

President's Annual Report 2019



NEW ORLEANS
BAPTIST THEOLOGICAL SEMINARY



LEAVELL
COLLEGE

Table of Contents

Mission Statement & Core Values	1
Office of the President	2
Office of the Provost	4
Office of Graduate Studies	7
Office of Leavell College	10
Office of Enrollment	12
Office of Institutional Effectiveness	14
Office of the Dean of Students	16
Office of Business Affairs	19
Office of Information Technology	20
Office of Institutional Advancement	22

Mission Statement

New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission

Core Values

Doctrinal Integrity

Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

Spiritual Vitality

We are a worshiping community, emphasizing both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

Mission Focus

We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

Characteristic Excellence

What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

Servant Leadership

We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.



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March 2020

Dear Trustees,

Greetings, I hope that each of you are doing well. Under normal circumstances I would be writing to tell you of all the items of business our team has been working on. But as it has been with all of you, our world has been turned upside down due to the COVID-19 pandemic and the fallout here in New Orleans. God's hand has been so clearly evident with us. Our students are pressing on, our faculty has been exceptionally pastoral, our administrators have worked tirelessly, and our donors have been standing with us. It has been overwhelming, but I could not ask for anything more from the LORD. Like Samuel I can say, "Thus far the LORD has helped us" (I Samuel 7:12). While the circumstances are dire and the moment is difficult, I am continually reminded that we rest in the hands of the Sovereign God who cares for His people and watches over the school of Providence and Prayer.

Over the past few weeks we have worked hard to ensure our campus residents' safety, started work on revising the original budget for the next academic year, and have completely transitioned all courses to online formats. But as you will see below, we have also made great strides in recent months to advance the mission of this institution.

Since my election last June, we have been running hard to accomplish the plans that I outlined with you in my four initiatives. I am anxious to turn my attention to these initiatives again, and look forward to cabinet meetings that are not focused on responding to COVID-19. However, let me provide a brief summary of what we have been doing as an institution up to this point.

We have moved Leavell College into new office space and have provided them a front row seat in the institution. They are reviewing their curriculum to develop additional degrees to meet the needs of our college students.

We have also collected all the parts and pieces of recruiting, admissions, student success, and public relations into one department. The intention is ensure a streamlined process from the moment a prospective student connects with us to me handing them a diploma as they cross the graduation stage.

You have heard me say many times how much I have come to love the city of New Orleans and the NOBTS/Leavell College family. We have been working hard to retell the story of this beautiful institution and her people. As soon as we are able to move past the immediate dangers of this virus we will redouble our efforts to tell people what an incredible place New Orleans is to prepare for ministry.

Finally, I can say with confidence my schedule has been filled with opportunities to connect with denominational leaders, pastors in the trenches, and the Southern Baptists that are faithfully serving everyday where God calls them. Reconnecting NOBTS and Leavell College with the denomination has been a part of the work that has come to us as I have been invited to speak in multiple places and travel to a variety of events to serve the churches of the SBC. I am looking forward to getting on the road again as soon as this moment passes.

The Cooperative Program is essential to our work. You represent the cooperative nature of the SBC, and we need that today more than ever. Please continue to provide leadership to your churches to support NOBTS and Leavell College through the Cooperative Program.

Pray for us as we navigate the days ahead. Know that we are praying for you as you lead your churches and businesses through a difficult season. I rest in the hope that God is our refuge and strength. I want you to be assured that I have great hope for what God is doing and will continue to do through New Orleans Baptist Theological Seminary and Leavell College. I know we will continue to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.

In Him,



Jamie Dew
President

Office of the Provost

Executive Summary of Academic Programs and Centers

Improvements/Accomplishments in 2018-19

- High enrollment – Last year NOBTS trained 3,803 students in the various academic programs, continuing a trend of historically high enrollment for the school. Student enrollment continues to shift towards the online program and towards the shorter MA degrees.
- Record student-fee income – The academic programs produced a record student-fee income of approximately \$9.5 million in 2018-19. Student-fee income for the current year seems to be on track with last year's pace.
- Growth in the research doctoral program – The research doctoral program finished with 190 students last year, which was an all-time high. In the current year, these numbers seem to be on track to maintain that growth. Students are able to take virtually every major from a distance now through either synchronous video or limited trips.
- Extension Center Moves – Over the summer, NOBTS moved the North Georgia center from the Johnson Ferry location in Marietta to Cross Pointe Church in Duluth, GA. This move places the center closer to our Korean location, gives dedicated space for the center which can be used throughout the week, and provides an easier-to-reach location. In addition, the Birmingham center was relocated from The Church at Brook Hills to Valleydale Baptist Church.
- Evangelism Efforts – The seminary remains committed to evangelism in many ways. Through the Global Missions Center, Dr. Ken Taylor led NOBTS students to share the gospel in Brazil along the Amazon river in two separate trips, resulting in approximately 350 professions of faith. Students receiving the Caskey Center scholarships had 7,894 gospel conversations, resulting in 1,126 professions of faith.
- Growth in the MA programs – In line with trends in theological education at large, NOBTS continues to see growth in the MA programs. Last year, we had an increase of 26% in enrollment in our MA programs.
- Technology Changes – The seminary has transitioned to a new library information system this fall and is working towards the first major shift in our student information system in more than twenty years.
- Productive Counseling Center– The Leeke Magee Christian Counseling Center remains a vital part of the ministry at NOBTS. Last year, 2,980 people received counseling. Our faculty and students provided over \$150,000 worth of pro-bono counseling for NOBTS

