

ADRIATIC UNION COLLEGE  
ADRIATIC UNION OF CONFERENCES

Master plan  
Adriatic Union College  
2013-2017

Maruševec, December 2013

## 1. Introduction

Adriatic Union College is a school of theology in the Seventh-day Adventist tradition. It encourages its students to search for, develop and live an active spiritual, academic and social experience. By commitment to holistic teaching and learning, corporate worship and community service Adriatic Union College students are led in formation and transformation of their lives that result in faithful and loving service to the church family and a wider society.

### 1.2. Adriatic Union College

The Adriatic Union College is an academic institution serving the Adriatic Union of Conferences. Its main purpose is to offer theological education to ministerial students, religion teachers and lay members within its constituency.

### 1.3. Rationale

Long-term, strategic planning is seen as the means to clarifying our own goals, structuring our educational efforts to make them more effective and manageable, outlining our specific obligations and responsibilities accordingly and measuring our progress.

### 1.4. Mission

Our mission is to equip ministerial students and lay members for the gospel ministry, mature and responsible participation in a church life and a quality religious education. We thus seek to strengthen our church community and provide biblical basis for active and meaningful participation in all areas of human life.

### 1.5. Values

Responsible scholarship and excellence in learning and teaching.

Spiritual development and social maturity are equally important as academic progress.

Providing supportive environment

Personal, professional and corporate integrity

Spirit of responsible leadership and stimulating cooperation

Integration of faith and learning

Participation in worshiping community and witnessing

Modeling and example are foundations to all teaching methods.

### 1.6. Aims and actions

AUC aims towards preparation of ministerial students and lay members for the gospel ministry within its constituency as well as towards helping the Church in promoting the specific Adventist message and values.

## 2. The plans and visions

### 2.1. Principles of development

Life-long personal and corporate commitment to Jesus Christ and Seventh-day Adventist philosophy of education.

Functional college structures.

Life-long commitment to academic excellence and passion for teaching.

Integration of faith and learning.

Ability to serve the church and a wider society.

### 2.2. Needs

Adriatic Union of Conferences has identified long-term need for education of ministerial candidates and lay members in order to fulfill its educational and missiological tasks. By doing so it seeks to strengthen the church theologically and prepare individuals and the church to respond to the challenges of social and religious change in a wider society.

We observe that there are various fields in which the College ought to and is able to make further advancements:

- Introducing and carrying out of Master program for pastors (see the separate document)

- Inter-institutional cooperation

- Development of teaching staff

- Publishing

- Academic Programs

- Participation in Church mission

- Finances

- Marketing

- Library

- Facilities and plants

In this section we discuss particularly all the listed areas of development, trying to be as precise and specific as possible.

### 2.3. Inter-institutional cooperation

In the last few years new opportunities have been opened for the College to develop cooperation with various institutions. In upcoming years we are to be oriented towards institutions that are necessary for recognition of our diplomas – namely, ETS Osijek, Friedensau Hochschule, and Newbold College.

#### 2.3.1. Evangelical Theological Seminary, Osijek (ETS)

Having received validation from this institution, we practically gained an indirect recognition from Croatian authorities, which immediately increased the value of our diplomas. In the years to come, our plan is to further develop this collaboration, especially in the area of the College's teachers' professional ranking and advancement. Through ETS our teachers may become recognized in their academic fields. We also need help from ETS in consulting concerning various organizational academic issues. The idea of teacher's

exchange, however, cannot be realized due to the limitedness of our and their teaching capacities.

### 2.3.2. Friedensau Hochschule (FH)

Within the present context, FH is necessary for our MA program. In our Master Program we have already included several teachers from Friedensau, while our professor Darko Pirija teaches at Friedensau the same module he will be teaching within our MA program.

### 2.3.3. Newbold College (NC)

As a TED institution for pastoral education, we are naturally oriented towards Newbold College. However, since at this moment they offer only FH diploma, our cooperation with them is limited and reduced only to the context of our cooperation with FH. Some teachers from NC are scheduled to teach in MTS program and AUC will, in accordance with TED policy, continue to seek way to enhance cooperation with NC.

### 2.3.4. Other institutions

AUS will continue to cooperate with Belgrade theological seminary (BTS) in the areas of common interest, such as teachers exchange, textbook publishing, etc. There is also possibility of some degree of cooperation with Protestant Theological Seminary *Matthias Flacius* in Zagreb. Since they are recognized by the University of Zagreb, they also may help us in resolving the issues of academic ranking.

