.
	Increasing the number of scientific articles written by the permanent faculty members of Theology and having them published in international peer-reviewed scientific journals.	There is to be published at least one scientific article per year and made at least one presentation in an international scientific conference per year.

	Development and implementation of the principles of awarding the certificates of honour to the academic staff in accordance with the published scientific works.	Bestowing of one Science Award every year.
1.1.7 More different methods (e.g. e-studies) shall have been implemented	Updating e-learning environment.	The Moodle environment is still in use, with its modernized opportunities. Further e-learning opportunities are analysed on an ongoing basis.
	Teacher training courses for academic staff.	There has taken place one e-learning course per year.
	Creating e-courses to support degree studies.	At least 75% of the courses are supported by the Moodle environment.
	Organising courses for new undergraduate and graduate students about how to request for information, to use bibliographic description and to use the e-learning environment.	Every September an appropriate course is organized for new students.
1.1.8 Students shall participate actively in the International Mobility action.	Arranging and counselling of educational scholarship and international study experience opportunities.	Each spring DoRa and Erasmus information days have taken place.
	The information is provided in the spring semester by introducing DoRa and Erasmus programs.	5% of the students participates in the International Mobility action.

1.1.9 The series of the Institute Proceedings and publishing of educational literature shall be developed.	Improvement of the quality of the series of the Institute Proceedings.	ETF grant summarizing collection No XXII; collection of articles on the Reformation 500, No XXIII.
	Preparing new text books.	Published: The Lutheran Confessions (No 11); Philosophy of Russian Religion (No 12); Textbook on General Philosophy of Religion (No 13); Collection of study texts (No 14).
	Reprint of Pastoral Care and Counselling textbook.	Correction of the manuscript of 1 st print and publishing 2 nd print.
1.1.10 The structure of the curriculum is taking into account the needs of the target group and extra activities support the students' professional development.	Developing various flexible and modern forms of training to enable studying while working.	Implementation of flexible and modern forms of studies. The form, number of courses and timetable of study sessions have been optimized according to the needs of students who also work.
	In cooperation with partners gathering of information about offered professional jobs and opportunities for acquiring professional experience	The Career Service is active and has an overview of professional jobs in Estonia and of opportunities for acquiring professional experience offered by foreign partners.
	Increasing the financial support possibilities of Evald Saag Endowment Fund	Support Foundation offers at least 4 scholarships to students and at least one scholarship to the academic staff per year.

1.1.11 The Faculty of Theology shall have an effective research development strategy.	Elaborating research development strategy. All chair holders and program managers are actively involved in research development strategy. More emphasis than ever is laid on interdisciplinary research work and practical implementation of results.	Research development strategy is ready.
	Motivate academic staff to participate in the international networks with a view to deepening cooperation in the field of scientific partnership: part of research development strategy.	Academic staff participates more actively in international cooperation.

1.2 VOCATIONAL STUDIES (implementing units: Pastoral Seminary and the Church Music Department)

Objective	Activity	Result
1.2.1 More priests and deacons shall be prepared according to the church needs.	Mapping the need of professional training for professional church work.	In cooperation with the EELC Consistory the training needs analysis has been completed.
	Paying more attention to the preparation of supervised practice of clergy.	The candidates of ecclesiastical profession have passed supervised church practice before graduating from Pastoral Seminary and they are able to cope with the tasks of the clergy in the serving environment.
	Increasing church work experience for those who wish to become a priest or a deacon.	Due to cooperation between the Faculty of Theology of the Institute of Theology, Faculty of Theology of the University of Tartu, the EELC Consistory and Pastoral Seminary the church work experience of students has increased.