and the community. Spiritual issues or the Bible were discussed in session 3,358 times during these sessions.

- *Academic Engagement* – Our faculty remains engaged in the larger academic world. In addition to the usual participation and presentation in academic conferences by our faculty during the year, The Baptist Center for Theology and Ministry published two issues of the *Journal for Baptist Theology and Ministry* and coordinated the Southwestern Regional Meeting of the Evangelical Theological Society and Evangelical Philosophical Society in the spring. The Institute for Faith and the Public Square hosted two conferences; one focused upon immigration, and the other focused on capital punishment. Finally, the H. Milton Haggard Center for New Testament Textual Studies continues to be a leader in the field of textual studies in North America and the world. The HCNTTS now houses the largest on-site collection of NT Greek manuscripts in microfilm and digital formations in North America outside of the Library of Congress.

Key Challenges and New Initiatives in 2019-20

- *Focus on Leavell College* – While Leavell College has been an important part of the seminary, we have intentionally not focused on the college for a variety of reasons. The president's emphasis upon the college has created momentum for the college. The Leavell College offices were relocated in the first part of the 2020 spring semester in a more visible and welcoming location. In addition, the faculty are developing new degrees that will be presented at the trustee meeting in April. These degrees are designed with traditional students in mind with a great deal of flexibility in the curriculum.
- *Focus on Enrollment Process* – As a part of the president's vision for the seminary, the enrollment process and team have been reorganized under the Vice President for Enrollment, Dr. Larry Lyon. The focus has been on streamlining the process and eliminating any inefficiency.
- *Declining Extension Enrollment* – As the focus shifts from accessibility to learning on the campus, we will be evaluating closely the extension center system. NOBTS has a wide-reaching extension center system, but the enrollment in these centers has declined steadily in recent years. We have closed three centers in the last two years and will continue to monitor the extension center enrollment closely.
- *Managing a Presidential Transition* – NOBTS has been blessed with presidential stability; thus, the transition of a president is a new experience. I am pleased to report that the faculty, staff, and students have welcomed the Dews in a remarkable way, and we see God's hand in the transition. Faculty are excited about the new vision being articulated, and we are moving forward together.
- *Managing Faculty Needs and Budget Limitations* – In recent years, many faculty retired or shifted to roles of decreased responsibility. NOBTS is still adjusting to what it means to have fewer faculty. The Distinguished Faculty role and the two recent grants allow us

some time for transition, but we still must adjust to the new reality. We want to be careful not to hire so many faculty that we strain our budget, but we remain committed to providing students a quality experience. Hopefully, some growth in enrollment and giving will allow more room in the budget for faculty needs in the coming years.

- *Establishing the Accelerated MDiv and Accelerated BA + MDiv* – We have two relatively new programs that we think will benefit students greatly. Much of the next few years will be spent helping people understand these programs and working out policies that allow them to flourish.
- *Managing the various delivery models for NOBTS* – NOBTS has been experimenting with different models of delivery in recent years, including NOLA2U Live and NOLA2U Flex. We have identified some communication issues with students regarding the types of courses we offer and are adjusting our plans for the coming years. We will continue to remain responsive to student needs in every way possible but we anticipate using the Flex model more frequently than the Live model

Office of Graduate Studies

Introduction

The Graduate Studies Program at New Orleans Baptist Theological Seminary exists to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. We have a world class faculty who are experts in their academic fields, and who are excellent practitioners in the local church. In the report below, you will see just a few highlights of this incredible institution and faculty.

The Numbers

Graduate Enrollment/Head Count		
	Year ending 2018 (2017-2018 Academic)	Year ending 2019 (2018-2019 Academic)
On-campus	1,056	1,085
Online	500	538
Extension Ctrs	506	487
Total	2,062	2,110

Graduate Hours Taken		
	Year ending 2018 (2017-2018 Academic)	Year ending 2019 (2018-2019 Academic)
On-campus	11,701	11,569
Online	7,021	6,964
Extension Ctrs	3,290	3,061
Total	22,012	21,594

Both charts are representative of year end numbers and exclude all Prison programs.

