

Quality Improvement Report

**NOBTS Unit Assessment
2022-2023**



NEW ORLEANS
BAPTIST THEOLOGICAL SEMINARY



LEAVELL
COLLEGE

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President's Office

Unit Purpose Statement: To lead the Seminary to fulfill the mission of the institution with excellence.

Outcome: Increased Giving to the Institution

Rationale: Develop a Robust Giving Strategy

Alignment: This Outcome supports the mission of the institution in that the long-term financial well-being of NOBTS and Leavell College is dependent upon an increase in the donor base and the contributions of new and current donors.

Strategy: Establish, and provide overarching guidance for a fundraising strategy that includes multiple small and intimate dinners/events with current and prospective donors. Coordinate with Trustees, Faculty, and Alumni in soliciting potential donors.

Measure: Coordinate with Trustees, Faculty, and Alumni in soliciting potential donors.

Benchmark: Six dinners in the 2022-2023 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The President charged the advancement office with the planning and coordination of various donor events in order to cultivate opportunities for new donor relationships and to invest in current donor friendships. In addition to other events and activities, the president hosted 10 smaller donor events during the fiscal year.</p>	<p>Trustee giving has remained positive. For the fiscal year, 90% of the 40 member trustee board have contributed financially to NOBTS and Leavell College. They have been encouraged regularly to give each year. In addition, trustees have hosted several of the donor events in the past year and participated in various giving opportunities.</p> <p>Two years ago, alumni giving was at an all-time low of barely 1%. Today, alumni giving is at 4.5% with a due paying alumni association of nearly 1,000 members.</p>	<p>Through coordinated efforts NOBTS and Leavell College have seen an increase in giving over the last two years at record levels. These small events have played a significant part in those efforts.</p>

Provost's Office

Unit Purpose Statement: To lead the faculty to fulfill the Seminary's academic mission with excellence.

Outcome 1: Increase the Efficiency of the Seminary's Academic Programs.

Rationale: Like most schools, NOBTS is consistently trying to do more with less financial resources. In light of this, we must work to become as efficient as possible in every aspect of the seminary. We must continue to look for areas where we can utilize our resources better.

Alignment: This outcome aligns well with NOBTS' value of characteristic excellence. Efficiency could be explained as doing your absolute best for the Lord. In addition, maximizing efficiency can help in student enrollment and retention which is the third goal of the seminary's strategic plan.

Strategy I: Create a Leavell College distance cycle that includes the new hybrid weekends and online classes.

Measure: The Associate Vice-President for Distance Education will work with the leadership of Leavell College to present a distance cycle to the Provost for approval.

Benchmark: The Provost will approve the cycle in time for it to be utilized in planning the 2023-2024 schedules.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>In February 2023, the Associate Dean of Leavell College and the Associate Vice-President for Distance Education presented a proposed cycle to be approved. After several iterations of this document, the cycle was used to plan the 2023-2024 Leavell College cycles. The hybrid cycle needed further work since Leavell College has only been experimenting with this format the last few years. As a result, that part of the cycle was completed over the summer.</p>	<p>We have had a well-developed cycle for the graduate program for several years. During the last few years, we have made attempts to develop an undergraduate cycle. Changes in leadership and renewed communication efforts enabled this to happen this year. The cycle is clear and has already made scheduling simpler. I am grateful for the work of Tommy Doughty and Cory Barnes in particular.</p>	<p>The development of a cycle of courses for scheduling is a significant improvement in our processes. In the past, we have occasionally offered the same type of class in back-to-back semesters when it was not needed. Typically, we have not had an issue with offering too few classes, but the cycle ensures that this will not be an issue in the future. Scheduling (especially of the distance courses) has gotten significantly simpler, and this will save substantial time in the Leavell College office in the coming years. Having a</p>

Provost's Office

<p>The cycle is maintained in a DropBox folder that the Provost owns with editing responsibilities shared between Leavell College and Distance Learning. We are going to be adjusting as we watch registration numbers over the next several years.</p>		<p>cycle of classes with defined rules about how often each type of class is offered allows for the right time of data analysis over the next several years to refine the schedule and maintain the optimal number of classes offered.</p>
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Strategy 2: Increase credit hours in the Prepare Here hybrids by at least ten percent. A goal of increasing by ten percent represents a continued move forward in implementing this delivery system. We have only recently begun to push the 4x hybrid options on campus, but students seem to have a positive experience in the format. If we could use these to replace hours we were getting through intensives in the past, which would be extremely beneficial for the school.

Measure: The Provost will work with the Associate Vice President for Distance Learning to produce an enrollment chart comparing the 2021-22 academic year to enrollment in the current year.

Benchmark: In the 2021-22 academic year, NOBTS and Leavell College sold 195 credit hours through Prepare Here hybrids (78 in the fall and 117 in the spring). We would like to see at least 215 credit hours in the current year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>In the 2021-22 academic year, NOBTS and Leavell College sold 195 credit hours through Prepare Here hybrids (78 in the fall and 117 in the spring). We set a goal to sell at least 215 credit hours in 2022-23. We were able to sell 480 credit hours in 2022-23. That's an increase of 146%. Thus, the goal was successfully met.</p>	<p>This is a format that seems to be popular with students. We have worked hard to market these, and the student evaluations have been great. We have continued to expand the number of Prepare Here hybrids we offer on campus, and the results are clearly a success. One of the initial concerns is that we would offer too many classes and the average class size would shrink. However, the average class size increased as well. We averaged 8.875 students per class in 2021-22. In 2022-23, the average class size was 16.</p>	<p>We were able to see a 146% increase in credit hours sold through Prepare Here hybrids. We also increased in average class size. That represents a significant improvement year over year. Obviously, what we are doing in this area is working.</p>

Provost's Office

Outcome 2: Increase Enrollment in Leavell College.
Rationale: While Leavell College has always been an important part of the seminary, Dr. Dew has made this program priority number one. We want to continue to increase the enrollment in Leavell College in various way.
Alignment: This outcome aligns with strategic goals two (enhance our institutional image) and especially three (increase student enrollment and retention).

Strategy 1: Develop some additional mentoring format classes for Leavell College.

Measure: The Leavell College faculty will develop and approve at least two new mentoring classes in time to be offered next year.

Benchmark: The schedule for the next academic year will include at least two newly approved Leavell College mentoring offerings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
While NOBTS has a robust set of classes offered in the mentoring format, Leavell College has lagged behind in developing these for a variety of reasons. However, in the fall of 2022, three mentoring classes were developed, and they were offered for the first time in the spring semester of 2023. Thus, more than two new college mentoring offerings were included on the schedule a semester early, and the goal was surpassed.	The mentoring format has been a successful option for graduate students for a while. While Leavell College has created limited offerings in the past, this past year really moved the needle on creating these. The momentum has continued into the current academic year when 9 classes are offered over the year in this format.	Creating three new mentoring classes next year was an important development for several reasons. The seminary receives additional support from the convention for these types of classes compared to online classes. So, each student who takes a mentoring class rather than an online class is a bonus. In addition, we have seen students develop important relationships with local mentors through this class format. We are excited about the growth in this area for both pedagogical and financial reasons. As mentioned above, the growth has continued into the current year, and I'm excited about that momentum.

Strategy 2: Develop strategic partnerships with local colleges to enhance the options for Leavell College students.

Measure: Completed partnership agreements will need to be presented to the trustees. The Provost will compile a list of new partnership agreements involving Leavell College for this report.

Provost's Office

Benchmark: We will seek to develop at least one partnership agreement with local colleges in the coming year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Unfortunately, we were not able to develop any additional partnerships in the last year. Conversations with Delgado continue, and we hope to see fruit from this eventually, but we did not meet the target this year.	The Leavell College administration had a busy and successful year overall. In part because of the other things on their schedule, we were not able to meet this goal. We will work to do so in the coming year.	This is a goal that was not met, and we'll need to continue our efforts in the future.

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

- *Creating a Leavell College cycle enables us to offer classes that make. This is better for faculty and students. If done well, we can ensure that classes are robust which will benefit the overall tuition budget.*
- *Increasing the number of credit hours through Prepare Here Weekends helps the seminary's FTE report and fuels cooperative program increases. Moving students from online to the hybrids is helpful in a variety of ways.*
- *Developing mentoring classes for Leavell College has the potential to move students from online offerings to mentoring offerings. This will help the on-campus number for our cooperative program reports and benefit the school financially.*
- *Strategic partnerships with a local school will be beneficial if we can ever get this done. It has no cost for us, but it might help us recruit a few more students.*

Office of Institutional Effectiveness

Unit Purpose Statement: The Office of Institutional Effectiveness assists academic and administrative offices of the seminary in assessing and improving their work in support of the seminary's mission. The Office of Institutional Effectiveness provides leadership, research, and support for the assessment and accreditation process.

Outcome 1: Complete needed reports for accreditation agencies.

Rationale: The IE office leads the institution in maintaining a sustainable and continual process of assessment.

Alignment: Aligns with the Mission Statement by demonstrating that graduates prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. It also reflects the Strategic Plan Goal 2 (g) to “improve the quality of instruction.”

Strategy 1: Complete and submit the follow-up Referral Report for the 5th-year report by the assigned due date.

Measure: The IE staff will write and submit the Referral Report, responding to the cited items from the SACSCOC Action Letter, by the date of April 3, 2023.

Benchmark: Submission of the Referral Letter by April 3, 2023.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Achieved	<p>We submitted the Referral Report on time. The report was written by a combination of people, compiled into one document, and read by Dr. Steve Sheeley, an outside consultant, after which the report was edited and submitted.</p> <p>Because we did not have sufficient assessment data for our certificate programs, we now have to complete a Monitoring Report, due April 1, 2024.</p>	<p>We have developed and approved assessment plans for all certificates. The certificate programs will complete annual assessments for the next two years so that we have sufficient trend data to submit for the monitoring report and the upcoming 2026 Compliance Certification.</p>

Strategy 2: Complete new degree program, substantive change, and closure reports as needed.

Measure: IE office personnel will complete the reports by the due dates of the respective accrediting entities.

Office of Institutional Effectiveness

Benchmark: 100% of the reports submitted will be accepted by the relevant accrediting entities.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Achieved	<p>We submitted 24 sub changes (notifications) to SACSCOC. The high number is due to the closure of our CLC certificate sites. SACSCOS has been slow to respond, having approved only 2 of the 24 to date (8.11.23), with one having been assigned to a reviewer. The remaining 19 are the queue to be assigned to a reviewer.</p> <p>We submitted two sub change notifications to ATS, both of which were related to centers (one relocation, one closure). Both were approved.</p>	Complete a comprehensive review of all SACSCOC and ATS standards and policies to ensure we are current on all accrediting reports needed to be completed.

Strategy 3: Revise the assessment cycle to a 2-year cycle to enable better tracking of trends necessary to complete needed reports.

Measure: The new two-year cycle will be submitted to the AOC for approval at the November 7, 2022 AOC meeting.

Benchmark: AOC approval of the two-year cycle on Nov. 7, 2022.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not achieved	At the beginning of the 2021-2022 year, we had conversations with the provost about a three-year cycle rather than a two-year cycle, so a revised three-year cycle was approved by the AOC January 1, 2023. However, upon further discussion with the IE team and the provost, we realize the need to use a two-year cycle leading into our reaffirmation reports.	A two-year cycle is being developed by the IE office, with the goal of having it approved by the AOC in its October 2023 meeting

Outcome 2: Oversee the completion of in-house data and reports.

Rationale: The Office of Institutional Effectiveness is charged with gathering data and collating reports for the Seminary.

Alignment: Aligns with the Mission Statement by demonstrating that graduates prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. It also reflects the Strategic Plan Goal 2 (g) to “improve the quality of instruction.”

Strategy 1: Improve institution-wide assessment by completing the Quality Improvement Report in 2021-2022 in a timely manner.

Measure: Have acceptable QIR unit reports by 10/3/2022.

Office of Institutional Effectiveness

Benchmark: 85% of acceptable QIR units submitted by 10/3/2022.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Achieved	By the due date of Oct. 3, 2022, 85% of the units submitted acceptable QIR reports. Eventually, 95% of the units had submitted reports.	<ol style="list-style-type: none"> 1. We have put new personnel in place to write the QIR reports for one of the units that has been negligent with his unit's QIR. We are in conversation with a Divisional Associate Dean to appoint new personnel for the other negligent unit. 2. Michael Wang, the new assessment point person, will be working with QIR unit heads to ensure timely completion of the reports. 3. We are moving to a new format for the reports, a format that mirrors the one used for program assessment, to make the reporting process more streamlined.

Strategy 2: Demonstrate institution-wide assessment by posting a completed NOBTS Quality Improvement Report (QIR) on the NOBTS Institutional Effectiveness webpage.

Measure: The IE staff shall assure that all unit reports are acceptable for posting.

Benchmark: Posting of the acceptable QIR by 12/15/22.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Partially achieved	The report was posted, though it was posted on 8/1/23 rather than 12/15/22.	We will add the posting date to the IE calendar to remind us to post the completed QIR report on the targeted due date for AY2023-2024.

Strategy 3: Increase the culture of assessment by providing significant assessment training opportunities for AOC members and key stakeholders at accreditation meetings.

Measure: Measure the duplicating headcount number of faculty attending SACSCOC Annual Meeting and the SACSCOC Annual Meeting (and other accreditation meetings)

Office of Institutional Effectiveness

as deemed necessary by the AVPAA). For example, if Dr. Vandercook attends both meetings, it will count as two faculty occurrences of attendance.

Benchmark: A duplicating headcount of ten faculty occurrences of attendance at noted meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Achieved with 11 occurrences	SACSCOC Annual Meeting Dec. 2022: Greg Wilton, Tommy Doughty, Bo Rice, Sandy Vandercook IUPUI 2022: Sandy Vandercook MAIR 2022: Sandy Vandercook SAIR 2022: Sandy Vandercook AALHE 2023: Sandy Vandercook Summer SACSCOC 2023: Sandy Vandercook, Norris Grubbs LAIR 2023: Sandy Vandercook	Change language of this strategy to include full-time staff like IE staff. With upcoming reaffirmations, we will send more faculty and full-time staff to such events.

Strategy 4: Increase the culture of assessment by NOBTS/Leavell College faculty participating in accreditation visits, presenting at accreditation conferences, or doing assessment consultations for other institutions..

Measure: Measure the number of accreditation visits, presentations at accreditation/assessment conferences, and assessment consultations completed by NOBTS/Leavell College faculty and staff.

Benchmark: Complete at least five accreditation visits, presentations at accreditation/assessment conferences, and assessment consultations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Achieved with a total of six	On-site visit March 2023: Sandy Vandercook IUPUI concurrent presentation Sept. 2022: Sandy Vandercook IUPUI poster session Sept. 2022: Sandy Vandercook AAC&U poster presentation Feb. 2023: Sandy Vandercook AALHE concurrent session June 2023: Sandy Vandercook	We desire to have the IE office active in SACSCOC and ATS off-site and on-site visits, so we have reached out to our respective liaisons to ask them to consider us for such committee work.

Office of Institutional Effectiveness

	LAIR July 2023: Sandy Vandercook	
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

- 1. With different faculty and staff in new positions (i.e., new Dean and Associate Dean in Leavell College, new Vice-President in Student Life/Dean of Students Office, new Associate Vice-President of Accreditation and Assessment, and new Director of Institutional Effectiveness do not reduce the amount for accreditation training as new people will need more training.*
- 2. Adjust the IE budget to include purchase of and training on accreditation and assessment software for assistance in writing compliance reports for the various accrediting agencies.*

Graduate Dean

Unit Purpose Statement: The Office of Graduate Studies assists in facilitating, problem-solving, and communicating with administration and the graduate teaching faculty in fulfilling the NOBTS mission with excellence.

Outcome 1: Graduate Faculty

Rationale: The Office of Graduate Studies seeks to ensure adequate oversight of the current graduate faculty and their teaching responsibilities.

Alignment: This outcome aligns with the NOBTS Mission Statement by assisting faculty to fulfill the mission of the school with excellence.

Strategy: Each professor has a base teaching load set in consultation with the President and Provost. Faculty are not to exceed this base teaching load by more than 9 hours of “made” classes, unless they have permission from the Dean to teach 6 more hours. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Faculty Teaching Load.

Measure: At the beginning of the academic year, each professor, in consultation with the Divisional Associate Dean, summarizes a yearly instructional plan detailing the courses to be taught. This plan is presented to the Office of the Dean of Graduate Studies in August. These plans are used as reference throughout the year as various adjustments are made.

Benchmark: No more than 6% of the faculty will exceed max load.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met. None of the faculty exceeded their maximum teaching load (0 out of 57 faculty).	Management of the faculty teaching load was successful this year in keeping faculty from teaching over their maximum hours. This is the third year in a row that no one on the faculty exceeded their maximum teaching load.	The Dean of Graduate Studies will continue to manage the workload of faculty and adjust scheduled classes accordingly. The benchmark for 2023-24 will continue at 6% for now. A few more years of data is needed before an accurate benchmark can be set.

Outcome 2: Graduate Program Course Management

Rationale: The Office of the Dean of Graduate Studies seeks to ensure proper course management in the graduate programs of study.

Graduate Dean

Alignment: This outcome aligns with the NOBTS Mission Statement by assisting faculty and students to fulfill the mission of the school with excellence.

Strategy 1: NOBTS seeks to schedule courses in the regular classroom and Internet formats to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course cycles for regular classroom and Internet courses.