1.2.2 The places for practice shall be guaranteed in cooperation with the EELC Consistory.	Negotiating and concluding agreements.	Agreements for practice are concluded as needed in cooperation with Consistory, church practice congregations, the priest candidate and Pastoral Seminary.
1.2.3 The professional supervising and mentoring of the future priests and deacons shall be practical and	Improvement of training of mentors and supervisors.	Twice a year learning days are organised for mentors and supervisors.
1.2.4 The professional studies for the clerics shall be guaranteed and they are sustainable.	More effective introduction of the profession of priest to the wider public.	Twice a year, in collaboration with the EELC Consistory, congregations, Pastoral Seminary and higher theological professional education offering institutions, there are organised activities to introduce the profession of clergy.
1.2.5 The training of the church musicians shall be provided continuously.	Mapping professional study sustainability and financing possibilities for C and D category church musicians.	Completed education funding scheme.
1.2.6 The content of training of the church musicians shall meet better the needs of the church.	Mapping the need for training church musicians.	In cooperation with the Church Music Union there has been completed analysis for training needs.
1.2.7 In cooperation with the churches practice places shall be guaranteed to all students who are trained to	Negotiations with congregations.	All participants in the church music training courses have completed the practice.
1.2.8 Lifelong learning in the field of church music shall be flexible and accessible to different target groups.	Making the field of church music popular, organising courses and lectures.	Doors open days once a year. Every year the summer session of the Church Music Department takes place in a different deanery.

1.3 LIFELONG LEARNING (implementing units: Department of Continuing Education and Church M

Objective	Activity	Result
1.3.1 EELC shall possess an effective and field-based comprehensive training system for the clergy, church	Creating the EELC training calendar in an electronic environment and preparing the planning for a year.	Efficient EELC training calendar.

workers and volunteers, coordinated by the Institute.	The Council of the Continuing Education Department will provide input for the organization of in-service training.	In-service training is systematic and coordinated.
1.3.2 In performing lifelong education there shall be a close cooperation between the sectors of degree studies, professional education and continuing education.	Based on the existing degree study curricula the development of in-service training courses for various target groups in society.	During the period of the development plan there will take place at least 10 relevant courses (à 2-3 ECP). Every second year there takes place a Pastoral Care and Counselling basic course (volume 30 ECT).
	Offering continuing education courses according to the professional themes.	At least one course per year.
	Based on the existing training programs the development of church music in-service training courses for various target groups.	Two courses per year.
	Organising continuous training courses for church musicians, clergy and other church workers in cooperation with other academic institutions in Estonia and abroad (Tallinn Music School named by Georg Ots, the Estonian Academy of Music, Viljandi Culture College of the University of Tartu).	1 course per year.
1.3.3 The number of the topics in the adult education and continuing education as well as the target group in the society shall have been expanded.	Organising continuous education courses for teachers in humanities, social sciences and class based on the new national curriculum subjects.	At least one course per year.
	Organising courses and lectures that popularise the field.	Doors open day once a year and 4 times per year open lectures.

	Creating the demanded courses for deaneries and congregations.	There have been developed the curricula of work with children and basic course of diakonia. Needs for other similar courses have been mapped.
1.3.4 The Department of Lifelong Learning shall offer the service of supervision to the clergy, church workers and pastoral carers and counsellors.	Mapping the need for supervision.	Group supervision has been carried out at least for one group for four days a year and individual supervision at least for five people in a year.
1.3.5 In adult education different methods and flexible forms of learning shall be applied in order to make the courses accessible to the widest possible audiences.	Preparation and marketing of e-learning-based pilot courses in adult education.	At least one training course per year.
	Trainings for the academic staff in the field of lifelong learning, teaching methods and different learning environments.	In collaboration with Baltic Methodist Theological Seminary and Union of Free Evangelical and Baptist Churches of Estonia Theological Seminary 1 training course takes place annually.
1.3.6 Adult-oriented Bible study shall take place in cooperation with the Mission Centre of the EELC.	Mapping the needs and opportunities to organise the Bible Study courses; curriculum planning.	The needs of the target group of the Bible study have been mapped, a suitable form for organizing the Bible study and the necessary resources have been found, the curriculum has been composed.
	Delivering the pilot course in Bible Study.	The pilot course in Bible Study has been carried out, and there have been elaborated the principles for how to continue organising this type of courses.
1.3.7 Regular training for preachers shall be carried out.	Planning and training specialty courses for preachers.	The curriculum for preacher training is composed, the training is carried out every 2 or 3 years, and the training course results in at least 5 new certified preachers.

