

Quality Improvement Report

**NOBTS Unit Assessment
2020-2021**



NEW ORLEANS
BAPTIST THEOLOGICAL SEMINARY



LEAVELL
COLLEGE

Table of Contents

President -----	1
Provost -----	3
Institutional Effectiveness -----	7
Graduate Dean -----	11
Academic Divisions	
Division of Biblical Studies -----	16
Division of Church Ministry -----	19
Division of Counseling -----	22
Division of Theological and Historical Studies -----	24
Academic Programs	
Research Doctoral Program -----	29
Professional Doctoral Program -----	33
Extension Center System -----	36
Mentoring Programs -----	38
Supervised Ministry -----	39
Online Learning Center -----	41
Accelerated Programs -----	43
Research Centers and Institutes	
Adrian Rogers Center -----	48
Baptist Center for Theology and Ministry -----	51
Caskey Center for Church Excellence -----	53
Center for Archeological Research -----	56
Center for New Testament Textual Studies -----	59
Global Missions Center -----	63
Institute for Christian Apologetics -----	65
Institute for Faith and the Public Square -----	67
Leavell Center for Evangelism and Church Health -----	70
Leeke Magee Counseling Center -----	72
Youth Ministry Institute -----	74
Leavell College -----	78
Prison Programs -----	82
Academic Services	
Dean of Students -----	85
Library -----	89
Media Services -----	92

Enrollment Management	
Admissions -----	95
Registrar -----	98
Student Success -----	100
Financial Aid -----	102
Communications & Marketing -----	104

Business Affairs

Human Resources -----	110
Business Office -----	111
Clinic -----	113
Early Learning Center -----	114
Post Office -----	116
Providence Guest House -----	118
Facilities and Safety -----	119
Information Technology Center -----	120

Institutional Advancement Office -----	124
---	------------

Institutional Strategies

Alumni Relations -----	127
Church-Minister Relations -----	130

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: Core values of *Spiritual Vitality, Mission Focus, Characteristic Excellence, and Servant Leadership*

Strategy: Introduce, 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: Four dinners in the 2020-2021 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
November 15 – Shreveport, LA	While we did not meet the goal of four dinners during the 2020-2021 academic year we did hold three. COVID protocols prevented other dinners from occurring. We also found that scheduling needed to occur well in advance for the President's calendar. We were able to raise funds for scholarships, add Foundation Board members, and continue to hone the programming for the dinners.	For the upcoming academic year, we have already added new dinners and have set dates for the 2022-2023 academic year.
April 19 – Hattiesburg, MS		
April 24 – Rayville, LA		

President's Office

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) Additional Budget Resources for dinners and marketing*
- 2) Personnel Reassignment of Duties to coordinate events*

We found that these dinners are best managed out of the Advancement office rather than the president's office.

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. In recent years, an enrollment management task force worked to increase efficiency in scheduling regarding online and New Orleans campus courses. This work has proven effective. We must continue to look for other areas where we can utilize our resources well. Two areas of focus relate closely to one another. We would like to decrease the amount of contracts paid each year, and we would like to increase the ability of our main campus faculty to interact with students away from campus.

Alignment: This outcome aligns well with NOBTS' core 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: Increase the use of NOLA2ULive and/or NOLA2UFlex classes from the New Orleans Campus by at least ten percent. A goal of increasing by ten percent represents a continued move forward in implementing these delivery systems. We have seen significant growth in the number of these classes in past two years, and we hope to continue the growth. As we've been experimenting with synchronous delivery formats for online education, we have found these two delivery models attractive to students and faculty alike. Therefore, we want to do more of these classes. We offer these classes in connection with classes that are already scheduled to be taught on the New Orleans campus and eliminate the online version for that semester, so there is a budget savings each time we do this. We have decreased the percentage of increase since we were up so significantly last year. Increasing by 6 more classes would be a significant add.

Measure: The Provost will work with the graduate and undergraduate dean to facilitate a greater use of NOLA2ULive and/or NOLA2UFlex in the coming year's schedule for the graduate and undergraduate programs. The published online schedules will be used to compile a list of undergraduate and graduate courses being taught by NOLA2ULive and NOLA2UFlex in 2020-21.

Benchmark: In the 2019-20 academic year, NOBTS had 56 classes which were taught through NOLA2ULive or NOLA2UFlex models (see attached files). We would like to see these numbers increase by at least ten percent (6 additional classes).

Provost's Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the 2020-21 academic year, we offered 104 total NOLA2UFlex and NOLA2U Live classes. This reflects an increase of 86%. The numbers are significantly higher because we shifted to online formats for some classes because of COVID. However, the numbers would be even higher if we counted all the classes in which we were forced to use NOLA2ULive instruction because of COVID. In order to measure in the manner in which we initially intended, we have only counted those classes which were scheduled that way originally.	We have continued to see this area of our offerings grow. Obviously, this makes us more efficient. Many small classes now make with at least 10 students, and we typically do not offer classes both online and in Flex. Thus, we are combining smaller classes into larger sections. Students seem to like the delivery model, and we need to continue to work to improve our pedagogy for this method. We scheduled training this past May to help with some of this as a result of the growth in this area.	We increased the number of NOLA2UFlex and NOLA2ULive classes by 48 classes or 86%. This modality has certain taken root, and while we will need to continually work to maintain quality, we can focus elsewhere for growth in efficiency.

Outcome 2: Increase Enrollment in Leavell College.

Rationale: While Leavell College has always been an important part of the seminary, our new president Dr. Dew has made this program priority number one. One aspect of growing Leavell College is expanding the curriculum in a significant way.

Alignment: This outcome aligns with strategic goals two (enhance our institutional image) and especially three (increase student enrollment and retention).

Provost's Office

Strategy 1: Increase the amount of degree majors Leavell College offers to appeal to a wider audience.

Measure: The spring trustee meeting will be the last time to present new degrees to the trustees to begin in the following year. The Provost will compile a list of new degree offerings in Leavell College for this report.

Benchmark: Leavell College currently offers a Bachelor of Arts degree with seven majors. We will seek to increase the number of Bachelor's degree majors by at least two in the current year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the spring 2021 trustee meeting, the trustees approved the creation of three new majors for the Bachelor of Arts degree: Theology, Ministry to Women, and Intercultural Studies.	The Leavell College faculty were able to complete the creation of three new degrees during a busy year impacted by COVID-19. We will need to evaluate closely the ability to grow these majors in the coming years.	Adding the three new majors was a significant improvement in the course curriculum for Leavell College.

Strategy 2: Implement the “house system” for Leavell College.

Measure: The Dean of Students office is leading an effort to create and implement a “house system” for Leavell College. Such a system would increase campus life on the New Orleans campus and assist in retention and enrollment efforts. We will implement “house system” by the end of this academic year.

Benchmark: By the end of this academic year, we will have implemented the new “house system” for Leavell College.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
During the academic year, the Dean of Students office successfully implemented the “house system” including the Moon, Bonhoeffer, and Elliot houses. Leaders were established, and a	While COVID-19 created some issues, the creation of the house system was a definite success. Students gathered together for a variety of reasons led by the house leaders. We anticipate the creation of this system to help with retention and spiritual formation of our students. As student life increases, we hope to see enrollment grow as well.	The new house system is fully implemented. While there is still room for it to grow, implementing this system during the year we had is impressive.

Provost's Office

new position was created in the Dean of Students' office to help guide and lead this area.		
--	--	--

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) As we continue to implement more and more NOLA2ULive and NOLA2UFlex classes, we may want to equip a few more rooms. More money may also need to be budgeted for money for personnel to administer the technological aspects of the courses.*
- 2) Costs for implementing the house system has largely been covered by the student services fee as hoped.*

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 Goals 1 (e) & (f) about completing the SACS Fifth Year Review & the CACREP application, and Goal 2 (g) to “Improve the quality of instruction.”

Strategy 1: Facilitate the SACSCOC 5th Year Review Committee and others to write needed reports.

Measure: The IE staff will help facilitate teams to write an acceptable CACREP petition and a SACS Fifth Year Review by creating a schedule to complete the reports for each team.

Benchmark: 100% participation by each team.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Positive progress	The Fifth Year Review Committee has been appointed, trained, and sections assigned. The chairs of committees have included others in their areas in the writing effort. When personnel have changed, new personnel have received the same training. First drafts of the report for each section are due in August 2021.	Drafts of each section’s report are being submitted to the IE office in September 2021. The due date was delayed because of hurricane Ida.

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

Measure: IE Office personnel will complete the reports by the due date.

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

Office of Institutional Effectiveness

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% completed (approvals for 4 July 2021 closures are pending)	<ul style="list-style-type: none"> • 3 degree petitions were submitted and approved by ATS • 24 site closures petitions and 1 program closure were submitted to SACSCOC; approval was received for 18 of the site closures and 1 of the program closures. • 4 closures were submitted to ATS and all have been approved • 4 additional substantive changes were submitted to SACSCOC; one of them has been approved 	There were an unusual number of petitions this year; mostly closures of extension centers but also new degree petitions and various substantive change petitions. All have been submitted in a timely manner, & none have been rejected.

Strategy 3: Facilitate the completion of all the scheduled degree program assessment juries.

Measure: Seven faculty juries for degree program assessment are scheduled in May 2021.

Benchmark: All seven faculty juries will submit a quality degree program assessment for publication on the IE webpage.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	All seven faculty juries were conducted in May 2021, their reports submitted, and the jury data & results posted on the Institutional Effectiveness website.	The quality of the reports improved in quality over last year.

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: Consistent with the Core Value of Characteristic Excellence and Strategic Plan goal 1 (e) & (f) about completing the SACS Fifth Year Review

Strategy 1: Improve institution-wide assessment by completing the Quality Improvement Report in 2020-21 in a timely manner.

Measure: Have acceptable QIR unit reports by 10/1/20.

Benchmark: Have 84% of the acceptable QIR unit reports submitted by 10/1/20.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
90% completed their QIR units' reports by 10/1/20.	The results were impacted somewhat by the pandemic, but all the units' reports were submitted & the QIR was posted on the Institutional Effectiveness website.	Slightly above the benchmark. The reports took into account the SACSCOC changes allowing institutional

Office of Institutional Effectiveness

		assessment to have other measures than continuous improvement.
--	--	--

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

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

Benchmark: Post an acceptable completed QIR on the IE website by 11/1/20.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
All the unit reports were acceptable.	The IE staff met with new unit supervisors to guide them through the QIR process.	Several new units were added to the QIR due to the creation of some new units within the seminary.

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 number of NOBTS participants at the SACS annual meeting, the ATS annual meeting, and the SACS Summer Institute.

Benchmark: Send at least 10 AOC members to receive this significant assessment training.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
7 to SACS annual meeting, 6 to the SACS Summer Institute	Because of the pandemic, both the SACS annual meeting & the Summer Institute were done virtually, which allowed for broader participation. ATS has biennial meetings, so it did not have an annual meeting in 2020-21.	+ 3 attendees beyond the benchmark, even with no ATS meeting this year. Additionally, two presentations were made at the SACS annual meeting by NOBTS/Leavell College faculty, & IE staff participated in 6 ATS accreditation visits, 1 SACS visit, & 1 consultation with a Baptist college.

Office of Institutional Effectiveness

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.

Note: Most of the accreditation meetings this year were done virtually, & thus were less expensive. This should not lull us to have lower budgets in succeeding years when in-person meetings return.

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 in keeping with our core values.

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 Core Value of Characteristic 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 been granted special permission by the Dean of Graduate Studies. To achieve this objective, the Office of the Dean of Graduate Studies will manage Faculty Teaching Load.

Measure: At the beginning of the academic year, each professor, in consultation with the Division Chair, 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 September. 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 62 faculty).	Management of the faculty teaching load was more successful this year in keeping faculty from teaching over their maximum hours. Last year 1.6% of the faculty exceeded their max teaching load, while this year no faculty exceeded that mark.	The Dean of Graduate Studies will continue to manage the workload of faculty and adjust scheduled classes accordingly. The benchmark for 2021-22 will continue at 6% for now. A few more years of data is needed before an accurate benchmark can be set.

Graduate Dean

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.

Alignment: This outcome aligns with the NOBTS Core Value of Characteristic 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 14 (-14.3%).	From academic year 2019-20 to academic year 2020-21, the following changes in cancelled and Small Classes were noted. The number of cancelled classroom courses increased by 4 (26.7% increase), while cancelled Internet courses increased by 2 (100% increase). Small classroom classes decreased by 7 (11.9% decrease). Small Internet classes decreased by 13 (59.1% 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 called “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 intensive 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 workshop and special event courses by 5%.

Graduate Dean

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met, as the combined number of cancelled and small classes in workshop and special event venues decreased by 6 (17.0%).	From academic year 2019-20 to academic year 2020-21, the following changes in cancelled and small classes were noted. Cancelled workshops & special event courses decreased by 6 (54.5% decrease), while Small Class workshop & special event courses remained the same as the previous year (0% change). Careful management in the scheduling of these workshop & special event courses will still be necessary to encourage Made classes.	The Dean of Graduate Studies will continue to monitor the offerings of classes in workshop 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 workshop and special event classes.

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 the past 5 years of 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 sync 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 remarkable 67.1% increase in enrollment for 2020-21 over 2019-20.	The number of NOLA2U courses increased from 60 courses in 2019-20 (total enrollment of NOLA2U was 343 students) to 80 courses in 2020-21 (total enrollment of NOLA2U was 573 students). The increase in course offerings alone explains the increase in enrollment.	The 2021-22 benchmark for this strategy will remain at 10% increase in enrollment for NOLA2U format courses. The 67.1% increase in 2020-21 cannot be expected to continue, since capacity of our resources/technology is near. However, a healthy growth is expected to continue.

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.

Graduate Dean

Alignment: This outcome aligns with the NOBTS Core Values of Characteristic Excellence and Mission Focus and the Strategic Plan (#3).

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.

Measure: Based on MDiv enrollment and credit hour reports from the Registrar’s Office, the Office of the Dean of Graduate Studies will 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 in the total number of MDiv students, but not the benchmark was not met in the number of credit hours taken.	<p>For the academic year 2020-21, the enrollment of MDiv students at NOBTS dropped from the previous year by only 9 students to 730 (1.2% decrease). However, MDiv credit hours reduced by 732 hours to a total of 9,367 hours (7.2% decrease 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 should increase 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. The shorter degrees are not eligible for the accelerated option. (3) The orientation of new students by the Dean of Students office promoted the benefits of the MDiv degree.</p> <p>The current global pandemic of COVID-19 seems to have impacted students’ decisions about higher education, including seminary education.</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 option hopefully will improve 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 2021-22 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 Biblical Studies Division is to prepare servants to interpret and communicate the Bible accurately in order to walk in Christ, proclaim His truth, and to fulfill His mission.

