

**ACTION PLAN FOR 2022–2026 IN SUPPORT OF THE STRATEGIC PLAN OF THE INSTITUTE OF THEOLOGY OF THE EELC**

**1. STUDIES AND RESEARCH**

Objective	Action	Result	Planned execution time or planned finish time	Financing
1.1. Internal evaluation of the <i>curricula</i> and continuous development	Lecturers, administrative staff and students participate in <i>curriculum</i> development process.	Lecturers and administrative staff involved in the development process of the <i>curricula</i> are familiar with the principles of the <i>curriculum</i> development and their latest trends. The people responsible for this process have participated in relevant trainings and information days organised both by the Institute and the institutions dealing with <i>development of higher education</i> .	Continuous	Current budget
	Internal evaluation of the <i>curricula</i> .	Based on the needs of the labour market and feedback from the learning process there has been carried out an analysis of the <i>curricula</i> , which results in changes made in the given <i>curricula</i> .	2023	Current budget
		Enhancement of the ability to assess the actual accordance of the learning outcomes of the <i>curricula</i> with the objectives set by the strategic plan.	2024	Current budget
	Collecting regularly feedback from the stakeholders and <i>alumni</i> of the Institute and analysing it systematically.	The ability to assess the actual accordance of the learning outcomes of the <i>curricula</i> with the expectations of the owner of the school and the society has been enhanced. The	Continuous	Current budget
	The Heads of the Chairs organise the cooperation between the lecturers within the Chairs. The Dean organises the cooperation	Lecturers and students have better overview of the learning process.	Continuous	Current budget
	Searching for opportunities to develop doctoral studies.	The possibilities of creating a joint <i>curriculum</i> for doctoral studies with international partners have been mapped.	2023-2024	Current budget
1.2. The Faculty of Theology has an efficient research development strategy and research is developed in a targeted way.	Establishing additional contractual relationships with partner organisations whenever necessary.	The academic staff participates more actively in international cooperation (research projects, researches, lectures are held by lecturers of partner institutions, etc.).	Continuous	Current budget and finances for international projects and programmes.
	Cooperation with EELC sub-institutions and other churches will be deepened in order to provide effective support for conducting basic and applied research.	The research topics important to the Church have been mapped and there is an effective cooperation with the sub-institutions of the Estonian Evangelical Lutheran Church and other Churches.	Continuous. Mapping will be completed by the end of 2023.	Finances from EELC and other partner institutions.
	Supporting the mobility of the academic staff.	For the purpose of professional development and modernisation of the subjects, the lecturer has to go to an international research center or a partner institution at least once (stay up to a semester) within five years.	Continuous.	Current budget and financing for international projects and programmes.

1.3. The use of different learning methods (including e-learning) has increased. The digital competence of teaching staff has been enhanced.	Organisation of international scientific conferences in priority research areas.	In cooperation with international partners, a research seminar or conference has taken place once a year	Continuous	Finances for international projects and cooperation networks.
	Increasing the number of research articles published by the full-time faculty members of the Faculty of Theology in peer-reviewed scientific publications of	Full-time lecturers have published at least one article in an international peer-reviewed journal each year (ETIS 1.1., 1.2.). Each year, one research award and one scholarship for a lecturer have been bestowed.	Continuous	The Evald Saag Foundation and current budget
	Joining sound research practice.	Research work is carried out taking into account sound research practice and this has also been introduced to students.	2022	
	Development of the Proceedings of the Institute and publication of the necessary educational material in the Educational Literature series.	Writing for the Proceedings of the Institute means to focus on writing articles that compose the study material for the Institute and necessary reading for the wider public, and it forms an important		Subsidies and sale of previous proceedings.
	Introduction of hybrid and distance learning technology and preparation of academic staff and students for using it.	Hardware has been provided to enable hybrid learning in every auditorium.	2023-2024	Current budget
	Training the lecturers.	In the Moodle environment, e-learning support has been created for at least 75% of the courses and lecturers have completed Moodle training.	2023-2024	Current budget
	Creating and improving the quality of e-learning support for degree studies.	E-learning support includes home assignments, study materials and other materials necessary for conducting the study. The Heads of the Chairs together with the Head of the Dean's Office have reviewed the	Continuous	Current budget
	Organisation of trainings for fresh students of Bachelor's and Master's studies on making information requests,	Relevant trainings take place every year in cooperation with the Heads of the Chairs and the director of the library.	Continuous	Current budget
1.4. Providing opportunities for students to participate in learning mobility both internationally and in their home country.	Supporting study and research mobility of students.	The number of international partners with whom there is an efficient cooperation for study and research mobility has been increased.	Continuous	Funds from Erasmus and other international funding programmes.
	Mediation and counselling for scholarship opportunities and international study experience. Information	3% of the students participate in the international student mobility programs.	Continuous	Current budget