2. PARTNERSHIP COOPERATION

Objective	Activity	Result
<p>2.1 The Faculty of Theology shall participate more effectively in international cooperation networks for the development of teaching and research.</p>	<p>Analysis of the various cooperative networks based on the needs and specifics of the Institute.</p>	<p>Cooperation takes place with the following networks: 1) Nordic Network for the Study of the Religious Roots of Europe; 2) British New Testament Society; 3) Suomen Eksegeettinen Seura.</p>
	<p>Mapping of opportunities for international cooperation in the field of lifelong learning.</p>	<p>Possible international cooperation networks are mapped.</p>
<p>2.2 Contracts with the practice bases shall have been concluded and Mentoring shall have been systematically developed.</p>	<p>Negotiations with practice bases and training of mentors.</p>	<p>To ensure all students an opportunity for completing practice of quality, agreements have been concluded with the practice bases.</p>
		<p>15 mentors have been trained.</p>
<p>2.3 There shall be an efficient cooperation with other theological institutions for developing the higher education curricula for Estonian Institutions of Higher Professional Education and for planning and conducting the continuing training of the clergy and church workers.</p>	<p>The possibilities to provide together elective courses for higher professional education students are analysed, the information on continuous study courses is exchanged, and, if possible, ecumenical training courses are organized with different denominations and</p>	<p>The possibilities to provide together elective courses for higher professional education students have been analysed.</p>
		<p>The information on continuous study courses has been exchanged and at least two courses shall have been organised together for the ecumenical target group during the given period.</p>
<p>2.4 The Institute shall have started cooperating with international ecclesiastical universities and training centres.</p>	<p>The possibilities for cooperation with international ecclesiastical higher educational institutions and training centres are mapped, and cooperation opportunities are found.</p>	<p>The possibilities for cooperation with international ecclesiastical higher educational institutions and training centres have been mapped and at least one cooperation project has been launched.</p>
<p>2.5 The Institute shall have joined the Council of Rectors of the Institutions of Higher Professional</p>	<p>Negotiations with the Council of Rectors of the Institutions of Higher Professional Education and</p>	<p>The Institute has joined the Declaration of the development of the system of quality assurance in higher professional education.</p>

Education; therefore the declarations and agreements of the organization concern also the Institute.	activities to fulfil the prerequisites of accession.	The Institute has joined the agreement of best practices in internationalization of Estonian higher education.
		The Institute is a member of the Council of Rectors of the Institutions of Higher Professional Education.
2.6 The Institute shall possess an effective network of strategic partners for developing its main activities.	Promoting cooperation with strategic partners named in the development program to ensure the sustainability of the Institute.	Cooperation agreements will be realized and the need to amend them is evaluated on an ongoing basis.

3. ORGANISATION AND MANAGEMENT

Objective	Activity	Result
3.1 The structure of the Institute shall be flexible and supports the development of the organisation.	Permanent analysis of the effectiveness and flexibility of the structure.	The structure corresponds to our needs and ensures the sustainability of the Institute.
3.2 Extension of the activities of the Institute in Tartu with the help of TAT IT.	Extending learning opportunities and creating a well-functioning workflow between Tallinn and Tartu.	The operating model of the institution after merging IT and Tartu Academy of Theology has been established and it is effective.
		Higher Theological Professional Education Curriculum allows to specialize in Pastoral Care and Counselling, the main studies take place in Tartu.
		A strong network of practice bases has been developed, providing students who study Pastoral Care and Counselling an excellent possibility for performing the practice.
3.3 The Institute shall have implemented internal quality assurance guidelines.	Staff development interviews are held while composing annual action program.	Every academic staff member has been called to a staff development interview.

	Developing of the Institute staff motivation system.	Specific measures have been developed to motivate the staff.
3.4 The Institute shall have obtained institutional accreditation in 2016.	In daily work the development program is followed, and the implementation process of the development program is analysed on a regular basis.	The objectives determined in the development program and activities listed in the action program have been realized.