Outcome 1: Presentations

Rationale: 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 NOBTS mission statement 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 continue to encourage our PhD Biblical Studies students in seminar settings and other scholarly contexts to make paper proposals and presentations during the 2020-21 academic year. These will include the contexts of the annual and regional meetings of ETS, SBL, ASOR, et al. In seeking to provide better tracking data we will begin to track the number of proposals as well as presentations and assess those differences.

Measure: Lists of proposals and presentations by students will be compiled from annual and regional meeting programs as well as the ReDoc Newsletter.

Benchmark: Given the entrance of only three students for the Fall of 2020-21, the division has voted to retain the current benchmark of 15% of the doctoral students making proposals and presentations. (The benchmark should be that paper presentations should equal 15% of the total number of PhD students majoring in one of the three Biblical Studies majors.)

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Regional ETS- 4 paper proposals, 2 presentations National ETS- 2 presentations Birmingham Colloquium for NT Textual Criticism- 1 presentation (by two students)	We have a total of 40 students in our three PhD majors, 15% of which is 6 students. This year we had 6 total students make presentations (with two of those doing a joint presentation). This means that we met our bench mark exactly.	We met our benchmark exactly.

Biblical Studies Division

Outcome 2: To map the consistency of the Biblical Studies Curriculum.

Rationale: To develop and implement curriculum mapping throughout the divisional offerings.

Alignment: This Outcome fulfills the unit purpose statement especially “to interpret and communicate the Bible accurately” by preparing the development of the curriculum in accordance with sound education pedagogy, via mapping.

Strategy: to develop the curriculum map and identify insights, enabling the division to address needs in curriculum development and improvement. For this Outcome, three annual foci are initially identified: Year 1: Develop the curriculum map- specifically curriculum offerings; year 2: Distribution efficiency; and year 3: Embedded assignments

Measure: Complete the Biblical Studies curriculum map by May 2021.

Benchmark: 100% of the courses existing in all the degree programs of Biblical Studies will be listed appropriately on the curriculum map.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>With the revision of our MDiv curriculum as a school, we have added 4 new classes to our curriculum (pending trustee approval). Given that over the course of this past year we were planning for these new classes, no progress has been made on the curriculum mapping.</p>	<p>Given the changes to our curriculum that have been in process over the last year, curriculum mapping ended up not being a reasonable outcome for the year. At the time this goal was set, we did not know that core of our courses would be changing substantially.</p>	<p>Given the development of our new core classes, while we did not show improvement this year, we are pleased with the shape of our new core and can begin to consider curriculum mapping moving forward.</p>

Biblical Studies Division

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.

Outcome 1: Providing some funding for travel and expenses for travel to regional and national meetings might enable more students to attempt engaging with the academy. Is it possible to earmark funds for this specific, potential need?

Outcome 2: Implications for the budget might be significant. Currently there is only one Old Testament faculty member on the main campus with the second faculty member Dennis Cole, modified responsibility, who has just announced his retirement. Dr. Jeff Griffin has recently curtailed his teaching contributions for the division and Dr. Jim Parker has moved to Birmingham Alabama. Likewise, Dr. Harold Mosely has decided to limit his teaching activity within the division. So, this should add weight, as well as urgency, to the divisional need for at least one more full time Old Testament professor. If possible, the hiring of a junior scholar along with someone already established in the field is desired. We will strive to work out a solution with whatever help is provided.

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 Master of Divinity Degrees housed in the Division of Church Ministry

Rationale: Since the Master of Divinity degree is the degree offered by NOBTS that trains students the most holistically and foundationally for ministry, in order to prepare servants for ministry in the local church through formal theology training and to develop future leaders to carry on the work of the SBC, the Division must seek to increase the number of students seeking the Master of Divinity Degree 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 MDiv program, especially the ones that relate directly to preparation for ministry in the local church. Division members will seek to recruit potential MDiv students at denominational conventions as well as other meetings and events on the local, state, and national levels. Further, Division members who teach and interact with Leavell College intentionally will seek to recruit students who are in their Bachelors courses as well as recent Leavell College graduates who are potential students for concentrations offered by the CMD in the MDiv Program.

Measure: Number of students entering concentrations in the MDiv program that are housed in the CMD during the 2020-21 academic year.

Benchmark: There are currently 201 total students enrolled in concentrations in the MDiv Program that are housed in the CMD. The goal is for 6 more students to enter these various concentrations for a total of 207 students during the 2020-21 academic year. This represents a 3% increase in enrollment in these concentrations from the previous academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
There were a total of 36 new students who enrolled in a CMD concentration.	The number of new students enrolled in CMD concentrations for the 2020-21 academic year is 30 persons more than the goal of 6 students. This increase exceeded the goal by a significant margin. However, the total number of students enrolled in CMD concentrations do not reflect	The students enrolled in CMD concentrations demonstrate an 18% increase. However, the total number of students in CMD concentrations

Church Ministry Division

The total number of students enrolled in the CMD concentrations increased to 210.	that growth. Since some students change degree plans or discontinue their studies, the total number of students does not show an increase of 36 students. Nonetheless, the total number of students is still above 207 students.	demonstrates a 4% increase.
---	--	-----------------------------

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 2020-21 academic year.

Measure: Number of recorded Gospel Conversations and salvation decisions for Christ during the 2020-21 academic year.

Benchmark: The goal is 12,000 gospel conversations recorded and 1,200 salvation decisions for Christ.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the 2020-21 academic year, the CMD recorded 5,326 gospel conversations. Within those conversations, the CMD reported 243 decisions for Christ.	The CMD did not meet the goal for gospel conversations or salvation decisions for Christ. The number of gospel conversations over the 2020-21 academic year was impacted by the global pandemic which restricted personal interactions, especially with those outside of the family group. Since the number of conversations was impacted, the number of salvation decisions was also impacted. However, several students were still faithful to present the gospel in ways that suited the situation.	The results display that 44% of the goal was met for gospel conversations. In addition, the results display that 20% of the goal was met for salvation decisions for Christ. Nonetheless, the gospel was shared and sinners were saved in the midst of a difficult time to do personal evangelism.

Church Ministry Division

Strategy 2: Encourage and Equip students to participate in at least one of NOBTS’s community outreach events as a part of the president’s strategic initiative during the 2020-21 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 2020-21 academic year.

Benchmark: The goal is 8 CMD faculty and 50 students total participating in at least one event for the 2020-21 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The CMD did not execute any of the planned outreach events during the 2020-21 academic year.	All outreach events were canceled due to the pandemic restrictions given by the governor of Louisiana. In alignment with the instruction from the Bible and the NOBTS President, the CMD did not ignore these restrictions and continued on with the schedule of outreach events.	The goals suggested for the year were not met. However, the seminary community and New Orleans community observed a godly witness from these decisions. In addition, the community witnessed the care the seminary has for the people of New Orleans by aligning with the public officials commissioned to protect the city.

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

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 of our 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: 85% percent of students will score greater than or equal to 2.5 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=6) scored 3.0 or higher on each criterion in the integration paper rubric	This is the first time that this outcome strategy has been implemented

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 NOBTS mission statement, the core value of Characteristic Excellence, and the Ministry Competency of Interpersonal and Intercultural Skills.

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).

Counseling Division

Benchmark: 85% 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.

<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=20) on the case conceptualization and treatment plan rubric.	This is the first time that this outcome strategy has been implemented.

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.

There are no additional budget considerations needed for these outcomes.

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, 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, 3. Increase student enrollment and retention, (e) Increase doctrinal student enrollment.

Strategy 1: Create special opportunities for prospects to learn about T&H doctoral programs – Enlistment will facilitate recruiting trips/events; Divisional recruiting events and opportunities for interaction with prospective students (brown-bag lunches, Q&A sessions on T&H related topics, and so forth)

Measure 1: Recruitment to Enrollment Data – We are looking for a correlation between those who attend recruiting events and subsequently enroll in our program. The division office will track data regarding prospects who attend a recruiting event who subsequently enroll in the PhD (T&H major).

Benchmark: Percentage of prospects who attend a recruiting event and subsequently enroll in our program – 10%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
18% 4 applied 22 attended	Due to COVID, many recruitment events were cancelled or significantly impacted	Revise the measure to reflect student engagement regarding the PhD program with a benchmark of 20 students

Measure 2: Electives to Enrollment Data – We are looking for a correlation between those who enroll in upper level T & H elective courses and subsequently enroll in our program. The division office will track data regarding students who complete T & H upper level electives and subsequently enroll in the PhD (T&H major).

Benchmark: Percentage of students enrolled in T & H elective courses who subsequently enroll in our program – 10%

Theological & Historical Studies Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
7%	Several of the students taking the upper level electives are from other disciplines who have no interest in further study within our Division. However, there may be several years between the time when a student takes an upper level elective and subsequently being ready for entry into the PhD program	Remove this measure

Strategy 2: Work with ReDoc to maintain up-to-date records – Inquiries from prospects

Measure: Inquiry Data – We are looking for a correlation between those who inquire about our doctoral program and subsequently apply. The division office will work with ReDoc to track data regarding prospects who inquire about T&H major who subsequently apply.

Benchmark: Percentage of prospects who inquire about T&H majors who subsequently apply – 12.5%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
20.5% 39 inquired 8 applied	Our program continues to generate interest from a number of sectors, resulting in qualified applicants	Continue to build relationships with graduate programs, particularly those without their own doctoral programs. Increase benchmark to 15%

Strategy 3: Increase the public face of the T&H Division and the appeal of T&H PhD majors – Broaden the public visibility of T&H faculty through media.

Measure: Social Media – Create social media postings in various locations (T&H related web pages, YouTube, and so forth). The T&H Division will track the percentage of T&H faculty with Division-related social media presence.

Benchmark: Percentage of T&H faculty with Division-related social media postings – 40%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
70%	Strong representation of T&H faculty are engaged with Division-related social media posts	Increase frequency of posts

Strategy 4: Maximize T&H faculty involvement in recruiting events – Collaboration with enlistment on recruiting trips/events; Divisional recruiting events and opportunities for interaction with prospective students (brown-bag lunches, Q&A session on T&H related topics, and so forth)

Theological & Historical Studies Division

Measure: Faculty Involvement in Recruiting – Number of faculty who take part in recruiting events. The division office will track faculty involvement in recruiting events.

Benchmark: Percentage of T&H faculty involved in ReDoc recruiting events – 75%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50%	Due to COVID, most recruiting events did not take place. What recruiting took place was one-to-one contacts. This strategy duplicates Strategy 1	Remove this strategy

Outcome 2: T&H student 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

Strategy: Submit papers to professional and public organizations – ETS, EPS, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, Baptist universities, Student Theological Fellowship, Defend Conference, Journal for Baptist Theology & Ministry, and so forth.

Measure 1: Student Engagement – Actual publications and presentations for MA (Theology), MA (Apologetics), MA (Philosophy), and PhD students. The division office and individual professors will track appropriate T&H student proposals, publications, and presentations in academic venues.

Benchmark: Percentage of MA (Apologetics), MA (Theology), MA (Philosophy), and PhD students who publish or present in academic venues (non-repeating count). – 5%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
15%	Doctoral students are actively engaged in academic venues, with particular interest in regional meetings	Increase benchmark to 10%

Measure 2: Faculty Engagement – Actual and proposed publications and presentations. The division office and individual professors will track appropriate T&H faculty proposals, publications, and presentations in academic venues.

Benchmark: Percentage of Trustee-elected T&H faculty that is engaged in multiple academic venues – 65% of Trustee-elected T&H faculty that is engaged in five or more academic venues

Theological & Historical Studies Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
55%	COVID reduced the number of professional meeting opportunities. One member was deployed overseas	Maintain benchmark

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: Engage church-related venues on issues in T&H disciplines – Churches, Baptist associations, state and national conventions, SBC, college ministries, and so forth.

Measure: Faculty Engagement – Topical sermons, lecture series in local churches or para-church organizations, and so forth. The division office, provost office, and individual professors will track appropriate T&H involvement in church-related venues.

Benchmark: Percentage of Trustee-elected T&H faculty that is engaged in multiple church-related venues – 70% of Trustee-elected T&H faculty engaged in five or more church-related venues

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
64%	COVID reduced the opportunities for speaking	Maintain 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.

Recommendation: Increase in the amount for professional development funds to \$2000 to keep pace with inflation.

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 applicant satisfaction

Rationale: Applicants who are satisfied with the application process are more likely to complete the process and enter the program if accepted.

Alignment: Satisfaction with the application process reflects the core value of Characteristic Excellence and Goal 4 of the NOBTS Strategic Plan regarding enhancing student services. It also may impact Goal 3 (e) regarding increasing enrollment.

Strategy 1: Work with the Office of Admissions to finalize any materials or processes for launching the new online application.

Measure: Implementation – The outcome will be achieved when applications can be submitted online.

Benchmark: Have an online application available.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	The new online application has not been launched by the Office of Admissions. The Office of Admissions has purchased the new software for the online application with the aim of launching it during the 2021-22 school year.	We will continue to work with the Office of Admissions to launch an online application.

Strategy 2: Continue to provide friendly customer service to applicants.

Measure: Satisfaction average from Student Orientation Survey. The ReDOC office asks each incoming PhD student to complete an Orientation Survey. The following questions relate to student satisfaction with the application and admissions process: 4. How would you rate your overall experience during the admissions process? (Excellent=4, Good=3, Fair=2, Poor=1) 5. In what ways could the admissions process be improved?

Research Doctoral Program

Benchmark: Satisfaction of 3.75 on the Student Orientation Survey.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3.5	While this number falls below our target goal of 3.75, the main criticism received was regarding the lack of an online application, which we hope will be launched during the 2021-22 school year.	We will continue to work with the Office of Admissions to launch an online application. In addition, we will continue our goal of responding to applicant questions within 24 hours in order to increase applicant satisfaction.

Strategy 3: Enlist professors to interact with students during PhD orientation in connection with RDOC9300 Introduction to Doctoral Research and Writing. Professors could be scheduled to eat lunch with students in their divisions, with ReDOC covering the cost of professors' meals.

Measure: Percentage of incoming students whose majors are represented by a professor in their area of study.