Measure: The record for the past 2 years of the number of Small Classes and cancelled courses in both Internet and classroom formats will be reviewed to determine which courses are most likely to be Small Classes or cancelled courses. The course cycles will be adjusted to match more precisely student need and course offerings. Fewer Small Classes and cancelled classes should result.

Benchmark: 5% reduction in the number of cancelled courses and Small Classes in both classroom and internet formats.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met. The total number of cancelled and small classes in the classroom and Internet formats decreased by 39 (37.5%).	From academic year 2021-22 to academic year 2022-23, the following changes in cancelled and Small Classes were noted. The number of cancelled classroom courses decreased by 18 (50.0% decrease), while cancelled Internet courses decreased by 2 (33.3% decrease). Small classroom classes decreased by 10 (21.2% decrease). Small Internet classes decreased by 9 (60.0% decrease). Diligence in course management continues to be an important tool to limit the number of small and cancelled classes in the schedule.	The Dean of Graduate Studies will continue to monitor the offerings of classes in classroom and internet formats. Since a few more years of data is needed before an accurate benchmark can be set, the benchmark will remain at 5% reduction in cancelled and Small Classes.

Strategy 2: NOBTS seeks to schedule courses in intensives (formerly “workshops”) and special event venues to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings in intensives and special event venues.

Measure: The record of the past 5 years of course offerings and enrollments in intensives and special event venues will be reviewed to seek more effective scheduling of those courses. Effective matching of student needs with course offerings should be reflected through increased enrollment in these classes.

Benchmark: Reduce the number of small and cancelled intensives and special event courses by 5%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met, as the	From academic year 2021-22 to academic year 2022-23, the following changes in cancelled	The Dean of Graduate Studies will continue to

Graduate Dean

combined number of cancelled and small classes in intensive and special event venues decreased by 15 (35.7%).	and small classes were noted. Cancelled intensive & special event courses decreased by 17 (80.9% decrease). The number of Small Class intensive & special event courses increased by 2 over the previous year (9.5% increase). Careful management in the scheduling of these intensive & special event courses will still be necessary to encourage Made classes.	monitor the offerings of classes in intensive and special event formats. Since a few more years of data is needed before an accurate benchmark can be set, the benchmark will remain at 5% reduction in intensive and special event classes.
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Strategy 3: NOBTS seeks to schedule courses in the NOLA2U format to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings and enrollments in the NOLA2U format.

Measure: The record of past course offerings and enrollments in the NOLA2U format will be reviewed to seek more effective scheduling. Effective matching of student needs with course offerings should be reflected through increased enrollment in these classes.

Benchmark: Increase enrollment in NOLA2U format courses by 10%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark of increasing enrollment in NOLA2U courses was met. There was a 45.2% increase in NOLA2U enrollment for 2022-23 over 2021-22.	The number of NOLA2U courses increased from 76 courses in 2021-22 (total enrollment of NOLA2U was 597 students) to 84 courses in 2022-23 (total enrollment of NOLA2U increased to 867 students in 2022-23). This 45.2% increase in enrollment demonstrates a healthy growth in the NOLA2U format.	The 2023-24 benchmark for this strategy will remain at 10% increase in enrollment for NOLA2U format courses.

Outcome 3: MDiv Student Enrollment and Credit Hours

Rationale: The Office of the Dean of Graduate Studies seeks to address the decline of student enrollment and credit hours in the MDiv Program.

Alignment: This outcome aligns with the NOBTS Strategic Plan (#2).

Strategy: The MDiv is the single-most important degree in the Graduate Program at NOBTS, both in terms of student enrollment and credit hours taken. In recent years, student enrollment and credit hours have been decreasing in the MDiv program. In the effort to affect positively the enrollment and credit hour numbers for the MDiv program, the Office of Graduate Studies will seek a higher visibility for the MDiv program.

Graduate Dean

Measure: Based on MDiv enrollment and credit hour reports from the Registrar’s Office, the Office of the Dean of Graduate Studies will work with the Director of Enrollment to monitor the MDiv program and determine internal promotions and new initiatives. These efforts should affect positively both enrollment and credit hour numbers for the MDiv program.

Benchmark: 5% reduction in the downward trend of numbers of both student enrollment and credit hours for the MDiv program over the previous academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark 5% <u>reduction in downward trend</u> was met for both student enrollment and the total number of credit hours taken.	<p>For the academic year 2022-23, the enrollment of MDiv students at NOBTS decreased from the previous year by only 6 students to 649 (0.9% decrease), a significant slow in the downward trend of the last several years. The MDiv credit hours increased by 536 hours to a total of 9,016 hours (6.3% increase from the previous year).</p> <p>NOBTS has instituted several initiatives to seek to slow the trend toward shorter degrees. (1) Instituted a tuition cap to allow more hours to be taken without additional financial cost to students. This appears to be increasing the credit hours taken per student. (2) Trustees approved the Accelerated MDiv, which prioritizes the MDiv by allowing for the completion of the MDiv in a shorter time frame. (3) The orientation of new students by the Dean of Students’ office has been promoting the benefits of the MDiv degree.</p>	<p>The Graduate Dean of NOBTS continues to monitor the MDiv degree, seeking ways to slow the downward trend of numbers. The implementation of the tuition cap and the approval by the trustees of the Accelerated MDiv seems to be improving the numbers for the MDiv. Because the trend for the MDiv is downward, a benchmark of 5% reduction in the downward trend of numbers seems appropriate for another year. In 2023-24 we will work more closely with the Director of Enrollment to develop new initiatives that should result in strengthening the MDiv program.</p>

Academic Divisions

Biblical Studies Division

Unit Purpose Statement: The Purpose of the Division of Biblical Studies is to teach students how to interpret and communicate the Bible accurately so that we may “prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.”

Outcome 1: Presentations

Rationale: PhD students need to be actively involved in presentations and publications in scholarly settings to develop their academic skills within the context of the scholarly community of Biblical Studies.

Alignment: This Outcome fulfills the seminary’s mission statement: to prepare servants “to proclaim His truth” by teaching students “to interpret and communicate the Bible accurately,” especially encouraging our students to present their work into the broader field of academia.

Strategy: We will, in seminar settings and through mentoring relationships, encourage our PhD Biblical Studies students to make paper proposals and presentations during the 2022-23 academic year. These will include the contexts of the annual and regional meetings of ETS, SBL, ASOR, et al. Students will be especially encouraged to submit proposals to annual meetings. In seeking to provide tracking data we will track the number of proposals as well as presentations and assess those differences.

Measure: Lists of presentations by students will be compiled from annual and regional meeting programs as well as the ReDoc Newsletter. We will also poll students to see how many students presented proposals that were not accepted for presentation.

Benchmark: We hope to have 40% of our students submit paper proposals and 20% of our students have proposals accepted during the 2022-23 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Of 34 PhD Students, at least 9 submitted and presented a paper this year.	26% of students have presented papers. We met our goal of 20%, but we fell short of our goal of 40% submitting.	We will continue to improve by working with our supervisors to promote student presentations and papers.

Outcome 2: To enhance the recruiting efforts for our PhD programs.

Rationale: Many of our current PhD students have entered the writing phase, leaving our seminar numbers lower than desired.

Biblical Studies Division

Alignment: This Outcome fulfills the seminary’s mission statement: to prepare servants “to proclaim His truth” by equipping scholars to contribute to the academic guild and to prepare ministers through writing and teaching.

Strategy: We will encourage students who are pursuing their master’s degree at NOBTS to consider PhD candidacy at NOBTS.

Measure: Our faculty will host dinners in their homes for students interested in the Biblical Studies PhD program at NOBTS.

Benchmark: We hope to host one PhD recruiting dinner per semester.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We hosted dinners both semesters and we also hosted BlueJeans meetings with students who were distance students.	Several of these students have applied and been accepted into the PhD program.	We plan to host events every October and April to adjust to the PhD admission cycle.

Budget Implications: How do the desired outcomes inform your area’s future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

NA

Church Ministry Division

Unit Purpose Statement: The purpose of the Division of Church Ministry is to prepare students to walk with Christ, proclaim His truth, and fulfill His mission through the applied ministries and disciplines of the church.

Outcome 1: Increase total student enrollment in the various concentrations of the degrees housed in the Division of Church Ministry

Rationale: NOBTS prepare servants for ministry in the local church through formal theological training dedicated to developing future leaders to carry on the work of the SBC. Since the CMD intersects most holistically and foundationally with these institutional values, it must seek to increase the number of students seeking the degrees in concentrations that relate to the CMD.

Alignment: This Outcome assists to fulfill our NOBTS Mission Statement by preparing servants academically and theologically to walk with Christ, proclaim His truth, and fulfill His mission. Also, this outcome specifically aligns with the strategic initiative to increase enrollment across NOBTS.

Strategy: Recruit students for the various concentrations in the Masters and Doctoral programs, especially the ones that relate directly to preparation for ministry in the local church. Division members will seek to recruit potential students at denominational conventions as well as other meetings and events on the local, state, and national levels.

Measure: Number of students entering concentrations in the Masters and Doctoral programs that are housed in the CMD during the 2022-23 academic year.

Benchmark: Overall 5% increase in Master's and Doctoral students in the Church Ministry Division.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Marked decrease in overall students in CMD programs	<ul style="list-style-type: none"> - Degree revisions in an attempt to strengthen overall degree profile. It is still too early to garner specific data - A major decrease in our CE degrees (MA+MDiv) - Flat to slight increases in some of our other degrees - Marked growth at the PhD level in CE/CL - PhD Missiology restarted with growth potential 	<ul style="list-style-type: none"> - Make adjustments to course cycles and offerings to serve students better - Focus on recruiting and growth in PhD

Church Ministry Division

Outcome 2: Increase the evangelistic impact of the Division of Church Ministry

Rationale: In order to fulfill the Great Commission, all ministerial students need to be able to share their faith with unbelievers with competence, confidence, and consistency. This equipping process includes both classroom instruction in witnessing as well as hands-on field experience in verbally presenting the Gospel.

Alignment: This outcome aligns directly with our NOBTS Mission Statement to prepare students to proclaim Christ’s truth and fulfill His mission. Further, it also aligns with our core value of Mission Focus.

Strategy 1: Challenge all students in all graduate evangelism courses to engage unbelievers in Gospel Conversations and invite those with whom they share the Gospel to respond to the Gospel message by placing their faith in Jesus Christ for salvation during the 2022-23 academic year.

Measure: Number of recorded Gospel Conversations and salvation decisions for Christ during the 2022-23 academic year.

Benchmark: The goal is 10,000 Gospel Conversations recorded and 10% salvation decisions for Christ.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>< 10,000 and 10%</p> <p>- 2500+ gospel conversations</p> <p>- 50+ salvation decisions</p>	<p>- Multiple and consistent opportunities offered to students to engage in gospel conversations</p> <p>- Overall student engagement was healthy, but numbers did not reflect the benchmark</p>	<p>- Adjust benchmark to a reasonable goal</p>

Strategy 2: Encourage and Equip student to participate in at least one of NOBTS’s serve and outreach events as a part of the president’s strategic initiative during the 2022-23 academic year. The Division of Church Ministry will set the example by being represented by Division Faculty members at each of these events.

Measure: Record number of CMD faculty leading and as well as number of students participating in each of these community outreach events during the 2022-23 academic year.

Benchmark: The goal is for at least 90% of main campus CMD faculty participating in at least one event for the 2022-23 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>90+ % participation</p>	<p>- CMD faculty well-represented at serve day and leading up to SBC</p>	<p>- Continue to promote opportunities and</p>

Church Ministry Division

	<ul style="list-style-type: none"> - Even had distance CMD faculty participants who are not living on campus 	<ul style="list-style-type: none"> involvement, especially as we add more serve and outreach events - Record specific faculty stories of involvement
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<p>Budget Implications: How do the desired outcomes inform your area’s future budget requests?</p>
<p>What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.</p>
<p>NA</p>

Counseling Division

Unit Purpose Statement: The Division of Counseling exists to equip students to address individual, family, and social issues in biblically sound ways within the church and in the community.

Outcome 1: Integration of Christian beliefs with mental health science

Rationale: Students will have the ability to integrate historical Christian beliefs, faith, and spirituality with the best practices of mental health science, in an ethical manner.

Alignment: This outcome aligns with the components the NOBTS mission statement: servanthood, devotion, proclamation, and mission.

Strategy: Students will be able to communicate how they integrate historical Christian beliefs, faith, and spirituality with the best practices of mental health science, in an ethical manner.

Measure: Integration paper and rubric.

Benchmark: 90% percent of students will score greater than or equal to 3.0 on each criterion in the rubric for the integration paper by the time they write the second paper.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100 %	100% of the students (N=29) scored 3.0 or better on each criterion in the rubric by the time they wrote the second paper.	N/A

Outcome 2: Synthesis of theoretical and empirical knowledge in the field

Rationale: Students will demonstrate evidence of the ability to develop relevant counseling case conceptualizations and treatment plans that represent a synthesis of theoretical and empirical knowledge in counseling.

Alignment: This outcome aligns with the servanthood component of the NOBTS mission statement.

Strategy: Students will demonstrate evidence of the ability to develop relevant counseling conceptualizations and treatment plans.

Measure: Case conceptualization and treatment plan rubric scores (as assigned in Group Supervision).

Benchmark: 90% of students will achieve a score of greater than or equal to 95 on the Case Conceptualization Plan by the end of their Internship 2.

Counseling Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	By the end of Internship 2, 100% of the students scored above 95% (N=38) on the case conceptualization and treatment plan rubric. The average score was 99.2	Last year, the benchmark was also 95%. The benchmark was retained for further proof that students are excelling in case conceptualization. The goal of 90% of students making a 95% or better was met again this year.

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

NA

Theological & Historical Studies Division

Unit Purpose Statement: The Theological and Historical Studies Division exists to equip leaders for the local church and its ministries to think, live, and serve in light of a Christian theological heritage.

Outcome 1: Increase T&H PhD student enrollment (Apologetics, Ethics, Philosophy of Religion, Theology, and Church History)

Rationale: The PhD program is an important means for fulfilling the purpose of the T&H Division. Outcome 1 and corresponding strategies reflect the division's belief that personal contact with prospective students and public visibility contributes to their decision to enter doctoral studies at NOBTS.

Alignment: Strategic Plan, 2. Increase student enrollment and retention, (e) Increase doctoral student enrollment.

Strategy 1: Create opportunities for prospects to learn about T&H doctoral programs. T&H Faculty will speak with at least 3 prospective PhD students each semester over a meal, encourage students in upper-level T&H classes to consider PhD studies, and use Division funds to host students in our homes for a meal yearly. Also, T&H Faculty will speak with potential PhD students as opportunities arise at academic conferences and events.

Measure: Engaging Prospective Students. Trustee-elected T&H Faculty members will track the student contacts and self-report at the end of each academic year.

Benchmark: Trustee-elected T&H Faculty will contact a total of 20 prospective PhD students annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
26	The division has no central system for record-keeping, but individual professors self-reported the following numbers: Wittman 8, Butler 3, Harsch 4, Stewart, 4, Harwood 3, and Riley 4. We did a great job meeting the goal, especially considering the size of our faculty (Wittman).	Because we exceeded a reasonable goal, we do not see a need to adjust the goal or method.

Strategy 2: Work with the PhD office to follow up with inquiries to their office from potential T&H PhD students.

Measure: Inquiry Data – We are looking for a correlation between those who inquire about T&H majors in our doctoral program and subsequently apply. The Division office will work with the PhD office to follow up with prospective T&H PhD students.

Benchmark: Percentage of people who inquire into a T&H PhD major who later apply, 25%.

Theological & Historical Studies Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Unknown. Prospective Student Services tracked ThM inquiries between 8/1/22-7/31/23. There were 19 total inquiries (3 applied) which brings the percentage to 15.7% of people who inquired about the ThM program applied this past academic year.	Our division followed up with the PhD office and Prospective Student Services to gather this data. We were unsuccessful in gathering data that is specific to the PhD and to T&H degrees.	We see the value in hosting T&H recruiting events every semester. So, we plan for the Prospective Student Office to speak in our upper-level T&H courses in each semester about PhD studies.

Strategy 3: Increase the public face of the T&H Division and the appeal of T&H PhD majors through the T&H Faculty’s use of social media.

Measure: T&H Faculty will engage people on T&H topics on social media through various means (Twitter, Facebook, YouTube, podcasts, etc.), and the Faculty members will self-report their engagement on social media at the end of the academic year.

Benchmark: 80% of T&H Faculty will engage people on T&H topics through social media during the academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	We are all engaged in T&H topics in some way through digital media, whether through social media or podcast interviews. Even so, there are dangers in participating in social media because of heavy criticisms or being baited into addressing controversial or sensitive denominational matters.	We sense it is appropriate to proceed with participating while exercising caution and wisdom.

Outcome 2: T&H students and faculty will be actively engaged with our disciplines in academic venues

Rationale: T&H faculty and students engage in academic venues to hone research and writing skills, have a presence in the academy, and address important topics in T&H disciplines.

Alignment: Core Value: Characteristic Excellence

Theological & Historical Studies Division

Strategy: T&H students will propose, submit, present, and publish papers and book reviews through professional and public organizations, such as the Evangelical Theological Society, Evangelical Philosophical Society, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, universities, theological fellowships, apologetics conferences, and digital and print journals and books.

Measure 1: Student Engagement. T&H Faculty will gather information on presentations and publications from professional organizations and students on publications and presentations by T&H MA, MDiv, and PhD students.