Highlights

In the 2019 academic session, 63 Trustee-elected faculty and 107 adjunct faculty taught 1,589 Masters level students and 521 doctoral students who were enrolled in 17,856 and 3,738 credit hours respectively. Both the Masters and doctoral student enrollment for 2019 increased slightly (by 39 and 9 respectively). Doctoral-level cumulative credit hours increased (2.5%) over the previous year (+9 hours), while the Masters-level credit hours showed a slight (2.8%) decline (-511 hours) over previous year.

According to the numbers, the graduate program continued the same trend from the past several years—a slow decrease in graduate hours taken. However, overall enrollment/head count increased slightly overall with a small increase on-campus.

The seminary has taken specific actions in recent years to reverse the trends. Approving an Accelerated MDiv, allowing MAs to transfer into the MDiv, offering new and improved course delivery methods (like NOLA2U), expanding the Mentoring Program, and developing

partnerships with church-based Schools of Ministry are just a few steps taken to help increase enrollment and hours taken.

The number of NOLA2U courses increased from 16 courses in 2017-2018 (total enrollment of NOLA2U was 52 students) to 36 courses in 2018-2019 (total enrollment of NOLA2U was 181 students). A total of 55 NOLA2U courses are on the current schedule for 2019-2020.

Various Division Highlights

Theology and Historical Studies – The T&H Division members had an active year. We had our inaugural student in the Apologetics PhD major and launched Church History concentration as part of Theology major. In addition to holding leadership positions in 4 academic Institutes or organizations, Division members spoke at 13 conferences and organized 3 conferences. Members presented 14 papers in academic settings and wrote 16 articles or book reviews, with an additional 2 articles appearing in peer-reviewed journals. Finally, Division members published 1 book, submitted an additional 4 books for publication, and were contributing authors to 7 volumes. In the local church, members serve as pastors, worship leaders, deacons, chaplains, pulpit supply, and community compassion ministry volunteers.

Pastoral Ministry – Students in the Supervised Ministry 1 Personal Evangelism courses and the Caskey Center Personal Witnessing Practicum courses had 14,380 Gospel conversations resulting in 1,675 salvation decisions. Dr. Ken Taylor, Professor of Urban Missions, led two mission trips to Brazil with Amazon Hope consisting of approximately twenty NOBTS students to villages along the Amazon River resulting in more than 300 salvation decisions.

Discipleship and Ministry Leadership – Completed curriculum review resulting in at least three approved recommendations: (1) Revised and aligned the MDivCE, MDiv Collegiate Ministry, and MDiv in Christian Leadership; (2) Proposed the MA in Ministry Leadership to meet the unique needs of selected staff especially executive pastors and second career ministers; (3) Merged and streamlined courses within the Ministry to Women and Collegiate Ministry concentrations. Also, Expanded involvement in professional organizations. Presented at Society of Professors in Christian Education (SPCE), Association of Youth Ministry Educators (AYME) Baptist Association of Christian Educators (BACE), and multiple conferences and conventions.

Church Music – 19 students in the DMA is an incredible number with the limited number of faculty. Also, the division proposed a Bachelor of Arts in Worship degree, revised the Bachelor of Arts in Music with an Emphasis in Worship, and proposed a new worship minor. Music faculty members, particularly Ed Steele and Mike Sharp, are consistently involved in international training of worship leaders in Cuba, Zambia, Armenia, Colombia, and Canada.

Biblical Studies – A recent, female PhD graduate offered a testimony of her personal experiences in the program. She shared how her graduate work in languages motivated her to dig deeper into the Word of God. Now she has completed her PhD and attended national ETS in San Diego, giving a paper on biblical intertextuality that derived from her dissertation. She was very grateful to the BS faculty for their investment into her studies.

Church and Community Ministries – Kevin Brown elected President of the North American Association of Christians in Social Work. Kathy Steele appointed Chair of the LPC Board of Examiners in Louisiana (Licensed Professional Counselors). Ian Jones is Executive Director, Board of Christian Professional & Pastoral Counselors, International Board of Christian Care. Kristyn Carver was featured at the November annual event of Show Hope, an adoption support organization started by Steven Curtis Chapman. She helped organize TBRI training in Louisiana in all 9 regions, resulting in the training of nearly 2,000 professionals and foster parents in the last 12 months. Dr. Carver equips the trainers on a monthly basis.

In Conclusion

The future for NOBTS is exciting! Though growth has seemed slow at times in the past decade, the faculty and administration made many decisions over the past two years that prepared the way for our new President and his administration. There is great anticipation for the days ahead.



Introduction

Leavell College exists to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. We are excited about God’s continued work in and through the college. In addition, we are excited about the new emphasis placed upon the college by our President, Dr. Jamie Dew.