Benchmark: Have at least 80% of the incoming students have an opportunity to meet with a professor in their areas of study during PhD orientation.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	This strategy was not implemented during 2020-21. Due to COVID, 40% of the Fall 2020 class attended via Blue Jeans so this option was not available. Due to COVID restrictions, the faculty did not encourage this strategy in Spring 2021.	We plan to continue this strategy in the 2021-22 year with the goal of meeting the stated benchmark.

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 3(e) of the NOBTS Strategic Plan includes increasing research doctoral enrollment to 200 by 2022, although the NOBTS Enrollment and Credit Hour Targets through 2022, Doctoral Program Enrollment Targets table includes professional programs DMA and EdD in a desired ReDOC enrollment of 205 in 2021-2022.

Research Doctoral Program

Strategy 1: The Associate Dean will call applicants who actively were engaged in the application process but did not follow through as well as students who have withdrawn from the program but not entered another PhD program to discuss entering or reentering the program.

Measure: Percentage of students contacted who enter the program

Benchmark: 5% of students contacted enter the program

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
14%	Out of the 7 students that either withdrew from the program or withdrew their application, one student has reapplied and should enter the program starting in spring 2022.	We will continue to call students and talk them through options, such as inactive status, before withdrawing them from the program. In addition, we will continue to talk with applicants about the hesitations or struggles that lead to them withdrawing their application.

Strategy 2: Increase recruitment efforts at NOBTS extension centers and non-NOBTS institutions via site visits or Blue Jeans meetings

Measure: Number of students from sites visited who apply

Benchmark: For every 10 students contacted, 1 applies

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
14%	Out of the 21 people who attended the virtual recruiting event in June 2021, 3 (14%) submitted applications.	We will continue to hold recruitment events via Blue Jeans at least once per year but possibly twice per year. Due to COVID, we did not travel for recruiting purposes.

Outcome 3: Improve retention-graduation

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

Research Doctoral Program

Alignment: Increasing the number of students who graduate demonstrates the Core Value of Characteristic Excellence, and Goal 3 of the NOBTS Strategic Plan includes increasing student retention.

Strategy: The Associate Dean will call inactive students to encourage them to complete the program and set up a process to discover and contact students who appear to be struggling in the program.

Measure: Annual retention rate

Benchmark: Annual retention rate of 78%, which includes admissions, withdrawals and terminations, and graduations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
90%	Despite 4 withdrawals and 10 graduates, the program was able to see an annual retention rate of 90%, which exceeds our benchmark goal of 78%.	The Associate Dean will continue to encourage our students who seek inactive status and those who are struggling in the program and considering withdrawing.

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 ReDOC budget should allow for providing lunch during PhD orientation in RDOC9300 Introduction to Doctoral Research and Writing for professors to dialogue with students coming into the PhD program in their divisions each semester.

A travel budget should provide for professors to travel to recruitment sites.

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: 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 “to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.” Outcome 1 aligns with the NOBTS Core Values of Spiritual Vitality and Characteristic Excellence.

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: 75% 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>
64% of students received approval for their Final Proposal within one year of taking the Project in Ministry Design Workshop.	The disruption of the COVID pandemic may have caused a decrease in percentage from last year.	The results did not meet the benchmark set.

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

Professional Doctoral Program

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, 60% of the students will complete their remaining seminars.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
55.5% of the ProDoc students completed their remaining seminars within one year after Mid-Career Assessment workshop.	The results indicated an increase of 5.5% from the 2019-2020 result of 50%.	Though the goal was not reached, there was improvement over last year.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
37 new DMin students were admitted in the 2020-2021 academic year: 21 MDIV applicants and 16 MA applicants.	The COVID pandemic caused some applicants to postpone admission due to vocational uncertainty. The cancellation of many state conventions removed ample fruitful recruiting events for ProDoc applicants.	NA because of the first year of the revised DMin degree.

Outcome 3: Improve Writing Skills

Rationale: To improve and enhance the writing skills of students during the program before they reach the Project in Ministry phase.

Professional Doctoral Program

Alignment: Outcome 3 aligns with the NOBTS Quality Enhancement Plan to improve English writing at the graduate level.

Strategy: Engage the functions of a Writing Assessment Coordinator.

Measure: The Writing Assessment Coordinator will examine an assignment for each Seminar and Workshop re: Turabian formations, writing form and style.

Benchmark: 50% of the ProDoc Workshops and Seminars will utilize the Writing Assessment

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
For the academic year 2020-2021, 50% of the ProDoc Workshops and Seminars did utilize the Writing Assessment Coordinator.	Utilizing the Writing Assessment Coordinator is producing acceptable results.	Met expectation. Propose increase for the 2021-2022 academic year.

Extension Center System

Unit Purpose Statement: The purpose of the Extension Center System is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries by providing quality theological education in their local setting.

Outcome 1: Increase extension center enrollment

Rationale: The extension center enrollment includes certificates, undergraduate, and graduate enrollment not including the prisons. Since the enrollment at extensions has been declining, the goal is to increase enrollment by at least 5%.

Alignment: Extension centers are one avenue for achieving the institutions mission and core values through theological education.

Strategy: We are reducing extension centers based on low enrollment as needed so we can refocus our efforts toward growth at more stable extension sites.

Measure: We will promote and focus on growth at the larger 5 extension sites as we seek to find ways to grow this program.

Benchmark: Dr. Dew and other administrators plan to visit extensions and the regions so they can also help with the retooling toward growth in enrollment. We will be offering hybrid meetings offered by on campus faculty through a new initiative to increase credit hours at the 5 extension sites for 21-22.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark was not met	This outcome was impacted by COVID-19 and the ability to travel and engage with students. An event at North GA campus with a course taught by Dr. Dew did occur with more than 15 students enrolled.	We are offering more weekend conferences and will continue to add these conference/course events at extensions. We will continue to build out this aspect of the extension work as COVID restrictions are reduced.

Outcome 2: Increase extension center student participation in the mentoring programs of the seminary.

Rationale: A recent survey revealed many students were still unaware or learning more information about the mentored delivery option of courses.

Alignment: Mentoring course delivery is an avenue for achieving the institutions mission and core values through theological education.

Extension Center System

Strategy: Students at a distance seem to still be unaware of all the delivery methods of course especially mentoring courses. We will promote through email, targeted communication through CIV courses, and visits to extensions to share about the program.

Measure: We will track communication and visits to extensions as we encourage participation in the mentoring program as a way to complete a program of study.

Benchmark: We plan to visit an extension center in each of the four regions as well as encourage students in the extension centers by resourcing the directors with information about the mentoring program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark was not met	This outcome was impacted by COVID-19 and the ability to travel and engage with students.	This outcome will be restarted during 21-22 as travel resumes.

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

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 Core Value of Characteristic Excellence.

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>25% increase from previous Academic Year</p> <p>1111 credit hours were taken in the mentoring format in the 2020-2021 academic year. There were 891 total mentoring hours in the 2019-2020 academic year.</p>	<p>This was an excellent year for growth in mentoring hours taken by students. The NAMB partnership (Pipeline students) saw some growth in the third year. Regular mentoring courses saw the greatest increase.</p>	<p>Continue to partner with NAMB to recruit students into the mentoring program. Continue to add courses in the mentoring format where current mentoring and online students have more opportunity to take a mentoring course.</p>

Supervised Ministry

Unit Purpose Statement: The Office of Supervised Ministry exists to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.

Outcome 1: Develop a passion for evangelism in Supervised Ministry 1 students.

Rationale: The Supervised Ministry Office seeks to ensure that NOBTS students are actively sharing the Gospel of Jesus Christ.

Alignment: This Outcome aligns with our Mission Statement to “prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.” This Outcome also aligns with the NOBTS Core Value of Mission Focus.

Strategy: Utilize resources more effectively to equip Supervised Ministry 1 students in order to see an increase in the number Gospel Conversations

Measure: The Office of Supervised Ministry will use the “Evangelism Team Weekly Report Form” to compare the number of Gospel Conversations to the previous academic year.

Benchmark: A 1.5% increase in Gospel Conversations from the previous academic year

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
5,326 Gospel Conversations compared with 4,655 the previous year resulting in a 14% increase in the number of Gospel Conversations	The increase of 671 Gospel Conversations compared with a decrease of 1,313 Gospel Conversations the previous academic year can be attributed to an easing of COVID restrictions during this time period as well as the restoration of the NAMB Crossover Event prior to the SBC in Nashville which was cancelled last year due to COVID.	The Benchmark of a 1.5% increase in Gospel Conversations was exceeded by 12.5% for a total of a 14% increase in Gospel Conversations for the academic year.

Outcome 2: Encourage a high standard of performance in the theological field education projects of the Supervised Ministry 2 students.

Rationale: The Supervised Ministry Office seeks to instill in NOBTS students the desire to serve in their ministry positions with a standard of excellence.

Alignment: This Outcome aligns with our Mission Statement to “prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.” This Outcome

Supervised Ministry

also aligns with the NOBTS Core Values of Characteristic Excellence and Servant Leadership.

Strategy: Impress upon Supervised Ministry 2 students the need to serve in their ministry positions with a standard of excellence and Christ-like attitude.

Measure: The Office of Supervised Ministry will use the “Supervisor’s Evaluation of Student Performance Form” to determine the level of performance of the Supervised Ministry 2 students in their ministry positions.

Benchmark: A total score of 2.5 measuring Contribution, Leadership, Goal Setting, and Attitude as reflected on the Evaluation Forms

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A total score of 2.8 was achieved.	The average score of Contribution and Attitude for four SM 2 classes taught during the 2020-2021 academic year was 2.9. The average score of Leadership was 2.6 and the average score of Goal Setting was 2.8. While the total score was 2.8 for the measurement of all four areas, more focus can be placed upon helping students to set improvement in ministry ability/leadership goals and to work consistently to achieve those goals.	While the Benchmark score of 2.5 was exceeded by 0.3, the overall total score was down by 0.1 from the last academic year. Both Contribution and Attitude were down by 0.1 and Leadership was down by 0.2. Goal Setting was down slightly by 0.07.

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

Online Learning Center

Unit Purpose Statement: The purpose of the Online Learning Center (OLC) is to oversee the online delivery system in order to maintain high quality courses for the benefit of all online students of NOBTS.

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

Rationale: A significant mission of the OLC is to ensure quality enhancement of our online courses being taught yearly.

Alignment: The alignment of this outcome is with the NOBTS and Leavell College mission statement of training servants to fulfill God’s mission.

Strategy: The Office of Online Learning will request an audit of courses available for online instruction from the Information Technology Office. To date, the Office of Online Learning does not have an exact number of online courses offered through Blackboard.

Measure: Once the list from the Information Technology Office is completed, the Office of Online Learning will organize and separate the online courses into Graduate and Undergraduate. Graduate courses will be additionally divided into their respective divisions. Next, the composite lists will be sent to the Deans of the Graduate Studies and Leavell College. The Dean of Graduate Studies will disseminate the courses to the respective divisions. The Dean of Graduate Studies, along with the Divisional Associate Deans, and the Dean of Leavell College will identify online courses that are no longer part of the curriculum of NOBTS and Leavell College. Additionally, the aforementioned deans will identify courses that need to be updated and revised based on the current degree offerings at the graduate and undergraduate levels.

Benchmark: The benchmark of 100% of all online course offerings will be identified and evaluated according to the degree requirements for the graduate degrees at NOBTS and majors at Leavell College. Courses deemed duplicates, irrelevant due to degrees, and incomplete will be removed from Blackboard and the Office of Online Learning.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Office of Online Learning requested and received a complete list of online courses for New Orleans Baptist Theological	The Office of Online Learning, with the help of the Graduate Dean, Leavell College Dean, and Divisional Associate Deans, identified duplicate online course shells that needed to be deleted from Blackboard. To date, the Information Technology Department has been given the list of courses needing to be removed from Blackboard.	Maintain a composite and comprehensive list of courses available for online instruction. Create a record of edited/revised courses in a Microsoft Excel Spreadsheet.

Online Learning Center

Seminary and Leavell College from the Information Technology Office.		
--	--	--

Outcome 2: Improve online faculty Interaction with students

Rationale: Vital to a quality online learning environment is the ongoing effective interaction by online faculty with the students.

Alignment: The alignment of this outcome is with the NOBTS and Leavell College mission statement of training servants to fulfill God’s mission.

Strategy: The Office of Online Learning will conduct Interaction Reports through regular, periodic intervals to monitor online instructor participation in the online courses. Online instructors are expected to make a minimum of 1 announcement each week of online instruction.

Instructors who do not send weekly announcements and have grades posted by the mid-term scan and the final scan will be flagged and reported to the appropriate Dean.

Measure: Improve online faculty Interaction with students to 95% for each semester of the 2020-2021 academic year. At this point in time, only the standard Blackboard courses are functional for running these scans. Blackboard Ultra courses do not have scan functionality at this time. Therefore, only the standard Bb courses will be scanned for compliance by the online Instructor.

Benchmark: We want to see improvement of online instructor interaction at the level of 95% proficiency for all semesters.

Results	Reflection on Results	Improvement
95% of only courses taught by faculty met the standards for effective interaction with students.	The percentage met the Outcome 2 goal of 95%, the results reveal a consistent pattern of faculty interacting with students.	Seek a 2% increase in faculty effective interaction.

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 programs at Baptist Colleges.

Rationale: The Accelerated Programs are a great recruiting tool for our institution, providing the students with the draw of saving both time and money as they pursue their theological education. With the newness of the Accelerated BA + MDiv, and with the new name of the Accelerated MDiv, we need to work to build a brand identity and to raise awareness of the opportunities offered to these students through the Accelerated Programs.

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

Strategy: We will develop relationships at Baptist Colleges with prospective students and with key faculty members at these institutions who are advising their students in regards to seminary.

Measure: We will track the number of prospective students from these colleges who express interest in NOBTS. We will also track the number of contacts made with key faculty members and administrators at these institutions.

Benchmark: Over the course of this year, we will seek to have 50 unique contacts with prospective students at these colleges. We will seek to contact faculty and administrators at 10 Baptist colleges.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We contacted faculty or administrations at 8 Baptist Colleges and Universities. We had unique contact with 79 students from these colleges or universities.	With limited travel due to COVID, many of our contacts were virtual. Due to limited travel, we didn't meet our goal in relation to faculty and administration.	We need to continue to continue considering how we market the program in our current climate.

Accelerated Programs

Outcome 2: Develop promotional and advising 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 new MDiv Track Leavell College major, 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 1: Develop tools to aid in student advising and to help students see the best ways to plan their course schedule.