Benchmark: 10% of T&H MA, MDiv, and PhD students will present or publish in an academic or professional meeting or academic, peer-reviewed publication.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
PhD student Micah Chung presented at ETS, Nov. 2022. Nick Strube and PhD students Connor Evans, Nick Maricle, Cameron Mohajerin, Joshua Lay, and Billy Benson presented at the Regional ETS Mtg., Mar. 2023. So, 1 Grad and 6 PhD T&H students presented papers. Student Theological Fellowship-presentations by Collyn Dixon and Max Newton. JBTM Fall 2022 book reviews by Tyler Dean, Bryan Shuler, Landon Adams, Joe Waller; Spring 23 review by Andrew Slay. T&H students: 27 PhD; 105 MA and MDiv. Total=132. 3 grad & 11 PhD students=14. Results: 10.6%	Though some students might have presented papers or been published in academic journals that were not counted (other than ETS, STF, and JBTM), we have visibility of participation in these two societies and the journal—and such participation fosters scholarship and experience in the guild. Participation was concentrated among PhD students (40%) rather than the master’s students (3%). Surprisingly, the results came in (without any attempt to manipulate the numbers) at precisely the percentage of participation that was estimated when this measure was introduced in the previous academic year.	We were pleased with the results and plan to maintain promoting these internal (STF, JBTM) and external (ETS) venues for participating in the guild.

Theological & Historical Studies Division

Measure 2: T&H full-time faculty will propose, submit, present, and publish papers and book reviews through professional and public organizations, such as the Evangelical Theological Society, Evangelical Philosophical Society, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, universities, theological fellowships, apologetics conferences, and digital and print journals and books.

Benchmark: 80% of full-time T&H faculty will propose, present, or publish in one or more academic venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	We were encouraged to see that everyone is engaged in academic venues.	We can aim for 100% (Anderson).

Outcome 3: T&H faculty will be actively engaged with our disciplines in church-related venues.

Rationale: T&H faculty engage in church-related venues to equip local church leaders, have a presence in ministry contexts, and address important topics for churches and related ministries.

Alignment: NOBTS Mission Statement: New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.

Strategy: Full-time T&H faculty will engage in church-related venues, such as churches, Baptist associations, state and national conventions, the SBC annual meeting, and college ministries, on issues in the T&H disciplines.

Measure: Faculty Engagement. Full-time T&H faculty will prepare and deliver topical sermons, lecture series in churches or para-church organizations, and at similar events. Faculty will self-report their participation in these events at the end of the academic year.

Benchmark: 70% of full-time T&H faculty will engage in multiple church-related venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	T&H faculty are taking the classroom content to the churches (Butler). We're reaching people outside our seminary community (Harsch).	We can aim for 100% participation.

Academic Programs

Research Doctoral Program

Unit Purpose Statement: The purpose of the Office of Research Doctoral Programs is to give direction to the Doctor of Philosophy and Master of Theology degree programs to ensure quality programs that meet the needs and expectations of accrediting agencies, trustees, faculty, and students. These research programs support the mission of the institution by preparing graduates to serve in local church and denominational ministries and to train servants to walk with Christ, proclaim His truth, and fulfill His mission through teaching in undergraduate and graduate institutions.

Outcome 1: Improve new student entrance processes

Rationale: Students who are satisfied with the application and orientation processes are more likely to enter and remain in the program if accepted.

Alignment: Satisfaction with the entrance processes reflects Goal 3 of the NOBTS Strategic Plan regarding enhancing student services. It also may impact Goal 2 regarding increasing enrollment.

Strategy 1: The ReDoc Office will work to ensure the online application is in working condition and that prospective students are able to fully submit their applications for the program online.

Measure: Completed online applications.

Benchmark: 100% of program applications are submitted online by fall 2023.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	We fully implemented an online application process	Continue to evaluate the online application and adjust as needed.

Strategy 2: The ReDoc Office will continue to make the application process clear and accessible for all students.

Measure: Satisfaction average from Student Orientation Survey. The ReDoc office asks each incoming PhD student to complete an Orientation Survey during their Introduction to Research and Writing course. The following questions relate to student satisfaction with the application and admissions process: How would you rate your overall experience during the admissions process? (Excellent=4, Good=3, Fair=2, Poor=1) In what ways could the admissions process be improved?

Benchmark: Satisfaction of 3.75 on the Student Orientation Survey.

Research Doctoral Program

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0	We did not develop an orientation survey	Develop and implement the survey

Strategy 3: The ReDoc Office will encourage supervisors to intentionally connect with their incoming students at some point during PhD orientation in connection with RDOC9300 Introduction to Doctoral Research and Writing.

Measure: Percentage of supervisors that report connecting with their new students during PhD orientation.

Benchmark: 90% of supervisors reported intentional times of connection with their incoming students during PhD orientation.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
unreported	Emails were sent to remind supervisors and supervision surveys reflect that 90% of supervisors are meeting with supervisees	Send out emails to remind supervisors and students to connect during orientation

Outcome 2: Increase enrollment

Rationale: Enrollment is the stream that irrigates a doctoral program to maintain a community of learning and enhance the overall quality of the program. According to ATS degree program standard J.4.4., enrollment, which is determined by admission, retention, and graduation, “should be sufficient to provide a community of peers but should not be so large as to imperil the quality of instruction.”

Alignment: Goal 1 (a) of the NOBTS Strategic Plan relates to increasing publicity. Goal 2 (d) relates to increasing doctoral program enrollment.

Strategy 1: The ReDoc Office will increase promotion of our programs through more intentional marketing strategies such as swag items (t-shirts, pens, etc.), social media ads, and paper materials (viewbooks, flyers, etc.) at strategic recruiting events.

Measure: A question on the PhD inquiry form will ask, “How did you hear about us?”

Benchmark: 5% of those exposed to our promotional materials enter the program

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	Every student who applied to our program encountered promotional materials	Reconsider all marketing materials and how to track the relationship between promotional materials and applicants more specifically.

Research Doctoral Program

Strategy 2: The ReDoc office will continue to host strategic recruiting events such as BlueJeans interest meetings and a campus preview day.

Measure: Percentage of students contacted who enter the program.

Benchmark: 5% of the students who attend a strategic recruiting event (BlueJeans meeting, Campus Preview Day, etc.) enter the program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	All students who applied attended a recruiting event	Consider how to better track students who attend recruiting events prior to applying to the program

Outcome 3: Improve retention-graduation

Rationale: Students must remain in the program in order to graduate. The retention rate is the percentage of students who do not leave the program by withdrawal or termination.

Alignment: Goal 2 (f) of the NOBTS Strategic Plan includes increasing student retention. It may also impact goal 3 (a) related to offering students quality academic advising.

Strategy 1: The Associate Dean of Research Doctoral Programs will identify struggling and unresponsive students and work with their supervisors to encourage students to continue making progress in their program.

Measure: Annual retention rate

Benchmark: Annual retention rate of 90%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
90% retention	The majority of students stayed in the program. The only ones who voluntarily withdrew had to do with unavoidable personal situations	Identify better processes for identifying struggling students in danger of wanting to withdraw

Strategy 2: The ReDoc Office will hold events during the academic year for current PhD students to gather together to build community and collegiality. This strategy will aim to address the concern that students often feel alone in the program, leading to thoughts of withdrawing.

Measure: Number of events held each school year.

Research Doctoral Program

Benchmark: Hold four events during the academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2 events	Due to changes in program and personnel, we did not intentionally plan our events this year.	Bi-annual Q &A, and 1 fun gathering each semester.

Strategy 3: The ReDoc Office will work to improve supervisor/student communication. Students and supervisors will report their meetings throughout the semester to the ReDoc Office.

Measure: Student/Supervisor reports.

Benchmark: Students and Supervisors will meet at least once a month throughout the semester.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
90%	Of the students who completed the survey, 99.9% reported regular meetings and satisfaction with their supervisor and progress through the program.	100% of student complete the survey

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

A travel budget should provide for professors and staff to travel to recruitment sites. There will need to be a budget provided for increased publicity and promotion of the program. If approved, a budget would need to be provided for a campus preview day. Lastly, there will need to be a budget for the on-campus student fellowship events hosted throughout the year.

We will need a budget to throw events throughout the school year.

Professional Doctoral Program

Unit Purpose Statement: The Doctor of Ministry is a professional degree providing qualified students the opportunity to achieve a high level of excellence in the practice of ministry. The degree is built on prerequisites including the Master of Divinity degree or equivalent theological preparation, high intellectual achievement and professional capability, and substantial professional experience in ministry between completion of the Master of Divinity degree program and application to the Doctor of Ministry degree program.

Outcome 1: Increase Graduation Rate

Rationale: To improve the percentage of students who graduate within program timelines.

Alignment: Outcome 1 aligns with the NOBTS Mission “to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.” Because the design of the Professional Doctoral degrees is to provide students with the opportunity to achieve a high level of excellence in the practice of ministry, increasing the graduation rate aligns with the NOBTS Mission.

Strategy 1: Monitor student progress for the duration of the Project in Ministry phase.

Measure: Students are allowed one year from completion of the Project in Ministry Design Workshop to get approval of the Final Project Proposal. The Project Coordinator tracks student progress during this one-year phase.

Benchmark: 70% of the students who take the Project in Ministry Design Workshop will get approval for the Final Project Proposal within one year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
31 % of ProDoc received approval for their Final Project Proposal within one year of taking the Project in Ministry Design Workshop	This is a 39% decrease from 2021-2022.	<ul style="list-style-type: none"> • Revision of the Project Grid Assessment. • Greater engagement with the Project Mentor with the Project Planning Grid.
15% of KDMin students received approval for their Final Project Proposal within	This is a 55% decrease from 2021-2022.	<ul style="list-style-type: none"> • Revision of the Project Grid Assessment. • Greater engagement with the Project

Professional Doctoral Program

one year of taking the Project in Ministry Design Workshop		Mentor with the Project Planning Grid.
36% of DMin and DEdMin students received approval for their Final Project Proposal within one year of taking the Project in Ministry Design Workshop	This is a 34% decrease from 2021-2022.	<ul style="list-style-type: none"> • Revision of the Project Grid Assessment. • Greater engagement with the Project Mentor with the Project Planning Grid.

****However, due to the Trimester system, which we are no longer in, the students who did their Project in Ministry Design Workshop in the Winter and Spring Trimester did not have 1 year to get their proposal approved.*

Strategy 2: Track student progress from the Mid-Career Workshop to the Project in Ministry phase.

Measure: Each student will receive a tracking sheet at the Mid-Career Assessment Workshop to plan the remainder of their courses until graduation. Assessments will be done separately for DMin and DEdMin.

Benchmark: Within one year after the Mid-Career Assessment Workshop, 62% of the students will complete their remaining seminars.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
11% of DMin students completed the remainder of their seminars within 1 year of taking the Mid-Career Workshop	This is a 51% decrease from 2021-2022.	<ul style="list-style-type: none"> • Advise the necessity of taking courses during the summer semester. • Strategic Scheduling.
0% of DEdMin students completed the remainder of their seminars within 1 year of taking the Mid-Career Workshop	This is a 62% decrease from 2021-2022.	<ul style="list-style-type: none"> • Advise the necessity of taking courses during the summer semester. • Strategic Scheduling.
0% of KDMin students completed the remainder of their seminars within 1 year of taking the Mid-	This is a 62% decrease from 2021-2022.	<ul style="list-style-type: none"> • Advise the necessity of taking courses during the summer semester. • Strategic Scheduling.

Professional Doctoral Program

Career Workshop		
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****However, due to the Trimester system, which we are no longer in, the students who did their Mid-Career Workshop in the Winter and Spring Trimester did not have 1 year to complete their remaining seminars.*

Outcome 2: Increase Program Enrollment

Rationale: To replace graduates with new student enrollment.

Alignment: Outcome 2 aligns with the Strategic Plan of “making quality theological education accessible to anyone answering God’s call.” Qualified applicants for Professional Doctorates respond from a sense of calling to increase practical ministry skills and to prepare for future ministry positions.

Strategy: Implement the DMin Revision

Measure: Track the number of the applicants with MDiv degrees and the number of applicants with other ministry related master’s degrees.

Benchmark: A 10% increase in DMin enrollment, keeping account of the number of applicants with MDiv degrees and the number of applicants with other ministry related master’s degrees.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
52 new DMin were admitted in the 2022-2023 academic year: 29 MDIV applicants and 23 with other ministry related master’s degrees.	There was a 12% decrease in DMin enrollment from the 59 new DMin enrollments in 2021-2022. Decrease due to system change, as well as trimester change.	<ul style="list-style-type: none"> Track the number of prospective students submitted to the Admission’s Office. Engage Ambassadors in the Ambassador Program in recruiting and reporting their numbers.

Budget Implications: How do the desired outcomes inform your area’s future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

Continue to increase budget to Ambassadorship, travel for recruitment, and student advising.

Office of Distance Learning

Unit Purpose Statement: The purpose of the Office of Distance Learning (ODL) is to prepare our students in distance learning formats to be servants who walk with Christ, proclaim his truth, and fulfill his mission.

Outcome 1: Quality Enhancement of Online Courses on the Course Schedule for this academic year.

Rationale: A significant mission of the ODL is to ensure quality enhancement of our online courses offered in the online curriculum.

Alignment: Engaging students who take online courses with quality content and pedagogy is essential for fulfilling the mission of NOBTS.

Strategy: Revise the documents and forms used to approve, evaluate, and process development and revision of online courses as well as the corresponding section of the NOBTS Faculty Manual.

Through the 2021-22 Academic year the ODL discovered that some of our forms and processes needed to be updated to ensure we were 1) leading professors in best practices for online course development and revision and 2) using terminology consistent with our new LMS platform (Canvas).

Measure:

Develop the following documents and assessments:

- 1) Online Course Development Approval and Remittance Form
- 2) Online Course Revision Approval and Remittance Form
- 3) Online Course Development Approval Form
- 4) Online Courses Checklist
- 5) Online Course Evaluation Rubric
- 6) Guidelines for Video Lectures in Online Courses

Revise the following section of the NOBTS Faculty Handbook:

- 1) Appendix 3-C

Benchmark: Complete and publish all revised forms to the NOBTS Faculty Handbook and the appropriate section of the nobts.edu website.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The office of Distance Learning developed all the forms for online course development.	The office of distance learning completed the forms that were needed to improve our course development process.	This process is now complete. The office of distance learning will monitor any needed changes to forms or policies as needed.

Office of Distance Learning

<p>The forms are published on the NOBTS website here: https://www.nobts.edu/adminpolicies/Online%20Faculty%20Documents.html</p>		
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Outcome 2: Increase extension center enrollments.

Rationale: The extension center enrollment includes undergraduate and graduate enrollment not including the prisons.

Alignment: Extension centers equip NOBTS to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission in an environment that encourages student to student community and in person mentoring.

Strategy 1: Increase Average Enrollment at NOBTS Extension Centers through strategic recruiting and schedule management.

One of the primary measures for growth in our extension centers is average class enrollment. Our long-term goal is to reach an average enrollment of at least 10 students/course at every NOBTS extension center.

Measure: The ODL will track the average enrollment of each extension center beginning with data from the Fall semester of 2020. The ODL intends to use this measure for at least the next three years, providing an update each year, resulting in a measure that provides a five year trend for average course enrollment.

Benchmark: Each extension site will average ten students/course by the 2024-25 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>In the Fall of 2020 our average enrollment at our four extension centers (Birmingham, Clinton, North GA, North MS) was 5.68. In the Fall of 2023 the average enrollment was 7.75. See</p>	<p>Our average enrollment increased consistently from the Fall of 2020 through the Fall of 2022. The last two semesters, average class enrollment decreased, though we are still well above the benchmark of Fall 2020.</p>	<p>Continue to improve extension center enrollment.</p>

Office of Distance Learning

attached Extension Center Average Enrollment chart.		
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Strategy 2: Use “Prepare Here” weekend hybrids to increase registration and retention at NOBTS extension centers.

Measure: Continue to offer weekend hybrids using the cycle that began in the 2022-23 academic year.

Benchmark: Offer weekend hybrids at each extension center in the 2022-23 AY.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the 2022-23 AY weekend hybrid courses were offered at each extension center in both fall and spring semesters.	While we offered weekend hybrid courses at each extension center, the enrollment in those courses has not always been healthy.	We need to continue tracking the effectiveness of online classes and also give attention to the enrollment in those courses.

Outcome 3: Standardize course cycles at prison extension centers.

Rationale: To assure that courses are offered in orderly fashion that facilitates timely graduation of inmate students; To assure that courses offered at extension centers are consistent with the main campus requirements for graduation.

Alignment: In alignment with the NOBTS Mission Statement: 1. Equip inmates to be leaders and utilize his/her talents to fulfill the Great Commission. 2. Inmates will aid in local church-planting within the prison(s). 3. Inmates are equipped for missionary work inside of maximum security facilities.

Strategy: Each location will have a revised cycle that accelerates their course of study.

Measure: New cycles documents will be created and a shared Google sheet for each location to track courses offered by July 31, 2022.

Benchmark: The implementation of the cycles at our prison sites will be the benchmark with tentative graduation dates.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The office of distance learning did not complete this strategy due to personnel changes	After beginning this project, the office of distance learning discovered that Google sheets did not work well at all prison sites. For that reason, the project will not depend on Google sheets.	The office of distance learning will continue to work through this strategy in the upcoming academic year.

Office of Distance Learning

<p>in the distance learning office. Dr. Ben Browning, the new coordinator of prison programs is working with directors and prison locations on completing prison cycles.</p>		
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Outcome 4: Ensure NOBTS Korean and Spanish language programs are adequately equipped to serve students in their programs.