4. RESOURCES

4.1. HUMAN RESOURCES

Objective	Activity	Result
4.1.1 The staff of the Institute is to be church-oriented, highly qualified and motivated, and the future generation shall be guaranteed.	Determining that candidate's ecclesial relationship is important and presuming as well high professional qualification.	All staff of the Institute is church-oriented and highly qualified.
	Develop the ability of faculty members to give lectures in at least one foreign language.	The financial resources for professional development of teaching staff are guaranteed and language courses are arranged if necessary.
	Increasing the payroll of the academic staff.	Salaries will increase by 10% annually.
	Supporting the next generation of academic staff.	The Evald Saag Endowment Fund has allocated one scholarship per year to support scientific research. At least one of the lecturers shall have been paid an academic leave for 3-6 months per year for the purpose of research.
4.1.2 Academic positions shall have been completed on the basis of the needs and the academic staff shall be elected in regular elections.	Current evaluation of the necessity to fulfill the academic positions.	Elections for completing the academic positions are carried out as needed.

4.2 MATERIAL RESOURCES

Objective	Activity	Result
<p>4.2.1 The learning environment in the Institute shall be student-centred and modern.</p>	<p>Modernization and development of the educational building.</p>	<p>The study building is regularly redecorated.</p>
		<p>A building permission is obtained for construction of the extension to the building.</p>
		<p>Finding out the financing possibilities for the construction of the extension to the building and starting with the preparations for the construction work.</p>
	<p>Renewal of technical equipment in classrooms and working places.</p>	<p>E-learning video conferencing system is set up both in Tallinn and Tartu study buildings.</p>
		<p>Technical equipment for faculty members and the staff are</p>
		<p>Technical equipment in the auditoriums is updated when necessary.</p>
		<p>Software is purchased for the analysis of the sociological research.</p>
<p>Computer class updating.</p>		
<p>4.2.2 The Institute is developing the library in cooperation with the EELC Consistory, particularly with regard to the needs of the students, faculty members and researchers of the Institute but also serving other readers.</p>	<p>Continuous enrichment of the Library with nowadays theological literature, and after-gathering of textbooks. Acquisition of the English-language literature.</p>	<p>Main textbooks and nowadays theological literature is in students' disposition.</p>
	<p>Finishing the development of the inherited manuscript archives of the Institute by describing all manuscripts and identifying possible authorship.</p>	<p>Manuscripts archives are finally arranged.</p>

	Finishing arrangement of scientific literature.	Collection of scientific literature is arranged.
	Arrangement of repository of the library and Bible collections in the hall (phase 2), giving descriptions (phase 3) and finding assistance for this work.	Bible collections are arranged and described.
	Arranging the collections of periodicals in the library (phase 2), stock control.	Collection of periodicals has been revised, older and some donated periodicals have been deposited from the hall to the repository. Unnecessary periodicals have been transferred to other libraries, some of them to the Consistory archives. Some of the periodicals have been given to the paper recycling system.
4.2.3 The library of the Institute shall be the regional centre of counselling, where also theology-related information is to be provided.	Possibilities to modernise the library information systems are explored.	Consultations with specialists on the transition to the integrated library system.
	Development of the Library link on the new homepage of the Institute.	Library website contains far more information (catalogues, texts, links, advice for searching information).
	Development of the digital repository of the library in cooperation with the Faculty of Theology.	Consultations with IT specialists have resulted in discovering solutions for development of digital repository.
	Essential improvement of student information literacy.	The number of hours of teaching how to find information has been increased and the obtained knowledge and skills are checked. Individual trainings have been carried out if necessary.
	Adding titles of the books in public use to the book inventory on the homepage.	The list is updated at least twice a year.

	On the homepage the book inventory (catalogue) is to be provided with a user guide, presentation of the classification system and a revised keywords system.	Homepage or Moodle contains the presentation of the classification system and a catalogue extract of the user guide.
		Keywords are revised and added, if necessary.
	Sheet music catalogue entries posted on the web.	Sheet music catalogue entries have been posted on the web as any other entry.
	Lists of periodicals posted on the web.	On the web there is a comprehensive list of the periodicals in the library of the Institute.
4.2.4 New rooms shall have been found in Tartu for TAT IT to continue its activities.	Rental of new premises or finding possibilities to buy new rooms for TAT IT.	TAT IT is situated in new rooms.