Measure: Create sample scheduling scenarios for different degree options for BA + MDiv students.

Benchmark: Develop two different sample scenarios featuring different BA and MDiv degrees for use on our website and in student advising.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We created control sheets for the Leavell College Christian Ministry, Biblical Studies, and Pastoral Ministry majors.	With our students taking classes in so many different formats, we continue to struggle to make sure they are seeing the whole picture of the BA + MDiv. Advising is the main way to help keep students on track.	We need to develop control sheets for more majors and continue to push toward clarity here.

Strategy 2: Develop phases for each year of the 5-year BA + MDiv program.

Measure: Outline important steps for each year of the 5-year process, including types of courses to schedule, number of hours per semester, when to pick a major, etc.

Benchmark: Produce guidelines for students to use for each of the 5 years of the program. Include the guidelines on the website and on appropriate recruiting and advising materials.

Accelerated Programs

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We created a promotional document outlining the timeline of the program to help students know the general outline of the BA + MDiv program.	This goal was achieved.	We could work to make sure that we better handle the transition between Leavell College and NOBTS, to make sure that students are not caught in between as they take classes at both levels.

Outcome 3: The Accelerated Programs will explore new ways to recruit students outside of the traditional campus visits/recruiting trips.

Rationale: In light of the COVID-19 pandemic and the limitations placed on the campus visits and recruiting trips, the Accelerated Programs will work with Admissions to determine other means of recruiting virtually.

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

Strategy: Explore the feasibility of different options for recruiting with faculty and students at other Baptist colleges/universities as well as potential participation from NOBTS faculty.

Measure: Keep a record of conversations with NOBTS faculty as well as faculty and students from other Baptist colleges/universities regarding potential options for recruiting in lieu of prospective student campus visits or recruiting trips to different campuses.

Benchmark: Come up with at least three different viable options for virtual recruiting.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In consultation with NOBTS faculty, the Admissions office, and other Baptist college faculty, Dr. Patterson came up with two viable alternatives: virtual attendance of NOBTS classes	While we did not meet the established goal of three different options for virtual recruiting, there were valuable conversations that took place between the Accelerated Programs office and Admissions in terms of rethinking the way we do recruiting in light of the COVID-19 pandemic. Additionally, Dr. Patterson was able to maintain relationships with faculty at other Baptist colleges via virtual contact even while in-person recruiting trips were at a minimum and on-campus events that have traditionally been excellent recruiting opportunities (e.g.,	Moving forward, we would still like to maximize our opportunities for virtual recruitment; however, we as the pandemic (hopefully) starts to wane over the coming year, we don't want to detract from other recruiting opportunities that might bring prospective students

Accelerated Programs

<p>for prospective students and virtual recruiting via Zoom/BlueJeans Q&A sessions with prospective students.</p>	<p>Defend apologetics conference) were canceled. NOBTS faculty that were approached also demonstrated a ready willingness to take part in virtual recruitment opportunities, such as having prospective students attend class virtually via BlueJeans or make time to have virtual meetings with prospective students from other Baptist colleges.</p>	<p>to NOBTS's main campus or have NOBTS faculty and staff on the campus of other Baptist colleges to recruit these students face-to-face.</p>
---	--	---

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.

Outcome 1 will require the use of monies budgeted for recruiting trips to these various colleges. Some of this money will come from student enlistment and some will come from the Accelerated BA + MDIV and Accelerated MDiv budgets.

Outcome 2 will not have a substantial effect on the budget.

Outcome 3 will have no budgetary impact.

Research Centers and Institutes

Adrian Rogers Center for Expository Preaching

Unit Purpose Statement: To equip servants to proclaim the truth of Christ by providing various opportunities for training and growth in expository preaching.

Outcome 1: Provide mentoring relationships for the purpose of personal spiritual growth through participation in the Adrian Rogers Center for Expository Preaching (ARCEP)

Rationale: Currently, on Tuesday mornings, the "Dead Preachers Society" (DPS) meets to provide an opportunity for training/mentoring in expository preaching.

Alignment: This outcome aligns with NOBTS's values of Spiritual Vitality and Mission Focus. First, the DPS meetings encourage spiritual vitality as a necessary aspect of effectively preaching God's Word. Second, DPS, conferences, events, and lectureships centered on expository preaching all seek to forward the mission of God: making disciples of all nations. As a result, students and pastors who participate in the opportunities provided by ARCEP are better equipped to walk with Christ, proclaim His truth, and fulfill His mission.

Strategy: Utilize existing opportunities and create, and/or sponsor, other opportunities to train students and pastors in expository preaching. Continue training/mentoring students through DPS. Host and sponsor conferences and lectures to train students and pastors to enhance their pulpit ministry.

Measure: Count Attendance and Opportunities – Continue counting the attendance at Tuesday morning "Dead Preachers Society" meetings. In addition, the number of opportunities (conferences, events, and lectureships) provided will be measured.

Benchmark: Meet or exceed an average attendance at DPS meetings of the previous academic year. The average attendance for DPS in the 2019-2020 academic year was 10 attendees.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
An average of 9 students met for DPS. The Center was one of the main sponsors for the E4 preaching conference for Louisiana pastors.	The average attendance for the year was one student less than the average for the last academic year. While this number is close to the benchmark, the health concerns present with the coronavirus created an obstacle for many students to attend this gathering. The students who were able to attend benefited from the discussions and mentorship in preaching. The E4 conference was one of the few conferences that still convened last year to enhance pastoral preaching.	The data shows a 10% decrease in DPS attendance. However, the Center remained constant in its ability to provide an opportunity to increase the pulpit ministry of local churches.

Adrian Rogers Center for Expository Preaching

Outcome 2: Provide opportunities for growth in expository preaching through participation in the Adrian Rogers Center for Expository Preaching (ARCEP)

Rationale: ARCEP will provide resources to help develop skills in preparing and delivering expository preaching. In addition, ARCEP will provide and sponsor expository preaching conferences, events, and lectures.

Alignment: This outcome aligns with NOBTS’s mission to equip servants to proclaim the truth of Christ, and fulfill the mission of Christ by providing resources that will develop and enhance one’s skill in preaching. At the same time, this outcome lines up with the Seminary’s Core Values of Doctrinal Integrity and Characteristic Excellence. The conferences, events, and lectureships train students and pastors to better understand and explain God’s Word to other people which dictate evangelical doctrines. In addition, ARCEP encourages students and pastors to offer the utmost of their abilities as a testimony to the glory of our Lord and Savior Jesus Christ.

Strategy: Provide various types of resources regarding skill development in expository preaching – Through the ARCEP webpage on the Seminary’s website and the external website FaithfulPastor.com, the Director of the Center will release various types of resources to help students and pastors grow in expository preaching. These resources include exegetical aids, articles, videos, and podcasts. In addition, the Director of the Center is working toward improving the effectiveness of the Center by making more connections between the Center’s webpage and the FaithfulPastor.com website.

Measure: Count the number of resources released over the academic year – The Director of the Center will count and keep track of the number of expository preaching resources released via the ARCEP webpage and Faithful Pastor website. The Director of the Center will consult the website to ensure there are various types of resources regarding skill development in preparation or delivery of an expository sermon.

Benchmark: Release various resources regarding expository preaching – Release 4 different resources regarding expository preaching. In addition, the ARCEP will sponsor at least one conference per year and host one on-campus conference/event bi-annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Associate Dean of Church Ministry and Director of the BA plus MDiv program published 18 articles on	The center exceeded the benchmark of 4 resources. The coronavirus did not affect the level of resource production. While many pastors were unable to receive support or instruction in person. The center provided multiple resources for these local pastors to grow in a different format. The center	The number of resources was over 11 times the number of the benchmark. This improvement shows how the center adapted to fulfill its purpose in a

Adrian Rogers Center for Expository Preaching

<p>exegesis, theology, and practice of pastoring and preaching on the website Faithfulpastor.com. In addition, 29 podcasts related to pastoral and pulpit ministry were published on the Pastor to Pastor podcast. The Center sponsored the E4, an expository preaching conference for Louisiana pastors.</p>	<p>published 18 articles helpful for preaching and pastoring. In addition, the center published 29 podcasts, which is another type of resource for pastors in an online format. The in-person format was not ignored, as the Center was still able to sponsor one conference.</p>	<p>time where many obstacles presented challenges to its goal.</p>
---	---	--

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.

Currently, The Adrian Rogers Center for Expository Preaching has no operating budget. ARCEP depends on gifts from donors to resource the Center and is able to utilize an endowed lectureship to provide preaching events.

Baptist Center for Theology & Ministry

Unit Purpose Statement: The purpose of the Baptist Center for Theology and Ministry (BCTM) is to develop, preserve, and communicate the distinctive theological identity of Baptists by providing theological and ministerial resources that enrich and energize ministry in Baptist churches.

Outcome: Provide Resources

Rationale: The BCTM develops and preserves resources that communicate the distinctive theological identity of Baptists.

Alignment: This outcome aligns with one of the NOBTS Core Values, Doctrinal Integrity, which states, “Believing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit our lives to it. Our confessional commitments are outlined in the Articles of Religious Belief and the Baptist Faith and Message 2000.” The resources developed by BCTM communicate our distinctly Baptist views on Christian doctrine.

Strategy: Publish the journal – The BCTM publishes the *Journal for Baptist Theology and Ministry* (JBTM) semiannually. This online and print journal contains articles and book reviews in the field of theology and ministry, and the periodical is indexed in the ATLA Religion Database.

Measure: Publication of the journal – During the Fall and Spring semesters of the 2020–2021 academic year, the BCTM will publish volumes 17.2 (Fall 2020) and 18.1 (Spring 2021) of JBTM. The issues will contain articles and books reviews from contributors with a PhD (or PhD student) in a relevant field. Both issues will be guest edited by colleagues. The rationale for the guest editors is that in the Summer of 2020, I was completing my sabbatical research and writing project. During the Fall semester, I was scheduled to deploy as a chaplain with my Army National Guard unit for twelve months. Assisting guest editors allows publication to continue without interruption.

Benchmark: Publishing two issues of the journal (one issue each semester), which follows the history of the Baptist Center and the academic cycle. Each issue should be comprised of 50,000–60,000 words of articles and book reviews.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We published two guest-edited issues of the journal. The Fall 2020 issue had 9 articles and no book	The two guest-edited issues of the journal were both published on time, and the content was authored by individuals who met the journal’s academic standards and benchmark for the word count for articles and book reviews.	Sustain the academic standards and word count to maintain publishing this peer-reviewed, academic theology and ministry journal.

Baptist Center for Theology & Ministry

reviews. The Spring 2021 issue had 7 articles and 22 book reviews.		
--	--	--

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.

I do not expect any significant additions or reductions to the Baptist Center budget as a result of the measures noted above.

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 smaller membership churches

Rationale: We have a mission and passion to be a champion for those serving in smaller 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 three regional No Restraints Conferences: Montana, April 6-7, 2021 & April 9-10, 2021 and Alabama, August 2021.

Measure: Promote conferences nationally to encourage attendance.

Benchmark: Achieve goal of overall attendance at “No Restraints” conferences of 140 (40 attendees in Montana conferences combined and 100 attendees in Alabama).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
68 (Montana) 116 (Alabama)	We are encouraged by how successful these regional conferences were. We are considering the best path forward to continue these conferences in a sustainable manner.	Montana: 170% Alabama: 116%

Strategy 2: Promote at SBC Annual Meeting.

Measure: Provide resources for smaller membership church staff members.

Benchmark: Distribute 1,000 ministry resources during the SBC Annual Meeting.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3,350 resources	Items include: Caskey promotional material, SBC data wheels, and brochures	350%

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.

Caskey Center for Church Excellence

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 Wyoming, Montana, Florida and Georgia.

Measure: Visit Montana in the spring and have ongoing conversations with Wyoming leadership. We will continue to pray for first opportunity to visit Florida and Georgia.

Benchmark: As resources allow, visit Florida and Georgia for promotion and recruitment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
68 attendees in MT for No Restraints Conference Over 1,000 resources were provided for MT ministers and their spouses.	The Caskey team visited Montana in the Spring for the No Restraints Conference. We were able to continue existing relationships with leaders in the MT Convention and establish new relationships with pastors and church planters. Due to COVID-19, Caskey directors were unable to attend annual meeting in MT.	100%

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

Measure: Promote new Pathfinder scholarship at Baptist colleges, SBC Annual Meeting, 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>
AL: 51 MS: 51 LA: 142 Pathfinder: 14 Thrive: 19	The Caskey director promoted the Pathfinder scholarship at the Oklahoma Baptist University, with a successful recruiting of 4 new students. We are considering new promotional opportunities. All qualified applicants were granted the scholarship, however, not all available slots were filled.	AL: 102% MS: 102% LA: 81% Pathfinder: 70%

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 2. The Caskey Center for Church Excellence cannot expand opportunities to provide scholarships in additional states without additional funding. This goal cannot be acted upon until the resources are available.

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 take a more proactive approach to recruitment in 2020-21 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: New benchmark of 50 staff and volunteers, including 4 new MABA students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1. Staff & volunteer benchmark not met	1. COVID-19 prevented us from excavating again in the summer of 2021. Praying for 2022.	1. None – view toward 2022
2. 4 new MABA students	2. In spite of the cancellation of the 2021 season at Tel Hadid, 4 new students were added to the MABA program.	2. Successful completion of goal

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: New Benchmark: 12 Presentations in various venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
4 presentations	With COVID restrictions, opportunities were limited to classroom discussions of future program	Needed

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>
No report	No report due to no excavation, except that in anticipation of 2021 excavation, \$20,000 was forwarded to Neve Shalom Guest House. This amount will be applied to 2022 program.	

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 30, 2021.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$20,000 raised for general funding. \$60,000 raised	In spite of COVID restrictions, 2020-21 was a very successful year for fund raising	Exceeded goal!

Center for Archaeological Research

for student volunteer scholarships		
--	--	--

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 MA (Biblical Archaeology) Students

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
4 new MABA students	In spite of the cancellation of the 2021 season at Tel Hadid, 4 new students were added to the MABA program.	Davi Faria, James Collins, Savannah Fredrickson, Anna McKinney, in addition to current student Amy Williams

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.

For 2021-2022 Maintain student and financial goals that were set for 2020-21. Make more church and professional meeting presentations.

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 core value of characteristic excellence.