Rationale: NOBTS offers programs in Korean and Spanish. Special care needs to be given to ensure language and cultural differences do not inhibit the ability of NOBTS to serve students in these programs.

Alignment: Our language programs are equipping servants to walk with Christ, proclaim His truth, and fulfill His mission through instruction in Spanish and Korean.

Strategy: Ensure Korean and Spanish Language program have adequate recruiting materials, promotional opportunities, and communication with relevant NOBTS offices.

Measure: The attached rubric will ensure that the Spanish and Korean language programs have adequate promotional opportunities, and communication with relevant NOBTS offices.

Benchmark: All categories on the attached rubric will reflect a score of at least a “2.”

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Our Spanish program materials and strategies scored a “3” on all categories. The Korean program materials and strategies scored a “2” on two categories, but a “1” on conference representation.</p>	<p>The rubric is a helpful tool to show where we are and are not placing emphasis in language programs.</p>	<p>The office of distance learning will work to improve conference representation in Korean programs.</p>

Office of Distance Learning

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

Because our programs are already adequately funded, the strategies proposed for the above outcomes will not have a significant impact on our current budget in the ODL.

Mentoring Programs

Unit Purpose Statement: The Office of the Mentoring Program exists to equip mentors and students to fulfill the Great Commission and the Great Commandments through the local church and its ministries.

Outcome: To develop a Mentoring Community at NOBTS

Rationale: The Mentoring Office seeks to ensure the growth of the mentoring program at NOBTS.

Alignment: This outcome aligns with the NOBTS Strategic Plan (#2).

Strategy: Increase the number of credit hours completed by students through the Mentoring Program.

Measure: The Mentoring Office will keep records of students and credit hours taken through Mentoring Courses, Schools of Ministry, and NAMB Multiplication Pipeline courses.

Benchmark: The goal is to see a 10% increase in the number of credit hours taken through the Mentoring Program, Schools of Ministry, and NAMB Multiplication Pipeline courses.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Number of credit hours showed a small 0.1% decrease from previous Academic Year.</p> <p>207 total students (16 NAMB/SOM students) took 837 credit hours in the mentoring format in the 2022-2023 academic year.</p> <p>(839 credit hours were taken in the mentoring format in the 2021-2022 academic year.)</p>	<p>For the academic year 2022-23, the decrease from the previous year's credit hours was only 0.1%. The credit hours stayed basically the same as the previous academic year.</p>	<p>A revision of the MA and MDiv curriculum in the 2021-2022 Academic Year now requires at least one mentoring course for the majority of our student body. It is expected that this will increase the number of students and credit hours in future years.</p>

Accelerated Programs

Unit Purpose Statement: The Accelerated Programs exist to provide our students with a stream-lined, cost-effective model for receiving their theological education. The goal is to place our students in the field faster, without sacrificing the quality of their theological education.

Outcome 1: The Accelerated Programs will build awareness of the impact recent curriculum changes may have on incoming graduate students' qualifications through the program.

Rationale: The institution approved and implemented changes to the graduate curriculum for the 2022-23 academic year. Those changes included the redesign or restructuring of several courses for which students could qualify to receive credit through the Accelerated MDiv, leading to necessary changes in the list of courses offered through the program and the requirements for qualification. Additionally, the NOBTS faculty voted to open up the availability of the program to all Master's degrees, allowing up to nine hours through the program for the Master of Arts and Master of Theological Studies degrees.

Alignment: Strategic Plan Goal 3: Increase student enrollment and retention.

Strategy: The Accelerated MDiv program (now The Accelerated Program) will develop new promotional materials (e.g., brochures, handouts, qualifying course lists) to disseminate to prospective students as well as feeder schools in the region while also revising the content of our website.

Measure: We will partner with Admissions to track the number of prospective students contacted from various feeder schools on recruiting trips, on-campus visits, etc. and ensure that each one is made aware of the curriculum changes and the new options available through The Accelerated Program.

Benchmark: Over the course of the 2022-23 academic year, we will seek to have 75 unique contacts with prospective students from various Baptist colleges as well as faculty and/or administrators at 10 different Baptist colleges.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We fell short of the desired number of unique contacts with prospective students.	Opportunities to be on college campuses are becoming increasingly difficult to come by outside of “seminary days.” For some schools, even “seminary days” are simply a part of their larger career fairs. Many schools no longer allow recruiting visits outside of their seminary days, career fairs, etc.	Moving forward, we would be better served working to build and maintain relationships with faculty & administrators at different Baptist

Accelerated Programs

		colleges and grow attendance for our own Campus Preview events.
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Outcome 2: Update promotional materials to help BA + MDiv students understand the structure and details of the BA + MDiv program and to understand how to properly schedule courses to complete both degrees in as little as 5 years.

Rationale: Student retention is greatly reduced the longer students take to finish their degrees. With our MDiv Track program, students can reasonably finish their BA and MDiv degrees in 5 years. Our program provides students with great flexibility in choosing their major and MDiv specializations, but with this flexibility comes a degree of complexity. We hope to help students see both the benefits of the program and to help them navigate any difficulties in completing their BA and MDiv degrees.

Alignment: Strategic Plan Goal 3: Increase student enrollment and retention.

Strategy: Ensure that students understand the benefits of the MDiv Track program and the best manner by which to navigate the program.

Measure: Update our recruiting materials to account for our new Leavell College curriculum.

Benchmark: Produce a new recruiting item that reflects and promotes the MDiv Track program in light of the new Leavell College curriculum.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We created new promotional materials.	New curriculum is being implemented for Leavell College. The flyer we have created has been a good promotional piece for our program.	While we want to make sure to be clear to BA+MDiv students in every stage of the program, advising has now been shifted to the registrar's office. We no longer see this as a necessary outcome for next year.

Research Centers and Institutes

Caskey Center for Church Excellence

Unit Purpose Statement: Advance excellence in smaller membership and bivocational churches.

Outcome 1: Provide Encouragement and Support for ministers serving in majority membership churches

Rationale: We have a mission and passion to be a champion for those serving in majority (250 or less) membership churches.

Alignment: This outcome aligns with the mission of NOBTS to equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries.

Strategy 1: Conduct our annual Caskey Conference in April (New Orleans) and May (Montana) for ministers and spouses.

Measure: Promote the Caskey conference nationally to encourage attendance.

Benchmark: Achieve record goal of over 175 in attendance at the LA Caskey conference.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We had a record 216 in attendance at the LA Caskey conference. We also had 67 attend the Montana conference in May.	The Caskey Center was very pleased with the results.	

Strategy 2: Promote at SBC Annual Meeting and Annual State Convention Meetings.

Measure: Provide resources for majority membership church staff members.

Benchmark: Distribute 1,000 ministry resources during the SBC Annual Meeting and Annual State Convention Meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Distributed 1,000 shirts, approximately 500 pens, and approximately 500 stickers	The Caskey Center was productive in our distribution efforts.	

Caskey Center for Church Excellence

Outcome 2: Expand opportunities to provide scholarships and support for additional states
Rationale: We have expanded from our initial launch in Louisiana and have a strategy for a national impact.
Alignment: This outcome aligns with the mission of NOBTS to equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries. This also aligns with the NOBTS Strategic Plan, 3b and 3c, to increase extension and online credit hours. Also, it aligns with Strategic Plan 4b, to offer adequate admissions and financial aid assistance.

Strategy 1: Nurture expansion opportunities in Indiana, Wyoming, Montana, and additional states.

Measure: Visit Indiana, Wyoming, and Montana in Fall/Spring and pray for additional opportunities to visit additional states.

Benchmark: As resources allow, visit additional states for Pathfinder promotion and recruitment in the spring 2023.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Caskey Center sent representatives to Indiana, Wyoming, Montana, Tennessee, and Oklahoma		

Strategy 2: Award the full number of scholarships in existing states. Increase the number of scholarships in existing states as approved by donors.

Measure: Promote Caskey and Pathfinder scholarships at Baptist colleges, SBC Annual Meeting, state annual meetings, and other conferences.

Benchmark: As resources allow, increase the total number of scholarships in current states (Alabama, Mississippi, and Louisiana) to 275 (emphasis on Louisiana).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Awarded 275 scholarships in Fall 2023	The Caskey Center is pleased to have awarded the full complement of scholarships. This represents the first time the scholarships were fully awarded.	

Caskey Center for Church Excellence

Budget Implications: How do the desired outcomes inform your area’s future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

The most significant budget implication for the Outcomes concerns Outcome 1. The Caskey Center for Church Excellence will utilize the Publicity and Promotions budget line to promote Caskey to increase awareness of scholarship opportunities.

Center for Archaeological Research

Unit Purpose Statement: The Michael and Sara Moskau Institute of Archaeology and the Center for Archaeological Research serve to encourage the scholarly development and research of the seminary faculty and students, seeking to train and inspire a new generation of biblical scholars to engage in current research in the disciplines of biblical archaeology and biblical studies. The Center for Archaeological Research was established as a Southern Baptist effort to provide a presence in the field and impact the discipline of biblical archaeology. The current excavation project has moved from Tel Gezer to Tel Hadid in the northernmost Shephelah.

Outcome 1: Tel Hadid Educational Programs

Rationale: Tel Hadid Educational Programs serve to train and inspire a new generation of biblical scholars to engage in current research in the disciplines of biblical archaeology and biblical studies.

Alignment: Biblical Archaeology programs and the CAR support the core values of Doctrinal Integrity and Characteristic Excellence – supporting Biblical Exposition and Christian Theological Heritage, including Apologetics.

Strategy 1: Recruitment of Biblical Archaeology Students and volunteers: The Center for Archaeological Research will continue a more proactive approach to recruitment in 2023-2024 via more (1) social media, (2) professional society meetings, displays & outreach, (3) church presentations and other venues for our excavation & education program.

Measure: Staff, Faculty, Students, and Volunteers – List of staff & volunteers: faculty, staff, students, and laypersons

Benchmark: Maintain previous benchmark of 50 staff and volunteers, including 4 new MABA students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
4 new students added	This reached the benchmark	
50 staff and volunteer attended the excavation	This reached the benchmark	

Center for Archaeological Research

Strategy 2: Outreach and publicity for the Center for Archaeological Research via more (1) social media, (2) professional society meetings presentations, (3) church presentations and other venues of our excavation program.

Measure: List of presentations and speaking engagements at professional meetings, churches, and other venues, including various classroom and other seminary settings.

Benchmark: Revised Benchmark: 10 Presentations in various venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
15 Presentations made	This exceeded the benchmark by 50%	This was a 50% improvement

Outcome 2: Gezer Financials

Rationale: Manage Tel Hadid Excavation Budget and Raise Endowment Funds for the CAR

Alignment: Characteristic Excellence.

Strategy 1: Curbing costs from the CAR funds via closer monitoring of expenses and raising volunteer fees to cover basic costs.

Measure: Financial Report submitted after the end of the excavation season.

Benchmark: Reduce institutional (NOBTS-CAR) net expenses to \$65,000 – new benchmark.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The overall budget remained the same as the 2022 budgeted	To maintain the same budget from 2022 to 2023 was a success. The price of food was up 35% and the price of the hotel was up 15%, so to remain even was successful.	Budget unchanged from year to year in view of an overall increase of \$20,000.

Strategy 2: Continue Fund- Raising efforts for Tel Hadid Excavation Project and the CAR.

Measure: Gezer Volunteer Fund Raising Campaign – Development Campaign in conjunction with NOBTS Development Office to reach out to all previous volunteers and students to contribute to the Tel Hadid Excavation Project.

Benchmark: \$50,000.00 to be raised by July 31, 2022.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$30,000 was raised by July 31, 2022.	The fund-raising campaign fell short by \$20,000.	The request for funds for 2024 will center around asking for student scholarships

Center for Archaeological Research

		instead of lump sum giving.
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Outcome 3: MA (Biblical Archaeology) Students

Rationale: A viable MA (Biblical Archaeology) degree program must have a cadre of students.

Alignment: Students in the Biblical Archaeology program are trained in Biblical Studies, Biblical Backgrounds, and Archaeological Research to produce effective proponents of Biblical studies for the purpose of supplementing the Biblical record for hermeneutical and apologetic purposes.

Strategy: Recruit additional MA (Biblical Archaeology) Students – Develop an additional campaign to recruit archaeology students

Measure: Enrollment figures – list of MA (Biblical Archaeology) students.

Benchmark: 4 new MA (Biblical Archaeology) Students

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
4 New students joined the program	We were able to recruit four new students for the program, reaching our goal.	We intend to continue to recruit students

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

None – We are funded outside of the normal budget processes of the Seminary

Center for New Testament Textual Studies

Unit Purpose Statement: The purpose of the H. Milton Haggard Center for New Testament Textual Studies (HCNTTS) is to provide training a research experience to NOBTS students, alumni, and other scholars at an internationally recognized research center devoted to the stud of the New Testament text in the Greek manuscripts. The Center houses a substantial collection of New Testament manuscripts in various formats including digital images, facsimiles, printed editions, and microfilms. Research focuses on a variety of topics related to the New Testament Greek manuscripts, collaboration with projects on an international level, work with the Museum of the Bible's Scholar Initiative (in connection with the International Greek New Testament Project's work on the Pauline Epistles), and the training of students in the field. The Center has released the world's first searchable electronic database that is substantially comprehensive on the readings in the Greek New Testament manuscripts, with that module currently available in Accordance and Logos software programs. Also, the Android, iPhone, and iPad app "New Testament Greek Manuscripts" produced by the Center is available. Other research projects are underway as well as worldwide collaborative projects in which the Center participates. The H. Milton Haggard Center for New Testament Textual Studies has grown to become one of the largest research settings in North America for the study of the text of the New Testament in the Greek manuscripts.

Outcome 1: Academic Research and Projects

Rationale: NOBTS students, alumni, and visiting scholars will actively participate in Academic Research and Projects being coordinated and realized at the CNTTS.

Alignment: This outcome especially addresses the NOBTS Strategic Plan's 2.g focus on improving the quality of instruction by means of hands-on training and participation in academic projects.

Strategy 1: We have launched a new project on the value of non-original textual variants as early commentaries on how to understand the NT text. Currently one PhD student is working with the director on the critical organization, content, and oversight of the project within the CNTTS and one additional student is working on the implementation of the project. One additional student will be sought for work on this project in the 2022-23 academic year.

Measure: The project evaluation will be measured by the recruitment of an additional student for the project and the realization of the completion of the initial commentary work for 2 NT books.

Center for New Testament Textual Studies

Benchmark: The benchmark for this is the recruitment of the student by the end of the 2022-23 academic year and the realization of the commentary work for 2 NT books.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This project now will be wrapped into the current Greek New Testament project that is being undertaken by the Center. In light of this, no new students have been directly assigned yet on this project since several will help with it in the upcoming development of the GNT project.	This project will actually receive a major enhancement with its inclusion in the much larger GNT project. The results of this project will also be available on a global level due to this shift. The work on Revelation is progressing very well, with the completion of that work expected during the 2024-25 academic year.	The shift of this project to being under the larger GNT project will enhance both the quality of this project and its global impact. More personnel will start working on this project by the end of the 2024-25 academic year.

Strategy 2: A new project for the creation of a critical Greek NT text in connection with the E-10 mission groups has begun in the Fall of 2022. The text will be released as an open source text. Personnel and funding will be needed for this major project, with grants and collaborative funding being sought.

Measure: The recruitment and hiring of a full-time person to assist and be a co-leader on this project will be required. Also, the funding for both personnel and other essential auxiliary needs will have to be found.

Benchmark: The benchmark will be having the full-time project co-leader hired and fully funded as well as seeing the output of the end goal, a critical edition of the Greek NT.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Dr. Elijah Hixson was hired as of January 2023 to work full-time with the director on this project. Also, a part-time	The results of having both of these two scholars helping on the project has been very positive, with the project on-track to meet the first-year goals set by Dr. Warren as the overall editor of the GNT project. Full funding for these two positions has been realized and is in place.	Some additional help with aspects beyond the initial realization of a Greek NT text will likely be needed. This help will be sought in 2024.

Center for New Testament Textual Studies

post-doctoral researcher, Dr. Brandon Jenkins, was hired in June 2023 to help on the project.		
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Outcome 2: Funds for Student Fellowships

Rationale: The director and others will seek to raise \$50,000 in funds for student fellowships and research by way of grants and donations.

Alignment: This outcome especially addresses the NOBTS Strategic Plan’s 4.c focus on student financial help since students are the primary beneficiaries of the funds that go through the CNTTS.

Strategy: The director and others will seek to raise at least \$50,000 in funds for student fellowships and research by way of grants and donations.

Measure: Grant Applications and Donor Gifts – The director (with the help of others as pertinent and needed) will apply for grants and seek donations for funding the work of the CNTTS, with the aim especially of funding student fellowships and research.

A1: The grants and donations for this outcome and strategy will be via both new and renewed grants and new and former donors. B1: The grant applications will serve to show how many grants were sought with submission of the completed grant applications. B2: The approved grant applications and the receipt of the related funding and donations will be the measurement of how much funding has been acquired for this outcome. B3: The donation funds will be deposited into the CNTTS line account at NOBTS for funding student fellowships and research, with accountability to the Business office on the disbursement and use of the funds.

Benchmark: The benchmark goal is to have at least \$50,000 in successful grants and donations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This goal has been very successfully met with a grant in connection with the Greek NT project that will total about \$150,000 for the 2023 calendar year. Also, the last of the grant	The funding for the GNT project is secure for the upcoming year as well, so this aspect of our fundraising has gone very well. What is still needed is more assistantship and scholarship funding for students working in the Center. While a substantial amount was raised for the 2022-23 year on this (about \$50,000), this need is yearly and so will require continued efforts each year.	Some additional funding for student scholarships and assistantships will be needed in the form of grants and donations for the 2023-24 periods. At least one grant application will be submitted to help on this, and some additional potential donors will be sought.

