

ACTION PLAN FOR THE DEVELOPMENT PLAN OF THE INSTITUTE OF THEOLOGY OF THE EELC 2018–2021					
1. FIELDS OF ACTIVITY					
1.1 DEGREE STUDIES AND RESEARCH (implementing unit: Faculty of Theology)					
Objective	Activity	Result	Planned period of execution or finishing time	Funding	Achieved results by the end of 2021
1.1.1 Consistent development of curricula of the degree studies.	Faculty members and administrative personnel are involved in curriculum development process and they deal daily with quality assurance activities.	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.	Permanent	Current budget	The updating of the curricula of the professional higher education (PHE) and MA in Theology was carried out in accordance with the objective, and the objective has been met fully. The developments were approved at the meeting of the Council of the Faculty of Theology, attended by academic staff and students.
	Collecting feedback about the learning process.	At the end of each of the course and each academic year, 60% of students fill in the feedback form.	End of each academic year	Current budget	Completed by the staff of the Dean's Office.
	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.	End of each academic year	Current budget	The analysis has been carried out before the change of the curricula and the objective has been met.
		There is an active curriculum expert council / feedback team that continuously analyzes curricula and their relevance to the needs of the labor market.	2019-2021	Current budget	The tasks of the expert group have been performed by the Council of the Faculty in an expanded form, there has been no need for a special expert council. The objective is met partially, because the specific group has not been formed.
	Regular feedback from the Institute's stakeholder groups and alumni and its systematic analysis.	The ability has increased to assess the actual relevance of the learning outcomes of curricula with the expectations that our owner has set us and with role that we have set us to fill in society.	Permanent	Current budget	Collecting feedback works, but it could be done more systematically.
1.1.2 The practice of the degree studies shall take place in cooperation with the Pastoral Seminary and contractual practice bases.	In case of need establishing supplementary contractual relationships with partner organisations.	In cooperation with the EELC Consistory and various partner organizations the practice places are guaranteed. Mentoring trainee and mentoring work take place according to the study outcomes of the curriculum.	Permanent development takes place	Current budget	Completed.

	Providing students with possibilities for giving official feedback on their practice supervisors.	A feedback system has been set up in collaboration with the Chair of Practical Theology, Pastoral Seminar and Church Government.	Summer 2018	Current budget	Personal discussions about the work organisation of the practices take place during each study session in the Pastoral Seminar. Completed fully.
1.1.3 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 and EELC clergy professional requirements ( <i>pro venia concionandi</i> ).	Organizing student conferences	1 conference every year in April, combined with the seminar of final papers.	2018-2021	Current budget	Preliminary defense of the dissertations meets the task of student conference. Completed partially.
	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.	Permanent	Current budget	Church services during sessions and midday prayers meet the set task.
	Student research recognition.	On the bases of defence results certificates of honour have been issued once a year.	Every year in June	Current budget	There are no awards for students by the Institute, but the best student works are submitted to the Estonian Research Council countrywide competitive examination and this is a great recognition for the students whose work is chosen among the best.
	Based on the results of the analysis the MA curriculum will be developed.	MA curricula meet the needs of the labour market.	Permanent	Current budget	The EELC, the owner, has provided feedback on the preparation of the ordained clergy and the curricula, and this has been taken into account. Completed.
	The development of curricula takes into account the specific needs of different chaplainships.	The alumni of the Institute have received good preparation for work in the chaplainships.	Permanent	Current budget	The feedback received from chaplaincy and given by alumni has been taken into account when specifying the content of the subject cards.
1.1.4 The priority research areas of the Church shall be developed.	Defining of the important research areas to the Church with the Church Government in connection with the elaboration of the EELC Growth Plan.	The important research topics for the Church are mapped.	Autumn 2018	Current budget	The general theological research covering all areas ended with the publication of the collection of documents with an ecumenical scope, entitled "Üheskoos kirik" (The Church together) Part I. The needs in the field of missionary work are taken into account with the monograph "Jesus. Kingdom.
	Organising international scientific conferences in the priority areas of research.	One international conference has been organised in the field of Biblical Studies.	2020-2021	Current budget and project.	Instead of international conferences it was considered more appropriate to organise conferences on various topics inside Estonia. One of them was in cooperation with the University of Tartu in autumn 2021, providing a comprehensive approach to the Estonian theology: "Where are You Going, Estonian Theology?" In addition, there were difficulties of travelling due to the corona pandemic. Completed according to the needs.
	Organising conferences in different areas of research inside Estonia.	One conference is held annually.	2018-2021	R&D project 2016-2019, project	See above. Specifically, the conferences have been related to biblical studies and mission.
1.1.5 The use of different study methods (e.g. e-studies) has expanded.	Updating e-learning environment.	The Moodle environment is still in use, with its modernized opportunities.	Permanent	Current budget	During the corona restrictions we built the ability to conduct an entire session in a zoom environment. Completed.