## 2.4. Development of teaching staff

Very urgent developmental need is a professional development of teaching staff. This developmental strategy is mainly not directed to some further employment of the needed teaching staff. Within present conditions, we may realistically expect only some temporary employees that could help us in realization of the planned new programs.

Therefore, development of teaching staff is mostly directed towards professional development of the teachers that are already at disposition. Within Croatian educational legislative, our teacher must improve their engagement in research projects, writing of the textbooks, articles, etc. as it has already been stated in our 2010 Strategic Plan. Thus the teachers will gain academic ranking which in future may provide state recognition for AUC. It is our goal to become more visibly present within Croatian academic circles, as well as within wider SDA academic community.

The AUC budget provides app. 250 € per teacher per year for their participation at scholar's conventions and congresses. Double amount is provided when a teacher reads a research paper. AUC also organizes biannual symposia that will enable our teachers to be better known within theological circles in Croatia and abroad.

It is going to become a demand for all College teachers that they periodically yield with new journal articles (in the journals recognized by Croatian Ministry of education), textbooks and similar writing materials. The teachers' tenure depends upon their engagement in researches.

## 2.5. Publishing

Although the College has already published several books and issues of *Biblical Perspectives* journal (that has been stopped in 1998), it is of our utmost interest to enhance our publishing activities in order to become recognizable in our social and cultural environment.

There are several areas of publishing which the College should cover in the next couple of years.

Publication of materials prepared by the College teachers. AUC teachers are encouraged to submit proposals to the College Council to seek funding and time for research for scholarly publications needed in order to fulfill state criteria for professional development.

Publication of translated textbooks and lecture materials. This could be at least partly realized in the cooperation with BTS.

Online publications. Recent technical advancement gives us an opportunity to publish our materials online (recorded lessons, articles, etc.). It is much cheaper, yet very effective way of getting a wider attention.

In cooperation with Adriatic Union and Croatian Conference, the College will assist „Znaci Vremena“ (Croatian Conference publishing house) in publishing textbooks in religious education (primary and secondary school level). Some material has already been prepared, while some will be prepared in cooperation with BTS.

From year 2012 we have again began to publish *Biblical Perspectives (Biblijski pogledi)*, our scholarly journal. It is a realistic goal to publish two issues of the journal per year.

Work on transliteration of the first Croatian New Testament from 1562/63. It will take another 4 years to complete it and to publish all the findings.

Table 1: Publishing actions

Action	Responsible person(s)	Timeline
Publishing the material written by our teachers	Academic Dean, Associate Dean	One item per year per teacher
Publications written by other authors	Academic Dean, Associate Dean	At least three until 2017
Online publications	Academic Dean, Associate Dean	Ongoing
Textbooks for classes in religious education	Academic Dean, Associate Dean	At least two until 2017
Biblical Perspectives	Academic Dean, Associate Dean for Development	Once a year

## 2.6 Academic Programs

In the next five years we are going to continue offering our full-time BA program in theology, as well as part-time Master Program in theology (2013-2018).

### 2.61 Program in Leadership

However, we also aim towards development of some non-theological programs. We have already performed some research concerning introduction of a Leadership (or similar) program in Zagreb. Such one-semester program should have some 150 hours of teaching, with 30 ECTS that will be recognized as a valid certificate. Due to limitedness of our capacities, its commencement cannot be expected before the end of the Master program (Winter 2016).

The venue for this program would be a church-owned *More than Life Centre* in Zagreb downtown, consisting of a huge classroom, with some additional rooms, not looking like some church, which presents the clear advantage of the venue. There are also some legal issues that must be solved before commencement of the program.

