

Annual Report 2017



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SBC Mission Statements

SBC Mission Statement

The Southern Baptist Convention exists to facilitate, extend, and enlarge the Great Commission ministries of the Southern Baptist churches, to the glory of God the Father, under the lordship of Jesus Christ, upon the authority of Holy Scripture, and by the empowerment of the Holy Spirit.

SBC Seminaries Mission Statement

Southern Baptist Theological Seminaries exist to prepare God-called men and women for vocational service in Baptist churches and in other Christian ministries throughout the world through programs of spiritual development, theological studies, and practical preparation in ministry.

The NOBTS Mission Statement

The Mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries.

Core Values and Target

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.

Our Target: Healthy Churches

The health of a Seminary is determined by the health of the churches that its graduates lead.

Seminary Executive Summary



Dr. Chuck Kelley

Dear Trustee,

One hundred years ago the Southern Baptist Convention made one of the most radical decisions in its history. The 1917 SBC decided to start a seminary in the city of New Orleans. The decision to create a new school was unprecedented but not that radical. Putting this new school in the city of New Orleans, however, was radical then and remains radical today. New Orleans was not Baptist, not evangelical, and not Protestant. Even the culture and food of New Orleans was unlike the rest of the United States. New Orleans was so different from Southern Baptists and the rest of the country that many suggested this action would help the International Mission Board learn how to start a seminary in a foreign country.

Why did the SBC make this radical decision? For the sake of the Great Commission. The Mississippi River made New Orleans a city of great influence and significance, and all knew it was in desperate need of Christ. Students coming to this school would have an opportunity to learn and prepare for ministry, to do ministry in the city while learning, and to live in a completely unfamiliar environment that would prepare them to go any place on the earth to answer God's call. For one hundred years, the Seminary has been preparing students for ministry, starting churches and sharing the gospel in and around the city, and sending graduates all over the nation and world to bear witness to the Gospel. Today Baptists are the second largest church family in New Orleans, and NOBTS is in an active partnership with the city, state, and NAMB process of church planting. We now have 39 students starting the semester while engaged with some aspect of the SEND AMERICA program in New Orleans. Every year we host more than 3,000 volunteers who come to do mission work in the city, including youth groups, collegiate groups, senior adult groups, and families. Our students and faculty continue to knock on hundreds of doors across the city to tell people about Jesus, leading many to Christ. Through the years the seminary has become the anchor point for Baptist work in South Louisiana and a powerful illustration of a missional approach to theological education.

For two years, the Seminary engaged in the extremely intense process of the reaffirmation of our accreditation. Significant changes in the process made this more intense and demanding than in years past, but we were delighted to receive the reaffirmation from both of our major accreditors for another ten years. It was the strongest, most positive such report we have had during my time at the seminary. One of the benefits of the comprehensive review of all aspects of the seminary from both an internal perspective and the external perspective of accrediting representatives is the knowledge gained to compare where we were ten years ago with where we are now and where we plan to be in the future. Here are some of the major insights we gained through this process.

Seminary Executive Summary

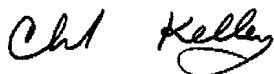
- 1) The role of non-residential theological education continues to become more important.
- 2) Financial pressure on students is growing and affecting their choices on which degrees they seek, the number of hours they take, the delivery systems they choose, and whether or not they complete programs they begin.
- 3) The typical student will earn credit hours in a variety of ways before they complete their studies.
- 4) Non-traditional students are becoming more typical in our student body.
- 5) Essential operating costs are increasing as a percentage of our budget.

We are very pleased about the continued growth and impact of several of our programs. Our Center for the Textual Study of the New Testament played a pivotal role in the creation of an online tool giving Greek students anywhere in the world access to every ancient manuscript found for any passage in the New Testament. Our archaeological dig in Israel is regarded as one of the most significant in the land. Our apologetics program and events are attracting the participation of scholars and students from across the country. Our mentoring program is working the local church more deeply into the fabric of preparing the next generation of ministers. Our scholarship program for African-American students has distributed more than \$850,000 in the last five years. The Caskey Center for Church Excellence continues to expand its assistance and support for those serving the typical churches of the SBC. The new Museum of the Bible in Washington D.C. includes a display about our groundbreaking program training inmates in maximum security prisons to be ministers. We are especially excited about the launch of the Adrian Rogers Center for Expository Preaching and the opportunity to equip both students and pastors in the field with the tools for excellent exposition.