	The introduction of distance learning technology and relevant preparation of lecturers	Distance learning is used for teaching at least 3 compulsory subjects.	2020	Current budget	The ability to conduct distance learning and hybrid learning is existant. Completed.
	Teacher training courses for academic staff.	At least one training session per year has been carried out for lecturers.	2018-2021	Current budget	The opportunities for training academic staff during the corona period were hindered. However, the use of the Moodle environment has been consulted. Completed partially.
	Creating e-courses to support degree studies.	At least 70% of the courses are supported by the Moodle environment.	2020	Current budget	Most of the subjects have e-learning support. Completed within the scope of our own plan.
	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.	2018-2021	Current budget	See point 4.2.3.
1.1.6 Students are provided opportunities to participate in both international and national Learning Mobility.	Arranging and counselling of educational scholarship and international study experience opportunities. The information is provided in the spring semester by introducing DoRa and Erasmus programs.	Each spring DoRa and Erasmus information days have taken place.	2018-2021	Current budget	Carried out by the Dean's Office and Learning Management Specialist. Completed.
		3% of the students participates in the International Learning Mobility.	Permanent	Current budget	Completed partially. The pandemic has also been an obstacle.
	The RPL system works and is in active use.	The RPL assessment process is effective and facilitates national Learning Mobility.	Permanent	Current budget	Students submit applications. They are aware. Everything is examined and possible transfers are made. Completed.
1.1.7 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.	New editorial board is summoned.	2018	R&D project 2016-2019	There have been published two original research papers by the lecturers of the Institute, which also serve as teaching aids. The plan has essentially been exceeded.
		The production of proceedings focuses on the preparation of articles necessary for the teaching process in the Institute and the general public, and this forms an important part of the research work of IT lecturers.	2019, 2020, 2021		
1.1.8 The structure of the curriculum is taking into account the needs of the target groups and extra activities support the students' professional	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.	Permanent	Current budget	A student survey has been conducted regarding the frequency and length of study sessions. The result is taken into account when building up the sessions.

development.	In cooperation with partners gathering of information about offered professional jobs and opportunities for acquiring professional experience abroad.	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.	Permanent	Current budget	Career counselling has been carried out regarding opportunities inside Estonia.
	Increasing the financial support possibilities of Evald Saag Foundation.	Support Foundation offers at least 4 scholarships to students per year.	2018-2021	Evald Saag Foundation	Funds have increased slightly. Completed partially. No scholarships were paid in 2022.
	Regular mentor groups involve all IT students. Regular supervision is offered to all students in the specialty of pastoral care and counselling.	Mentor groups are annually active in the coordination of the Chair of Biblical Studies and Pastoral Seminar.	Permanent	R&D project 2016-2019	All students are involved and the groups are functioning. Completed.
1.1.9 The Faculty of Theology shall have an effective research development strategy and in cooperation with partners are carried out doctoral studies.	In 2018-2019, the principles of the R&D project (R & D 2016-2019) and the activities started within the framework of this project are observed.	At the end of the project in 2019 there will be a follow-up research activity.	2018-2019	R&D project 2016-2019	The teaching staff has been able to use the material resources of the project and has, therefore, increased the number and quality of publications.
	In co-operation with partners finding additional financial sources for funding research.	New research project has got financial support.	2020	Current budget, project	With the help of direct additional funding, the proceedings of the Institute of Theology – a textbook "Jesus. Kingdom. Sending" has been published. Completed.
	Motivate academic staff to participate in the international networks with a view to tightening cooperation in the field of scientific partnership.	Academic staff participates more actively in international cooperation.	Permanent		The employees of the Chairs of Systematic Theology, Diakonia, Pastoral Care and Counselling, and Church History had assisted opportunities to participate in the work of international networks. Completed.
	Increasing the number of scientific articles published by full-time faculty members of the Faculty of Theology in peer-reviewed international scientific publications.	At least 1 scientific publication has been published per year and at least 1 report per year has been held at international scientific conferences.	Current	R&D project 2016-2019, current budget	Completed.
	Development and implementation of principles for the recognition of academic staff according to their published research papers.	Each year one scientific prize and one lecturer scholarship shall have been awarded.	Revision of existing elaborated principles in winter-spring 2018 and their implementation starting in autumn 2018.	Evald Saag Foundation	There is informal recognition in the Council of the Faculty, notification of achievements. No fixed document has been prepared. Completed partially.