Here is the list of persons which could significantly help us in organizing and realization of the program:

Table 2: Assistants for the Leadership Program

Person	Short description
Melita Marčeta	SDA; Vice-President in Zagreb Stock-exchange; Master in the area of Business ethics; already works in a similar program in her company.
Kristina Laco	SDA; expert (MA) in marketing, and Managing Director of Premisa - major PR company in Croatia.
Drago Cmik	SDA; a manager in a major company; PhD in electronics, with experience in university teaching; already works in a similar program in his company.
Dražen Glavaš	teacher at the VERN School of Management, Zagreb; organizing well-visited <i>EQUIP</i> leadership seminars.
Ileana Radojević	PR for Croatian Post

Table 3: Projection of the budget for the program  
(150 classes, 20 students; currency –Croatian kuna)

Expenses		Incomes		Balance
Teachers (300 per class)	45,000	Fees (4,000 per student)	80,000	20,000
Marketing	10,000			
Other costs	5,000			
Total	60,000	80,000		20,000

## 2.7. Participation in Church Mission

The next area of future development is to involve the College more actively into the Church mission. We do not only prepare students for mission, but we do mission as well. For the detailed plan of the AUC mission activities see our *Spiritual Master Plan*, section 2.1.

## 2.8. Finances

Stable and accurately booked finances are indispensable for the functioning of the College. From the formal viewpoint, it is our main goal to ensure full compliance with the reportable conditions and Working Policy items in order to get an “unqualified opinion” audit. We are quite close to that goal, and the actions are needed only in order to continue with the practice that will keep us at that level.

These formal actions are following:

- Reviews of finances (monthly at the level of administration; twice a year at the level of the Board of Trustees);
- Control of the inventory;
- Continuance of the insurance covers for the building;
- Preparation of the yearly budgets with realistically set projections.

Table 4: Formal financial actions

Action	Responsible person(s)	Timeline
Reviews of finances	Academic Dean; administrative secretary	monthly for AUC administration; twice a year for Board of Trustees
Control of inventory	Secretary	ongoing; with annual review
Continuance of the insurance covers for the building	Secretary	ongoing; annual re-subscription
Preparation of the yearly budgets with realistically set projections	Union Treasurer; Academic Dean	once a year

### 2.8.1. Financial projections for the period 2013-2017

From the material viewpoint, we are to insure stable finances for the next five-year period. Since we do not have any debts to other institutions or persons, we deem that such stability can be expected. It depends on the following variables:

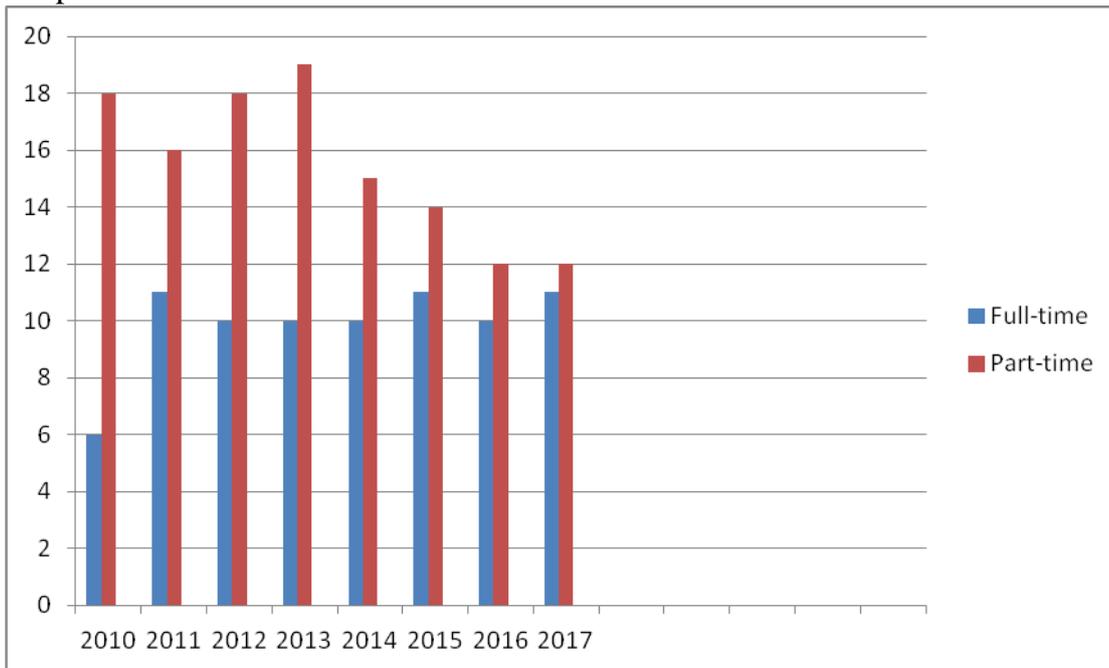
- Student enrolment;
- Donations from the Union;
- Other income;
- College expenses.