4.3 FINANCIAL RESOURCES

Objective	Activity	Result
4.3.1 The support of the EELC as the owner of the Institute shall have increased in developing the training activities.	Closer cooperation between the owner and the school.	The owner's financial support to the Institute's budget would increase 10-15% per year.
4.3.2 Support for the NPO Tartu Academy of Theology shall be stable and increases from year to year.	The activities of the NPO Tartu Academy of Theology are first and foremost aimed to guarantee the sustainability of the TAT IT and also IT as a whole institution.	The NPO Tartu Academy of Theology contributes to the IT budget increasingly 10-15% per year.
4.3.3 The Institute shall have an effective strategy for student recruitment.	More effective spreading of information within the Institute and with stakeholders, and in the congregations there should be more active promotion of ecclesiastical education and of opportunities to become an adherent.	Student recruitment strategy has been worked out.
		The Institute's advertisements are seen and heard in the media, churches, church events, schools, etc.
		Homepage is modern and actual.
		The Institute has its account in Facebook, Twitter, etc.

		<p>Students and alumni are involved into recruiting new students through their personal social networks.</p> <p>The Institute's newsletter is regularly sent to the alumni.</p> <p>The number of enrollments to PHE has increased 20% in 2014 and another 20% in 2015.</p> <p>The number of enrollments to MA Studies has increased 10% in 2014 and another 10% in 2015.</p>
<p>4.3.4 The rent revenues of the school building shall have increased and offer additional economic value.</p>	<p>Modernization and development of the conference services.</p>	<p>Existing opportunities are used to advertise the offered services and new outcomes have been found.</p> <p>Furniture and kitchen equipment have been renewed.</p> <p>Permission for catering has been applied for.</p>
	<p>Development of providing accomodation services.</p>	<p>More effective advertising of accomodation services.</p>
<p>4.3.5 The Institute shall have an effective circle of adherents.</p>	<p>Searching for additional contributors for the Institute.</p>	<p>Each year 10 people or organisations join the circle of adherents of the Institute, and altogether they donate to the Institute 10000 euros per year.</p>
<p>4.3.6 Project work performance shall have increased in order to get additional support from various funds and sources for the development of core activities.</p>	<p>Finding the possibilities for project-funding opportunities and analysing their applicability.</p>	<p>Project resources cover at least 7% of the annual budget of the Institute.</p>

4.3.7 The Institute shall have an organizational business plan for various activities, accompanied by market research and marketing plan.	Establishing the Institute's business plan and making financial planning more efficient.	The business plan has been established.
4.3.8 There shall be created a fund for development of the Institute and its resources shall be used for important projects as the Institute's own contribution.	Creation of a fund for development of the Institute.	A fund for development of the Institute has been created.

Abbreviations:

The Institute – The Institute of Theology of the Estonian Evangelical Lutheran Church

TAT IT – Tartu Academy of Theology of the Institute of Theology of the Estonian Evangelical Luthera

EELC – Estonian Evangelical Lutheran Church

NPO Tartu Academy of Theology – Non-Profit Organisation Tartu Academy of Theology

PHE – professional higher education

MA – master's studies

LOGY OF THE EELC 2014–2017

Planned period of execution or finishing time	Funding	Situation by the end 2014
spring 2014	Current budget	Action has been taken and the result achieved. The Government Regulation from 8 August 2014 granted the Institute the right to provide studies in the Theology Curriculum Group for an unlimited period.
Permanent	Current budget	Curricula development principles have been agreed and corresponding document is finalized. In collaboration there has been developed Orthodox theology as minor speciality next to PHE Theology curriculum.
End of each academic year	Current budget	The result has not been achieved, because feedback is provided by 45% students, but by better implementation of the Study Information System steps are taken in this direction. The objective is to achieve this result in 2016. The result has not been achieved.