1.1.10 Meeting the objectives of the curricula is granted by cooperation of the teaching staff in improving learning outcomes and integrity of evaluation.	Heads of chairs organise inner-departmental cooperation of lecturers. The Dean organises interdepartmental cooperation.	The overall work is more coherently organised.	Permanent	Current budget	In order to improve cooperation, there have been meetings within the Chairs and also at the level of the Council of the Faculty. The reform of the academic structure led to the prerequisites for improving coherence. Completed.
	Making all learning information available in the SIS.	Students have a better overview their learning process.	2018	Current budget	Information is available. Completed.
	Establishing uniform rules for the evaluation of student works and their consistent implementation (including feedback).	The assessment principles shall have been uniform and clearly understood by the students.	By the autumn of 2018, there shall be uniform rules of assessment. Consistent implementation.	Current budget	Constantly consulted, there is a written guide for the volumes and preparation of the papers, there is no written guide for the assessment. Completed partially.
1.1.11 Analyzing the study possibilities for people with special needs.	The Institute defines the special conditions that can be offered to people with special needs to follow the studies.	Based on the curriculum of the Institute and the output of the labor market, there have been identified special needs that allow to study at the Institute.	2019	Current budget	It is possible to offer assistance for the participation of the disabled.
<b>1.2 PROFESSIONAL STUDIES (implementing units: Pastoral Seminary and the Church Music Department)</b>					
Objective	Activity	Result	Planned period of execution or finishing time	Funding	Achieved results by the end of 2021
1.2.1 More priests and deacons shall be prepared according to the church needs.	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.	2018-2021	Current budget	All candidates for the clerical profession, having graduated from the Lutheran field of study of degree and master's studies of professional higher education of the Institute of Theology have completed a supervised church practice before graduating the Pastoral Seminary and are, therefore, more prepared to cope with the tasks of the clergy in their 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 practice of students has increased.	2018-2021	Current budget	The previous Church practice of students entering the Pastoral Seminary to be trained a priest has increased, and the Church practice of those entering the Pastoral Seminary to be trained a deacon has increased due to the specific opportunities in practice congregations.
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.	Permanent	Current budget	In cooperation between the Consistory, the practice congregations, the candidate for the priesthood and the Pastoral Seminary, there are signed practice contracts each year, as well as Goodwill Contracts, in which all parties can write down their expectations and possibilities.

1.2.3 The professional supervising and mentoring of the future priests and deacons shall be practical and more efficient.	Improvement of training of mentors and supervisors.	Learning days are organised for mentors and supervisors.	Permanent	Current budget	At least once a year, study and training days are organised for mentors and supervisors. During the SARS-CoV-2 pandemic, the organisation of trainings was hindered.
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.	Permanent	Current budget	Once a year, an event introducing the profession of clergyman is organised in cooperation with the Consistory of the EELC, congregations, Pastoral Seminary and higher education institutions offering higher theological specialist education.
1.2.5 The candidates for priesthood and deaconship are visible and active in the local community.	The candidates for priesthood and deaconship perform duties and assignments given by the community to serve the community during the period of practice.	The local community has been provided wide-range service by priesthood and deaconship candidates.	Permanent	Current budget	The study tasks and responsibilities received from the congregation during the internship period of the priesthood and deaconship candidates are closely related to the service of the local community.
1.2.6 The Institute guarantees consistent professional and continuing education for church musicians.	Organisation of continuing education courses based on existing training programs.	During the academic year there take place continuing education courses in 3-4 domains.	Permanent	Current budget and sponsoring of projects	Regarding the planning and organisation of courses the result has been achieved. There are 11 study sessions in one academic year. Continuing education courses have been organised based on the existing training plans. In addition, there have taken place other continuing and master training courses of the field.
1.2.7 The content of training of the church musicians shall meet better the needs of the church and church schools.	Mapping the need for training church musicians. Christian education provided by the field of church music.	1 training course per year.	2018-2021	Current budget	This action was not necessary.
1.2.8 In cooperation with the churches practice places shall be guaranteed to all students who are trained to become church musicians.	Negotiations with congregations.	All participants in the church music training courses have completed the practice.	Permanent	Current budget	Students of church music practice partially in the congregations and Church services of the Institute of Theology in cooperation of the Faculty of Theology.
1.2.9 Professional and continuing education 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.	2018-2021	Current budget	The two day summer sessions of the Church Music Department have taken place every year in different dioceses of the EELC. The concerts have been presented both by students and academic staff.
		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 Music Department)					
Objective	Activity	Result	Planned period of execution or finishing time	Funding	Achieved results by the end of 2021
1.3.1 EELC shall possess an effective and field-based comprehensive training system for the clergy, church workers and volunteers, coordinated by the Institute.	Creating the EELC training calendar in an electronic environment and preparing the planning for a year.	Efficient EELC training calendar.	Permanent	Current budget	The objective is completed partially, the training calendar includes only what is offered 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.	Permanent	Current budget	The objective is met partially, an input is provided by the Heads of the Faculty of Theology, and Chairs and some Heads of the Church work areas.
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 ECTS).	2018-2021	Financed by the participants	The action has been performed and the result partially achieved. One training took place. Corona has impeded training activities.
		Every year there takes place a Pastoral Care and Counselling basic course (volume 30 ECTS).			
	Offering continuing education courses according to the professional themes.	At least one course per year.	2018-2021	Financed by the participants	Completed partially. Corona has impeded training activities.
	Based on the existing training programs the development of church music in-service training courses for various target groups.	Two courses per year.	2018-2021	Current budget and sponsoring of projects	Completed partially. Corona has impeded training activities.
	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.	2018-2021	Sponsoring of projects	Completed partially. One course was organised. Corona has impeded training activities.