The Numbers

	Enrollment/Head Count	
	Academic Year 2017-18	Academic Year 2018-19
On-campus	495	583
Online	169	173
Extension Ctrs.	290	237
Prison/Cert.	690	675
Total	1644	1668

	Hours Taken	
	Academic Year 2017-18	Academic Year 2018-19
On-campus	4621	5181
Online	3198	3240
Extension Ctrs.	2807	2144
Prison/Cert.	8845	7060
Total	19471	17625

Matters of note:

- *This chart is representative of year end numbers for the academic years presented.*
- *Continued growth is seen in the on-campus and online areas.*
- *Courses were not offered at one of the prison sites during one of the semesters of 2019 which impacted the prison numbers significantly.*
- *The off-campus extension centers experienced a decline in enrollment and in hours taken.*

Highlights

New Focus: When Dr. Dew was elected President, he identified Leavell College as “priority #1.” As a result, the college has received much focus. A new logo has been developed which helps give the college an identity that aids in marketing and recruiting. New offices are being built in the former LifeWay space to provide a more efficient working/ministry environment and to provide a more visible place. A distinct website address has been secured the website is

currently under revision (www.leavellcollege.com). In addition, curriculum continues to be developed to expand the current offerings. A specific recruiting strategy and retention strategy for the college is being developed.

New Curriculum: The Leavell College faculty sought to revise the curriculum by developing a core of classes taken by all students, focusing the degrees upon preparation for spiritual formation and kingdom impact, and emphasizing the preparation for ministry as well as graduate work. Currently, the Bachelor of Arts degree is being offered with majors in Christian Ministry, Biblical Studies, Psychology/Counseling, and Music with an Emphasis in Worship. In addition, the Associate of Arts degree is offered with an emphasis in Christian Ministry. These new degrees are being implemented as of August 2019. Additional majors are being developed for approval and implementation in the upcoming year. These majors include Pastoral Ministry, Worldview and Apologetics, and Worship Ministry.

Accreditation: Leavell College continues to strengthen both our assessment process on campus and our representation at national conferences regarding SACSCOC. The faculty has adopted a plan that not only meets the accreditation standards but aids in the consistent improvement of the college. In addition, Drs. McGehee, Vandercook, and Strong were invited to present at the annual SACSCOC meeting. The session was titled “Starting Over: Reinventing Your General Education Assessment Process.” They have also been invited to present at the 2019 annual meeting a session entitled “Developing a Common Rubric to Assess General Education Competencies.”

In Conclusion

We look back with great joy in seeing all that God has done in Leavell College and through Leavell College. With much anticipation we look forward. The year ahead is going to be one of continued expansion for the college – expansion of curriculum, expansion of the retention process, expansion of the publicity of the college, and expansion of the ministry impact of Leavell College. We covet your prayers for our students and for the ministry of Leavell College.

Office of Enrollment

The Division of Enrollment was created in the summer of 2019. The division was created to bring together various offices and strategies related to student success. Larry Lyon was hired by Jamie Dew shortly after his election as the new president in June 2019 to oversee the new division. Lyon began his role as VP of Enrollment in July 2019. Enrollment is comprised of recruiting, admissions, financial aid, registrar, advising, and marketing and communications offices. Each office is tasked with developing and implementing strategy that will serve students in every phase of the student lifecycle. The goal of the division is to increase overall student success through increased enrollment, higher retention rates, and improved graduation timelines for students. The division further focuses on presenting marketing efforts to increase main campus enrollment as well as rebranding the story of the institution in the city of New Orleans.

Admissions

The previous Enlistment Office was changed to the Office of Admissions in the fall of 2019. Admissions now oversees recruiting and the admissions processes for the undergraduate and graduate programs of NOBTS and Leavell College.

- Office and staff reorganization
 - Combined undergraduate and graduate admissions
- Increased emphasis on Leavell College recruiting and enrollment
- Increased emphasis on Lifeway Collegiate Week for graduate recruitment
- Focused work on implementing new Student Information System
- The Gospel and the City (Preview Day pre-conference)
- Extensive travel for recruiting

Financial Aid

- Distributed Tuition Opportunity for Public School (TOPS) scholarships to 26 students totaling \$78,334.
- Administered Women's Auxiliary Scholarships to 15 students totaling \$14,900.
- Administered Presidential Scholarships to 20 students totaling \$60,535.
- Awarded New Student Scholarships to 41 students totaling \$43,800.
- Awarded Missionary Scholarships to 63 students totaling \$72,725.50.
- Awarded Music Scholarships to 96 students totaling \$57,050.
- Awarded African-American Student Scholarships to 250 students totaling \$265,833.
- Awarded African-American Students in North Georgia Scholarships to 44 students totaling \$73,597.
- In Spring 2019, awarded 428 Current Student Scholarships (not counting the students who received Presidential, Women's Auxiliary, and New Student awards) totaling \$333,640.
- In Fall 2019, awarded 409 Current Student Scholarships (not counting the students who received Presidential, Women's Auxiliary, and New Student awards) totaling \$392,000.