End of each academic year	Current budget	1. It has been decided to take out the specialties of diakonia and religious teaching from the MA curriculum, and to create a curriculum for Diakonia and Pastoral Care and Counselling by the spring of 2015. 2. Orthodox Theology specialty has been added to the curriculum of
2014; permanent development takes place	Current budget	The number of contractual practice bases is sufficient to guarantee that all specialties include practical work experience in accordance with learning outcomes.
2014-2017	Current budget	A student conference took place in April 2014.
Permanent	Current budget	There is held a common church service at every study session and a midday prayer service daily.
Every year in June	Current budget and Evald Saag Endowment Fund	Action has not been taken and the result is not achieved.
31.12.14	Current budget	Action has been taken and the result achieved.
30.06.15	Current budget	1. There has been find out a possibility and necessity for a joint minor speciality of Diakonia and Pastoral Care and Counselling in the Institute, and a working group called together especially for this purpose is elaborating its curriculum. 2. There has been carried out an analysis of state policy of teaching religion and of the same activities at the University of Tartu, and concluded that restarting the Religious Pedagogy curriculum in the Institute is not practical.

Permanent	Current budget	Development of curricula takes places continuously and the results for 2014 have been achieved.
2015	Current budget and the Estonian Apostolic Orthodox Church	Action has been taken and the result achieved by June 2014.
2015-2017	Current budget, partners	
2014-2015	Current budget, ETF grants, sponsoring of projects	ETF grant 8665 was successfully completed in by the end 2014. The report will be compiled and the publications issued in the first half of 2015.
2016		Under application is the research grant "500 years of the Reformation" for 2016/2017 from the Lutheran World Federation in the German National Committee.
2016	Sponsoring of projects, Erasmus program	Preparatory activities have been performed.
2017		Preparatory activities have been performed.
2014-2017	Sponsoring of projects, Grant nr 8665 used for the conference in	In October 10, 2014 there was a conference „Early Christianity in its Surrounding Social Contexts“.
2014-2017	Current budget; Grant number 8665	Action has been taken and the result achieved (more information in ETIS).

2014-2017	Evald Saag Endowment Fund	Action has not been taken and the result is not achieved. Postponed to 2015.
Permanent	Current budget	Updated Moodle system has been introduced.
2014-2017	Current budget	Action has not been taken and the result is not achieved.
2015	Current budget	
2014-2017	Current budget	Action has been taken and the result achieved.
2014-2017	Current budget	Action has been taken and the result achieved.
2017	Current budget	Action has been taken and the result achieved. In 2014, 5.3% (six students) of students participated in Mobility action.

2015 2017	Current budget, sponsoring of projects, donations, sales proceeds	
2014 2014 2015 2016		Action has been taken and the result achieved. The Lutheran Confessions and the Philosophy of Russian Religion have been published.
2014	Current budget	The reprint of Pastoral Care and Counselling textbook has been replaced by translating and publishing a new Pastoral Care and Counselling textbook in the series of academic literature of the Institute of Theology of the EELC in 2015/2016.
Permanent	Current budget	Permanent attention is paid to the flexibility of learning process. New forms of studies have not been implemented.
Permanent	Current budget	Career counselling is the task of the head of Dean's Office, Learning Management Specialist and head of the TAT IT.
2014-2017	Evald Saag Endowment Fund	Action has been taken and the result achieved partially. There have been distributed eight scholarships for students, but none for the academic staff.

2014	Current budget, Erasmus and DoRa programs, sponsoring of projects	Action has not been taken and the result is not achieved.
Permanent		Action has been taken and the result achieved partially. Faculty members participate in international networking, but co-operation in the field of research partnership could be better.

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Planned period of execution or finishing time	Funding	Situation by the end 2014
2015	Current budget	Action has not been taken and the result is not achieved. Postponed to 2015.
2015-2017	Current budget	Action has been taken and the result achieved.
2015	Current budget	Preparatory activities for obtaining the result have been effectuated and the result has already been achieved in the Faculty of Theology of the Institute of Theology. The improvement of the activity continues in 2015.

Permanent	Current budget	Action has been taken and the result achieved.
Permanent	Current budget	Action has been taken and the result achieved. Learning days took place in all practice congregations.
Permanent	Current budget	Action has been taken and the result achieved in cooperation with the Faculty of Theology of the IT and Faculty of Theology of the University of Tartu.
2014	Current budget	Action has been taken and the result achieved.
2015	Current budget	
Permanent	Current budget	Action has been taken and the result achieved.
2014-2017	Current budget	Action has been taken and the result achieved.