## 2. ECONOMIC SUSTAINABILITY

Objective	Action	Result	Planned execution time or planned finish	Financing
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The EELC, being the owner of the Institute, supports the development of ecclesiastical training activities in a stable manner more and more every year.	Strengthening the cooperation between the owner and the school.	The financial contribution of the owner to the budget of the Institute increases at least 5% per year.	Continuous	EELC
2.2. The support of the NPO Tartu Academy of Theology and EAOC is stable and growing year by year.	The NPO TAT and EAOC contribute to ensuring the sustainability of the Institute.	The contribution of the NPO TAT to the budget of the Institute of Theology increases by at least 5% per year.	Continuous	NPA TAT
		The contribution of the EAOC to the budget of the Institute of Theology increases 5% per year.	Continuous	EAOC
2.3. The institute has a functioning student recruitment strategy and a financial plan for the institution.	More efficient information work within the Institute and with stakeholders and more active propagation of the religious education and the possibilities of supporting it by parishes and society in general.	Activities are organised for different age groups, trying to focus more on young people.	2023	Current budget
		The advertising of the Institute is visible and audible <i>via</i> media, in congregations, at church events, in schools, <i>etc.</i>	Continuous	Current budget
		The homepage is modern and up to date.	Continuous	Current budget
		The Institute has its own user account in social networks, which provides daily information gateway (Facebook, Twitter <i>etc.</i> ).	Continuous	Current budget
		Students and <i>alumni</i> are involved in recruiting new students through their personal social networks.	Continuous	Current budget
		Tuition fee discounts are offered to the students who provide a recommendation from an EELC or EAOC clergyman and have set an objective to use the acquired education in church work.	Access to professional education is more affordable for students aiming for church work.	Continuous
	Maintaining contact with existing supporters and finding additional supporters.	Income from donations remains stable or increases year by year.	Continuous	Donations
2.4. The salary fund for the employees of the institute increases every year.	Increasing the salary fund is a priority of the management.	The salary of the employees is competitive compared to the salary level of employees of other educational institutions.	Continuous	Current budget
2.5. Being granted a state commissioned education (operational support) for the training of pastoral counsellors and chaplains.	Negotiations with the Ministry of Education and Research and the Ministry of Social Affairs to obtain operational support from the State.	The State has provided operational support for the training of pastoral carers and counsellors.	2024	Current budget
	Mapping of the common interests and needs of different chaplaincies and increasing the cooperation.	Chaplaincies are ready and able to jointly organise trainings and present a justified need for state funding of the joint training of chaplains.	Continuous	Current budget
2.6. The capacity of the Evald Saag Foundation to finance student scholarships and academic staff research grants has increased.	Collecting additional donations to the Evald Saag Foundation.	The Evald Saag Foundation distributes scholarships and research grants for at least 5 000 euros every year.	Continuous	Donations
		Every year, at least 5 000 euros from the Institute's benefit evening income are allocated to the Evald Saag Foundation.	Continuous	Donations

2.7.The institute's own financial resources will be increased.	The building of the Institute will be renovated in order to increase economic revenue, and possibilities are explored for long-term leasing or sale of the plot of the Institute.	The building of the Institute has been renovated and the accommodation facilities have been modernised. A new heating system has been installed and ventilation has been improved. Possibilities for renting out or selling the plot of the Institute have been found.	2022-2023	Finances from the sales of the property of the Institute.
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### 3. INSTITUTIONAL REFORM AND RECOGNITION

Objective	Action	Result	Planned execution time or planned finish	financing
3.1. The institute will be reorganised as a foundation.	Adoption of the new Statutes of the Institute and its registration as a foundation	The Institute is registered as a foundation and the new Statutes have been adopted.	2022	Current budget
3.2. The structural reform of the academic units of the Institute will be completed.	Reorganisations will be made in order to harmonise the structure of the Institute.	Each Chair of the Faculty of Theology comprises a responsible manager (professor) and academic staff for teaching (lecturers).	2022-2023	Current budget
		The reform of positions in other structural units has been carried out.	2023-2024	Current budget
3.3. Meeting the requirements of the institutional accreditation of the Institute.	A self-analysis as well as other documentation is prepared for passing the institutional accreditation.	The Institute has met the requirements of the institutional accreditation and is a nationally recognised university of professional higher education.		Current budget
3.4. Involving young lecturers in teaching and research.	Elaboration of a career model to ensure the continuity of the academic staff.	A career model has been elaborated and coordinated with the Heads of the Chairs.	2023-2024	Current budget
	Ensuring financial resources in order to involve the young academic staff in teaching and research work.	An increase in the salary fund has been ensured and other motivational mechanisms have been developed to bring young lecturers to teaching and research work.	2023-2024	Current budget
3.5. Motivating the academic staff for the teaching and research work would be up to the standard.	Organisation of continuing education courses for the academic staff, providing them feedback and attestation	The academic staff is motivated and at a high level, and has passed attestation.	Continuous	Current budget
Development of the library of the Institute based on the needs of students and lecturers.	Development of the digital repository of the library together with the Faculty of Theology.	The dissertations defended in the Institute of Theology are available digitally.	Continuous	Current budget
	Significant improvement of students' competency of information literacy.	Information literacy training is part of the subject teaching the basics of research. If necessary, additional individual trainings are conducted.	Continuous	Current budget
	The library of the Institute of Theology is constantly supplemented with the new books according to the recommendation of the academic staff.	The library has constantly been supplemented with newer specialised literature.	Continuous	Current budget