Communications

- The staff provided support and promotion during the presidential search process and the announcement of the new president, Dr. James K. Dew Jr.
- The office created a new logo and implemented marketing and promotional strategies for Leavell College. The strategy included website upgrades, branding updates for “The Gatekeeper” and “Current,” and “Vision.”
- The office completed a significant redesign of the Vision magazine
- Gary Myers, director of communications, was recognized by the Baptist Communicators Association with a second-place award in feature writing.

Initiatives for 2020

- Increase leads/inquiries through new methods of lead generation during recruiting travel
- Increase application starts to all degree programs of NOBTS and Leavell College
- Redesign funding formula for Financial Aid to better serve incoming and at risk students
- Increase training and materials for extension center directors and staff to increase enrollment
- Increase awareness of graduate and online advising opportunities
- Increase accessibility and improve visualization of data related to student enrollment
- Redesign the online application and application process for all degree program of NOBTS and Leavell College
- Storyboard, shoot, and release 3 recruiting/marketing videos
- Redesign and print new viewbooks detailing Leavell College, graduate studies, and doctoral programs
- Implement new student information system for use with recruiting, admissions, and retention

Office of Institutional Effectiveness

What We're Doing –

- Coordinate the work of the Assessment Oversight Committee (AOC) in implementing institution-wide assessment.
- Train Assessment Oversight Committee members to develop an ethos of assessment at NOBTS.
- File substantive change petitions and other various petitions concerning new degrees, location changes or closures, etc. as needed to SACSCOC and/or ATSCOA.
- Coordinate information gathering for annual data reports to SACSCOC and ATSCOA.
- Coordinate the student evaluations for all courses.
- Administer the undergraduate general education tests.
- Maintain authorization from the state board of education in each state we have physical classes.
- Maintain enrollment in NC-SARA to permit internet classes in all states.
- Maintain faculty jury process for assessing each degree program triennially.
- Collate responses from different offices for various SBC reports.
- Collate and publish the assessments of each unit in the *Quality Improvement Report (QIR)*
- Collate and publish for the Trustees the *President's Annual Report*.
- Maintain and update student achievement data on NOBTS web pages.
- Collate and maintain the most recent NOBTS Strategic Plan.
- Maintain a corrected copy of the Trustee Manual.
- Collate, send in, and publish IPEDS Contours data.
- The Steering Committee for the 2022 SACSCOC Fifth Year Report has been chosen (Lemke, Shaffer, McGehee, Grubbs, Rivers, Vandercook, Shoener, Garrett) and initial training provided.

Comparison to Prior Years –

- We are in the best position regarding accreditation that we have been for many years. We have no notations, report backs due, or any other negative action by any of our three accrediting agencies.

Relation to Mission Statement and Initiatives –

- Reviewing and changing the mission statement meets standards of both ATS and SACS.
- All new reports will be related to the new mission statement.
- The four initiatives will be reflected in the strategic plan.
- Student achievement thresholds are being rewritten to reflect the new mission statement.

Working Well – We are developing a good reputation in assessment, as indicated by the following --

- NOBTS personnel have made five presentations at ATS or SACS meetings, and have manned a number of reaffirmation committees.

- At the advice of accreditation agency personnel, at least three institutions have come to NOBTS to model their assessment process after ours.
- Having the VP for Assessment on the ATSCOA Board has been helpful in connecting with ATS.

Adjustments – We have made several adjustments to make the job of assessment less burdensome and more sustainable for faculty –

- Reduce degree program juries from one each two years to once each three years.
- Reduce number of Assessment Oversight Committee meetings.
- Simplify the President’s Annual Report process, requiring significantly less writing.
- Reduce unnecessary embedded assignments for degree program assessment.
- Consider reducing the membership of AOC.

Needs Attention --

- Complete the *QIR* and *PAR* for publication.
- Improve the data and reporting of the student success data.
- Begin understanding what is required and collect data for the 2022 SACSCOA Fifth Year Report.
- Assist the Counseling department to achieve CACREP accreditation.
- Develop and implement a succession plan in the IE office.

Office of the Dean of Students

The mission of the Student Affairs division, led by the Office of the Dean of Students, is to serve and encourage members of the NOBTS family in physical, social, and spiritual development and to coordinate all facets of student affairs at NOBTS and Leavell College. The main areas of responsibility for this administrative division are Student Affairs, Student Life, and Recreation Services. We maintain close cooperation and coordination with the Financial Aid office and the new Office of Student Success, though their functions moved to a new administrative division in the 2019-2020 school year. The Student Affairs division is led by the Associate Vice President for Student Affairs and Dean of Students, Dr. Craig Garrett. The administrative staff includes the Director of Student Services, the Student Life Director, the Recreation Director, the Women's Life Coordinator, and the Women's Liaison for Student Affairs. Our goal is to give life and direction to the "other education" that NOBTS and Leavell College students receive outside the classroom and to support and develop more mature leaders for churches and other ministries where they will serve.