Music Department)

Planned period of execution or finishing time	Funding	Situation by the end 2014
Permanent	Current budget	There is a list for training information. There is no common calendar for all church subunits.

Permanent	Current budget	Action has been taken and the result achieved.
2014-2017	Financed by the participants	In 2014, there were two relevant training courses. In October 2014 began the basic course of Pastoral Care and Counselling that lasted to June 2015.
2014-2017	Financed by the participants	Action has not been taken and the result is not achieved, because there were no students in the Pastoral Seminary.
2014-2017	Current budget and sponsoring of projects	Action has been taken and the result achieved. 4 courses was held.
2014-2017	sponsoring of projects	Action has been taken and the result achieved. In cooperation with the Viljandi Culture Academy of the University of Tartu there was hold a organ construction and maintenance course (lecturer Olev Kents).
2014-2017	Financed by the participants	Action has been taken and the result achieved. In cooperation with the University of Tartu and Association of Estonian Teachers of Religion there was organised a bus-conference "Lived Faith".
2014-2017	Current budget	Doors open day and lectures in frame of it took place, but no more open lectures have been offered.

2014	Current budget	Action has been taken and the result achieved.
2014-2015	Current budget	Action has not been taken and the result is not achieved. Postponed to 2015.
2014-2017	Financed by participants, sponsoring of projects, NPO Tartu Academy of Theology	Action has not been taken and the result is not achieved.
2014-2017	Financed by participants, sponsoring of projects, NPO Tartu Academy of Theology	Action has not been taken and the result is not achieved.
2014-2017	Current budget, sponsoring of projects	Action has been taken and the result achieved. November 2014 training course in teaching methods and study outcomes.
2014	Current budget	Action has been taken and the result achieved by the lead of the EELC Missionary Centre.
2014-2015	Sponsoring of projects	Action has been taken and the result achieved.
2015, 2017	Sponsoring of projects	Action has been taken and the result achieved.

Planned period of execution or finishing time	Funding	Situation by the end 2014
Permanent	Finances offered by networks, current budget	<i>Nordic Network for the Study of the Religious Roots of Europe</i> has finished its activities. A new cooperation started with <i>Network for Ecumenical Learning in Central and Eastern Europe</i> .
2017	Current budget	
2014	Current budget	Action has been taken and the result achieved.
2017	Sponsoring of projects	
2014	Current budget, projektitoetus	The possibilities have been analysed, but the elective courses have not been delivered together yet.
2014-2017	Current budget, projektitoetus	One joint course has taken place for the academic staff of the theological higher education institutions.
2014-2017	Current budget, projektitoetus	Action has been taken and the result achieved. Negotiations on cooperation have been started with School of Mission and Theology (Misjonshøgskolen) in Norway, Stavanger.
2015	Current budget	In 2014 the preparatory activities to achieve the result were not effective enough. Time to finish the activity is postponed to 2016.

2015	Current budget	
2015	Current budget	
Permanent	Current budget	Cooperation with strategic partners has been promoted and the suitability of these cooperation forms with development plans of the Institute assessed.

Planned period of execution or finishing time	Funding	Situation by the end 2014
Permanent	Current budget	The suitability of the structure with the situation of the Institute today has been evaluated on an ongoing basis, and necessary changes or prospective resolutions have been
2014	Current budget, NPO Tartu Academy of Theology	Action has been taken and the result achieved.
2014	Current budget, NPO Tartu Academy of Theology	Action has been taken and the result achieved.
2014	Current budget, NPO Tartu Academy of Theology	Action has been taken and the result achieved.
2014-2017	Current budget	70% of employees have had staff development interviews and the results of the discussions have been taken into account for development activities.

2014	Current budget	Action has not been taken and the result is not achieved. Postponed to 2015.
Permanent	Current budget	Action has been taken but the results have been achieved partially.