Our greatest challenge continues to be financial. We are deeply and passionately committed to our missional setting of New Orleans, but it has always presented challenges to our operations throughout our 100 years of existence. Hurricane Katrina in particular profoundly and permanently changed our business model. For example, property insurance went from \$500,000 a year to \$2,000,000 a year and the shape of our student body went from a majority of on-campus students to a majority of non-residential students. We have been in a continuous process of adapting to these changes. Last year we had a very unusual operating deficit of just over \$1,500,000. Adjustments were made so that does not happen again.

When Southern Baptists voted to create a seminary in New Orleans, they knew it would take the whole SBC to participate in its ministry. One hundred years after that decision, that is exactly what has happened through the years. The Cooperative Program makes our work possible. The Southern Baptist Convention is by far the largest contributor in the history of our school. Thank you so much for your partnership in the Gospel and the preparation of ministers. In the report that follows you will see a more detailed account of what is happening at this School of Providence and Prayer.

Yours and His,



Chuck Kelley
President

Academic Executive Summary



Dr. Norris Grubbs

Improvements/Accomplishments in 2017

- *High enrollment* – While the overall enrollment dipped down from the previous year, the total enrollment for last year was a historically high enrollment for the school. Last year, NOBTS trained 3,778 students in the various academic programs. Student enrollment for the current year is tracking slightly down. The internet enrollment continues to rise, and the PhD program seems to be on pace for another all-time high in enrollment.
- *Record student fee income* – The academic programs produced a record student fee income of approximately \$8.5 million in 2016-17. Student fee income for the current year seems to be on track to set a new record of \$8.75 million. At this point, the tuition income should continue to be larger than the Cooperative Program receipts each year.
- *Record scholarship support* – All Southern Baptist students already have a significant scholarship provided through the Cooperative Program. However, with the Caskey scholarships added to our existing scholarships, an additional 36 percent of our student fees are being paid by some form of scholarship aid beyond the Cooperative Program.
- *Growth in the research doctoral program* – The research doctoral program finished with 167 students last year, which was an all-time high. In the current year, these numbers have increased. Students are able to take virtually every major from a distance now through either synchronous video or limited trips.
- *Growth in the online program* – While the graduate program has taught about the same number of credit hours for three years in a row, growth in the undergraduate online program remains. Last year NOBTS taught over 9,400 credit hours through online courses, and 455 students only took online classes.
- *Continued progress with accreditation* – After successful visits from both SACSCOC and ATSCOA, we are working to establish a culture of assessment throughout the school. In the December 2017 SACSCOC meeting, the reports which were required after our visit were accepted. The creation of a Vice President for Assessment is a step toward rooting assessment into the culture of NOBTS.
- *Growth in the MA programs* – In line with trends in theological education at large, NOBTS has seen a growth in the MA programs of 65.2% over the last five years. Over the same period of time, the MDiv is down 8.6% and the MACE is down 18.6%.

Academic Executive Summary

- Growth in the Mentoring program – The graduate mentoring program continues to grow at a steady pace. Enrollment in the mentoring program increased by 73% in the past year. Credit hours increased by a similar amount with just over 500 credit hours taught by mentoring in the previous academic year. Many of these students are extension center and online students, so each hour they take in mentoring is an additional hour toward the SBC funding formula that would not have been funded otherwise.
- Creation of the Adrian Rogers Center for Expository Preaching – The Rogers Center was created with a focus on expository preaching students and equipping alumni and pastors in the area of preaching. An initial preaching conference was held in the spring 2018 semester with attendance around 200. NOBTS has long been a school focused on practical ministry and preaching, and the Rogers Center is shining the light on that area again.