1.3.3 The number of the topics in the adult education and continuing education as well as the target groups in the society shall have been expanded.	Organising continuing education courses for teachers in humanities, social sciences, and class teachers and Christian school teachers.	At least one course per year.	2018-2021	Financed by the participants	Not completed. Corona has impeded training activities.
	Organising courses nad lectures that popularise the field.	Doors open day once a year and 4 times per year open lectures.	2018-2021	Current budget	Not completed. Corona has impeded training activities.
	The development of a folk-university-like education programmes of Christianity.	Market survey and economic calculations.	2018-19	Current budget	Completed.
		Preparing preliminary planning.	2018-19	Current budget	Completed.
1.3.4 The Department of Lifelong Learning shall offer the service of supervision to the clergy, church workers and pastoral carers and counsellors.	Supervision for the pastoral carers and counsellors and for the clergy.	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.	2018-2021	Sponsoring of projects, NPO Tartu Academy of Theology	Completed partially.
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.	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.	2018-2021	Current budget, sponsoring of projects	Not completed.
<b>2. PARTNERSHIP COOPERATION</b>					
<b>Objective</b>	<b>Activity</b>	<b>Result</b>	<b>Planned period of execution or finishing time</b>	<b>Funding</b>	<b>Achieved results by the end of 2021</b>
2.1 Collaboration with international networks, research institutions, faculties of theology, institutions of higher ecclesiastical education and training centres takes place to develop teaching and research work.	Realization of cooperation possibilities according to the needs and possibilities.	Cooperation contributes to the achievement of the objectives of the Institute.	Permanent	Finances offered by networks, current budget	There is scientific cooperation with the theological university STH Basel. A memorandum of cooperation has been signed. Cooperation takes place with the European Network of Health Care Chaplaincy. Completed.
	Mapping international cooperation possibilities in the field of lifelong learning.	Possible international cooperation networks shall have been mapped.	2018	Current budget	Started. Not fully completed.
2.2 Maintaining and developing the networks of practice bases and mentoring systems.	Good cooperation with practice bases and continuous introduction of a mentoring system.	To ensure all students an opportunity for completing practice of quality, agreements have been concluded with the practice bases.	Permanent	Current budget	Functions well. Completed.