Center for New Testament Textual Studies

funds from the Museum of the Bible were received to help funding one PhD student who is working on the final stages of that project.		
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

None of these impact the seminary budget, so the implications have to do with the number of students who can work in the Center and the realization of CNTTS projects versus the seminary budget itself.

Global Missions Center

Unit Purpose Statement: The purpose of the Global Missions Center is to advance global missions in line with the NOBTS mission statement of preparing servants to walk with Christ, proclaim His truth, and fulfill His mission.

Outcome 1: Reach the nations through equipping students and providing local, national, and international mission opportunities. Additionally, these mission opportunities will focus on core church planting activities of evangelism and disciple-making.

Rationale: Increase the number of mission trip opportunities.

Alignment: This aligns with the mission of NOBTS in preparing servants to proclaim His truth and fulfill His mission.

Strategy 1: Provide 4-6 mission trip opportunities for students with at least half of those being international. Additionally, gospel and disciple-making training provided for each trip in conversation with each mission partner to ensure effective cross-cultural ministry.

Measure: Record number and location of trips, number of students participating, and data related to evangelism and disciple-making.

Benchmark: 50 student participants on mission trips. Record gospel conversations and relevant ministry data associated with each trip.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
20 student participants on GMC mission trips	- We were able to provide 2 specific mission trip opportunities as opposed to 4-6	- Provide more trip opportunities - Increase # of student participants

Strategy 2: Deepen partnership and mission opportunities with the International Mission Board, SBC field personnel and NOBTS graduates by providing a clear process for mission trip planning, approval, and faculty leaders.

Measure: Record number of trips that are directly working with IMB and NOBTS field personnel.

Benchmark: 80% of trips with IMB field personnel and NOBTS graduates.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
- 100% of trips with IMB person	- Small sample size of 2 trips	- Continue to emphasize connection with IMB and NOBTS field

Global Missions Center

- 50% of trips with NOBTS field personnel		personnel even as number of trips increases - Work to cultivate relationship and sending opportunities with NOBTS field personnel
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Outcome 2: Increase visibility for missions and ministry through NOBTS.

Rationale: Increase visibility for missions and ministry through NOBTS by encouraging prospective students to study on the main campus and by giving clear opportunities for students to engage in cross-cultural ministry.

Alignment: This aligns with the mission of NOBTS in preparing servants to proclaim His truth and fulfill His mission.

Strategy 1: Provide information to prospective students - work with Admissions and Preview events, connect with the local Baptist association, local churches, and other strategic mission events to connect with potential students.

Measure: Maintain record of connecting opportunities that relate directly to the Global Missions Center and missions-related events.

Benchmark: An average of 2 or more strategic recruiting opportunities each month through Admissions, local churches, or other networking opportunities.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Avg of over 2 events each month	- The GMC was well represented at Preview Days, multiple on-site IMB training and recruiting events, local churches, and state conventions	- Keep more detailed records of events and specific GMC/missions-related contacts - Increase # of events and benchmark

Strategy 2: Provide key volunteer mission opportunities for students within New Orleans that equips them for cross-cultural ministry through local churches and/or ministries.

Measure: Host interest and training events. Network and connect with local churches and ministries, focusing on church planting, cross-cultural, and other missions-related ministry opportunities for students.

Benchmark: An average of 2 interest/training events per month and have at least 30% of all missions students partnering with local churches or ministries to gain church planting, cross-cultural, and local missions-related experience while on campus.

Global Missions Center

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<ul style="list-style-type: none"> - Avg of 2 training events/month - No verifiable data 	<ul style="list-style-type: none"> - Multiple events hosted by/connected to the GMC including IMB interest events, cultural training events on and off campus, prayer walking initiatives, etc. - Global Missions Week in the Spring - 8 Steps Workshop for Local Churches 	<ul style="list-style-type: none"> - A usable system for keeping data on places of service/ministry for missions students - Increase events aimed at local church connections

Outcome 3: Increase global awareness and prayer related to missions at NOBTS.

Rationale: Increase global connections via awareness and prayer related to missions at NOBTS by providing venues and opportunities for all students to engage in strategic global missions prayer.

Alignment: This aligns with the mission of NOBTS in preparing servants to walk with Christ and fulfill His mission.

Strategy: Provide global mission prayer opportunities for students. Provide information to raise awareness and prayer.

Measure: Record number of events and strategic global prayer opportunities.

Benchmark: 2 events each semester related to raising global awareness and providing avenues for students to pray for global missions.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2 events per semester	Fall: Prayer walking, Visit to local mosque and debrief thru Parishes to Peoples events Spring: Global Missions Week; visit to Sikh Temple and debrief	<ul style="list-style-type: none"> - Increase numbers of events - Resource students to pray throughout the semester

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

Continue to raise and allocate funds specifically toward mission trips

Personnel: FT GMC Administrative Assistant or possibly an assistant director in the future

Institute for Faith and the Public Square

Unit Purpose Statement: INSTITUTE for FAITH and the PUBLIC SQUARE: The purpose of the Institute is to explore the role that people of faith can have in the public square and to provide a forum where issues of concern to people of faith can be discussed.

Outcome 1: Plan to Host a Successful Annual Conference

Rationale: Plan to host an annual conference on a relevant issue highlighting the intersection of faith and the public square.

Alignment: Strategic Plan, Goal 1: Enhance our institutional image. (a) Strengthen the Seminary’s Publicity campaign.

Strategy: Strategies for Annual Conference – The Institute for Faith and the Public Square will plan, promote, and raise sufficient funds to host an annual conference.

Measure 1: Qualitative analysis – The IFPS Board as a whole will evaluate the success of the conference. This outcome will be measured by the successful hosting of the intended conference. Final evaluation will occur after the conference by the Board of Directors.

Benchmark: 90% positive responses reflected in the conference evaluation by Board Members – Conference evaluation helps us to understand the value/benefit of the conference by the board members.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No conference held	Due to sabbatical leave of Director, no conference was held this year	

Measure 2: Quantitative Analysis – Attendance will be taken at the event giving a Quantitative Measurement of the conference. Final evaluation will occur after the conference.

Benchmark: The goal is to have a minimum of 100 persons attend the conference. 300 in attendance at the conference would be ideal – Conference Attendance is necessary for a conference to be held.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No conference held	Due to sabbatical leave of Director, no conference was held this year	

Measure 3: Quantitative Analysis – The goal is to raise enough money to fully fund the conference prior to the event. Budget estimates for the conference will set the parameters of how much money will need to be raised.

Institute for Faith and the Public Square

Benchmark: Raise \$5,000 annually to fund the conference budget – Funding is needed to pay speakers, transportation, and publicity.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$0 raised	Because there are sufficient funds to host 2 more conferences, there little need for more funds	

Outcome 2: IFPS Website

Rationale: A website up-to-date with past and future events

Alignment: Strategic Plan, Goal 1: Enhance our institutional image. (a.1) Increase the focus and public awareness of NOBTS.

Strategy: Keep Website Relevant – Communicate information on future planned events with the website manager and coordinate on changes that need to be made to the website.

Measure 1: Website Quality – Quality of the website will be kept up to the standards of the Director and Board of the IFPS. Website quality will be determined by the Institute's Board of Directors.

Benchmark: 100% review of website by the Board – To ensure continued usefulness and accuracy of the website

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% of Board members responding approved	The web site is current with the last conference on the front page.	Continue to maintain and update site

Measure 2: Website Effectiveness – Event attendees can register via the website giving a quantitative measurement and providing a good estimation for the number that will be in attendance. Also, Google analytics will be used to monitor the amount of people visiting and using the website. Measurements will be collected by online registration via the website and Google analytics. Final evaluation will occur after the annual conference.

Benchmark: 5% increase in Web site and social media traffic – The website and social media are used to publicize and promote events

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Google analytics show there were 363 unique users, a decrease of 72.1% over last year	With no conference and the Director on sabbatical leave, there was little reason to access the site	Plan the next conference

Institute for Faith and the Public Square

Outcome 3: Increase Participation in Project 219

Rationale: Establish a prayer ministry for members of the Louisiana State Legislature. Christians in politics routinely ask for prayer. This endeavor will be a non-partisan matching of legislators with volunteers who will commit to praying for and encouraging the peers with whom they are paired. This will aid in the spiritual vitality of both the volunteer and the legislator for whom prayer is offered

Alignment: Core Value: Mission Focus

Strategy: Project Matchmaking – Through our website and other resources volunteers will provide information that we will use to match the volunteer with a member of Louisiana state legislature.

Measure: Project Effectiveness – The measurement for the inaugural year will be the matching of at least 50% of legislators with a volunteer prayer partner. The IFPS Board will determine the effectiveness of this outcome. Evaluation will occur after the legislative session.

Benchmark: Enlist prayer volunteers for at least 50% of the Louisiana State Legislature – Legislatures need and desire prayer.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No activity this year	Due to sabbatical leave of Director, there was publicity for this Project	

Leavell Center for Evangelism and Church Health

Unit Purpose Statement: The Leavell Center for Evangelism and Church Health exists to assist Southern Baptist Churches and agencies in developing and implementing strategies for effective evangelism and measurable church growth. In fulfilling this objective, the Leavell Center focuses on the seminary's target of healthy churches and strives to assist the institution in fulfilling its mission of equipping leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries. The Leavell Center assists the seminary in the fulfillment of its mission by providing products and services for three primary constituencies: the local church, the Seminary's academic community, and agencies and institutions within the Southern Baptist Convention.

Outcome 1: Conduct conferences and outreach projects to encourage and equip the seminary community as well as church and denominational leaders for effective evangelism and measurable church growth.

Rationale: The conferences and outreach projects conducted by the Leavell Center provide encouragement and serve to equip the seminary community and the church community for effective evangelism and measurable church growth.

Alignment: This Outcome flows directly from our Mission Statement to “prepare servants to walk with Christ, proclaim His truth, and fulfill His mission” by providing training for church leaders and seminary students for effective evangelism and measurable church growth.

Strategy 1: Conduct a Demographics Seminar during the Spring 2023 semester to inform and equip students, pastors, and other church leaders in the utilization of demographics for evangelistic strategy and outreach to their communities.

Measure: Number of people participating in the Seminar

Benchmark: The goal is to see a total of 25 participants.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Demographics Seminar was not conducted.	Due to scheduling issues during the Spring 2023 semester, the seminar had to be postponed to a later date.	The Demographics Seminar will be rescheduled for the Spring 2024 semester.

Strategy 2: Conduct an Evangelistic Outreach Project to the community during the Fall 2022 semester in conjunction with NOBTS/LC Serve Day.

Leavell Center for Evangelism and Church Health

Measure: Number of students and faculty participating in the Project

Benchmark: The goal is to see a total of 20 students and faculty participating.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A total of 14 students and faculty members made up the one evangelism team led by Dr. Nix in conjunction with the Fall 2022 Serve Day. The Gospel was shared with 49 people and 1 person prayed to receive Christ.	Although the goal of 20 students and faculty participating was not reached for the Evangelistic Outreach Project as a part of Serve Day, many more students and faculty were a part of ministry and prayer walking teams throughout the city that day. Some had opportunity to share their faith in those venues and at least 2 other individuals prayed to receive Christ.	Because of the response of participants in Serve Day this semester, the leadership of the event has informed me that they will set up more evangelism teams for future Serve Days. As a result, the Benchmark goal of 20 participants likely will be exceeded and the goal will be increased.

Strategy 3: Partner with a local church to take students into the surrounding neighborhoods doing door to door outreach and evangelism.

Measure: Number of persons participating, number of Gospel conversations, number of prospects discovered, and number of salvation decisions.

Benchmark: 10 participants, 100 Gospel conversations, 10 prospects, 10 salvation decisions

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
15 participants, 113 Gospel conversations, 4 prospects, and 4 salvation decisions	More students went out with Dr. Nix during the academic year that resulted in more Gospel conversations. However, a few less prospects for the church were discovered and fewer salvation decisions than last academic year were seen.	6 more participants, 28 more Gospel conversations, 2 less prospects and 3 less salvation decisions than last academic year. The Benchmarks for participants and Gospel conversations was exceeded while the other two Benchmarks were not met.

Outcome 2: Provide Demographic Reports and consultation for the local church, the seminary's academic community, and agencies and institutions within the Southern Baptist Convention for effective evangelism and measurable church growth.

Rationale: The Demographic Reports and consultation available through the Leavell Center promote effective evangelism and measurable church growth in the

Leavell Center for Evangelism and Church Health

denomination. The Demographic Reports delineating socio-economic status, age, occupation, ethnicity, etc. provide vital information to assist churches in reaching their surrounding communities. The studies also assist students in developing strategies targeting the communities in which their selected churches are located.

Alignment: This Outcome flows directly from our Mission Statement to “prepare servants to walk with Christ, proclaim His truth, and fulfill His mission” by providing training for church leaders and seminary students for effective evangelism and measurable church growth.

Strategy: Provide customized Demographic Reports for churches seeking to reach their communities as well as for students developing evangelism, revitalization, or discipleship strategies for seminary courses.

Measure: Number of Demographic Reports developed

Benchmark: The goal is to provide 100 Demographic Reports for students, churches, and other entities.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A total of 52 Demographic Reports were provided through the Leavell Center.	Beginning in July 2021, NOBTS contracted with Dr. Josh Dryer, a Demographic Specialist, to provide Demographic Reports through the Leavell Center. Fewer requests for Demographic Reports were received due possibly to curriculum changes and student enrollment, and because other sources for providing demographic information are available.	The Benchmark of providing 100 Demographic Reports was not reached. Likely the number of Demographic Reports will increase as student enrollment grows in courses requiring such reports.

Budget Implications: How do the desired outcomes inform your area’s future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

N/A

Leeke Magee Christian Counseling Center

Unit Purpose Statement:

Training: The LMCCC is a training center for graduate student interns at New Orleans Baptist Theological Seminary. Students are provide supervised experience in the use of biblically sound models and are prepared to qualify for the licensure process as professional counselors.

Counseling: To provide an array of biblical, evidence-based counseling services that are affordable, accessible and address the diverse mental health and relational counseling needs of individuals, couples, and families in the greater New Orleans community, including children, adolescents, and elders.

Outcome 1: Training

Rationale: Students receive training to improve their skills in counseling and in the use of biblically sound models. The Counselor Competencies Scale (2017) is completed at the beginning of the clinical experience, and at the end of each clinical component, and measures the application of models in counseling.

Alignment: Outcome 1: Training, is related to the NOBTS mission statement regarding preparing students to “fulfill His mission” by training students to enter the work of professional counseling.

Strategy: Demonstrate improvement in professional behaviors: Formative and summative evaluations of the students’ ability to integrate and apply professional behaviors and skills are conducted and evaluated as part of the students’ practicum and internship experiences.

Measure: The Counselor Competencies Scale 2017 is used to assess knowledge and application of counseling skills and professional dispositions. Counselors’ ability to complete all weekly record keeping activities correctly and promptly is assessed in Part 3.C: Record Keeping. Students are evaluated by the Individual Supervisor at the beginning of Practicum and at the end of each clinical practice component.

Benchmark: The Accreditation Standards-Group Analysis Report of student scores on the Counselor Competencies Scale 2017 Part 3.C will demonstrate that 95% of students meet minimal acceptable standards established by NOBTS Counseling Program for item Part 3.C.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
85% of students met or exceeded the minimal acceptable standard for this	Results fell short of established Benchmark for this standard. While the majority of students met or exceeded the expected level, it is a concern that a greater than expected number fell short. Further investigation of this result reveals successful completion of counseling records with failure in the	Improvement will be sought through greater emphasis on timeliness of record keeping in training and supervision.

Leeke Magee Christian Counseling Center

professional behavior.	timeliness of completion at greater than expected levels.	
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Outcome 2: Counseling

Rationale: Assist students in developing counseling session skill set to effect positive client outcomes. Students begin clinical practice struggling to balance concerns about connecting with client and accomplishing goals for beginning sessions.

Alignment: Outcome 2: Counseling, is related to the NOBTS Mission Statement regarding preparing students to “proclaim His truth” by developing skills in confrontation.

Strategy: Skill application and improvement: Formative and summative evaluations of the students’ counseling ability to integrate and apply knowledge and skills are conducted and evaluated as part of the students’ practicum and internship experiences. Met or exceeded.

Measure: The Counselor Competencies Scale 2017 is used to assess knowledge and application of counseling skills and professional dispositions. Counselors’ ability to challenge clients to recognize and evaluate inconsistencies is assessed in Part 1, Question G: Confrontation. Students are evaluated by the Individual Supervisor at the beginning of Practicum and at the end of each clinical practice component.

Benchmark: The Accreditation Standards-Group Analysis Report of student scores on the Counselor Competencies Scale 2017 Part 1.G will demonstrate that 95% of students meet minimal acceptable standards established by NOBTS Counseling Program for item Part 1.G.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
87% of students met or exceeded the minimal acceptable standard for this professional behavior.	Results fell short of established Benchmark for this standard. While the majority of students met or exceeded the expected level, it is a concern that a greater than expected number fell short.	Improvement will be sought through greater emphasis on reflective listening concepts and execution in coursework and supervision.