For all these variables we firstly give short explanations and precise graphs including three-year report (2010-2012) along with a five-year projection. Finally a cumulative summary graph is given in order to get the whole picture. Here we give data only for BA studies (full-time and part time); projected budget for Master Program is given in a separate document.

#### Student enrolment

Cumulatively, the last three years saw an increase in student enrolment and, consequently, in fees paid by the students. In the next five years we predict a stabilizing trend in these numbers, although some slight increase in fees (max. 10%) might be expected, due to the increase in expenses. The projection here is based upon 5% increase in fees for full-time students and 10% for part time students as of 2014/2015 academic year.

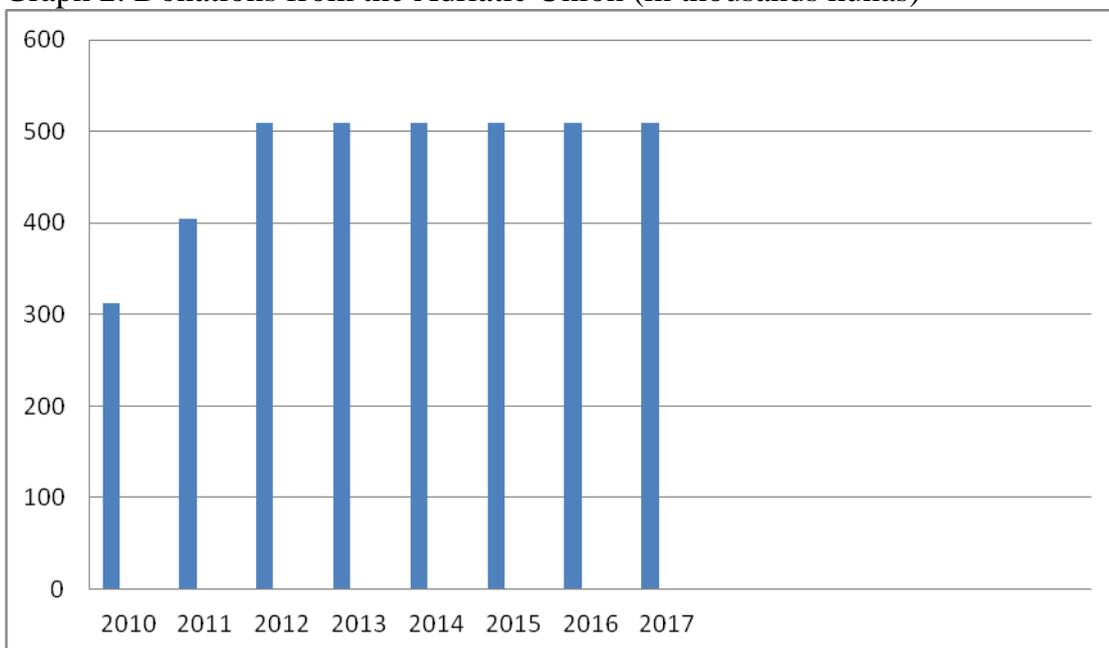
Graph 1. Student enrolment.



#### Donations from the Adriatic Union

In the past three years there was an increase in the donations from the Adriatic Union. We do not expect a significant increase in the next five-year period.