In the last academic year, the Student Affairs division is proud to have achieved some important milestones. A few highlights of our year include

- Hosted a record 400+ campus family members for our annual Crawfest crawfish boil
- Hosted student events like Ice Cream on the Quad with the president, campus outdoor movie nights, The Great Pumpkin Games, a Holiday Market for student arts and crafts, and partnered with student IMB mobilizers for a week of prayer and activities for international missions
- Facilitated "Welcome Week" for the Fall and "Welcome Back Week" for the Spring semesters. Activities included a board game night, football combine activities, a cookout, trivia night, sports tournaments, video game tournaments, Men's Fellowship, Women's Fellowship, and a Pool Luau.
- Coordinated intramural basketball, flag football, and Ultimate leagues with approximately 150 participants
- Installed new Air Conditioning in the basketball gym that will enable us to stay open all summer for recreational activities. This replacement of an old, failing HVAC system means that we will no longer have to close the gym when inside temperatures exceed 90 degrees, an occurrence on at least half of our summer season days for the past few years.
- Logged over 4,000 individual entry swipes at the rec center for the year. This and other recreation center accomplishments support our Quality Improvement goal (QIR) to help NOBTS students, faculty, and staff develop and maintain a healthy and active lifestyle and 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.

- Conducted just short of 1,000 academic advising sessions. Over 75% of these were delivered by phone or synchronous video conferencing, which is supportive of our Quality Improvement goal (QIR) to provide access to student services for all students regardless of the delivery system -- on campus, extension, or online. It also supported our Strategic Plan goal to improve student retention (3,g)
- Trained over 100 students in personal financial stewardship and facilitated over 30 individual pro bono meetings with financial advisors. These activities supported our Quality Improvement goal to educate and equip students to adequately manage their finances.
- Coordinated with faculty to reach out to students at risk for failure or dropout
- Maintained and grew an active peer discipleship program with over 30 mentorship pairs. This activity supported our Strategic Plan goal to improve student retention (3,g)
- Women's leadership coordinated a Christmas Tour of Homes, a campus date night, monthly women's gatherings, and represented NOBTS at events associated with the SBC Annual Meeting in Birmingham.
- The Abide Women's Conference was a major success and is set to grow for next year.

Under Dr. Dew's leadership, and after a good deal of research into existing, similar programs, we have begun planning in earnest for an undergraduate house system that will completely reorganize the way we deliver undergraduate student life. All traditional-age undergraduate students will be divided into one of three houses with significant Christian namesakes. The goal is to establish these houses as the vehicles for most of the student life and student development in Leavell College. Each house will challenge students to achieve high academic excellence, to grow spiritually together, and to serve their community. Leadership will come from the student leaders of each house under the guidance of staff in the Student Affairs division. It is a significant reorganization, but one that we believe will train and empower or younger students for leadership in exciting ways. Leader selection has begun, and we plan to roll out the system in the Fall 2020 semester.

Additionally, the coming year will see an increased and reorganized student life office and function. We will be moving to new, larger office space over the summer, which will allow us to integrate student leaders and their teams into the student life process in an increased capacity. The transition of the Financial and Academic Success functions to other divisions will also allow our staff to enhance our Student Affairs operation. We will continue to develop the work of the new Women's Liaison by hosting proactive events on topics related to emotional health and physical safety, as well as education in a number of areas of interest to our women students. We will also increase women's programming through the ministry of the Women's Life Director, bringing women's student life event planning under the umbrella of the Campus Life ministries in an enhanced and increased way. Over the next year, the Student Affairs division will sponsor at least one new Student Advisory Council to give input to the Dean of Students in campus

policy and student life matters. Finally, the Student Affairs staff has begun and will continue a review and revision of all student policies to ensure we are addressing student affairs needs in ways that respond most efficiently and effectively to our changing student body.

Office of Business Affairs

The Business Affairs Office of the New Orleans Baptist Theological Seminary is committed to serve the needs of a growing and expanding community of Christian education. The Seminary is delivering theological education throughout the Southeastern United States. We continue to be cost efficient as we execute our operations. Our challenge is to provide the business structure within which this educational delivery system will continue to function efficiently and effectively in the future.

We are committed to accomplish this task with the resources at hand. One of the challenges that we face each year is matching the right people with the right job. Another challenge is the tremendous amount of turnover. This means that every year we face significant hiring and training issues. By the grace of God and the Lord's blessing we continue to make our office work.

One major change occurred mid-year 2019. Dr. Jamie Dew was called as the Ninth President of NOBTS, coming after the Eighth President, Dr. Chuck Kelley. Pattie Shoener who had served as Interim Vice President for Business since June of 2018 was named by Dr. Dew as the Vice President of Business Affairs. The same commitment to excellence continued throughout the year.