Youth Ministry Institute

Unit Purpose Statement: Youth Ministry Institute exists to extend the mission of the New Orleans Baptist Theological Seminary through leadership in advanced research, quality training, and practical resources for those who work with youth.

Outcome 1: Conduct one YMI workshop off-campus per academic year.

Rationale: In the 2016-2017 academic year, an off-campus YMI workshop did not appear in the Graduate Catalog. The YMI staff spent the 2016-2017 academic year investigating and completing the tasks needed to create this YMI off-campus workshop. The first off-campus YMI workshop took place October 5-7, 2017 at the North Georgia extension center. The YMI staff spent the 2017-2018 academic year planning and completing the tasks needed to create another YMI off-campus workshop. In 2018-2019 the YMI staff conducted a workshop in conjunction with the Southeast Youth Ministry Conclave in Chattanooga, TN.

Alignment: This outcome supports the mission of the seminary to equip leaders to fulfill the Great Commission and the Core value of Servant Leadership.

Strategy 1: Interact with youth ministers, NOBTS students, and Baptist State Conventions, attending the 2023 Southeast Youth Ministry Conclave to network with potential attendees and potential leaders.

Measure: The number of students taking the seminary course for credit. The number of impressions (The Enlistment office counts impressions as an opportunity to get NOBTS in front of an audience either verbally or visually) the YMI and NOBTS enlistment staff accumulates at the Southeast Youth Ministry Conclave annual event – The YMI staff will maintain a record of the personal contact information of individuals we speak with at the NOBTS booth the Southeast Youth Ministry Conclave annual event.

Benchmark: 700 impressions and 10 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Impressions: 1050 Students Taking the Course: 10 Graduate 4 DMIN 14 Total	We made a tremendous number of impressions at the conference. We also had a great group of students in the class this year and made a number of significant contacts with potential students	Increase the number of impressions and class participants

Strategy 2: YMI staff will create a graduate syllabus for a for-credit, NOBTS DMin seminar that incorporates attendance at the 2024 Orange Conference in Atlanta, GA.

Youth Ministry Institute

Measure: The course will be added to the Spring 2024 Course Schedule and the number of students taking the course will be measured.

Benchmark: 3 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
	We are re-evaluating the viability of offering two special event youth ministry courses in the same semester (Spring). The Youth Ministry Conclave event is well attended and we continue to make substantial recruitment connections. In addition, students anticipate taking the course for seminary credit each January. Therefore, we are looking for an alternative youth ministry event that meets in the fall rather than the spring.	

Outcome 2: Conduct Research on the integration of teenagers into the overall life of the congregation.

Rationale: This research will contribute to a greater understanding of today's youth ministry practices and provide strategies for reaching students with the gospel of Jesus Christ. The YMI staff will continue to spend the 2018-2019 academic year planning and completing the tasks needed to conduct the research.

Alignment: This outcome supports the mission of the seminary to equip leaders to fulfill the Great Commission and the Core value of Mission Focus.

Strategy 1: Phase three of the project concluded with the development of an online assessment tool for youth leaders. The YMA assessment is now available at ymarenas.com. It is an effective means of evaluating youth ministry success.

Measure: Number of people who use the assessment tool

Benchmark: 800 users

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
627	Youth leaders around the country continue to use the assessment tool to evaluate their youth ministry in the three arenas of teenagers in the youth group, teenagers in families, and teenagers in the congregation	Continue to promote the assessment tool through social media and email marketing

Strategy 2: A "Ministry Team" version of the Youth Ministry Arenas Assessment for youth ministry staff members is currently under development. The YMI staff will complete development and testing of the team assessment and make it available to churches.

Measure: The number of churches using the team assessment will be measured.

Youth Ministry Institute

Benchmark: 5 churches using the team assessment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
	We are currently testing the Ministry Team version of the Youth Ministry Arenas Assessment. We anticipate it being available in 2024.	

Budget Implications: How do the desired outcomes inform your area’s future budget requests?
What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.
N/A

Leavell College

Unit Purpose Statement: To prepare students for service in various ministries of the Southern Baptist Convention and to qualify the students to continue their studies at the graduate level.

Outcome 1: Create Separate BA Program-Specific Assessments

Rationale: Ensure the assessment of our BA program continues to adhere to SACSCOC current policy.

Alignment: Leavell College Unit Purpose Statement and NOBTS/Leavell College Mission Statement

Strategy 1: Assign Leavell College Program Coordinators for each major.

Measure: The Leavell College Dean and Associate Dean will recruit program coordinators for each major and provide a list to the IE office.

Benchmark: 100% of Leavell College majors will have program coordinators.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% of BA majors have PCs.	All revised programs and new programs have program coordinators.	The Deans had fulfilled the benchmark and are moving on to specific assessment plans.

Strategy 2: Create assessment plans specific to each Leavell College major.

Measure: Program Coordinators will work with LCAC and IE to create assessment plans for their specific majors.

Benchmark: 100% of Leavell College majors (programs) will have revised assessment plans in place by May 2023.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
30%	Existing, GenEd, AAs and Certificates have revised assessment plans. Only newly revised BA majors lack assessment plans, and those Program Coordinators are working with IE to draft their plans for approval. The BAs in Biblical Studies, Church Ministry, Music, Theology, and Worldview and Apologetics are ready for LC faculty approval.	The Deans and IE arranged updated assessment plans, but they must continue working with PCs to confirm their majors' unique PSLO and measures.

Leavell College

Strategy 3: Review the Leavell College assessment map to align courses in the Leavell College revised curriculum to the courses for each major, ensuring that the SLOs of each program/major are being taught, reinforced, and mastered.

Measure: Program Coordinators will review the assessment map in light of their programs/majors to align courses to program outcomes.

Benchmark: 100% of Leavell College majors (programs) will align courses to program SLOs on the Leavell College assessment map.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0%	Since the complete curriculum revision in 2023, the curriculum map has not been revised. This measure will be reintroduced on the 2023-2024 QIR.	None

Outcome 2: Create and Pilot the BA Entrance/Exit Exam - Program-Specific Questions to Address the Individual Majors

Rationale: Provide a direct measure to assess the student learning outcomes in relation to Leavell College’s individual majors.

Alignment: Leavell College Unit Purpose Statement and NOBTS/Leavell College Mission Statement

Strategy 1: Create a Leavell College task force to work with Program Coordinators to draft separate BA Entrance/Exit Exam program-specific questions for each Leavell College major. Note: current program specific questions for the BACM and BAM should be reviewed and changed if needed.

Measure: BA Entrance/Exit Exam program-specific questions for each Leavell College major.

Benchmark: 100% of the Leavell College majors will have at least 5 program-specific questions. The questions will be brought before the LC faculty for review, approval, and adoption.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
N/A	After revising the program-specific questions, Leavell College determined to end the Entrance/Exit Exam in 2022.	LC has improved the setting of the indirect measure for which the BA Entrance/Exit exam was used through the analysis of course evaluations.

Strategy 2: Pilot the separate program-specific questions as part of the Entrance/Exit Exams during the Fall 2023 term.

Leavell College

Measure: Pilot of the newly adopted program specific question during the Fall 2023 term.

Benchmark: 100% of the program-specific questions will be piloted during the Fall 2023 term.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0%	Leavell College determined to end the Entrance/Exit Exam in 2022.	LC has improved the setting of the indirect measure for which the BA Entrance/Exit exam was used through the analysis of course evaluations.

Academic Services

Spiritual Formation and Student Life

Unit Purpose Statement: The Office of Spiritual Formation & Student Life exists to facilitate the personal, academic, and spiritual growth of all NOBTS students by promoting, planning, and coordinating programs and events that contribute to an atmosphere reflecting the mission statement and core values of NOBTS and Leavell College.

Outcome 1: Cultivate a community committed to spiritual growth.

Rationale: To see students regularly involved in activities focused on growing in Christlikeness and spiritual maturity.

Alignment: This outcome aligns with the NOBTS Mission Statement.

Strategy 1: Offer various groups, such as prayer groups, Conquer groups, and Emotionally Healthy Discipleship groups, for students to engage with others for the purpose of growing in spiritual health.

Measure: The number of students participating in groups such as those listed above which are coordinated by our department.

Benchmark: 50 students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
63 students	Most of our participants in these groups were new students, corresponding to an intentional push for awareness of these opportunities during New Student Orientation.	We exceeded our benchmark by 13.

Strategy 2: Offer various service opportunities, such as Serve Days, Serve Together, and House System service events, for students to engage with ministry in New Orleans.

Measure: The number of individuals participating in service opportunities such as those listed above which are coordinated by our department.

Benchmark: 500 people.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
507 people	We offered more opportunities for service in the past year than in previous years. We are starting to see a culture developing where people look for these opportunities and desire to participate.	We exceeded our benchmark by 7.

Spiritual Formation and Student Life

Outcome 2: Improve student services across delivery systems.

Rationale: Provide access to student services for all students regardless of delivery system -- on campus, extension, or online.

Alignment: This outcome aligns with goals 3 and 4 of the NOBTS Strategic Plan.

Strategy: Host events which direct students to student services so that students are better equipped for academic/ministerial pursuits.

Measure: The number of programs which are oriented toward academic excellence and service.

Benchmark: 10 academic/service-oriented programs.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
10 programs.	In addition to specific programs, House Leaders facilitated weekly academic and service-oriented opportunities.	We met our benchmark.

Outcome 3: Help NOBTS students, faculty, and staff develop and maintain a healthy and active lifestyle.

Rationale: To see health and fitness prioritized in the lives of NOBTS students, faculty, and staff so that they will be able to focus on serving the kingdom of God by living out 1 Corinthians 10:31.

Alignment: This outcome aligns with goal 3.e of the NOBTS Strategic Plan.

Strategy 1: Update current REC Equipment and Facilities.

Measure: The number of equipment and facilities updated.

Benchmark: 3 equipment and facility updates.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
5 updates	New drink vending machine, new lobby furniture, and upgrades on three parts of the weight room.	We exceeded our benchmark by 2.

Strategy 2: Host beneficial events and programs for our NOBTS and Leavell College family and increase total participation in programs and regular services.

Measure: The number of check-ins for all REC events and services.

Benchmark: Increase yearly usage of the REC by 1,000 check-ins. From August 1, 2021 to July 31, 2022, the REC had 9,343 check-ins.

Spiritual Formation and Student Life

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
9,278 check-ins	The total check-in number was nearly identical to the previous year.	We did not meet our benchmark.

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

1. *N/A*

2. *N/A*

3. *New Gym Flooring - \$50,000 *Estimate* / Sunshine Volleyball Court - \$6,000 / Weight Room Bench - \$2,500 *Estimate* / REC Furniture - \$7,000 *Estimate**

Library

Unit Purpose Statement: The Library and its extension locations, through traditional methods and through digital information resources, provide bibliographic, reference, and instructional support to assist the seminary's programs of teaching, research, and scholarly endeavor so as contribute to the accomplishment the seminary's target of equipping leaders to grow healthy churches.

Outcome 1: Increase collection of eBook resources

Rationale: Students are utilizing more eBook resources this year, particularly off-campus and online students.

Alignment: In keeping with the NOBTS mission statement to *prepare servants to walk with Christ, proclaim His truth, and fulfill His mission*, the library will provide library resources that foster critical thinking skills and exposure to multiple theories, practices, and theologies of successful Christian ministry.

Strategy: Add net eBook titles annually to the EbscoHost eBook collection – Annual "net" eBook titles are defined as the new titles added minus titles removed from the collection.

Measure: Increase in the 2022 EbscoHost Religion and Academic eBook Collections – The EBSCO annual collection report is in the annual report from the Director of Technical Services.

Benchmark: Increase the net EbscoHost Religion and Academic eBook Collections by 200 titles annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Over 1,000 eBooks were purchased, including over 600 Spanish language titles.	The library now has a significant Spanish language eCollection.	Improvement was significant.

Outcome 2: Process the significant backlog of archival collections

Rationale: The library has a significant rare book, hymnal, and archival collection. Providing access to our institution's rare and archival holdings furthers the understanding and appreciation of the seminary's rich history of scholarly endeavor and spiritual heritage.

Library

Alignment: In keeping with the NOBTS mission statement to *prepare servants to walk with Christ, proclaim His truth, and fulfill His mission*, the library will provide access to rare theological writings and hymnology to facilitate awareness and appreciation for both the past and present spiritual climate of the Church.

Strategy: Process the backlog of archival holdings that include personal papers, the rare book collection, and other historical documents related to the seminary's history and its faculty.

Measure: The linear feet of archival material, the number of historical items, or rare books processed. Progress in archival activities is reported annually by the Director of Technical Services and by the seminary archivist.

Benchmark: Process 10 linear feet of archival materials or 50 rare items or books annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Some 15 linear feet were added.	Additions to the collection included several hundred photos, new Leavell correspondence, and additional items in the McKeever collection	Having a full-time archivist is one of the best additions to the library staff in the past twenty years.

Outcome 3: Increase Student Satisfaction of Library Services

Rationale: Increase the student satisfaction scores in the annual ATS Graduation Survey Questionnaire.

Alignment: To support goal 2 of the 2020-2025 NOBTS Strategic Plan to *Increase student enrollment and retention*, library services will meet or exceed student expectations.

Strategy: Videos and/or emails to the seminary community will be provided detailing library services and distributed via email to the student body. The videos explain how on-campus, off-campus, and online students can utilize the library. Mass emails provide bibliographic instruction and/or informational notices regarding database resources.

Measure: May 2021 was the last time the Noel-Levitz Student Survey will be utilized. The new benchmark will be the ATS Graduation Survey Questionnaire.

Benchmark: Meet or exceed last year's scores for questions A17 and A18 on the ATS Graduation Survey Questionnaire.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The survey and questions are different. The	The N-L survey asked if resources and services were adequate. The new survey has two different, but better questions: "Were you given	Not applicable.

Library

results, then, are not comparable.	training on how to use the library?” and “Is the library staff courteous and helpful?” The responses to “Were you given training?” are curious (110 yes; 30 no). All new students are given training! In addition, the library website has training videos for all resources.	
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Budget Implications: How do the desired outcomes inform your area’s future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

The 7/31/2024 budget is \$672,400 whereas the 7/31/1999 budget was \$660,800. The budget cuts over the last 15 years, from a peak in 2009 of \$974,000, to today have deeply undermined the depth and breadth of both the library collection and the library staff. As a doctoral granting institution, recovery of a million-plus budget is significantly needed. In addition, staff salaries need to be given priority.

Media Services

Unit Purpose Statement: The purpose of Media Services is to enhance the process of equipping leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries by providing quality media support and services at NOBTS.

Outcome 1: Upgrade media equipping in Leavell Chapel.

Rationale: The Media Services Department will look for ways to enhance the media platform for chapel services, special events, and conferences. These events are a vital part of the seminary life and the audio, video cameras, and stage lighting equipment needs to be upgraded.

Alignment: The equipping of leaders through special events aligns with the mission of the seminary to “prepare servants”.

Strategy 1: The media department will continue to work with the consultant to create the best plan for the audio/visual systems in chapel.

Measure: We will see new equipment purchased, integrated, and utilized to increase the quality of audio/ visuals on the livestream and in the room.

Benchmark: We would see the installation of the new equipment with no lapse in production services.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This was 100% accomplished.	We designed, purchased, integrated, and implemented the use of all new Audio-Visual systems in our Chapel space with no lapse in services provided. This project was completed in close collaboration with our external consultants and internal offices.	We are seeing a qualitative increase in the audio experience of chapel. Most notably in the +15% coverage of direct audio to audience. We are also seeing the 100% increase in Quality from the installation of Theatrical lighting for our stage.

Strategy 2: Build out a full and capable team to operate the production systems of the chapel.

Measure: Locate and recruit no less than eight individuals who have a variety of skills to operate the chapel audio visual equipment.

Media Services

Benchmark: Have all positions filled and have cross training such that each position has two individuals capable of operating it with proficiency.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This has been accomplished beyond the original stated goal.	We have made three hires since last October, Two employees have continued on the team from last year. We have recruited three employees from other offices to assist with chapel production, and we have enlisted the help of four rotating student volunteers to help with simple tasks.	We have exceeded our benchmark by 50%.

Outcome 2: Enhance the studio space in HSC 232 in order to create high quality video and audio content consistently.

Rationale: The studio should be continuously enhanced for the recording of course content, marketing materials, and student life promotions.

Alignment: This shows servant leadership among the media services department staff and helps aid in the preparation of servants to fulfill God’s mission through the production of edited quality video course material.

Strategy: The media team will clean up and clean out the studio for future renovations.

Measure: The room will transition from a place primarily used for storage, to one which is primarily used for content creation by minimizing the collection of old media devices which are not in service and organizing the necessary equipment more efficiently.

Benchmark: Currently 40% of the space in the room is optimized for work related to media and 60% is serving as storage. We would like to see this optimized to 80% for media related work and 20% for Storage.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We have only seen mild results from this initiative we are at 50% of the space optimized for content creation.	We have had to use more space that anticipated for storage resulting from the various upgrades to the chapel and Cafeteria renovations. Though effort has been made to maximize the use of the space, we have see minimal results.	We have seen a 10% improvement from this time last year.

Media Services

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

Both initiatives will ultimately require major funding to ultimately complete. It seems likely that this will be designated as a special project which will be funded by donor giving and will not be part of the general annual budget. It will over time like require the increase of the general media maintenance budget in order to maintain the advance made during these initiatives.

Enrollment Management

Admissions

Unit Purpose Statement: The mission of Admissions is to guide prospective students to discover and answer God’s call, and to shepherd through enrollment those called to NOBTS.