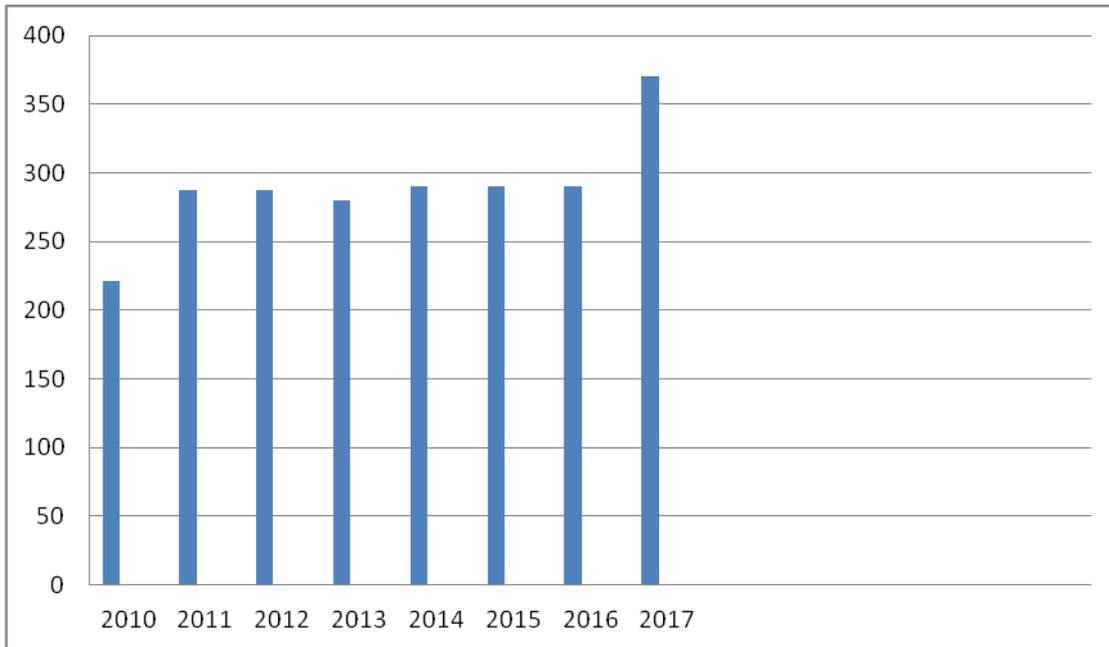
Graph 2. Donations from the Adriatic Union (in thousands kunas)



### Other incomes

Student's fees present the greatest part of other income; however, there are other incomes, specified in our budget, that also contribute to the incomes. If leadership program commences in 2017 according to our projections, this could increase other incomes.