		The well-established network of practice bases established in previous years works well and ensures that students can obtain good practice.	Permanent	Current budget, NPO Tartu Academy of Theology	Functions well. Completed.
		16 mentors have been trained.	Winter 2018	R&D project 2016-2019	16 mentors have been trained. All PHE students participate in the work of mentor groups.
		All degree study and master level students of the Institute participate in the work of the mentoring group all the time during their studies.	Permanent		
2.3 Cooperation with other theological educational institutions in Estonia takes place for the development of curricula and for the planning and implementing the continuing training courses.	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.	Educational institutions are mutually aware of the optional subjects offered.	Permanent	Current budget	Communication works, there are students who have used this opportunity.
		The information on continuous study courses has been exchanged and at least one course per year shall have been organised together.	2018-2021	Current budget, sponsoring of projects	Information exchange works, no joint training has been done. Completed partially.
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.	Permanent	Current budget	The cooperation with the partner "Nordkirche" is smooth. A new partner STH Basel came, through whom we are also connected with the Hungarian higher theological education network.
<b>3. ORGANISATION AND MANAGEMENT</b>					
<b>Objective</b>	<b>Activity</b>	<b>Result</b>	<b>Planned period of execution or finishing time</b>	<b>Funding</b>	<b>Achieved results by the end of 2021</b>
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.	Permanent	Current budget	The spread of coronavirus made the economic situation more complicated, and the Institute had to assess the structure from the point of view of its minimum need and make changes in the administrative section to ensure sustainability by increasing the efficiency. The Faculty of Theology, together with the development manager, assessed the workload and number of regular teaching staff from the future perspective and planned changes.
3.2 Establishment of a position of the Prorector of Development, Education and Science from 2019.	Making the necessary preparations for the creation of posts and, if necessary, introducing the corresponding changes in legislation.	The Prorector of Development, Education and Science has been recruited.	End 2018	Current budget	The position of the Prorector of Development was not created, but in spring 2020 there was created the position of the Head of Development, and from 11.05.2020 the Head of Development of the Institute started working.

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.	2018-2021	Current budget	The Dean of the Faculty of Theology has systematically conducted development interviews.
	Developing of the Institute staff motivation system.	Specific measures have been developed to motivate the staff.	2018	Current budget	The institute has a reward system. The salary range of teaching staff is progressive to support the acquisition of higher qualifications.
3.4 The Institute shall carry out activities based on TAT IT in Tartu and shall provide studies in the nature of the Department of Orthodox theology at the OCE Centre in Tallinn.	Expanding the learning possibilities and developing a well-functioning work organization between Tallinn and Tartu.	The study facilities and support services of the Institute are also more accessible to people from South-Estonia.	Permanent	Current budget, NPO Tartu Academy of Theology	On 2.12.2019, the TAT of the Institute of Theology opened a study building in Tartu, which offers support services and learning opportunities in Southern Estonia. Completed.
		Thanks to cooperation with the OCE, learning possibilities have diversified.	Permanent	OCE	EAOC offers elective courses to expand horizons for all students of the Institute. There have been delivered open lectures on Orthodox theology.
3.5 The Institute shall have passed the quality assessment of the curricula group in 2018.	In daily work the development program is followed, and the implementation process of the development program is analysed on a regular basis. Preparation of a self-analysis that meets the requirements.	The Institute shall have passed a qualitative assessment of the curriculum with a positive result.	2018	Current budget	The Institute has successfully passed the 2018 quality assessment and has been guided in its work by the recommendations made in the assessment report.
<b>4. RESOURCES</b>					
<b>4.1. HUMAN RESOURCES</b>					
<b>Objective</b>	<b>Activity</b>	<b>Result</b>	<b>Planned period of execution or finishing time</b>	<b>Funding</b>	<b>Achieved results by the end of 2021</b>
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.	Permanent	Current budget	95% of the employees are Church-affiliated, more than 85% have higher education.
	Increasing the level of foreign language proficiency of lecturers.	The financial resources for professional development of teaching staff are guaranteed and language courses are arranged if necessary.	Permanent	Current budget, sponsoring of projects	Not completed. The Uniproject of the Northern Church of Germany (Saksamaa Põhjakiriku Uniprojekt), offers every year resources for the self-improvement of lecturers, but this has not been used to improve foreign language skills.