Strategy 1: Our project on the Euthalian Apparatus (EA) is again moving forward and is ready soon to invite involvement by additional participants. The hope will be to get at least 5 students, alumni, and/or visiting scholars involved in the project by the end of the 2020-21 academic year. The participants will be trained in how to read and transcribe Greek manuscripts using the online transcription editor designed for this project and will then be enrolled in the project with the goal of transcribing the EA for the Pauline Epistles in at least 3 manuscripts during the academic year for this project.

Measure: Project Evaluation – Enrollment of students in the Euthalian Apparatus Project (EAP) and the realization of the transcriptions of manuscripts by the student. The assessment will be based on the number of students enrolled in the project who

Center for New Testament Textual Studies

transcribe the EA in at least 3 manuscripts for the Pauline Epistles as assigned by the project leaders.

A1: Currently we have 1 student enrolled in this project, and he will serve as the coordinator for enrolling and training additional students for the project.

B1: Enrollment in the project is monitored by the CNTTS director, with one researcher being the primary coordinator for the program and Dr. Warren being the project director for the International EAP along with Dr. Simon Crisp of the UK as a co-director (these three form the coordinating team). B2: Manuscripts are assigned to students and their progress in transcribing is monitored by the coordinating team. The quality of the transcriptions is evaluated by the same people namely the coordinating team. B3: The total number of completed transcriptions is noted by the coordinating team, with a new manuscript only being assigned when the prior manuscript transcription is completed. B4: The completed and checked transcripts are then reconciled with another transcription of the same manuscript and the reconciled results are added to the Euthalian Apparatus Project database.

Benchmark: The benchmark for this is for 5 students to be involved in the project by the end of the 2020-21 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Only 1 student was involved in the Euthalian Apparatus Project.	The NT PhD student working on this project had severe health problems that led to postponing this project for most of the year. The result was that only 1 student was involved in the Euthalian Apparatus Project, and that was only for a short time period (Fall 2020)	A new plan for moving the project forward has been developed by Dr. Simon Crisp and Dr. Bill Warren, with plans to publish the results up to this point and recruit more students for involvement in the project.

Strategy 2: A major update of the CNTTS Website will involve several students and be submitted to the appropriate offices of the seminary for approval.

Measure: The measure will be the updated site being published on the NOBTS site.

Benchmark: The benchmark for this is the updated website being completed and published.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Most of the work has now been done for updating the website, but implementation is pending some	A coordinated effort involving 4 students who work in the CNTTS plus Dr. Warren was realized with bi-weekly meetings throughout much of the 2020-21 period. All of the content updates are in place waiting some programming shifts to accommodate the new content.	All is on track on this.

Center for New Testament Textual Studies

programming work on the website that will hopefully be done in the first half of 2021-22.		
---	--	--

Outcome 2: Funds for Student Fellowships

Rationale: The director and others will seek to raise \$40,000 in funds for student fellowships and research by way of grants and donations.

Alignment: This outcome especially addresses the core values of servant leadership and characteristic excellence.

Strategy: The director and others will seek to raise at least \$40,000 in funds for student fellowships and research by way of grants.

Measure: Grant Applications – 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 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 \$40,000 in successful grants and donations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Donations were realized that totaled about \$20,000 for the 2020-21 period. One grant was realized totaling \$12,000 via the Museum of the Bible for work on the Greek Paul Project	The grant focus was postponed due to needing to focus on raising funds for the Spanish MTS program and theological education in Latin America where two successful grants were realized totaling \$40,000 plus more in donations.	With the transfer of the leadership for the Spanish programs to Fabio Castellanos, more emphasis will be placed on raising funds for the CNTTS.

Center for New Testament Textual Studies

(the funds come via Shepherd's Theological Seminary)		
--	--	--

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.

These don't impact the seminary budget, so the implications have to do with the number of students who can work in the Center versus the seminary budget itself.

Global Missions Center

Unit Purpose Statement: The purpose of the Global Missions Center is to advance global missions with those connected to New Orleans Baptist Theological Seminary.

Outcome 1: Reach the unreached using gospel conversations through local, national, and international mission opportunities with NOBTS student participants.

Rationale: Increase the number of mission trip gospel conversations.

Alignment: This aligns with the Mission of NOBTS to “equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries.” It also relates to the NOBTS Core Value of Mission Focus.

Strategy: Provide training opportunities to share the gospel – Provide gospel conversation training for NOBTS mission trips.

Measure: Record total number of mission trip gospel responses – Use data provided to the Leavell Center from NOBTS missions trips to record the number of gospel responses. The Global Missions Center personnel will record the number of gospel responses from NOBTS mission trip information provided by the Leavell Center.

Benchmark: 385 Professions of Faith. (Lowered from 745 for 2018- 2019 since results for 2018-2019 were 380)

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0	Due to the global pandemic there were no international trips or Crossover trip. While students participated in one trip to Clarkston, GA there were gospel conversations but no professions.	As trips resume, there will be marked improvement.

Outcome 2: Increase visibility for missions and urban ministry through NOBTS

Rationale: Increase visibility for missions and urban ministry through NOBTS by encouraging prospective students to study on the main campus of NOBTS in New Orleans to engage in missions and urban ministry.

Alignment: This aligns with the Mission of NOBTS to “equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries.” It also relates to the NOBTS Core Value of Mission Focus.

Global Missions Center

Strategy: Provide information to prospective students – Work with Student Enlistment and the Public Relations Office to provide information to prospective students about coming to New Orleans main campus for missions and urban ministry.

Measure: Maintain record of meetings with prospective students – Maintain a record of meetings that Global Missions Center staff have related to meeting with prospective students.

Benchmark: 15 meetings with prospective students in various settings

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
20 meetings	The pandemic still limited much of the typical opportunities to meet with prospective students.	With increased recruiting efforts and preview events, there will be more opportunity to meet with prospective 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.

Encourage Student Enlistment and Office of Communication to emphasize coming to New Orleans for missions and urban ministry.

Missions professors available to help with Student Enlistment travel events.

Institute for Christian Apologetics

Unit Purpose Statement: The Institute for Christian Apologetics exists to equip Christians to defend the Christian faith and present compelling reasons for embracing the Christian faith in a manner that is comprehensible and relevant in our contemporary culture.

Outcome 1: Increase Christian Apologetics student enrollment strategies

Rationale: It is in keeping with the mission of the ICA: to train as many Christians as possible to share and defend their faith as well as possible.

Alignment:

Strategy:

Measure:

Benchmark:

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>

Outcome 2: Apologetics students will be actively engaged in Christian Apologetics

Rationale: It is keeping with our mission. We want students actually to practice what they study.

Alignment:

Strategy: Encourage students to make apologetics presentations.

Measure: Number of student presentations.

Benchmark: Students make 2 presentations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>

Outcome 3: Apologetics Faculty will publish and make presentations (academic and popular) in Christian Apologetics

Rationale: It is in keeping with the mission of the ICA: to train as many Christians as possible to share and defend their faith as well as possible. We train by writing and public speaking, thus exemplifying apologetics in action.

Institute for Christian Apologetics

Alignment:

Strategy: To speak and write on apologetics topics

Measure: Number of publications and presentations

Benchmark: Submit for publication at least two articles or books, or one of each, per academic year, 2 scholarly presentations, and 10 ministry presentations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>

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: Host a Successful Annual Conference

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

Alignment: Strategic Plan, Goal 2: Enhance our institutional image. (c) Enhance conferencing on campus.

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>
There were no negative responses	Board members are pleased with the quality of speakers	Continue pursuing quality speakers. Our reputation now has people seeking us out

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>
NOBTS – 70 Caskey – 9 Livestream – 9 Out of state – 53 Total - 141	The attendance was outstanding, considering that it occurred in the midst of COVID restrictions. We had to adjust our venue and procedures, but were able to do so effectively	Continue working closely with our venue and keeping clear and open communication which was key to the success

Institute for Faith and the Public Square

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.

Benchmark: Raise \$10,000 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>
Raised \$4,000 in addition to \$8,500 raised last year but not used due to COVID	We were able to secure a recurring contribution with will largely cover the cost of the annual conferences.	Expand the donor base

Outcome 2: IFPS Website

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

Alignment: Strategic Plan, Goal 2: Enhance our institutional image. (d) Improve the look of the Seminary webpages.

Strategy: Keep Website Relevant – Communicate information on future planned events with the website manager and coordinate on changes that need to be mad 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>
Board recommends updating look and structure of web site	In house graphic design worked well. However, turnover in office personnel hampers continuity	Establish outside contacts for fast, reliable results. Redesign and update the website

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

Institute for Faith and the Public Square

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Google analytics shows traffic increased 400% over last year	This year’s conference attracted a larger number of out-of-town interest which significantly increased web traffic	Choose conference with regional appeal, not just local, and advertise regionally

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>
N/A	COVID effectively shut down connections for reaching volunteers	Move past lockdowns and mandates

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 up 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: 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 an Evangelistic Outreach Project to the community during the Spring 2021 semester.

Measure: Number of students and faculty participating in the Project

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Due to COVID restrictions no conferences or outreach projects were conducted by the Leavell Center during this time period.		

Leeke Magee Christian Counseling Center

Strategy 2: Partner with a local church and take students into 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, 200 Gospel conversations, 40 prospects, 20 salvation decisions

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
8 participants, 150 Gospel conversations, 6 prospects, and 4 salvation decisions	Due to COVID, rather than doing door to door evangelism, the participants engaged in street witnessing at bus stops on Chef Menteur Hwy and on area college campuses. Less participants resulted in fewer Gospel conversations and salvation decisions.	4 less participants, 70 less Gospel Conversations, 4 less prospects and 1 less salvation decision than last academic year. As a result none of the Benchmarks were achieved.

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: NOBTS Core Value of Characteristic Excellence.

Strategy: Knowledge Application: Formative & summative evaluations of the students' counseling performance and ability to integrate and apply knowledge are conducted and evaluated as part of the students' practicum and internship experiences.

Measure: The Counselor Competencies Scale 2017 is used to assess application and integration of knowledge, as evidenced by Part 3, Question E: Knowledge of counseling theory and application in practice 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 will demonstrate that 95% of students meet minimal acceptable standards established by CACREP for this standard.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
95%	Benchmark goal met	None at this time

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.

Leeke Magee Christian Counseling Center

Alignment: NOBTS Core Values of Characteristic Excellence and Servant Leadership.

Strategy: Students will grow in their ability to demonstrate the capacity to facilitate a therapeutic environment with the client. Research indicates 70% of the positive counseling outcome is related to the connection between the counselor and the client.

Measure: CCS 2017, Part 1:K. Facilitate Therapeutic Environment (Expresses accurate empathy & care. Counselor is present and open to client. Includes immediacy and concreteness.)

Benchmark: The Accreditation Standards-Group Analysis Report of student scores on the Counselor Competencies Scale 2017 will demonstrate that 95% of students meet minimal acceptable standards established by CACREP for this standard.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
99%	Benchmark goal met	None at this time.

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

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 Southeast Youth Ministry Conclave to network with potential attendees and potential leaders.

Measure: The number of students taking the seminary course for credit. Number of personal contacts (and their personal contact information) the YMI staff accumulates at the Southeast Youth Ministry Conclave annual event – The YMI staff will maintain record of the personal contact information of individuals we speak with at the NOBTS booth the Southeast Youth Ministry Conclave annual event.

Benchmark: 40 contacts and 10 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Due to the COVID-19 pandemic the Southeast Youth Ministry Conclave did not take place in 2021. As a result, no seminary course credit was available for this event.		

Youth Ministry Institute

Strategy 2: YMI staff created a graduate syllabus for a for-credit, NOBTS class that incorporates the attendance at the Youth Specialties National Youth Workers Conference. The course will be added to the graduate course schedule for Fall 2020.

Measure: Course added to Fall 2021 Graduate Course Schedule and number of students taking the course.

Benchmark: 3 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Due to the ongoing impacts of the COVID-19 pandemic the Youth Specialties National Youth Workers Conference did not take place in 2021. As a result, no seminary course credit was available for this event.		

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: The YMI staff received the Lenaz Grant to fund research on the effective integration of adolescents into the local church after high school. The grant funds have allowed Dr. Odom to develop an instrument to assess how well youth leaders integrate students into the life of the church.

Measure: Administer phase two of the research project that involves follow-up phone interviews with participants.

Youth Ministry Institute

Benchmark: 25 follow-up phone interviews

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
14 follow-up phone interviews were conducted	In our follow-up conversations with exemplary youth leaders, small groups are the primary discipleship method. Leaders also indicate that personal relationships are the context for discipleship. Leaders were intentional about interactions with parents. They referred to casual conversations after church, at school sporting events, at teen performances, etc. Exemplary youth leaders report a high expectation of teen service in the church as the primary connection method.	Conduct Phase three of the project to develop an online assessment tool for youth leaders.

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

Undergraduate Programs

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: Revise the BA Entrance and Exit Exam – Program-Specific Questions

Rationale: Ensure the continued validity of the Leavell College Entrance and Exit Exam in light of the BA.

Alignment: Leavell College Unit Purpose Statement

Strategy 1: Create a Leavell College task force to evaluate the program-specific questions on the current BACM Entrance/Exit Exam.

Measure: Organize the Leavell College faculty into three separate task forces, with each task force assigned to review the questions relative to one of the program student learning outcomes (Biblical Interpretation, Service & Leadership, and Historical & Theological).

Benchmark: 100% of the Leavell College faculty will serve on a task force.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	Three separate task forces were created to address the program-specific questions on the current BA Entrance/Exit Exam. <ul style="list-style-type: none"> - <i>Biblical Interpretation:</i> Drs. Thomas Strong, Jeff Audirsch, and Eddie Campbell - <i>Service & Leadership:</i> Drs. Karla L. McGehee, Jeff Farmer, and Brooke Osborn - <i>Historical & Theological:</i> Drs. Sandy Vandercook and Chris Shaffer and Mr. Tommy Doughty 	The objective for this strategy was accomplished.

Strategy 2: Commission the Leavell College Task Force with reviewing their respective program-specific questions, evaluating their continued appropriateness/effectiveness in capturing the desired student learning outcomes for Leavell College’s BA.

Measure: Review the current BACM Entrance/Exit exam focusing on the ten questions each for Leavell College’s three program goals (Biblical Interpretation, Service & Leadership, and Historical & Theological).

Benchmark: 100% of the program-specific questions will be evaluated for continued appropriateness/effectiveness.

Leavell College

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	Each task force reviewed the program-specific questions for their respective program learning outcomes currently found on the BA Entrance/Exit Exam.	Include the review of the program learning outcomes by the respective task force members as part of the program assessment cycle.