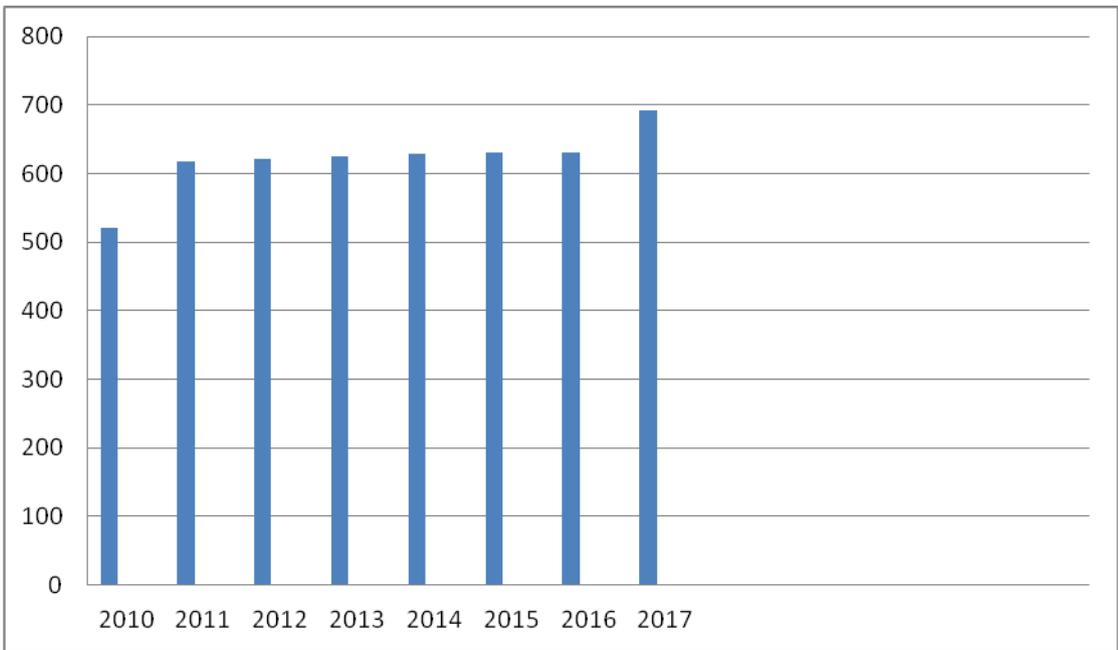
Graph3.Other income



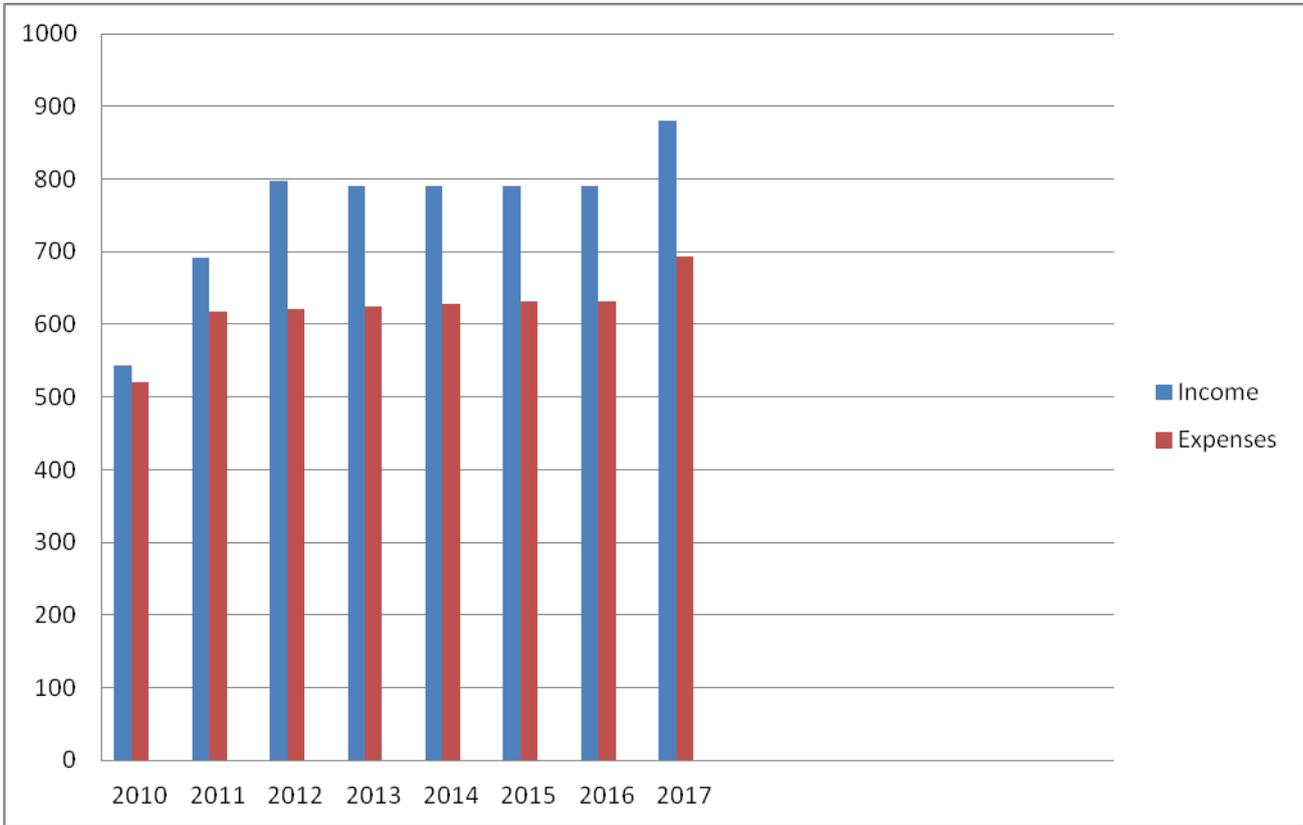
### Expenses

In the last few years AUC managed to cut some expenses and for some time there was even a trend of expending less than it was projected by the budget. However, some increase must have followed, since AUC desperately needed to employ a librarian (2012), and there was also the increase in other expenses, mostly due to a gradual inflation. We expect such gradual increase in the years to come as well, especially after commencement of the leadership program.

Graph 4.Expenses



Graph 5. Cumulative graph – budget balance



## 2.9. Marketing strategy

Variety of programs offered by the AUC requires variety of marketing strategies. Therefore we explain these strategies and actions separately.

### 2.9.1. Marketing for BA in theology (full-time)

The main marketing challenge for this program is a small pool of prospective students: particularly, the lack of increase in number of the Church youth along with limited vacancies in the Church and its institutions. Our expectations that a recognized diploma will attract more students have not been fulfilled so far. In the past few years we perceived that some of the students came from the group of church friends, so it presents a certain niche for finding potential applicants.