	Supporting the next generation of academic staff.	There exists an effective strategy to ensure the succession of future lecturers.	2018	Current budget	Completed mostly. Ergo Naab, who defended his doctoral degree in 2017 with the support of the Institute, is permanently involved in the activities of the Chair of Biblical Studies through teaching, conferences and research remunerated from Uniprojekt funds. Doctoral student Karin Kallas-Põder has been helped by the Faculty in obtaining scholarships and support funds to complete her doctoral studies in Finland, at the University of Helsinki. She is also employed on the basis of contracts to host proseminars in Systematic Theology.
		The Chair of Systematic Theology comprises the post of full-time - 1.0 - junior research fellow with a fixed-term contract. This is a new post that has been created. The Chair of Systematic Theology comprises the post of full-time - 1.0 - junior research fellow with a fixed-term contract. This is a new post that has been created.	Creation depends on obtaining a research grant	Research grant.	Not completed.
		The Evald Saag Foundation has allocated one scholarship per year to support scientific research.	2018-2021	Evald Saag Foundation	Not completed. No research grants were awarded during the reporting period.
		At least one of the lecturers shall have been paid an academic leave for 3-6 months per year for the purpose of research.	2019-2021	Current budget, Evald Saag Foundation	The teaching load has been spread so that in years with a lower load, lecturers have been able to engage in research work.
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. Regular teaching staff shall be attested regularly.	Current evaluation of the necessity to fulfill the academic positions.	Elections for completing the academic positions are carried out as needed.	Permanent	Current budget	In 2020–2021 the need for academic positions in the Faculty of Theology was analysed.
	The Institute identifies priority areas for research and teaching and focuses prior on their development.	The Institute has developed strong priority areas with good levels of study and research.	Permanent	Current budget	3 major areas have been defined: Biblical Studies, Systematic Theology and Practical Theology. In the first two areas, the research work is at the best level, and also outstanding books – educational literature (the Proceedings of the IT XXXI and XXXII) have been published. There is contractual cooperation with the Ministry of Social Affairs in the area covered by the Chair of Practical Theology.
	Assessing relevance between the actual tasks and development needs of the regular lecturers, and making changes based on results.	Based on the analysis, changes have been made to the work organization and, if necessary, changes have been made to the job descriptions.	2018	Current budget	In 2020–2021 the need for academic positions in the Faculty of Theology was analysed.

4.1.3 The salaries of the staff of the Institute shall increase to a competitive level with the salaries of educational staff in other educational institutions.	Reconsidering the structure of the Institute, defining more precisely responsibilities and highlighting priority development areas.	The organisation operates more efficiently and thus a competitive salary level shall have been achieved.	2019, 2021	Current budget	In 2021, there was a salary increase of 39-43% for the regular academic staff.
4.1.4 The student body supports the achievement of the goals of the Institute.	Students are involved into the work of the decision-making body of the Institute.	The student body is represented at the Council of the Faculty of Theology and the Institute, as well as in the working groups formed to carry out various development activities.	Permanent	Current budget	There were 1/5 of the student representatives in the Council of the Faculty of Theology and in the Council of the Institute. The student representative participates in the discussions of the new strategic plan.
	Student involvement in the communication work of the Institute.	Students share information about the Institute in their social networking sites.	Permanent	Current budget	Sharing the information of the Institute on the Facebook page. Students were involved in the distribution of the Institute admission booklets and posters. There is a request to share the admission information <i>via</i> student lists, <i>etc</i> .
4.1.5 Alumni are involved into the development of the Institute and the communication activities aimed at society.	Collecting feedback from alumni to evaluate the output of curriculum at the labor market.	Thanks to the feedback from alumni, changes have been made in the curricula.	Permanent	Current budget	Based on the feedback by <i>alumni</i> , the curricula are adequate and do not need major changes.
	Involving the alumni as supporters of the Institute.	Alumni support the Institute with their skills and abilities, as well as financially.	Permanent	Current budget	Some <i>alumni</i> make regular small donations to support the work of the Institute.
<b>4.2 MATERIAL RESOURCES</b>					
<b>Objective</b>	<b>Activity</b>	<b>Result</b>	<b>Planned period of execution or finishing time</b>	<b>Funding</b>	<b>Achieved results by the end of 2021</b>
4.2.1 The learning environment in the Institute shall be student-centred and modern.	Modernization and development of the educational building.	The study building is regularly redecorated.	Permanent	Current budget	A small amount of the work was done during the reporting period.
	Renewal of technical equipment in classrooms and working places.	Technical equipment in the auditoriums is updated when necessary.	Permanent	Current budget	In 2021 a conference system was installed into the red auditorium. New routers were installed to improve the WI-FI. A study was made to find ways to improve the WI-FI coverage in the building of Pühavaimu 6.
		Technical equipment for faculty members and the staff are updated when necessary.	Permanent	Current budget	Laptop computers were purchased for the lecturers and employees at the Office of the Dean.
		E-learning video conferencing system is set up both in Tallinn and Tartu study buildings.	2021	Current budget, NPO Tartu Academy of Theology	In 2021 a conference system was installed into the red auditorium in Tallinn. The TAT IT premises, which opened in December 2019, have a video conferencing system installed.