Key Challenges and New Initiatives in 2018

- Financial challenges – In the previous year, the seminary finished \$1.6 million behind in the budget. A revised budget with adjustments was submitted to trustees in the October trustee meeting for the current year. Several factors influence these challenges, including an increased reliance on fundraising, challenges in investments, and decreased credit hours. While enrollment has remained relatively steady, billable credit hours have reduced. The average student at NOBTS is taking fewer hours. The rise in enrollment in shorter degrees also contributes to the reduction in credit hours.
- Declining MDiv and MACE – As the enrollment in the MA degrees grows, the enrollment in the MDiv and MACE degrees is declining. Last fall, we developed some policies that will make it easier for students to receive the MA and continue on with the MACE or MDiv, and we are recruiting our own students to these longer degrees intentionally. The MDiv remains the core program of the seminary, but as the other programs grow, enrollment in the MDiv is declining.
- Establishing the Adrian Rogers Center for Expository Preaching – The Rogers Center was created in the current year. NOBTS has already received interest and money for scholarships for students interested in studying preaching on the New Orleans campus as a result of this center. In the current year, we hope to establish this center as a leader in the area for Southern Baptists.
- Continued celebration of the Seminary's centennial – The current academic year has seen a host of events, mission events, and conferences associated with the centennial of NOBTS. As the seminary continues to celebrate God's faithfulness over the past 100 years, NOBTS also looks forward to the next 100 years.
- Finishing the reaccreditation process – Part of our reaffirmation of accreditation required follow-up reports to both SACSCOC and ATSCOA. The reports for SACSCOC were completed and accepted in December 2017, and the coming year will necessitate submitting

Academic Executive Summary

similar reports to ATSCOA. The Seminary also continues to seek CACREP accreditation for our Counseling program.

- Managing the various delivery models for NOBTS – NOBTS has continued to expand the delivery models for the various academic programs including significantly more classes using CIV/Bluejeans to connect a class on the New Orleans campus to students in their homes and offices. With the addition of PhD majors using this format, we are nearing the point where more resources will be required to continue the quality of student experiences. As we experiment with new delivery models, we must identify places where we can eliminate to make room for the additions.
- An aging faculty – NOBTS has been blessed with long-tenured faculty. Many of these godly servants are nearing retirement age. The next five years will likely see several retirements from our faculty. Most of these faculty members are in leadership positions and possess an institutional memory which will not be easily replaced. Replacing these individuals with the right hires will be crucial for the future of NOBTS.

Office of Institutional Effectiveness



Dr. Steve Lemke

Introduction

Measuring institutional effectiveness has become a key element in every educational institution, driven by federal and accrediting agency standards. The Institutional Effectiveness (IE) Office at NOBTS leads the faculty and staff in performing an assessment of the effectiveness of all degrees, programs, and campus services in an effort to improve what we do year by year. In addition to this annual assessment responsibility, the Institutional Effectiveness Office plays the leading role in hosting accreditation visits; authoring accreditation reports and petitions; and compiling various annual reports for the federal government, accrediting agencies, and the Seminary's various publics.

Dr. Steve Lemke began serving as Vice President of Institutional Assessment in August 2017, after serving since October 2016 as Acting Director of Accreditation and Assessment. However, the Institutional Effectiveness Office could not function effectively without Ms. Karla McGehee, the Associate Director of Institutional Effectiveness; and Ms. Angela Ray, the administrative assistant for Institutional Effectiveness. Each of these individuals have heavier loads due to Dr. Bob Cole and Mr. Chris Shaffer no longer serving in the IE office.