Strategy 3: The task force will revise the questions as necessary and present to the faculty for review, approval, and adoption.

Measure: Revise the program-specific questions, as necessary. Redefine as the BA Entrance/Exit Exam.

Benchmark: 100% of the program-specific questions will be reviewed and revised (as necessary), with the new BA Entrance/Exit Exam presented to the Leavell College faculty for review, approval, and adoption.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In process	The task force members reviewed and revised, as required, the program-specific questions respective to their PSLO. The revised questions are before the LC faculty for review, approval, and adoption. (Scheduled completion: November 2021)	Include the review of the program learning outcomes by the respective task force members as part of the program assessment cycle.

Outcome 2: Revise the BA Curriculum Map

Rationale: Revise the BA Curriculum Map to (1) reflect the current majors and (2) identify the course alignments to Leavell College’s Program Student Learning Outcomes and General Education Competencies.

Alignment: Leavell College Unit Purpose Statement

Strategy: Revise the BA Curriculum Map.

Measure: Update the current BACM Curriculum Map to reflect Leavell College’s new majors: Biblical Studies, Christian Ministry, Worldview and Apologetics, Pastoral Ministry, Psychology and Counseling, Music with an Emphasis on Worship, and Worship Ministry. Rename to BA Curriculum Map.

Benchmark: 100% of the BA Curriculum Map will be revised to reflect the current majors.

Leavell College

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
98%	<ol style="list-style-type: none"> 1) The BA Curriculum Map was updated to reflect Leavell College’s new specializations including Biblical Studies, Christian Ministry, Worldview and Apologetics, Pastoral Ministry, Psychology and Counseling, Women’s Ministry, Music with an Emphasis on Worship, and Worship Ministry. 2) The courses in each of the specializations were aligned with the LC PSLO and/or GEC, as appropriate. 3) The embedded assignments were identified, as applicable. 	Include the review of the BA Curriculum Map as part of the program assessment cycle.

Outcome 3: Create the AA Entrance/Exit Exam – Program-Specific Questions
Rationale: Create the program-specific Entrance/Exit Exam for the Leavell College Associate of Arts program.
Alignment: Leavell College Unit Purpose Statement

Strategy 1: Create and administer an AA Entrance/Exit Exam, which will consist of program-specific questions (Biblical Interpretation, Service and Leadership, and Historical and Theological).

Measure: AA Entrance/Exit Exam, consisting of program-specific questions.

Benchmark: 100% of the AA Entrance/Exit Exam will be developed, reviewed, approved, and adopted by the Leavell College faculty.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Completed	<ol style="list-style-type: none"> 1) The same task force teams as identified for the review of the BA program-specific questions for the three PSLOs of Biblical Interpretation, Service and Leadership, and Historical & Theological have been established (note Outcome 1/Strategy 1 for task force team members). 	Include the review of the program learning outcomes by the respective task force members as part of the program assessment cycle.
2021-2022 QIR	<ol style="list-style-type: none"> 2) The respective task force teams are in the process of drafting ten program-specific questions each to address the respective PSLOs. (Scheduled completion – Dec. 2021) 	

Leavell College

2021-2022	3) The LC faculty will review the suggested questions, make any changes necessary.	
-----------	--	--

Strategy 2: Pilot the AA Exit Exam to graduating students in the spring 2021 semester.

Measure: Pilot of the newly adopted AA Entrance/Exit Exam to spring 2021 AA graduates.

Benchmark: 90% of the AA Spring 2021 graduates will participate in the program-specific exit exam.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2021-2022 QIR	Pilot the AA Exit Exam to graduating students in the Spring 2022 semester.	Set aside a portion of our monthly LC faculty meetings to address the AA program. Also, add a review of the AA Entrance/Exit Exam as part of our AA assessment process.

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

Prison Programs

Unit Purpose Statement: To provide quality educational programs inside correctional institutions that equip incarcerated leaders to fulfill the Great Commission and the Great Commandments within the local church and its ministries, both inside correctional institutions and beyond.

Outcome 1: 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 works inside of maximum security facilities.

Strategy: The focus is restarting these programs beyond COVID-19 and returning back to a regular teaching plan.

Measure: We will reevaluate each location based on their cycle as classes resume to focus on a pathway toward degree completion.

Benchmark: We will look for ways to accelerate students to achieve the graduation plans by hopefully not delaying more than 2 semesters due to the lack of time a program was suspended. Each program has operated slower and some had to be suspended as a result of COVID-19.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark was not met	This outcome was delayed for one year due to the limited availability with prison programs during the COVID-19 pandemic.	We are adjusting the cycles through the offering of courses to ensure that control sheets allow students to complete requirements toward the degrees they are working toward completing.

Outcome 2: Create a cohesive set of procedures to assure discrete pathways of the prison ministries programs (graduate, undergraduate, main campus, extension centers) operate in an efficient, uniformed, and cooperative manner.

Rationale: To increase interdepartmental communication in Prison Ministries.

Prison Programs

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 works inside of maximum security facilities.

Strategy: The process for communicating from the prison sites to the various main campus offices will be moved to the Senior Regional Associate Dean for Extension Center (SRADEC) office.

Measure: All extensions centers including prisons will be represented in academic leadership meetings. A process for admissions and registration will be completed with the new office staff serving these areas.

Benchmark: Approval for courses and syllabi will moved through the SRADEC office like other extension centers for clarity and confirmation of adjunct credentials to teach the courses.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This is being launched Spring 2022	A process for registration has been discussed with the various on campus offices and a meeting of prison directors was conducted on campus during the Spring 21 semester to hear feedback and discuss improvement with registration, course syllabi, and adjunct approval processes.	This was delayed as a result of COVID and will begin with ongoing tweaks to the process as needed.

Academic Services

Dean of Students

Unit Purpose Statement: The Student Services Department 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 core values of NOBTS: doctrinal integrity spiritual vitality, mission focus, characteristic excellence, and servant leadership.

Outcome 1: Improve student services across delivery systems

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

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

Strategy 1: Create opportunities for incoming students to establish meaningful connections with other students, faculty, and staff which will better familiarize students with available student services.

Measure: The number of new students who participate in the Peer Discipleship program.

Benchmark: 40 new students involved in the Peer Discipleship program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
20 students participated in the peer discipleship program	<p>The decline in students participating in the Peer Discipleship program may be attributed to a number of factors. During this year, we most strongly felt the impacts of the COVID-19 pandemic. The pandemic contributed to a smaller number of new students who may have been interested in the program, and a significant number of the trained peer mentors moved during the pandemic.</p> <p>Additionally, we changed our strategy for peer discipleship among Leavell College students with the inauguration of the House System. New Leavell College students were plugged into student services through their Houses rather than through the Peer Discipleship program.</p>	We did not meet our benchmark set for this measure.

Strategy 2: Host events which direct students to student services so that students are better equipped for academic/ministerial pursuits.

Dean of Students

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

Benchmark: 5 academic/service oriented programs.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
8 academic/service oriented programs + weekly Leavell College scholar hours in the Spring 2021 semester.	<p>In both the Fall and Spring semesters, we hosted study hours for three consecutive nights in the library around midterms. During these study hours, we provided coffee and access to Leavell College Scholars, help from the Writing Center, and Student Success personnel.</p> <p>During intensive weekends, we had events during class breaks to connect with students who are not normally on-campus students. The purpose of these connections was to help off-campus students utilize student services of which they may have not been aware.</p> <p>The three Leavell College Scholars hosted joint and individual events to help Leavell College students with writing and study tips.</p>	We hosted 3 more academic/service oriented programs than the stated benchmark.

Outcome 2: 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 the core value of characteristic excellence. We promote a healthy and active lifestyle so that NOBTS students, faculty, and staff may be better equipped to serve God with excellence in every aspect of their lives and ministry.

Strategy 1: Update current REC Equipment and Facilities: Disc Golf Course, Indoor Basketball Court, Sunshine Volleyball Court, Weight Room Benches, Foosball Table, Ping-Pong Table, Pool Furniture, and REC Furniture.

Measure: The number of equipment and facilities updated.

Benchmark: 5 BIG equipment and facility updates.

Dean of Students

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3 equipment and facility updates	<p>A few factors contributed to us not achieving this benchmark. While we were able to make several big changes, including the installation of the disc golf course, new goals at the Sunshine Park basketball court, and new pool furniture, some of the other desired changes have not yet occurred.</p> <p>Hurricane Zeta in Fall 2020 pushed several facilities projects to a higher priority than REC renovations. Additionally, we plan to put new ping pong tables and other games in the Hardin Student Center upon completion of its renovation. Therefore, we did not need new game tables in the REC.</p>	We did not achieve our benchmark goal.

Strategy 2: Strategic and well-prepared events and programs for our NOBTS and Leavell College family, and do a better job of tracking check-ins and of social media.

Measure: Track REC student check-ins before and after new activities, programs, and Special events.

Benchmark: Increase yearly usage of the REC by 3000 check-ins. From August 1, 2019 to July 31 2020 The REC had 6, 134 check-ins.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
5,113 check ins	The impacts of the pandemic have lasted longer than we anticipated, so we greatly had to limit the number of individuals who could utilize the pool and exercise facilities at a given time as well as the number and capacity of events throughout the year.	We did not meet this benchmark.

Dean of 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.

1. *N/A*

2. *Disc Golf Course \$4,000 / New Gym Flooring \$50,000*Estimate* / For Two New Basketball backboard and rims - \$2,344.58*Quote* / Sunshine Volleyball Court \$6,000 / Weight Room Bench \$2,500*Estimate* / Foosball Table \$500*Estimate* / Ping-Pong Table \$700 / Pool Furniture \$12,713.90*Estimate* / REC Furniture \$7,000 /*Estimate* Total: \$85,758.48*

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: One significant contributor to equipping leaders to fulfill the Great Commission and the Great Commandments is the provision of 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 is defined as the new titles added minus titles removed from the collection.

Measure: Increase in the 2019 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 500 titles. – Increase the net EbscoHost Religion and Academic eBook Collections by 500 titles annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Religion and Academic Collections in 2019 were 8,800 and 190,000 respectively.	EbscoHost continues to build significant holdings in their digital products.	The Religion Collection added 400 titles and the Academic Collection grew by 10,000 titles.

Outcome 2: Digitize Rare Book and Artifact holdings

Rationale: The library has a great rare book, hymnal, and archival collection, which is given added significance due to the celebration of the Seminary's centennial.

Library

Alignment: Included in the seven competencies that guide the seminary curriculum are Christian theological heritage, spiritual and character formation, and worship leadership. Essential to these competencies is an awareness of the spiritual heritage of the Christian Church. Providing access to rare theological writings and hymnology facilitates an awareness and appreciation for both the past and present spiritual climate of the Church.

Strategy: Assign student workers to digitize books and artifacts. – The items to be digitized include the John T. Christian rare book and pamphlet collection, and the Martin Music rare hymnal collection, plus historical documents related to Seminary history.

Measure: The number of pages or items digitized annually. – The number of pages or items digitized annually is recorded in the annual report of the Director of Technical Services.

Benchmark: Digitize 25 items or 600 pages annually

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Fifteen items were digitized. The archives received over 40 linear feet of materials from Dr. Chuck Kelley. Due to storage needs, this collection had to be immediate addressed.	Some 20 linear feet of Dr. Kelley’s archives were sorted. This outcome will be switched next year so that this project can continue its momentum to completion.	For nearly 20 years, the library did not have a full-time archivist. Dr. Kelley’s collection is the first major gift to be received in many years.

Outcome 3: Increase Student Satisfaction of Library Services

Rationale: Increase the student satisfaction scores in the annual Noel-Levitz adult student survey.

Alignment: The seminary’s core value of Characteristic Excellence demands a high student satisfaction level in all aspects of library resources and services provided.

Strategy: Videos will be made 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.

Measure: Annual Noel-Levitz Adult Student Survey, Questions 15 and 54 – Question #15 is “Library resources and services are adequate for adults.” Question #54 is

Library

“Library services for extension center students (including e-books, online databases, etc.) are sufficient and accessible.”

Benchmark: Meet or exceed last year's scores and/or national averages for questions 15 and 54 on the Noel-Levitz Student Survey

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
6.16 (Q# 15) and 5.92 (Q# 54)	Virtually no change from the previous year (5.85/5.95).	The scores are plus .31 and minus .03 compared to last year. The result show no significant statistical difference.

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

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 and the core value of characteristic excellence.

Strategy: The media department is researching grants, acquiring bids, and looking for donors to assist in securing the needed \$500,000 for this major upgrade.

Measure: The system was installed following Hurricane Katrina as the campus continued to reopen. This system is now operating into the 14th academic year for audio and the 8th year for video capture.

Benchmark: In recent years some upgrades have been completed for projection and mics but this upgrade is in addition to those. The chapel is a key space to the campus and the overall work of the seminary. This project could span over several academic years.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Donor has been secured	We are now working with a consultant on the upgrade plan for Leavell Chapel.	We are upgrading the media systems in the chapel within the gift of 500,000.

Outcome 2: Enhance course content through HD video creation and editing.

Rationale: The studio continues to be enhanced for recording course content for online delivery.

Alignment: This shows servant leadership among the media services department staff and helps aid in the other core values through the production of edited quality video course material.

Strategy: The media studio will continue to record and edit videos to support the institution mission through academic course content for students.

Media Services

Measure: We will track the professor, course, and number of videos. We also will track the conferences and chapel videos that are captured and produced that support the institution.

Benchmark: The goal is to produce on average 60 videos per semester.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We continued to record during the fall semester.	We were closed due to COVID-19 so the studio missed 5 months of recording and supporting professors.	We have resumed normal operations and will be recording for 20-21.

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

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 in multi-channel media, two Leavell College Campus Previews will be added to draw more attendees. Additionally, a new Admissions webpage featuring visits, Preview, and virtual visits is being developed.

Measure: Monthly Visit Reports – On a monthly basis the Admissions office will create an internal report detailing the individuals who either attended a campus visit, Campus Preview, or filled out a card at an on-campus event.

Benchmark: The goal for visits the 2020-2021 academic year will be 420 prospective student visitors (250 Grad, 150 LC, 20 Doctoral). Last year’s result was 410(322 Grad, 72 LC, 16 Doctoral) prospective student visitors.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
661 Total Campus Visits (377 Grad, 277 Undergrad, and 7 Doctoral)	We surpassed our benchmark. The main reason is because we started hosting the New Orleans Area Disciple Now. We utilized this event as a type of Preview for the area youth. Without this event, we would not have reached our goals.	We are working to improve our Disciple Now event with area youth to increase recruiting with local youth.