	Creating an English version of the Institute's homepage.	More efficient International cooperation.	2020	Current budget	The website of the Institute was updated in 2020–2021, including the English section of the homepage. It is necessary to continue updating the site in English.
4.2.2 The Institute is developing the library in cooperation with the EELC, particularly with regard to the needs of the students, faculty members and researchers of the Institute but also serving other readers.	Continuous updating of the library with modern English textbooks and the follow-up of basic textbooks.	Main textbooks and nowadays theological literature are in students' disposition.	Permanent	Current budget, EELC	The task is continuously executed.
	Arranging the collections of periodicals in the library.	Collection of periodicals has been revised, and the information about it is to be found on homepage of the Institute or Moodle. Unnecessary periodicals have been transferred to other libraries, some of them to the Consistory archives. Some of the periodical have been given to the paper recycling system.	2018-2019	Current budget	Work in progress, auxiliary labor needed.
	Improving the physical environment of the library.	The sanitary repairs shall have been performed in the halls and repository (partly). The number of reader seats shall have been increased, if possible, and 1 computer shall be set up for a reader. A new computer shall have been set up also for the librarians.	2019-2021	Current budget, sponsoring of projects	Saali remont lõkkus 2022. aastasse. Lugejaarvutit pole, töötajale on soetatud uus arvuti.
	Modernization of the library information systems.	Professionals shall have been consulted about the transition to an integrated library system. New library program (at least a test version) shall have been introduced.	2018-2021	Current budget, sponsoring of projects	Since the integration of the three most common library systems in Estonia is but being tested, it has not been wise to rush.
4.2.3 The library of the Institute shall be the regional centre of counselling, where also theology-related information is to be provided.	Development of the digital repository of the library in cooperation with the Faculty of Theology.	The defended final papers shall have been available on the Institute's homepage and, in addition, via a user account (e.g., Moodle) there shall be an access to various digital collections.	2018-2020	Current budget, sponsoring of projects	All students, as well as lecturers of the IT can visit the "Little library corner" at the bottom of Moodle, which started in 2020 and is being updated until now. It contains digitised and other e-materials, links to databases (and their instructions for use), audio and video lectures, etc. The list of dissertations has also been uploaded to that environment, but the files have not been uploaded for reasons beyond control of the library.
	Essential improvement of student information literacy.	The pass/fail examination is part of the subject on research fundamentals of information search training. If necessary, additional individual practices will be carried out.	Permanent	Current budget	User training has been carried out. Individual trainings take place as needed.

	The Institution's Library shall become a member of the Association of European Theological Libraries (BETH) and shall be in close contact with other theological libraries.	There shall have been established the subunit of the Association of Estonian Theologian Libraries Association of BETH, which includes TÜRK and (if possible and in case of interest) also other theological libraries in other establishments of higher education in Estonia. There shall be also an access to different databases (e.g. ATLA) and there shall take place an exchange of necessary materials.	2018-2019	Current budget, sponsoring of projects	Creating a sub-union of BETH has not been successful in Estonia.
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.	2020	NPO Tartu Academy of Theology	The task is completed.
<b>4.3 FINANCIAL RESOURCES</b>					
<b>Objective</b>	<b>Activity</b>	<b>Result</b>	<b>Planned period of execution or finishing time</b>	<b>Funding</b>	<b>Achieved results by the end of 2021</b>
4.3.1 The support of the EELC as the owner of the Institute regarding the church educational development shall be stable and growing year-on-year.	Closer cooperation between the owner and the Academy.	The owner's financial support to the Institute's budget shall be stable and the goal is to increase support during the development plan period.	Permanent	EELC	Support by the owner was stable. In 2021, the subsidy by the owner increased by 10%. Completed partially.
4.3.2 Support for the NPO Tartu Academy of Theology and OCE shall be stable and increases from year to year.	NPO TAT and OCE contribute to the sustainability of the Institute.	The NPO Tartu Academy of Theology contributes to the IT budget increasingly 5% per year.	Permanent	NPO Tartu Academy of Theology	In 2018, the subsidy increased by 11%, in 2019 by 9.6%. In 2020 it decreased by 9.2% and in 2021 by 9.3% due to difficult economic times and a decrease in the workload of employees. Completed partially.
		The OCE contribution to the budget of the Institute shall remain at least the same and shall increase proportionately according to the increase in the teaching capacity.	Permanent	OCE	The subsidy decreased in 2019 and increased in 2020, remaining stable in other years. Completed partially.
4.3.3 The Institute shall have an effective strategy for student recruitment and organization's financial plan.	More effective spreading of information within the Institute and with stakeholders, and more active promotion of ecclesiastical education and its support in the congregations and in society in general.	Student recruitment strategy has been worked out.	2019	Current budget	The Institute communicates with provosts and parish priests to inform them about the study opportunities and direct potential candidates to study at the Institute.
		The Institute's advertisements are seen and heard in the media, churches, church events, schools, etc.	Permanent	Current budget	Every year, an advertisement appears in newspapers, on the website, etc .
		Homepage is modern and actual.	Permanent	Current budget	The website of the Institute was updated in 2020–2021.