However, AUC is to use every possible opportunity to get the attention from the Church members and in that way attract some students. In this area marketing goes along with our mission activity. Although it is an ongoing activity, there are certain periodic actions as well. We list all of them in the following table:

Table 5: Marketing BA in theology

Action	Responsible person(s)	Timeline
Visiting local churches	Academic Dean, Associate Dean	twice a month
Presenting AUC at the pastoral meetings	Academic Dean, Associate Dean	at least twice a year
Participating in the Union Youth programs	Academic Dean, Associate Dean	at least once a year
Writing for the church magazines	AUC administration	6-7 times a year
Preparing the special issue of <i>Adventist Review</i>	Academic Dean	once a year
Sending posters and adds to local churches	Secretary	once a year
Designing new posters and adds	Associate Dean	every other year
Internet activities	Academic Dean, Associate Dean	ongoing
Contacting Alumni students	Secretary	ongoing

### 2.9.2 Marketing BA in religion (part-time)

The pool of potential students for this program is certainly bigger than the pool for theology studies. It might become more attractive to non-SDA students (we already have two such students enrolled) and therefore some additional marketing activities are required. One of the non-SDA students got the information via our web-page and we are to pay more attention to this public medium. We are to take into consideration printing of posters and

prospects that will advertise the program on the billboards of our churches in Zagreb and its vicinity.

Table 6: Marketing BA in religion

Action	Responsible person(s)	Timeline
Additional Internet activities	Associate Dean	ongoing; especially in 2014
Posters and adds; local churches in Zagreb area	Associate Dean	Beginning 2014

## 2.10. Library

For our academic institution library is of vital importance. Some fundamental decisions have already been carried out – the budget for books increased significantly; a book catalogue has been finished and uploaded on the internet librarian data-base; library moved to other location and adapted; a fund-raising activity commenced.

The main task of the library now is to hire a new librarian, to improve its fund in books, to provide some online resources, to enable a continual education for its librarian, and to introduce at least some security measures.

The question of the online-resources is elaborated in our Master Program preparatory documents. AUC provides a yearly subscription for ATLA, while students will be required to provide for themselves access to the Questia online library (with 70,000+ books and many journals).\*

It is our goal to begin with purchase of e-books, since it is the future of libraries in general. We cannot predict the commencement of the purchase, given that issue of licenses for non-USA libraries still waits for resolution. However, it is reasonable to believe that such problems will be sorted out in the near future.

Electronic safety measures for the library should commence in the Fall 2014. In order to accomplish that task it would be needed, firstly, to select the books that will be electronically protected, and then to carry out the process, with some necessary assistance of the Secondary School (since we share the library). Realization will depend on available financial resources.

Table 7: Improving library work

Action	Responsible person(s)	Timeline
Purchasing new books for library	Associate Dean	Ongoing
Providing online resources	Associate Dean	Fall 2015
E-books	Secretary	As soon as legislature has been established
Continual education for librarian	Associate Dean	at least one course per year
Improving security measures	Associate Dean; Secretary	Fall 2013

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\* There is no possibility for an institution to subscribe to Questia.

## 2.11. Facilities and plants

Facilities and plants were refurbished in the last few years, especially in the case of the student dormitories. Along with continual maintenance of the AUC premises, it should also be taken into consideration that some student rooms should be made on the top floor of student dormitory. At this time the space at our disposal is enough, yet we are to be ready for an eventual increase in the number of students; besides, such additional space could also serve to our female students, who are usually placed in the girl's dorm, together with Secondary School girls. If finances would allow for that, the project itself should commence in the Summer 2014, and the Union administration would take full responsibility for its realization. If the project fails due to the lack of finances, AUC at least should reach an agreement with Secondary School in order that College female student have permanently sorted out all the questions concerning their accommodation.

Table 8: Action plan for facilities and plants

Action	Responsible person(s)	Timeline
Adaptation of the top floor of building for students	Union administration	Summer 2014
Permanent solution for female students	Academic Dean	Fall 2013
Maintenance of facilities	Union administration; Academic Dean	Ongoing

## 2.12 Concluding remarks

The plans and visions listed in this chapter are set realistically according to the College needs and capacities. Realization of all the plans listed above would certainly give a meaning to the existence and activity of the College. We believe that this Master Plan clearly sets our goals and resources, along with the tasks that – in most cases – are of permanent nature.