Outcome 2: 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 implementing a new web-based inquiry collection system which will increase the capability to collect and respond to inquiry requests.

Admissions

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

Benchmark: The goal for prospective student inquiry forms for the 2020-2021 academic year is 1,950 inquiries (LC=650, Grad=900, Doctoral=400). Last year's result was 1,753 inquiries (LC=454, Grad=685, Doctoral=308, Undeclared=306)

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2961 Total Inquiries (1700 Grad, 886 Undergrad, and 375 Doctoral)	We greatly increased travel during this year and the number of people we were getting in front of at each event. We spent a little more money for better booth spaces and began promoting the school through podcasts.	Become more efficient through our promoting and travel.

Outcome 3: 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.

Strategy: In addition to increasing the number of applications started, and an effort is being made to streamline the application process by utilizing a new customized application software.

Measure: Weekly Admissions reports - Undergraduate and graduate admits will be reported on each Monday and progress toward the goal will be monitored on a weekly basis.

Benchmark: The goal for admitted students for the 2020-2021 academic year is 590 (LC=170, Grad=420). Last year's result was 521 admits (LC=140, Grad=381)

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
590 Admitted Students (442 Grad and 148 Undergrad)	We hit our goal straight on. We were short on our undergrad, but passed our graduate admissions goal. Increasing our inquiries contributed to meeting this goal.	We need to improve our Undergrad Admissions rate. This comes back to being more strategic in recruiting undergrads.

Admissions

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.

An outside vendor will be contracted to develop a customized application. Any cost will be absorbed by the Admissions department and other expenditures will be adjusted accordingly.

Registrar

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: Evaluation of Application Process

Rationale: The Dean of Academic Records and Registrar's Office is converting to a new Student Information System (SIS). The opportunity to hire a full-time employee to learn the system from the very beginning would lessen the time for a training to take place.

Alignment: Mission Focus is the Core Value for the 2020 – 2021 academic year. We want to stress to the staff of the Registrar's Office Biblical Customer Service through knowing that we are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church.

Strategy: To hire open minded individuals who are willing to accept change and meet the needs of the Registrar's Office in the area of a new Student Information System.

Measure: Interviewing individuals who are willing to work with an outside entity adapt to changes and endure obstacles that will come with the transition.

Benchmark: Timelines will be set on the hiring and training of personnel qualified for the adjustments needed for the full implementation of the new SIS to increase productivity and customer service.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A person was hired to be full-time for the implementation of the new SIS.	The person is extremely helpful with technology so they were able to adapt to the new SIS. Having this person has made the transition easier.	The transition was a 100% improvement with the new full-time person to learn the SIS.

Outcome 2: Training of Academic Advisors

Rationale: Academic advisement is necessary for all the locations the New Orleans Baptist Theological Seminary provides theological education. The growing number of students in the extension centers and online students requires accurate degree plans for each student. Adding and training academic advisors is an ongoing process. Students would be able to have more than one (1) academic advisor. The academic advisors would be trained and also have experience because they will be

Registrar

students or former graduates of New Orleans Baptist Theological Seminary and Leavell College. Because of the different degree programs and specializations, academic advisors would be familiar with degree requirements by being able to interpret the catalog and the different degree plans.

Alignment: The Mission Statement of New Orleans Baptist Theological Seminary and Leavell College is to prepare servants to walk with Christ, proclaim His truth and fulfill His mission. Academic Advisors will advise the students to complete their degrees in a timely manner with accuracy so the student can accomplish the Mission Statement.

Strategy: The Academic Advisors will work with the Retention Office so that students will be equipped to complete their degrees in a timely manner. Become familiar and efficient in the new SIS as pertains to academic advisement to monitor the graduate and undergraduate degree programs.

Measure: We will measure the completion rates of all degrees by using an IPEDS measurement of graduation rates of students entering and completing their programs.

Benchmark: In the Fall 2020 – 2021 we have implemented a plan to locate and advise students who may need additional help in completing their degrees at the bachelor's and master's level. All personnel to be completely familiar with the new SIS.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
One full-time graduate academic advisor was hired and one part-time undergraduate academic advisor was hired.	The graduate academic advisor has been the same person for the year. However the undergraduate academic advisor has had some turnover and looking for some continuity.	While combining undergraduate and graduate academic advisement under the Registrar's Office has increased the efficiency of academic advisement especially with distance learners.

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 academic advisement at the undergraduate and graduate level will help with the retention of students to finish their degrees.

Student Success

Unit Purpose Statement: The area of Student Success seeks to provide the institution with thorough and actionable data combined with advising resources that increase student success in the areas of retention, progression, and completion.

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 within the new Student Information System to develop useful reports that provide actionable data related to student success concerns.

Measure: The development of at least 5 reports that display the data related to enrollment, registration, retention, progression, and completion.

Benchmark: 5 completed reports built and viewable.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
7	We completed and implemented 7 reports directly impacting student success. These reports provided the institution with student lists of students who did not continue in their degree, students who have ceased enrollment at the institution, and the demographic data concerning these groups of students. The reports were deployed within the SIS and within external reporting systems.	Improving these reports will require us to improve processes and procedures to have clear definitions of start terms and tracking within the SIS. We can also improve the implementation of these reports by identifying other factors relating to student success to analyze.

Student Success

Outcome 2: Provide student advising for undergraduate and masters students.

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. 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.

Strategy: Increase staff advising appointments for graduate students and undergraduate students online and at extension students.

Measure: Develop advising benchmarks such as number of advising appointments and credit hour increases.

Benchmark: Number of advising appointments set at 100 for Fall and Spring semesters.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1300 Appointments	We far surpassed our advising goal of 100 appointments for the main academic semesters. These appointments are duplicating, meaning that these are appointments and not individuals. Students who were advised multiple times are counted for as many advising appointments for which they attended. Adding advisors this past academic year has allowed us to improve our capacity for advising.	While we can still increase capacity for advising (advising more students), we'll need to shift our focus from quantity to quality. We need to ensure our advising appointments are helping our students move towards graduation in a clear and direct manner.

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 core value of doctrinal integrity. We believe the Word of God, and we want our students to submit their whole lives, including their finances, to what the Word says.

Strategy 1: Facilitate His Part & Our Part group (previously titled Compass).

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: 55 students participating in His Part & Our Part groups across various formats. Due to no longer offering incentives for the course we anticipate our participation to drop.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
85 students	We exceeded our goal by 30 more students than we had hoped for. We believe some of this may have been the result of COVID-19 allowing more students the time to meet in our online classes.	We will set our benchmark higher for this next academic year and seek to increase our in-person class participation.

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: 50 individual meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
16	We did not meet the goal that was initially set for this year. This was due, in part, to COVID-19 and the ability to schedule meetings between students and TruWealth advisors. We are also	Next year we plan to help establish a regular date for students to meet with TruWealth advisors

Financial Aid

	working on partnerships with new advisors from TruWealth that have not previous done advising with NOBTS students.	and we will advertise individual meetings more frequently in class sessions.
--	--	--

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.

Due to the completion of the Lilly Grant funding, our offerings to students will be limited. We are no longer able to offer incentives to encourage students to participate in our financial stewardship course, His Part & Our Part, nor compensate instructors for our groups. Additionally, with the Lilly Grant, we were able to employ a full time coordinator and director of these financial programs. A budget addition of a coordinator, stipends to compensate instructors, and an incentive for students would allow us to not only meet the above benchmarks, but exceed them.

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, core values, and Dr. Dew's four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship) during the 2020-21 academic year.

Strategy: Create a "guiding principles" document for communications and marketing strategy. For many years, New Orleans Baptist Theological Seminary and Leavell College have operated with a reactive communications "strategy." With the change of the administration and the reassignment of the Office of Communications and Marketing to the new Enrollment group, now is the perfect time to create a proactive, "principle-based" strategic plan for communications and marketing. The strategic plan provides a communications "road map" which can better manage the surprises and breaking news items while continuing the overall branding and messaging trajectory.

Measure: The Communications and Marketing Office will measure success of Strategy 1 by the completion of "principle-based" communications and marketing plan and endorsement by the Vice President of Enrollment. Additional online action plans and assessment tools will be shared with the VP of Enrollment. Upon acceptance of the plan by the VP of Enrollment, a "guiding principles" document will be submitted for endorsement by the President's Cabinet.

Benchmark: Completing the guiding principles document, the share action plans, and shared assessment tools will be a monumental task; therefore, completion and endorsement will be the benchmark. In future years, measurable benchmarks will flow from the yearly action plans.

Communications and Marketing

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The office is currently operating under a guiding principles approach to communications and marketing. However, the office shifted in the strategy regarding an officially approved document due upcoming work with a marketing consultant. The director decided to wait until that consulting work is done to complete the cabinet endorsement portion of the goal.</p>	<p>The guide principles approach helped the office hone the core message, align all marketing and communication with the school mission statement, and flesh out the “Prepare Here. Serve Anywhere” brand.</p>	<p>We do see areas that need improvement. First and foremost, we need to find ways to get our message out to larger audiences of prospective students and prospective ministry partners/donors. Hence the work with the marketing consultant.</p>

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 social media posts and online articles will be aligned with the seminary’s mission statement, core values, and Dr. Dew’s four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2020-21 academic year.

Strategy 1: Increase the Seminary’s following on Twitter and Instagram. 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 and

Communications and Marketing

Instagram. The office will collaborate with the AVP of Institutional Strategy to build Twitter followership and engagement strategies.

Measure: The number of followers alone cannot measure brand trust, however, it is a strong indicator of brand buy-in. The Office of Communications and Marketing will focus on raising the Twitter followership by 17 percent and growing Instagram by 40 percent in the 2020-2021 school year. While a valuable engagement metric is difficult to specify, the office will closely monitor the platforms to ensure that we maintain brand resonance among students and alumni who already follow the platforms. The results will be reported to the VP of Enrollment.

Benchmark: Target of 10,000 total Twitter followers and 5,200 total Instagram followers.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Twitter growth was relatively flat and Instagram grew by 22% in 2020-21.</p> <p>Twitter followers = 8,708 IG followers = 4,880</p> <p>Twitter had a significant dip between October 2020 and January 2021 (a loss of 235 followers). There are no clear reasons behind the loss of followers. In Feb-March of 2021 the office restructured Twitter, stopped the rapid follower loss, and gained back 400 followers.</p> <p>Facebook following increased by</p>	<p>Our goals were artificially high given the lack of funding to gain followers through paid promotions and the staffing turnover (5 staffers have left since the start of the pandemic).</p> <p>Since our growth was primarily organic, we are pleased with the 22% growth for Instagram. The Twitter results are disappointing due to the hard work of the team between March and September of 2021.</p> <p>We started gaining a bit of momentum between March and August before growth flattened again due in part to the Covid Delta spike and Hurricane Ida.</p> <p>We are excited about engagements of IG and FB.</p>	<p>We are researching ways to improve our Twitter profile and growth. The first step is to increase the number of daily posts. We also plan an increased mission emphasis, more mission statement exploration, and the use of threads on Twitter.</p> <p>Once the team has a strategy producing slow but steady growth, we will return to loftier growth goals.</p>

Communications and Marketing

<p>4.6%. However, many weeks have strong FB engagements. Our posts have 3x as many engagements as the posts from other SBC seminaries (up to 900 engagements per week). Therefore, FB remains a strong channel for NOBTS.</p> <p>FB followers = 30,712</p>		
--	--	--

Strategy 2: Continue producing and improving the “Current” email newsletter – The Office of Communications and Marketing will create 11 issues during 2020-2021. The email newsletter is sent to two segments (1) students and main campus faculty and staff; and (2) alumni and donors. This year’s goal is to provide additional tailored content for the alumni segment to boost open rates.

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

Benchmark: Produce 11 issues. Generate an overall open rate of 35% and an overall click rate of 4% (within the opened emails).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The Current had a 35.92 % open rate this year. The click rate fell just short of our goal at 3.65 %. The size of our audience remains strong with 11,500 subscribers. The student segment still out performs the alumni and friends segment.</p>	<p>The results are encouraging especially during Covid-19. A closer look at the numbers reveals that the July open rates were down for both students and alumni. This is understandable since many people take vacations in July and students are usually not in classes. Without the July dip, the open rates were 36.41 % and click rates were 4.15 % for the other 10 issues. The December numbers included a dip as well – again this is a time when many families are traveling.</p> <p>The national average open rate for religious organization is 23.42 % and click rate average is 3.16 %. We are besting the open rate significantly and our click rates are modestly better than average.</p>	<p>We are always trying to improve content and gain more clicks.</p> <p>Next year we will drop the one summer issue (July) which is underperforming.</p> <p>We are also working with the alumni to improve overall alumni engagement which could help our readership with that segment.</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.

The communications office is not requesting addition resources at this time.

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 aligns with NOBTS Core Value of Characteristic Excellence. The highest of Characteristic Excellence among the HR/Payroll staff is of the utmost importance in order to competently satisfy required external laws with transparency and accountability as well as related internal Seminary processes.

Strategy: Conduct quarterly internal “audits” of payroll and benefits functions to improve the effectiveness of risk management, ensure accuracy and completeness of legal compliance, ensure compliance with established internal processes, and ensure accurate processing of payrolls and tax filings.

Measure: Internal audit checklist will be used quarterly to conduct internal audit for the purpose of verifying objectives listed in Strategy. Results of internal audit will be discussed with HR/Payroll staff in the following monthly staff meeting.

Benchmark: To complete quarterly internal audit with findings of at least 91% compliance with external and internal requirements.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50% of quarterly internal audits were conducted	With transition in the department and a heavier workload with campus turnover, we were not able to audit internally all 4 quarters. However, we started implementing a new payroll/HR software that will help automate many processes and compliance. Implementing this new software helped us evaluate every process as we set up the new system.	We believe the new payroll/HR software will greatly help us keep up with changing compliance. The software company will also file quarterly 941, state tax filings, and W-2s, which will take much of the burden off from us.

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 the Core Value of Characteristic Excellence. 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 employee manuals to ensure they are kept current – Employee manuals need to be up to date with current processes to ensure procedures are not lost in the event of turnover. This will be especially important this year with the implementation of a new student information system.

Measure: Meet with employees to review manuals and discuss processes – There will be a meeting with each employee to review manuals to ensure that they are up to date with current processes performed by each employee. There will also be discussion about processes to make sure they are still as efficient as possible.