Outcome 1: Increase Prospective Students Visits to Campus

Rationale: Because of the role campus visits play in reaching new students, increasing visits to campus is a key element of increasing new student enrollment.

Alignment: This outcome is related to NOBTS Strategic Plan Goal 3: Increase Student Enrollment and Retention.

Strategy: As well as regularly promoting Campus Visits and Campus Preview Day in multichannel media, one Summer Preview Day will be added to tend to prospective students during the summer months. Additionally, recruitment to church leaders and alumni will be ongoing to encourage bringing their students. Mass communication directed towards campus visits will be created and implemented in the Admissions database to offer more communication to prospective students.

Measure: Monthly Visit Reports - On a monthly basis, the Admissions Office reports on campus visitors detailing their attendance via campus tours, Preview Day, or group tour.

Benchmark: The goal for visits in the 2022-2023 academic year will be 600 prospective student visitors to attend tours and Preview Day.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
531	Our goal for 2022-2023 academic year was not reached but I do think we had a high number of guests due to SBC and Preview Days.	We hope due to campaigns to visit campus, Preview Day options, and inviting groups to campus will increase this number for the 2023-2024 academic year.

Outcome 2: Increase the number of admitted students

Rationale: Because the number of admitted students directly related to increasing new student enrollment, Admissions must seek to increase annual admits.

Alignment: This outcome is related to NOBTS Strategic Plan Goal 2: Enhance our institutional image.

Admissions

Strategy: In addition to increasing the number of applications started, an effort is being made in sending personalized emails, notes, and acceptance boxes.

Measure: Weekly Admissions Reports - Undergraduate and graduate admits will be reported on each Friday afternoon and progress toward a goal which will be monitored weekly. These reports will give data for us to execute our strategy.

Benchmark: The goal for admitted students for the 2022-2023 Academic Year is 650 (LC = 200, Grad = 450).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Total 2,648 (LC = 807, Grad = 1466, Doc = 375)	Lack of fully using new databases to follow up. Not having fully created an automated email/texting system.	Creating personalized customer journeys that send periodic emails and physical mail.

Outcome 3: Increase Prospective student inquiries

Rationale: Because of the role the inquiry process plays in reaching new students, increasing visits to campus is a key element of increasing new student enrollment.

Alignment: This outcome is related to NOBTS Strategic Plan Goal 3: Increase Student Enrollment and Retention.

Strategy: In addition to increasing the effectiveness of recruiting trips, Admissions is continuing to implement an inquiry collection system using our new database which will assist in configuring future marketing tactics and recruiting trips.

Measure: Weekly inquiry reports - Undergraduate, Graduate, and Doctoral inquiries will be reported on each Friday and progress toward a goal which will be monitored on a weekly basis.

Benchmark: The goal for prospective student inquiry forms for the 2022-2023 academic year is 3,000 inquiries (LC = 900, Grad = 1700, Doc = 400). Last year's result was 2,648 (LC = 807, Grad = 1466, Doc = 375).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
LC – 297 Grad – 2,735 Doc - 209	For our inquiry goal we did not meet some of the numbers. We have an increase of applications and inquiries.	The potential new database should allow us to accurately label inquiries and incoming prospective students which will give us proper data.

Registrar & Student Success

Unit Purpose Statement: The Dean of Academic Records and Registrar's Office responsibility to navigate the students through each semester, each academic year and through their entire degree program so that they may successfully complete the specialization to which God has called them.

Outcome 1: Provide institutional data related to student success in areas of retention, progression, and completion.

Rationale: The creation of the Enrollment Division seeks to create improvements in the areas of enrollment including student retention, progression, and completion. Student Success is a priority for institutional administration and necessary in completing the mission of the institution. Actionable data must be collected and evaluated to aid in institutional decision making.

Alignment: This outcome connects to the mission statement as our primary task is preparing students (servants). The better we can evaluate the data related to our students' success than the better we can serve and prepare them. Further, our strategic plan seeks to increase retention and completion rates of which clear data will assist in increased clarity in decision making and the provision of student support services.

Strategy: Work with the reports created for student success to identify three (3) specific target areas by which the institution can target in helping with persistence, retention, and completion.

Measure: Identifying at least three (3) distinct areas where persistence, retention, and completion is low for our institution. These could be demographic, programmatic, geographical, or otherwise.

Benchmark: Three (3) identified areas of needed improvement.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No specific results identified	Need to continue developing data and asking questions	Need to continue to develop datasets and ask questions

Outcome 2: Create student degree plans and course offering documents for both graduate and undergraduate programs.

Rationale: The Office of the Registrar and Student Success seeks to create improvements in the areas of enrollment including student retention, progression, and completion. Student Success is a priority for institutional administration and

Registrar & Student Success

necessary in completing the mission of the institution. Student advising assists the institution in serving and preparing students.

Alignment: This outcome connects to the mission statement as our primary task is preparing students (servants). The better we can evaluate the data related to our students' success than the better we can serve and prepare them. Further, our strategic plan seeks to increase retention and completion rates of which student advising will assist in helping students choose courses, increase credit hours, and increase progression towards completion of their degree programs. Having specific degree pathway templates and course offering documents equips are advisors to more efficiently and clearly serve our students.

Strategy 1: Work with the Graduate Dean and Divisional Associate Deans in order to create degree pathway templates for all curriculums provided at the graduate level.

Measure: We will produce a standard degree completion plan for the new MDiv core and MA Core which outlines suggested course sequencing and load for a typical full-time student. We will then create a two-year course offering rotation by delivery method.

Benchmark: One (1) degree completion plan for the MDiv core curriculum based on a Fall entry term and one (1) degree completion plan for the MDiv core curriculum based on a Spring entry term. One (1) degree completion plan for the MA core curriculum based on a Fall entry term and one (1) degree completion plan for the MA core curriculum based on a Spring entry term.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No degree plan completed due to lack of schedules	Grad Dean and DADs are still compiling rotations	Continuing to develop

Strategy 2: Work with the Leavell College Dean and Associate Dean in order to create degree pathway templates for all curriculums provided at the undergraduate level.

Measure: We will produce a standard degree completion plan for the Bachelor of Arts Core which outlines suggested course sequencing and load for a typical full-time student. We will then create a two-year course offering rotation by delivery method.

Benchmark: One (1) degree completion plan for the BA core curriculum based on a Fall entry term and one (1) degree completion plan for the BA core curriculum based on a Spring entry term.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Rotations for courses have been received. Have not	Progress has been made regarding the cycles themselves, but more work is to be done on the creation of degree plans.	Need to continue to work with LC office on degree plan creation.

Registrar & Student Success

completed degree plans yet		
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Outcome 3: Implement a personal student success strategy that connects the students with the institution

Rationale: The Office of the Registrar and Student Success seeks to create improvements in the areas of enrollment including student retention, progression, and completion. Student Success is a priority for institutional administration and necessary in completing the mission of the institution. Reports have shown that many students struggle with connectedness while at school, so connecting with our students regardless of age, location, or degree program will aid in progression efforts.

Alignment: This outcome connects to the mission statement as our primary task is preparing students (servants). If a student becomes disconnected with the seminary and her mission, then it becomes prohibitive to prepare that student to walk with Christ, proclaim his truth, and fulfill his mission regardless of an earned degree.

Strategy: Touch base via email, text message, or phone call to every associates, bachelors, and masters student twice each semester.

Measure: Measure “contact” by a response from the student via written communication, phone communication, or in-person communication.

Benchmark: Make contact and receive responses from 50% of our student body as outlined in the strategy during the semester.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Called every student in this category at least once this semester, some twice.	The goal to contact every student and receive feedback was too lofty. We need to recalibrate what success means here.	Develop text messaging capabilities

Financial Aid

Unit Purpose Statement: The Financial Aid office exists to serve and prepare students to honor God through Biblical stewardship during their time as a student and as they serve in ministry.

Outcome: Educate and equip students to adequately manage their finances.

Rationale: To see financial stress alleviated in the lives of seminary students so they will be able to focus on serving the kingdom of God.

Alignment: This outcome aligns with the NOBTS Mission Statement to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. We believe that being good stewards in all areas of life, including finances, is essential in maintaining a healthy relationship with Jesus and the freedom to act obediently in all He may call students to do.

Strategy 1: Facilitate His Part & Our Part group.

Measure: Number of students participating in His Part & Our Part groups. – His Part & Our Part groups teach excellence in managing student finances to main campus students and extension/online students through video conferencing.

Benchmark: 60 students participating in His Part & Our Part groups across various formats.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
55 students completed the course.	Our spring and summer classes were much fuller than fall due to some new advertising strategies.	We plan to continue advertising for our class the same way we did this summer and are confident that we can meet or exceed our goal of 60 participants.

Strategy 2: Conduct individual financial advising meetings through the Financial Aid office and in partnership with the TruWealth Advisors.

Measure: Number of students who meet with the Financial Aid Office or a TruWealth Advisor.

Benchmark: 15 individual meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0 students met with TruWealth Advisors.	Even though we offered the opportunity to students and set a date for advisors to be on campus, no students signed up. Offering this later in the semester may have had an impact on this.	We will either try an set up these meetings earlier in the semester or have some sort of workshop hosted by TruWealth.

Communications and Marketing

Unit Purpose Statement: The purpose of the Office of Communications and Marketing is to communicate the vision and purpose of New Orleans Baptist Theological Seminary to various audiences through writing, design, photograph, publishing (print and digital), social media, and marketing.

Outcome 1: Enhance Brand Communications and Marketing

Rationale: The Office of Communications and Marketing seeks to increase awareness of the seminary to people outside of the southeast region while at the same time strengthening our name and mission recognition within Alabama, Florida, Georgia, Louisiana, and Mississippi. Enhancing brand awareness involves highlighting specific aspects such as academic excellence and urban context in addition to the practical ministry focus for which the seminary is known.

Alignment: All communications and marketing efforts will be aligned with the seminary’s mission statement and Dr. Dew’s four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2022-2023 academic year.

Strategy: Continue to implement the communication and marketing improvement strategy developed with IDD Agency.

Measure: The Communications and Marketing Office will measure success of Strategy 1 by continuing to work with IDD Agency to produce marketing initiatives that are focused around the three highlighted focus areas: doctrinal fidelity, practical relevance, and community in accordance with the endorsement by the Grow Team and the Vice President of Business Administration.

Benchmark: Develop specific marketing content around each of the three highlighted focus areas above that reaches a total of 75,000 people.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not reportable. When this strategy was written, the plan was for Communications to work closely with IDD. However, our Admissions Office has worked the closest with	This strategy was written when the current Director was only an interim. As he has learned the position better since becoming the Director officially, it makes the most sense for IDD to work primarily with our VP of Enrollment with Communications giving advice as needed. This has occurred through several meetings when the Director, VP of Enrollment, and IDD have met for strategic planning.	We should consider integrating Comms and IDD more often; however, the current structure is more appropriate for our current needs than that which is reflected in the above strategy.

Communications and Marketing

IDD as they have primarily served their efforts.		
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Outcome 2: Building Brand Trust
Rationale: Brand awareness is not enough to successfully draw and retain students and grow a base of engaged alumni. Brand trust is essential to make students and alumni ambassadors for the school. Building brand trust requires more time and interaction than building brand awareness.
Alignment: All communications and marketing efforts will be aligned with the seminary’s mission statement and Dr. Dew’s four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2022-2023 academic year.

Strategy 1: Increase the Seminary’s following on Twitter, Instagram, and Facebook. The office of Communications and Marketing will utilize social media best practices, consistency, creativity, brand-building posts, and planning to increase the following on Twitter, Instagram, and Facebook. The office will collaborate with the Grow Team to build followership and engagement strategies.

Measure: The number of followers alone cannot measure brand trust, however, it is a strong indicator of brand buy-in. Over the next five years, the Office of Communications and Marketing will focus on raising average followership of Twitter by 8-10 percent (increased 8% in 2021-22), Instagram by 20 percent (increased 22% in 2021-22), and Facebook by 4 percent (increased 3.25% in 2021-22) each year. The growth will be accomplished primarily through organic rather than paid means.

Benchmark: Target: approximately 14,000 total Twitter followers & total Instagram followers within next 5 years, and approximately 38,500 Facebook followers within next 5 years.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Total Twitter followers: 9,666	All results are lower than proposed benchmarks. Twitter: 2.5%, Instagram: 14%, Facebook: 2.8%	1. We significantly improved upon the diversification of our post styles. 2. One area we plan to explore next year is cutting down posts that are simply just ads. At times, it seems we move away from our mission too easily. Twitter is being affected by this.
Total Instagram followers: 6,484	Twitter is especially lower than anticipated. One trend that we have noticed is that we have no problem with gaining new followers. Our biggest problem is retaining the followers that we gain. This trend has especially affected Twitter.	
Total Facebook following: 32,560	Granted, the nature of SBC Twitter is volatile; however, we must figure out ways	

Communications and Marketing

	<p>to overcome the volatility and produce growth.</p> <p>Instagram and Facebook, while lower than proposed, have produced other metrics that are promising. We are reaching a large number of accounts, as shown by the number of new followers we are amassing. Now, we need to work on a campaign to retain a larger number of followers for sustained growth.</p> <p>One last note is that half of this year was spent significantly understaffed, resulting in less “thinking outside the box” posts.</p>	<p>3. Explore updated Twitter strategy.</p> <p>4. We need to work more closely with Admissions, Alumni, Student Success, Student Life, and other offices to take advantage of important institutional days (Graduation, NSO, Preview Day, etc.).</p>
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Strategy 2: Continue producing and improving recognizability of the “Current” email newsletter – The Office of Communications and Marketing will create 10 issues during 2021-2022. The email newsletter is sent to two segments (1) students and main campus faculty and staff; and (2) alumni and donors.

Measure: The office will measure completion of the task, email open rates, and click rates. Open rates will indicate increased recognizability.

Benchmark: Produce 10 issues. Generate an overall open rate of 45% and an overall click rate of 4% (within the opened emails).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Produce 11 issues (every month from August 22-July 23 except for June)</p> <p>Avg Open Rate: 57%</p> <p>Avg Click Rate: 4%</p>	<p>All benchmarks were achieved.</p> <p>We produced one extra edition than normal (July 23), and it had an average open rate of 70%.</p> <p>Our open rate among the student emails were normally higher, but our click rate among the alumni emails were normally higher.</p> <p>The worst open rates were among the busiest seasons of the year (May and December for graduation).</p>	<p>1. Consider ways to integrate Current and This Week better.</p> <p>2. Analyze the best performing months to see what can be replicated across all editions.</p> <p>3. Develop better way for potential readers to subscribe to Current</p>

Communications and Marketing

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

- 1. Significant investment will be needed to grow social media at any higher rate than our current growth. A part-time social media assistant could help us build the Leavell College social media and provide additional content for our main social media stream.*
- 2. Improved technology ranging from computers to video/photo equipment is needed to both increase quality and efficiency of our content production.*
- 3. A full-time or part-time office assistant could help us more efficiently manage the volume of requests our office receives.*

Business Affairs

Human Resources

Unit Purpose Statement: Providing human resource services and support needed for operation of NOBTS. Psalm 78:72 “...with the integrity of our hearts and the skillfulness of our hands.”

Outcome: Improve Processes to minimize institutional risk

Rationale: Human Resources strives to continually review and improve on processes to minimize risk from turnover or possible fraudulent activity.

Alignment: Improving processes to minimize institutional risk and increase efficiency aligns with NOBTS Strategic Plan 2020-2025: Improve the Seminary’s long-term financial stability.

Strategy: With the implementation of our new payroll/HR software, we want changes such as time card edits, direct deposit info, address change, and tax filing information to be completed by the employee instead of the supervisor or HR staff. This will save time in the HR department and help with overall efficiency. This will also minimize the risk of keying in information incorrectly.

Measure: The strategy will be measured by the percentage of payroll and HR changes made by the employee vs. their supervisor or payroll/HR staff.

Benchmark: We want 97% of all payroll/HR changes listed in the strategy to be completed by the employee.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
For the 22-23 academic year, 95.95% of payroll changes were completed by employees	Even though we did not meet our full goal, we achieved a 2.51% higher result than the previous academic year.	We are continuing to look for ways to increase efficiency of employee changes. We look to improve by around 2% in the following year.

Business Office

Unit Purpose Statement: Providing financial services and support needed for operation of NOBTS. Psalm 78:72 “with the integrity of our hearts and the skillfulness of our hands.”

Outcome: Improve Processes to minimize institutional risk

Rationale: The Business Office strives to continually review and improve on processes to minimize risk from turnover or possible fraudulent activity.

Alignment: This outcome aligns with point 4 of the NOBTS Strategic Plan 2020-2025: Improve the Seminary’s long-term financial stability. We want to be excellent in all we do for our Lord, and to help keep our institution free from exposure to fraud and to minimize waste from inefficiencies.

Strategy 1: Review job descriptions and employee manuals in order to take the information updated last academic year and put the information into a digital format. In the event of turnover, we will be able to produce an up-to-date job description, and a job manual for the processes used to complete the information found in the job description.

Measure: Continue meeting with all employees, especially the newer employees to continue the updating process of job descriptions and manuals by putting the descriptions and manuals into a digital format.

Benchmark: By the end of the academic year, 100% of B.O. positions have an updated job description/manual, as well as have that description/manual available in a digital format.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
75% of manuals are updated	With a switch to a new accounting system at the end of the 22-23 academic year, a few of our manuals need to be reworked to make adjustments for new steps or procedures in the new system.	We will continue to work toward having updated manuals for every position.