Planned period of execution or finishing time	Funding	Situation by the end 2014
Permanent	Current budget	Action has been taken and the result achieved.
Permanent	Current budget, sponsoring of projects	In 2014 no action has been taken to obtain the results.
2014-2017	Current budget	Action has been taken and the result achieved.
2014-2017	Evald Saag Endowment Fund	Action has not been taken and the result is not achieved.
2014-2017	Current budget, Evald Saag Endowment Fund	Action has not been taken and the result is not achieved.
Permanent	Current budget	Action has been taken and the result achieved.

Planned period of execution or finishing time	Funding	Situation by the end 2014
Permanent	Current budget	Action has been taken and the result achieved. Emergency repairs and redecoration of the library repository
2014	Current budget	Action has not been taken and the result is not achieved. Postponed for an indefinite period.
2015-2017	Current budget	Postponed for an indefinite period.
2014	Current budget, NPO Tartu Academy of Theology	Action has not been taken and the result is not achieved. Postponed to 2016.
Permanent	Current budget	Action has been taken and the result achieved. The tools are renewed as needed.
Permanent	Current budget	
2014	NPO Tartu Academy of Theology	Action has not been taken and the result is not achieved. Postponed to 2016.
2014-2015	Current budget	Action has been taken and the result achieved. Assembling completed, the renewal of licenses in 2015.
Permanent	Current budget, EELC	Action has been taken and the result achieved. Library is continuously acquiring textbooks.
2014	Current budget	Action has been taken and the result achieved partially. A contract is concluded with Riho Saard but the work is not finished. Postponed to 2015.

2014	Current budget, sponsoring of projects	Action has not been taken and the result is not achieved. Postponed to 2015.
2014-2017	Sponsoring of projects, work of apprentices	Objectives set for 2014 are met.
2014-2015	Current budget, possible work of apprentices	Action has not been taken and the result is not achieved. Postponed to 2015.
Permanent	Current budget, sponsoring of projects	Consultations take place, but the decision has not been made.
2014-2016	Current budget, sponsoring of projects	Action has not been taken and the result is not achieved.
2014-2016	Current budget, sponsoring of projects	Action has not been taken and the result is not achieved.
Permanent	Current budget; free trainings offered by different libraries	Action has been taken and the result achieved partially. Structure of the training needs to be improved.
Permanent	Current budget	Action has been taken and the result achieved.

2014	Current budget	Action has been taken and the result achieved.
2017	Current budget	
2016-2017	Current budget, sponsoring of	
2016	Current budget	
2015	NPO Tartu Academy of Theology	

Planned period of execution or finishing time	Funding	Situation by the end 2014
Permanent	EELC	Action has been taken but the result has not been achieved. The owner's financial support did not increase in 2014.
Permanent	NPO Tartu Academy of Theology	Action has been taken and the result achieved.
2014	Current budget	The result has not been achieved
Permanent	Current budget	The result has been achieved partially.
Permanent	Current budget	The result has been achieved.
Permanent	Current budget	The result has been achieved partially. We have an account in Facebook but not in Twitter.

Permanent	Current budget	The result has been achieved partially, but it could be better.
Permanent	Current budget	The result has been achieved partially. There is no regular newsletter but the alumni are informed of the Institute's activities and invited to participate in the
2014-2015	Current budget	The result has not been achieved. The number of enrollments decreased 5% in comparison to to 2013.
2014-2015	Current budget	The result has not been achieved. The number of enrollments decreased 26% in comparison to the year 2013.
Permanent	Current budget	Action has been taken and the result achieved.
2014	Current budget	Action has been taken and the result achieved.
2014	Current budget	Action has not been taken and the result is not achieved. Postponed for an indefinite period.
2014	Current budget	Action has not been taken and the result is not achieved, because of not having the permission for providing accomodation services.
2014-2017	Donations, sponsoring of projects, current budget	Action has been taken and the result achieved partially. There were more adherents but not as many as we expected and the donated sum was about a half of the planned.
2014-2017	Sponsoring of projects	Action has been taken and the result achieved partially. In 2014, 4.3% of the total budget was covered by the project funds.

2014	Current budget	Action has been taken and the result achieved partially. Financial projections have been drafted, but the business plan has been postponed.
2014	Donations, sponsoring of projects, current budget	Action has not been taken and the result is not achieved.

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