Benchmark: Meet with 100% of employees to review manual and discuss processes – To ensure all manuals are updated to current processes.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met with 6 of employees to review manuals and processes	Focus was given to positions impacted by the new student information software and to employees who were leaving.	60% of employee manuals are updated to all current processes and procedures

Strategy 2: Cross-training on essential task of each position, while still maintaining segregation of duties, will be a priority.

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: We would like to have 100% of positions in the office having one or two employees cross-trained to perform essential duties.

Business Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Cross-trained 3 employees on essential tasks of another position	Transitioning existing employees to new roles has provided additional workers for some positions. New employees must now be cross-trained on the essential tasks of additional positions.	90% of positions currently have at least one additional employee trained

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

Clinic

Unit Purpose Statement: Provide basic health care to the NOBTS Campus Community

Outcome: Provide convenient and cost effective health care for NOBTS students, faculty, staff, and their families

Rationale: The Clinic strives to provide convenient and cost effective health care for NOBTS students, faculty, staff and their families

Alignment: This outcome aligns with the Core Value of Characteristic Excellence. We want to be excellent in all we do for our Lord and take care of our bodies.

Strategy: Send out communications including emails and publications in the Gatekeeper that make the NOBTS family aware of services provided by the Clinic as well as general health care awareness and CDC updates on COVID-19 guidelines.

Measure: The Clinic will send out twelve communications about services provided or that promote health care awareness.

Benchmark: 100% of communications will be sent out over the course of the year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 30% of goal.	With the pandemic staying strong during the last academic year, our focus turned to calling and following up with anyone in the Seminary family that tested positive with COVID-19. This allowed us to check on their well-being and make sure they had information they needed to seek care. COVID guidance was also sent out by the NOBTS administration, so no need to duplicate.	We think we will improve our results by at least 50% next 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

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 ELC of New Orleans Baptist Theological Seminary reflects the core value of Missions Focused. 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 I: Meet criteria to improve the Early Learning Center’s report card with the Louisiana Department of Education from Proficient to High Proficient. Meet criteria to maintain placement on the Birth to Three Honor Roll.

Measure: Observations from the Early Childhood Division of the Louisiana Department of Education, Agenda for Children, and Picard Center conducted through the academic year will determine performance profile scores. Observation scores will be accumulated and then calculated from all observations. To be considered High Proficient, the observation scores must total between 5.25-5.99. To maintain status on the Birth to Three Honor Roll, teachers will continue to perform with high performance scores.

Benchmark: Official results for the 2020-2021 academic year will be available September or November 2021. The ELC of NOBTS will aim for a score of at least 5.25 in the academic year. Notification of placement of the Birth to Three Honor Roll will be given at the same time.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
N/A Due to Hurricane Ida, there is a delay in receiving preliminary scores from the Department of Education.	The teachers were observed by the Department of Education, Agenda for Children, and Picard Center multiple times from September 2020-May 2021. Both in person and virtual observations occurred.	Official results from the academic year will be available in November 2021.

Early Learning Center

Strategy 2: The Early Learning Center of NOBTS will strive to be designated as a Level 1 WellSpot with the Louisiana Department of Health. WellSpot designations promote health and wellness for the students, staff, and families. Level 1 is the highest WellSpot designation and meets all criteria set forth by the Louisiana Department of Health.

Measure: Assessments through the Department of Health will be completed. Meetings, phone calls, and conversations will be conducted with members of various departments of the WellSpot committee. After such meetings, phone calls, and conversations, certificates or emails of completion will be sent to the ELC.

Benchmark: Benchmarks include childcare specific tobacco free policies, participation in the Nutrition and Physical Activity Self-Assessment of Child Care (NAPSACC), promotion of Oral Health, modeling healthy behaviors, and no screen time for the children. All activities must be 100% complete before the WellSpot designation can occur.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not Met	<p>Due to time constraints relating to COVID guidelines and weather related emergencies, meetings, phone calls, and conversations were not conducted.</p> <p>In addition, there is an industry wide ELC labor shortage, which resulted in higher workload for existing staff.</p>	We will continue to work on becoming a Level 1 WellSpot with the Louisiana Department of Health.

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

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 the Core Value of Characteristic Excellence. It is important to be excellent in everything we do, especially with contracts with outside entities.

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>
Met 100% of goal	Every employee is currently trained on the nature of hazardous materials and their USPS regulations.	Employees will need to review these regulations semi-annually.

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, shipping packages and faxing documents 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 the Core Value of Characteristic Excellence. We want to serve the NOBTS community in a way that is a testimony to our Lord.

Strategy: Improve and streamline Post Office processes to increase efficiency and create cost saving.

Measure: Improve and streamline key Post Office processes including; Implement corporate rate for metering packages to save money, reduce time for USPS daily reports, reduce time for monthly department reports for various carriers, and standardize packing material procedures to better utilize resources.

Post Office

Benchmark: Improve 100% of processes stated in measure.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 100% of goal	We were able to successfully improve all processes stated in measure. This allowed us to improve efficiency with our business processes. Implementing the corporate meter rate allowed us to save around 10-15% on packages mailed out by NOBTS.	We will continue to look for processes that can be improved to increase efficiency.

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: Upgrade the room amenities for guest comfort – continue with the purchase of mattresses on a rotating basis

Measure: We purchase new mattresses for our guest rooms on a rotating basis. This is part of a routine maintenance, new mattresses in guest rooms.

Benchmark: Return to 20% purchases, part of routine service

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 100% of goal of purchasing new mattresses	We were able to meet our full goal to purchase 20% new mattresses. This is a top priority to keep our rooms clean and comfortable.	We will strive to meet 100% of this goal each 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.

The purchases of the new mattresses are being made as funds allow. There is no impact on the budget.

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: Core Value of Characteristic Excellence.

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 2020-21. The strategy worked as planned so will be continued into 2021-22.	There were several incidents, including an armed intruder during 2020-21. The results reflect a well-organized and through-going response to these incidents.	Improved communication technology through use of crime cameras allows for a safer and better response. These will be 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 & Faculty Training is necessary to assist in utilizing the functionality in the new SIS.

Alignment: The outcome is related to the core values of servant leadership and characteristic excellence. It also supports the strategic plan items: Goal 2: Enhance our institutional image. 3. Increase student enrollment and retention. & 4. Enhance student services.

Strategy: Offer 3 staff trainings related to the CNS functionality.

Measure: Offer 3 staff trainings and administer a Feedback Survey to those that attend.

Benchmark: Attendance goal of 30 staff members and a Feedback Score of 80%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Faculty Trainings were offered – Covid prevented face-to-face training opportunities	All faculty were successful at entering grades, accessing student information, etc. in the Faculty Portal. Feedback surveys were not accomplished due to Covid & personnel changes.	Successful migration to new SIS system

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

Rationale: Ongoing technology support is critical for the faculty to use applications effectively.

Alignment: The outcome is related to the core values of servant leadership and characteristic excellence.

Strategy: Improve the IT Customer Service experience by providing staff training and process evaluations.

Measure: Survey those requesting service and compare the Pre & Post results.

Benchmark: Achieve an 80% satisfaction rating on feedback surveys.

Information Technology Center

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Weekly Customer Service Training was provided to the IT & Telecom staff	Skills for working with customers were discussed and staff implemented several new strategies. Feedback surveys were not able to be implemented.	Service ticket closure timeline rate was tightened to maximum of 2 weeks and initial responses to requests was dropped to 1 day.

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 is related to the core values of servant leadership and characteristic excellence.

Strategy: Ensure Cloud Vendors have a Service Organization Control Type 2 compliance report.

Measure: Request Vendors to provide the SOC2 compliance documents.

Benchmark: Secure the SOC2 documents from Anthology, Blackbaud, Blackboard, Athena, Square and other cloud vendors.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Vendors were contacted for their SOC2 compliance Documents	Most everyone had one to send or sent links to the documentation.	Assurance of compliance was achieved

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.

Alignment: The outcome is related to the core values of servant leadership and characteristic excellence. It also supports the strategic plan items: Goal 2: Enhance our institutional image. 3. Increase student enrollment and retention. & 4. Enhance student services.

Strategy: Implementing/Upgrade hardware and software for 2 CIV rooms in the CIV network.

Measure: Number of rooms upgraded and satisfaction from faculty & students.

Benchmark: 2 rooms will be upgraded and satisfaction rating will be 80%.

Information Technology Center

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Hardware for the 2 rooms was ordered – When they arrived only 1 of them was operational – Working with vendor to replace the non-working one.	The technology industry is struggling with component shortage which is impacting the production & delivery of a various technology devices.	Updated equipment was installed in 1 of the rooms on campus. Better Video & Audio experience was achieved Faculty and Students feedback reflects better experience and satisfaction with the new equipment.

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

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 use the donor appeal rates goal attainment rates to measure our effectiveness.

Benchmark: Donor response improves 10% of the previous year’s appeal.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met benchmark	The Providence Fund exceeded the goal of \$1,250,000, with a total of \$1,260,000.	Having a more consistent message of the Providence Fund.

Strategy 2: Focus on Giving Tuesday, starting a program with social influencers to raise \$200,000, in December, 2020. We have for the first time \$100,000, as a matching goal.

Measure: We will assess the social media, email, and direct mail appeal strategy by examining the metrics of social media shares, open rate, click rate, direct mail response, and the gifts made through each medium.

Benchmark: The ultimate benchmark for this is reaching the \$200,000 goal.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met benchmark	We surpassed the goal of \$200,000 with a total of \$253,000.	Reach out to more potential donors in preparation for the event.

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, and letters.

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>
Met benchmark	We ended the year with a donor retention rate of 65%.	Following our procedures to see if we can duplicate the results.

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>
Did not meet benchmark	We added four new DeMent Society Members.	Clear any confusion on the DeMent Society. Created new branding for the program.

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.

New wealth screening software annual subscription.

Institutional Strategies

Alumni Relations

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 connections between alumni and the institution.

Rationale: The Alumni Relations 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: Communication with alumni. – We notify alumni of various regional and national events for alumni. This office also sends birthday cards to alumni and sympathy cards to them or their families. Regional chapters organize annual meetings for alumni. We also work with the Communications team to communicate with alumni through Vision magazine and other platforms.

Measure 1: Regional Alumni Chapter Attendance – We measure the effectiveness based on the attendance of regional chapter gatherings. Regional alumni chapters turn in paperwork as to how many attended the chapter meeting. This total is reflected in the President's Annual Report and the annual Alumni Officers Handbook.

Benchmark: Increase in attendance by 5%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
NA	We canceled the regional chapter gatherings for the 2020-2021 academic year because of the COVID-19 pandemic.	Develop an alternative strategy for gatherings in case they are canceled for the same or similar reasons.

Measure 2: National Luncheon Attendance – We measure the effectiveness on SBC annual national alumni luncheon attendance.

Benchmark: Attendance is influenced by location of the annual SBC gathering (geography), regional economies (church budgets), anticipated program of the SBC (election of SBC president; possible controversies), and number of alumni in the region of the SBC meeting.

Alumni Relations

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
NA	We canceled the annual SBC gathering for the 2020-2021 academic year because of the COVID-19 pandemic.	Develop an alternative strategy for the annual SBC gathering in case it is canceled for the same or similar reasons.

Measure 3: Alumni financial donations and/or number of alumni participating – We measure the effectiveness based on annual alumni financial donations and/or number of alumni contributing.

Benchmark: Alumni contributions and number of alumni contributing.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2.34% alumni gave to all funds.	Percentages increased under the new management that began on February 1, 2021.	Continue to engage alumni with phone calls, emails, and personal visits.

Outcome 2: Expand Participation Among Alumni Supporting Their Alma Mater

Rationale: The Alumni Relations Office is the primary contact between alumni and NOBTS. Efforts to develop increased participation among alumni to support their alma mater continue 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: Increase total number of alumni participating in regional alumni Reunions and the summer National Alumni and Friends Luncheon.

Measure: We keep attendance records reported from the regional alumni chapter Reunions and the National Alumni and Friends Luncheon.

Benchmark: We would like to see a 10% increase in attendance.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
NA	We canceled the annual SBC gathering for the 2020-2021 academic year because of the COVID-19 pandemic.	Develop an alternative strategy for the annual SBC gathering in case it is canceled for the same or similar reasons.

Strategy 2: Increase the total number of alumni contributing any amount to their alma mater.

Alumni Relations

Measure: We keep records via annual reports from Raisers Edge regarding the total number of alumni contributing any amount to their alma mater.

Benchmark: We would like to see a 5% increase in total number of alumni contributing to their alma mater.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2.34% alumni gave to all funds.	Percentages increased under the new management that began on February 1, 2021.	Continue to engage alumni with phone calls, emails, and personal visits.

Strategy 3: Increase the total amount given by alumni to their alma mater.

Measure: We keep records via annual reports from Raisers Edge regarding the total amount contributed by alumni to any aspect of their alma mater.

Benchmark: We would like to see a 10% increase in total amount of alumni contributions to their alma mater.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The total amount received FY to 8/31/21 was \$1,734,749.47.	The total amount received FY to 8/31/20 was \$480,473.70.	Continue to engage alumni with phone calls, emails, and personal visits.

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.

Evaluate the current computers in use by the Alumni Relations and Church-Minister Relations Team for replacement: the current technology in the office has been rebuilt several times over the past 9 years; the printers and desktop computers are outdated.

Relaunch the Alumni Officers Training Workshop: this builds relationships between the Director of Alumni Relations and the officers serving that year, as well as between the officers themselves and the national alumni leadership team; it also provides on-site, real-time training for the use of communication tools by regional officers and the beginning of planning for regional chapter meetings; doing this chapter-by-chapter, officer-by-officer is not feasible; there is no opportunity for alumni officers to see personally the current state of their alma mater, here personally from current students, visit personally with the President, hear personally from current faculty and key administrators, brainstorm and learn from each other about effective Reunion gatherings, and be challenged personally to deepen their loyalty to their alma mater.

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 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 Gatekeeper to highlight job postings and connect with students to make them aware.

Measure: We will use the Gatekeeper and our website, as well as direct conversations.

Benchmark: Connect with at least 5 students or alumni per week to share information about services in the CMR office.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Gatekeeper was used but not consistently. It is undetermined how many students were directly communicated with given the department transition.	Adding consistency to the CMR responsibilities will alleviate most of the misses that occurred the last year.	Updating the current jobs weekly will help remind students/alumni that this is a beneficial resource for them. Increasing direct communication with them will reinforce that, as well.