Strategy 2: Cross-train employees to be able to complete tasks of two or more jobs in the Business Office. The goal will be to train on essential tasks of each position, while still maintaining segregation of duties.

Measure: Cross-train at least one person for each position in the Business Office to be able to step in and complete essential tasks in the case of an employee being out sick or if turnover occurs.

Benchmark: 100% of employees can do at least two jobs in order to have the office running efficiently in the event of turnover or employees being out of the office for a day or longer.

Business Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50% of employees are cross-trained	Due to a high volume of turnover, only 50% of Business Office employees are currently cross-trained in two or more positions.	Continue pushing this metric to 100% as new employees are hired.

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

N/A

Early Learning Center

Unit Purpose Statement: Providing Early Learning opportunities for young children of the NOBTS community.

Outcome: Provide quality education through Early Learning Center program

Rationale: The Early Learning Center provides quality education through the Early Learning Center program.

Alignment: The Early Learning Center of NOBTS reflects the mission statement of NOBTS. The ELC of NOBTS does not only exist to provide quality education. We exist to prepare our teachers and students to live Great Commission lives. This means that we work, live, and educate in such a way that the Gospel message and the command to go and make disciples is reflected.

Strategy: The ELC of NOBTS was affected by the industry wide labor shortage. We want to rebuild staffing levels and retain teachers in order to increase student attendance and to continue to provide overall quality early childhood education. We plan to use grant funds received to increase teacher pay to attract new teachers and to retain current teachers.

Measure: The strategy will be measured by the ability to reopen classrooms by adding teachers and then students.

Benchmark: We want to build staffing levels to reopen two classrooms.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0 new classrooms were opened in the 22-23 year.	The ELC of NOBTS continues to be affected by the nationwide teacher shortage. We want to rebuild staffing levels and retain teachers to increase attendance and to continue to provide overall quality early childhood education. We did not open a new classroom, but our enrollment has increased.	We continue to recruit for new teachers who understand the importance of early education.

Post Office

Unit Purpose Statement: Provide postal services to the NOBTS community. Psalm 78:72 "...with the integrity of our hearts and the skillfulness of our hands."

Outcome 1: The Post Office will remain in compliance with United States Postal Service rules and regulations for Contract Postal Units.

Rationale: The Post Office must adhere to USPS regulations to insure that mail reaches its final destination and to retain the privilege to ship mail as a Contract Postal Unit.

Alignment: This outcome aligns with NOBTS Strategic Plan 2020-2025 goal to "Provide above average student services excellence"

Strategy: We will clearly post and train employees on USPS regulations for dealing with hazardous materials.

Measure: Employees will complete USPS regulation training twice a year.

Benchmark: 100% of employees will pass an oral examination on USPS regulation semi-annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50% of employees completed training twice a year.	Completing the training aided in safely dealing with hazardous material, particularly in instances where damaged packages presented an unknown risk; as a result no employee or patron experienced any injuries.	At this time, the results of improvement are unknown; more information is needed for comparison.

Outcome 2: The Post Office will provide mail, shipping and fax services to the NOBTS community in a way that is fast, accurate and helpful.

Rationale: Mailing letters and shipping packages can be complicated, so Post Office employees must be able to provide accurate and efficient service to help meet the needs of customers.

Alignment: This outcome aligns with NOBTS Strategic Plan 2020-2025 goal to "Provide above average student services excellence"

Strategy: We will develop an organized system of maintaining records.

Measure: This office will make regular contact with the other offices on campus to maintain an accurate registry of mail recipients.

Benchmark: The NOBTS Post Office will have 100% accuracy in updating departmental personnel information.

Post Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
99.9% of letters and packages were delivered without incident.	With the implementation of a tracking system and consistent communication through the tracking system, and in utilizing social media private groups, all packages were successfully delivered with the exception of 1.	At this time, the results of improvement are unknown; more information is needed for comparison.

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

N/A

Providence Guest House

Unit Purpose Statement: Provide guest services to the NOBTS community. Psalm 78:72 “...with the integrity of our hearts and the skillfulness of our hands.”

Outcome: Provide great service at Providence Guest House.

Rationale: Provide great service for short-term housing at Providence Guest House.

Alignment: This outcome aligns with the NOBTS Core Value of Servant Leadership.

Strategy: Renovate PGH rooms one at a time as funds are available to improve the experience of guests.

Measure: We will measure our progress by the number of rooms renovated in the academic year. Renovations include replacing carpet with carpet squares, new light fixtures, paint, new furniture, new larger TV, etc.

Benchmark: Our target is to renovate 15 rooms in the academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We were unable to meet 100% of our goal	We were able to complete: updating all resident rooms updating the bottom of the VIP building additional rooms at Hamm as planned	

Budget Implications: How do the desired outcomes inform your area’s future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

N/A

Facilities & Safety

Unit Purpose Statement: The purpose of facilities and safety is to provide a well-maintained, secure, and safe campus for all students, faculty, staff and guests.

Outcome: Provide safe and secure campus environment Strategies

Rationale: Ensuring the Safety and Security is maintained even during traumatic incidents.

Alignment: Mission Statement

Strategy: Major Incidents Response: A Major Incident is defined as an event which has significant impact or urgency for the community or organization and which demands a critical response beyond the routine incident control management process.

Measure: Campus Police shall respond to Major Incidents as follows: Immediately notify NOPD. Secondly, notify Campus Police’s Chain of Command to initiate Quick Reaction Force. Actions by QRF, secure the scene, if possible, and make an assessment of what other emergency personnel are needed. If the incident involves a perpetrator still on scene, secure the area and gather intelligence for responding Units. Once the Command Staff/QRF arrives, secure & preserve the scene, ensuring safety of the campus until NOPD arrives.

Benchmark: Specifically, Major Incidents could be from a variety of situations. Our responding template allows the Officers to adapt to all incidents. Throughout Campus Police’s yearly training calendar, testing scenarios are conducted to show Officer’s abilities. The training consists of the crawl, walk, run modes which will effectively allow the Officers to enhance their decision making process. After every training session, an after action review is implemented for the Officers and Trainers to identify weakness and strengths.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Campus sustained several major incidents in 2021-2022. The strategy worked as planned so will be continued into 2022-23.	There were several incidents, including two armed intruders during 2021-22. The response results reflect a well-organized and through-going response to these incidents according to the QRF protocol.	Improved communication technology through use of crime cameras allows for a safer and better response. These were fully implemented in 2022-23.

Information Technology Center

Unit Purpose Statement: The Information Technology Center serves faculty, staff and students by providing a broad range of technology-based planning, integrated solutions, resources, training, services and support in order to facilitate the mission of NOBTS.

Outcome 1: Provide technology training for faculty, staff and students.

Rationale: Staff training is necessary to assist in the migration to a new Financial System

Alignment: The outcome supports the strategic plan items: Goal 1: Enhance our institutional image among our various publics. & Goal 4. Improve the Seminary's long-term financial stability.

Strategy: Assist the Business Office in researching, selecting, & implementing a new Financial system.

Measure: Offer/Facilitate 3 training courses for the new financial system (Accounts Payable, Purchasing, & General Ledger). Survey end users for their satisfaction with the training. Balance the financial reports between the old and new system.

Benchmark: Receive an end-user feedback score of 80% or better. Balance the financial reports to 0.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Several vendors were interviewed	Identified a vendor that we felt could help us make the transition to a cloud-based application well.	Identified Vendor to engage for implementation and support going forward
Data migrated Balanced	Upon cut from old system the fiscal books were balanced to ensure balances were correct	Auditors were satisfied with the moved from old system to new.
Training on new financial System	Extensive training was provided by vendor	Staff were able to make the adjustment to the new system effectively

Outcome 2: Provide technology support for faculty, staff and students.

Rationale: Ongoing technology upgrade & support on office equipment is critical for the staff & faculty to use the MFDs efficiently.

Alignment: The outcome supports the strategic plan item: Goal 1: Enhance our institutional image among our various publics., Goal 2: Increase student enrollment and retention., & Goal 3. Enhance student services.

Information Technology Center

Strategy: Upgrade the MFD used in offices by staff & Faculty. Offer Training on the new devices.

Measure: Replace the MFD with minimal downtime. Survey staff & faculty on the training.

Benchmark: End User Satisfaction survey score of 80% or better.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
New MFD were installed early 2023 with minimum downtime	Process was scheduled and replaced with minimum disruptions.	Failing equipment was replaced - Units offered improved performance
After installation and training 88% expressed competence on using the unit	Training users is important to them using the unit successfully	Fewer support calls & more usage.
Satisfaction in using the new Lexmark units	71% of users expressed a positive experience with the new units	Fewer support calls & more usage.

Outcome 3: Provide a secure digital environment at NOBTS.

Rationale: A digital secure environment is critical to protecting student & financial data and processes at NOBTS.

Alignment: The outcome supports the strategic plan items: Goal 1: Enhance our institutional image among our various publics. & Goal 3. Enhance student services.

Strategy: Research the possibility of implementing a VLAN strategy on the NOBTS_Campus network.

Measure: Successful implementation of a VLAN strategy.

Benchmark:

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Unable to implement VLAN	Due to technical difficulties unable to implement the VLAN strategy at this time	None

Outcome 4: Provide and support voice/video communication services for the NOBTS campus.

Rationale: Voice & video communications are critical to facilitating the work of the seminary for faculty and staff.

Information Technology Center

Alignment: The outcome supports the strategic plan items: Goal 1: Enhance our institutional image among our various publics. Goal 2. Increase student enrollment and retention. & Goal 3. Enhance student services.

Strategy: Research streaming equipment to better facilitate Music Related Courses.

Measure: Improved quality of streaming the music related courses by 25% and survey faculty for satisfaction with equipment results.

Benchmark: Survey of music faculty for a 75% satisfaction rate.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No new equipment was identified to improve the quality of the streaming. Instead current system and service settings were tweaked.	Worked with the faculty using the equipment to identify issues and tested different settings/configurations to adjust the audio quality of meetings.	Fewer complaints/inquires have been received from the rooms & meetings.

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

1. Continue implementation of Business Central to expand its capabilities and usefulness in the Business office functions. Consider the installation of add-on components for Budget collaborations and Purchasing process management.
2. Propose new strategy for the integration of MFD units on networks as needs change.
3. Continue research on video conference equipment and services for better quality meetings. Possibly purchase different equipment to implement.

Institutional Advancement

Institutional Advancement Office

Unit Purpose Statement: The Office of Institutional Advancement serves as the fundraising component of the seminary, recruiting and developing donors by providing strategies, emphasis, and opportunities that allow individuals and organizations to invest their resources into the goals and purposes of the institution.

Outcome 1: Providence Fund (Annual Fund)

Rationale: The Providence Fund will meet the annual goal of \$1,250,000.

Alignment: Strategic Plan – 4d: Increase annual gifts to the Providence Fund

Strategy 1: Provide timely and emotionally captivating stories within direct mail appeals that highlight the Mission Statement of New Orleans Baptist Theological Seminary.

Measure: We will measure our effectiveness with donor appeal and goal attainment rates.

Benchmark: Donor response improves 3% of the previous year’s appeal.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$1,323,323	We surpassed our goal.	We have been tasked with raising the goal by 10%

Strategy 2: Focus on Giving Tuesday, starting a program with social influencers to raise \$400,000 in November 2023. We have set a goal of \$200,000 as a matching goal.

Measure: We will assess Giving Tuesday and its matching gifts strategy. Build social media, email, and direct mail appeal strategy by examining the metrics of previous social media shares, open rate, click rate, direct mail response, and the gifts made online or through direct mail.

Benchmark: Donors give 10% more over last year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$306,393	We surpassed our goal.	We have been tasked by raising this goal by 33%

Outcome 2: Increase Donor Retention

Rationale: The national average for donor retention to a non-profit is at 45%. NOBTS consistently is in the 50% range. The goal is to move us in the 65% range.

Alignment: Strategic Plan – 4e

Institutional Advancement Office

Strategy: Increase donor contacts. We will increase donor contacts by calls, letters and handwritten notes.

Measure: We will utilize monthly donor reports to ensure our calls and letters help influence increase retention.

Benchmark: Donor retention rate of 60%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
54% Retention rate	We did not meet the goal of 60%. Donors that gave \$75 and above were retained at a 61% rate. Donors that gave \$74.99 and below were retained at a 38% rate. The industry believes that a major issue with this donor group is inflation.	We will reach out with a touch to the \$74.99 and lower donors. Thanking them for their gifts in the past and asking how we can pray for them.

Outcome 3: Increase DeMent Society Estate Gifts

Rationale: Donor's that have shown an affinity to NOBTS, guiding them to include NOBTS in their estate planning.

Alignment: Strategic Plan – 4a: Increase the Seminary endowment

Strategy: Identify and solicit prospective DeMent Society members and create a direct mail campaign that will highlight the needs, showing the appreciation for the past, and helping the donor see the benefits of leaving NOBTS in their estate planning for the future.

Measure: Record the responses of the prospects who indicate they have included NOBTS in their estate plans.

Benchmark: Add five new DeMent Society members.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Surpassed our goal with 7 new members	We have been consistent in increasing the number of members for this important group.	We would like to increase the goal to 7 new members a year.

Budget Implications: How do the desired outcomes inform your area's future budget requests?

What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

N/A

Institutional Strategies

Alumni Engagement

Unit Purpose Statement: The mission and purpose are to serve and advance the institution by building partnering relationships between NOBTS and alumni.

Outcome 1: Strengthen relationships between alumni and the institution.

Rationale: The Alumni Engagement Office keeps alumni up-to-date on the state of their Alma mater. We also share with our current students and faculty the achievements of alumni.

Alignment: The mission of NOBTS is not restricted to a student’s classroom experience; alumni continue to need to be equipped after completion of their classroom experiences; this is possible as a partnering relationship is strengthened between alumni and their alma mater and adequate support is provided.

Strategy 1: Alumni Association – we are starting monthly webinars exclusively for alumni association members. We believe this will increase new memberships and increase our retention rates.

Measure: Association members – We measure the effectiveness based on the number of association members and our retention rates of those members. Membership numbers indicate the number of alumni actively partnering with NOBTS and Leavell College.

Benchmark: 500 active memberships, 80% retention rate for the year

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We did not achieve 80% retention rate but we ended the FY with 1,000 active memberships.	Our ongoing Oral History Project led to a spike in new members. The monthly webinars have increased our participation with an average attendance of 25 guests on each month.	Retention continues to be difficult. Reassessing our strategy to retain members is necessary.

Strategy 2: National and Regional Alumni Gatherings – We organize various regional and national events to strengthen connections between alumni and the institution.

Measure: We keep attendance records of the regional alumni chapter reunions and the National Alumni and Friends Luncheon.

Benchmark: 1500 total national attendees (up from 500 because it is in New Orleans this year). 400 total regional attendees.

Alumni Engagement

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We had 349 regional attendees and over 1,300 national attendees.	State attendance was down last year for a number of reasons. We made some strategic adjustments this year to combat some of that. The national gathering was a great success.	Continue to revamp how we promote our state gatherings.

Outcome 2: Expand participation among alumni supporting their alma mater

Rationale: The Office of Alumni Engagement is the primary contact between alumni and NOBTS. Efforts to develop increased participation among alumni to support their alma mater continues each semester.

Alignment: As a partnering relationship is strengthened between alumni and their alma mater, there is a greater likelihood of increased participation in offering financial support.

Strategy 1: Alumni Association – The association membership dues are channeled into the Providence Fund to impact current students by offsetting tuition costs.

Measure: We report the number of memberships and total contributions from those memberships on a monthly basis.

Benchmark: 500 current memberships

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We ended the year with 1,000 active members.	The Oral History Project certainly helped but we've continued to reach new alumni with the association and interest remains high.	Focus on retention rates.

Strategy 2: Communication – We engage alumni daily through phone calls, emails, letters, and personal visits to expand participation among alumni supporting their alma mater.

Measure: We generate reports from Raisers Edge regarding the total number of alumni contacted each month.

Benchmark: 3.3% Hard Credits. 6% Soft Credits.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We were just short on both of the hard and soft credit goals.	The economy had a large role in that shortcoming. Our contacts remained high and we focused on different regions trying to connect with every alumni in those places.	Increase our weekly phone calls and monthly gatherings to reach more alumni directly.

Church-Minister Relations

Unit Purpose Statement: The CMR Office exists to assist the church or ministry organization and the ministerial candidate to connect through our resume referral system for the purpose of determining God's will. The CMR Office of NOBTS is not a placement center, and does not recommend candidates.

Outcome: To increase student and alumni awareness of the ministry opportunities which exist within our churches and denominational entities.

Rationale: It is our constant goal for our students and alumni to be fully informed regarding the free services provided through the CMR office.

Alignment: This goal assists our mission to help leaders fulfill the Great Commission and the Great Commandments through the local church and its ministries.

Strategy: We will use the NOBTS This Week email to highlight job postings and connect with students to make them aware. The current list of job openings will be sent to the communications team by Thursday of each week for inclusion in the following week's newsletter.

Measure: We will provide the Communications team with the list of current job openings by Thursday of each week for inclusion in the next week's Gatekeeper. Use the Gatekeeper and our website, as well as direct conversations with students/alumni.

Benchmark: Connect with 5 students or alumni per week to share information about services in the CMR office with the intention of adding at least 5 new students/alumni per week to the Symplicity platform.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We saw consistent traffic on the Symplicity job posting board with new and returning users.	Connecting with 5 students/alumni per week was difficult. However, through various events, we were able to promote the services to larger audiences at one time. The one-on-one meetings were less consistent.	Look for more events where we can take our CMR flyers to promote our services there.