Future Directions

Our management team, staff members, and employees in all areas of Business Affairs have done a superb job this year. We will continue to face the growing challenges of the future with the same level of commitment.

Specific goals for the 2019/20 year include:

- The integration of the new Student Information System for use with student accounts
- The preparation of the 2020/21 budget in accordance with seminary leadership for approval by the NOBTS trustees
- The growth of our MissionLab program including the addition of a partnership with NAMB's GenSend college age outreach
- The continued maintenance of the physical plant including completion projects to accomplish the goals as set forth by seminary leadership, for example:
 - The buildout of the admissions & Leavell College space
 - The relocation of office locations to more efficiently meet the needs of our students and the seminary leadership
 - The renovation of the new President's Office
 - The continued remodel of the President's home

With the good leadership of our trustees, wise counsel of our colleagues and new direction of Dr. Jamie Dew, we will accomplish what will be required for 2019/20. Our commitment is to do what the Lord has called us to do in 2020 just as we did in 2019.

Office of Information Technology

The 2019 year was filled with several significant projects and progress was made in various areas. There are several on-going projects that will continue into the 2020 year.

- *Academic/Classroom Related Projects*

The NOLA2U Flex courses started with the Echo360 classrooms. This technology allows students a choice of watching the class sessions in a live stream with capability to chat with an instructor/facilitator or watching the class session recording at an alternate time. There were 4 classrooms for this delivery model. The ITC offered training for the instructors and facilitated student access to the recording/streaming from their Blackboard Course shell. The feedback from this project has been positive and the Provost requested a 5th room be setup for the Spring Semester of 2020.

- *Network Related Projects*

The camera network on campus was extended to cover the Museum space. Several camera issues were addressed on the network as well. Several parts of this network will need to be upgraded from analog to digital devices in the coming year.

The administrative network was extended to cover the Chapel and Dean of Chapel office space. This replaced a mesh network that was failing. The newly renovated HSC 1st floor was wired for the Admissions and Leavell College offices for phone and computer network connections. Renovations to the President's office required new or moved network lines to facilitate the needs of the office.

The fiber backbone was attacked by the squirrels on campus and damage resulted in the loss of several strands of useable fiber. Several steps were taken to secure the fiber lines and deter the squirrels from further damaging the lines.

Digital security enhancements were instituted on the network firewalls. This included revisiting the firewall policies and redirecting the data traffic through secured ports.

Security for the new student management system was established through the Active Directory on campus with replication to the Azure Cloud Active Directory.

The ITC and CIV departments assisted in the move of the NGA office and classrooms to the new Duluth/Crosspointe Campus. This resulted in a reduction of network requirements and internet services. But increased in the coordination with new hosting sites with the services and support.

The NOBTS public network was improved by reworking the wireless controller configuration and by the upgrade of the internet service line for the network.

The ITC also assisted the Early Learning Center by installing a new network based check-in and door access system.

- *Training Related Projects*

Weekly training for faculty and adjunct faculty was provided by the Center for Technology in Learning (CTL). The CTL also coordinated staff training events with a variety of topics throughout the year.

Students were provided BlueJeans orientation training so that they would have a good experience with this technology.

- *Student Information System – Upgrade Project*
 Much work was put into the Student Information System Migration project. This included setting up a work room for the staff to meet and use equipment while working on the configuration and data validation work. Several week long meetings were held with Campus Management for Business Requirement Reviews, Configuration and Data validation. Subject matter experts from offices – Registrars, Enlistment, Dean of Students, Business Office, Research Doctoral, Professional Doctoral, Financial Aid, Provost office and Information Technology - participated in these sessions. Data migration scripts were written and 3 different data spins were processed by IT and Office staff. The work on this project is anticipated to continue into 2020 with hopes that NOBTS will be able to go live with the application by May of 2020.
- *Telecommunications Related Projects*
 The new Cisco Phone system was implemented and configured according to the needs of the offices. There was staff turnover and training for new personnel around the mid-summer timeframe.
- *CIV Related Projects*
 Statistics of the Annual usage of the CIV network

Total # of CIV Classes	175
Total # of meetings	1,349
Total Hours of Class Meeting Usage	4,360
Total BlueJeans Hours Usage	14,052

There were 2 off campus site CIV moves this year. The NGA classrooms were moved from Johnson Ferry Baptist Church to the Northpointe Baptist Church in Duluth. The Birmingham center moved from The Church at Brookhills to Valleydale Baptist Church. Both of these sites required new network connectivity and configurations. On Campus Donor provided funds allowed the seminary to invest in upgrading 1 classroom to newer Cisco camera/codec equipment and to install a new room in the Sellers Music Building. The Miami site was upgraded using recycled equipment. Training for instructors and site support personnel was provided and weekly meetings to review the issues encountered were held by support staff. NOLA2U Live class students were supported by a collaboration between the ITC Helpdesk and the CIV staff. Each student was contacted and was given a Bluejeans orientation to ensure that they had the best technology experience possible.