		The Institute has its account in Facebook, Twitter, etc.	Permanent	Current budget	The institute has an account on Facebook.
		Students and <i>alumni</i> are involved into recruiting new students through their personal social networks.	Permanent	Current budget	Works continuously.
		The Institute's newsletter is regularly sent to the alumni.	Permanent	Current budget	Not completed.
		Every year at least 15 new students are enrolled in the HPE curriculum.	2018-2021	Current budget	The objective was not met in any year. In 2020, 14 students entered.
		Every year at least 10 new students are enrolled in MA curricula.	2018-2021	Current budget	In 2018, the objective was not met, in 2019–2021 the objective was met and more than 10 new students were accepted to the master's study.
	Analysis of the current financial plan and preparation of a new financial plan for the 2018-2021.	Financial plan 2018-2021 shall have been prepared.	Winter 2018	Current budget	The management group mapped the economic development opportunities of the Institute and set objectives for the future. Completed partially.
	The reduction of tuition fees shall be granted to the students with the recommendation of the EELC or the OCE priest, if they have the purpose of applying the acquired education in practice in church work.	Access to professional education is more affordable for students oriented to church work.	Permanent	Current budget	Every year, students who are members of the EELC or the EAOC receive a 25% tuition fee discount, if they provide a recommendation by a clergyman.
4.3.4 The institute has a solid and growing number of supporters.	Keeping in touch with the existing supporters and searching for more contributors for the Institute.	Income by donations remains stable or increases every year.	2018-2021	Donations	The Institute has some regular donators. There has been no increase in the number of regular donators.
		There shall be the 1st Profit Evening of the Institute, when shall be collected donations of at least € 20,000.	2018 kevad	Donations	A fundraising evening was held and over 35,000 euros were collected in donations.
		In the spring of each year, there shall be a Profit Evening of the Institute when shall be collected donations of at least € 20,000 per year.	2019-2021	Donations	In 2019, a fundraising evening was held, where more than 17,000 euros were collected as subsidies. When the corona virus appeared, the organization of the fundraising evenings was cancelled. By the end of 2021, the evenings had not yet restarted.
4.3.5 The salary fund of the staff of the Institute increases every year.	Increasing the salary fund is a priority for the management staff.	The salaries of the staff of the Institute shall be competitive with the salaries of educational staff in other educational institutions.	2019-2021	Current budget	In 2018-2020, the salary fund was stable, without a major increase. In 2019 it decreased by 6% compared to 2018 and rose back to the same level as 2018 in 2020. In 2021 the salary fund decreased by 12% due to decrease in the income of the administrative section and the decrease in the number of employees.

4.3.6 Obtaining a national training order for training pastoral counsellors and chaplains.	Adding pastoral care and counselling service to the list of social services offered by the state.	The existence of a pastoral care and counselling service in the list of social services is a facilitating factor in moving towards a state-commissioned education course.	2019	Current budget	Continuous cooperation with the Health Insurance Fund. Pastoral care and counselling service is not included in the list of social services.
	Mapping common interests and needs of different chaplainships and increasing cooperation.	Chaplainships are ready and capable to jointly organize trainings and provide a legitimate proof for the need of public funding of joint training of chaplains.	2020	Current budget	The common interests and needs of chaplaincy are mapped by the Estonian Council of Churches.
4.3.7 The Evald Saag Foundation, which grants scholarships for students and research grants for teaching staff, has increased its capacity to help students and teaching staff in their pursuit of education.	Collecting of additional donations to the Evald Saag Foundation.	Evald Saag Foundation shall grant scholarships and research grants with a minimum of EUR 5000 each year.	2018-2021	Donations	In 2018, 2193.75 euros of grants were distributed, in 2019 no grants were distributed, in 2020 2000 euros were distributed, in 2021 were distributed 1850 euros for scholarships.
		Each year at least € 5,000 are allocated to the Evald Saag Foundation from the Institute's fundraising evening.	2018-2021	Donations	Not completed.
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 Lutheran Church					
NPO Tartu Academy of Theology – Non-Profit Organisation Tartu Academy of Theology					
EELC – Estonian Evangelical Lutheran Church					
OCE - Orthodox Church of Estonia					
PHE – professional higher education					
MA – master's studies					
MA SCC - Master's Studies in Christian Culture					
R&D - Research & Development					