### 4. THE INSTITUTE AS A CHRISTIAN EDUCATIONAL CENTRE

Objective	Action	Result	Planned execution time or planned finish	Financing
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The EELC has a functional and field-specific comprehensive continuing education system for clergy, church workers and volunteers, which is coordinated by the Institute.	Creating the EELC training calendar in the electronic environment and preparing the annual schedule.	A functioning EELC training calendar.	Continuous	Current budget
	The Council of the Continuing Education Department provides input for the organisation of continuing education.	Continuing education is systematic and coordinated, and meets the needs of the EELC and society.	Continuous	Current budget
4.2. In the implementation of lifelong learning, there is close cooperation in the areas of degree studies, professional and continuing education.	Development of continuing education courses for different target groups in society based on the existing degree <i>curricula</i> .	During the period of the strategic plan, at least 10 relevant courses (2-3 ECTS each) will be held. Every year, a basic course for pastoral carer and counsellor is taught (volume 26 ECTS/676 academic hours).	Continuous	Contribution made by the participants
	Offering continuing education courses considering professional education topics.	At least 1 course <i>per year</i> .	Continuous	Contribution made by the participants
	Based on the existing training plans to develop additional church music courses for different target groups.	2 courses <i>per year</i> .	Continuous	Current budget and project funding
	Organisation of continuing education courses for church musicians, clergy and other church workers in cooperation with other educational institutions in Estonia and abroad.	Kirikumuusikute, vaimulike ja teiste kirikute töötajate koolitamine on muutunud regulaarseks (vähemalt 1 koolitus aastas).	Continuous	Contribution made by the participants, project funding
4.3. The range of topics of adult training and continuing education, and the target group in society have expanded. Continuing education plans have been modernised.	Organisation of continuing education aimed at teachers and class teachers of humanitarian and social subjects and teachers of Christian schools.	At least 1 course <i>per year</i> .	Continuous	Contribution made by the participants
	Organising courses and lectures for popularising the field.	Open day once a year and open lectures twice a year.	Continuous	Current budget
	Continuation of the organisation of courses introducing Christianity and cultural history at Folk University.	At least 3 courses <i>per year</i> have taken place.	Continuous	Contribution made by the participants, project funding
		The Folk University course program has been updated and new courses have been added.	Continuous	Current budget
4.4. The Continuing Education Department provides supervision services for clergy, church workers and pastoral carers and counsellors.	Supervision for pastoral carers and counsellors and clergy.	Group supervision has been conducted for at least one group for four days <i>per year</i> , and individual supervision for at least five people <i>per year</i>	Continuous	Project funding, NPA TAT
Different learning methods and flexible forms of learning are applied in adult education in order to make the education available to the largest group of interested people.	Academic staff trainings in continuing education, learning methods and different learning environments.	In cooperation with other theology teaching universities, 1 training is conducted <i>per year</i>	2023-2024	Current budget, project funding

## 5. INSTITUTE IN SOCIETY

Objective	Action	Result	Planned execution time or planned finish	Financing
5.1. Increasing popularisation of science.	An increase in the number of speeches, articles and trainings for the employees of the Institute.	The academic staff of the Institute have actively popularised their research work and have also spoken out on topical issues considering religion in society.	Continuous	
5.2. Improving internal and external communication.	Developing an internal and external communication plan and hiring an information coordinator/communication specialist.	The homepage is modern and up-to-date. Up-to-date information about the <i>curricula</i> , trainings and other news of the Institution has been added. There have been created sections, where <i>alumni</i> and lecturers speak. A constantly updated section of lecturers' articles in the media has been created.	Continuous	Current budget
		Advertising of the Institute is visible and audible in the media, in congregations, at church events, in schools, <i>etc.</i>	Continuous	Current budget
5.3. Increasing the offer and promotion of courses in the fields of theology and pastoral care and counselling as well as continuing education courses of Christian Folk University.	Development of a course marketing plan.	The courses are marketed better than before. They are addressed for different target groups <i>via</i> different information channels (from <i>alumni</i> and networks of religious associations to public media) that are used for this purpose.	Continuous	Current budget
	Recording introductory clips for marketing the courses.	Introductory clips that are directed to different target groups have been prepared for marketing of the courses.	2023-2024	Current budget
5.4. Expanding the network in the field of pastoral care and counselling and keeping it coherent.	The Institute increases the network of pastoral care and counselling, keeps in touch with the people and organises further training, thus ensuring their readiness to provide immediate help when needed.	The network of pastoral counsellors is efficient and active.	Continuous	Current budget/support fund for pastoral care and counselling