Upcoming 2020 Initiatives Include

- Successfully Migrate to new Student Information System
- Successfully implement SIS & LMS integration
- Upgrade Great Plains to cloud version
- Upgrade Employee Time System to cloud system
- Install CIV Equipment at Angola
- Upgrade Multi-Function Devices
- Extend NOBTS_PUBLIC Network to several buildings
- Expand the use of ECHO 360
- Continue to migration Blackboard Courses to Ultra Course version
- Install new Camera system in HSC

Office of Institutional Advancement

The Office of Institutional Advancement serves as the fundraising arm of the seminary. The purpose of OIA is to recruit and develop donors providing the strategies, emphasis, and opportunities that allow individuals and organizations to invest resources into the goals and purposes of the institution. As of December 1, 2019, Dr. Mike Wetzel (D. Min.'99) became the Vice President of Institutional Advancement, leading these efforts.

The Second Century Initiative, which began on September 22, 2014, remains paused due to the multiple executive leadership transitions. This comprehensive campaign remains dormant until our new executive leadership team determines a targeted re-launch date.

1. Giving Report

A total of 1,447 constituents gave \$6,508,762 during the 2019 calendar year to 11/30/19. Alumni, with 678 individuals giving \$395,059 to their alma mater, were integral in attaining the level of gifts received. The constituent database was increased by 980 new constituents. Of these, 281 new donors gave \$207,725

Providence Fund

During the 2019 calendar year to November 30, \$775,505 was received for the Providence Fund.

2. Development Activities

Alumni Relations

- 650 attended National Alumni & Friends Banquet / Kelley Retirement Program in Birmingham
- 10 regional alumni chapters held annual alumni reunions
- Maintained and communicated with alumni through 16 different, regional (and some degree specific) Facebook pages

Women's Auxiliary

- The Director of Donor Relations coordinates the efforts of the Women's Auxiliary of NOBTS.
- The Women's Auxiliary Endowment reached \$157,954.13, as of 11-27-2019.
- 15 students received the Women's Auxiliary Scholarship in 2019 totaling \$14,900.00 awarded.

Thanksgiving Card

The Office for Institutional Advancement mailed 2,051 Thanksgiving cards to donors.

President's Christmas Card

The Office for Institutional Advancement mailed 1,744 President's Christmas Cards.

President's Annual Christmas Dinner

The President's Annual Christmas Dinner was held on campus in the River City Cafeteria on Thursday, December 5, 2019. There were more than 150 guests in attendance. This was Dr. Jamie Dew's first formal donor function on the New Orleans campus.

Additional Information and On-Going Activities

- NOBTS Leadership Luncheon hosted keynote Pat Williams, SVP of NBA's Orlando Magic. During our April gathering, 59 were in attendance. The expressed purposes of these meetings are for building up the greater New Orleans professional community with faith-based leadership principles.
- Scholarship Annual Reports were mailed to 257 plus donors following the annual audit. Thank you notes from students were mailed to the over 209 donors in the spring and over 175 donors in the fall.
- Providence Fund direct mail plan continues to inform our alumni and friends as to how they can partner with NOBTS and Leavell College.

3. Grant/Foundation Support

We entered into the second year of a three-year grant from the Baptist Communities Ministries Grant. This grant totaling \$1,005,000 supporting the areas of early childhood learning and community development.

Kern Foundation grant is a 5-year grant totaling \$486,500. The grant supports the Accelerated BA + MDiv program which allows students to get a BA and MDiv in 5 years. The grant is aimed at students who wish to pastor in the US and are 18-21. We will use the resources for personnel to operate the grant, promotional costs, and scholarships.

4. New Orleans Baptist Seminary Foundation

The New Orleans Seminary Foundation continues to provide invaluable assistance in the fund-raising program of the Seminary. Current membership stands at 129. There were 68 members, spouses and guests present at the Foundation Board meeting in March, 2019.

The Acting Vice President for Institutional Advancement worked with the Director of Donor Relations and the Chancellor in coordinating the Foundation Board Meeting. There were more than 104 guests on Friday night and Saturday.

The Foundation Board voted to add 2 new members at the March 2019 Board meeting in New Orleans.

The Foundation Board Forum was August 13, 2019 to brainstorm and develop new possibilities for 1) recruiting members, specifically those belonging to younger generations and 2) ways to be further involved in the seminary and its mission. 25 members of the Board attended.

5. Goals for 2020

2020 needs to be a year of building a stronger financial base. To do this, I suggest that the following goals be accepted.

The foundation board needs to enroll between 5-10 new members annually.

Working with the Office of Alumni Affairs, we need to move the percentage of alumni financial support from 1% - 2 %.

The goal of hopefully reaching the Providence fund, needs to become a consistent reality, of meeting the annual goal.

We need to find and apply to grants that we are uniquely qualified to receive.