Achievements in 2017

1. **Maintaining positive accreditation status** – After securing reaffirmation for the maximum allowable length of ten years by both the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and the Association of Theological Schools in the United States and Canada Commission on Accrediting (ATSCOA), the IE office is completing monitoring reports required by the visiting teams. The reports to SACSCOC were submitted in September 2017 and approved without need for further follow up in December 2017. Reports are due to ATS in April 2019 and November 2019. Additional reports such as the progress of our experiment with non-traditional delivery models in the PhD program have been completed and accepted as well. The Seminary is also accredited by the National Association of Schools of Music (NASM).
2. **Heightening “buy in” for assessment throughout the institution** – Effective institutional assessment requires that the leaders of every aspect of Seminary life be involved in assessment, including staff, faculty, administration, and trustees. Much progress was made in increasing the awareness of assessment throughout the year. The appointment and training of faculty assessment liaisons in each academic division of the Seminary has been a great step

Office of Institutional Effectiveness

forward. The Deans, Associate Deans, Division Chairs, and these divisional faculty assessment liaisons all serve on the Assessment Oversight Committee (AOC). Starting January 2018, representatives from the Business Office and the Dean of Students Office will also participate in the AOC so that they are familiar with assessment practices for their areas. The AOC guides the institutional assessment process, including changes in the NOBTS Assessment Manual. AOC members are encouraged to attend ATS and SACSCOC meetings for training, and virtually all of them have done so. Faculty juries meet in May of each year to assess individual degree programs. Significant progress has been made toward the development of an ethos of assessment throughout the institution.

3. **Producing a number of annual reports for the Seminary's publics** – Each year the Institutional Effectiveness Office initiates, edits, and publishes numerous reports as required for various publics of the Seminary –
 - Work with Administrative Council to assess and refine the NOBTS Strategic Plan (2017-2022)
 - What was once called the Institutional Effectiveness Annual Report was changed to become the Quality Improvement Report to meet best practices in assessment.
 - The President's Annual Report.
 - The IPEDS (Integrated Postsecondary Education Data System) report required by the federal government, expressed in three separate reports through the year
 - NOBTS section of the SBC Ministry Report
 - NOBTS section of the SBC Book of Reports
4. **Coordinating course evaluations** – Every course offered at NOBTS is evaluated by the students taking that course. The evaluation forms are generated and processed by the Office of Institutional Effectiveness, and the results shared with the instructors, Division Chairs, Deans, and Provost.
5. **Securing authorization to offer NOBTS courses in each state** – The federal government changed the rules several years ago to require each institution to secure approval from each state board of education in each state in which it teaches students, including online students. Each of the 50 state boards of education use different forms, require different information, and charge different fees. It has been a tremendous burden for every institution, particularly for online courses. However, the Seminary was approved to become a member of NC-SARA (the National Council on State Authorization Reciprocity Agreements) which grants approval for 48 of the 50 states. Although this requires a significant annual fee, it is much less expensive and time consuming than getting approval from each state. However, NOBTS must also get a different level of approval from states in which it has actual physical classes. These require additional fees and forms. NOBTS maintains authorization in each of the Southeastern states in which it has extension centers. Reauthorization was completed in 2017 for Florida, Georgia, Alabama, and Mississippi.
6. **Submitting Substantive Change Prospectuses** – Our accreditation agencies require substantive change prospectuses whenever a new teaching site, a new degree, or any similar significant change is approved by the institution. When a center is closed, another substantive change proposal with a teach-out plan (so every student has the opportunity to complete the

Office of Institutional Effectiveness

degree program) is required. All of these require fees. The Office of Institutional Effectiveness has submitted a total of five prospectuses to SACSCOC and three to ATS. The cost and the level of detail required for these reports has changed dramatically in the last year.

7. **Making IE information more accessible** – In order to make assessment information more available to our faculty, students, and all our publics, an Institutional Effectiveness web page is being developed at <http://www.nobts.edu/about/institutional-effectiveness.html>.

Future Directions

Complete Follow-up Reports and Petitions – The Office of Institutional Effectiveness will be coordinating the production of the two monitoring reports required by ATSCOA in 2019. Annual reports are also required on the Quality Enhancement Plan (QEP) regarding the Writing Center, the nonresidential PhD delivery system, and substantive change petitions as needed.

Gear Up for the Five Year Report to SACSCOC – SACSCOC requires a thoroughgoing report five years after the ten year reaffirmation visit. Although not as comprehensive as the full Compliance Report in reaffirmation years, the Five Year Report does include at least about half of the material due in the Compliance Report in reaffirmation years, plus the final report on the QEP regarding the Writing Center. The Institutional Effectiveness Office will begin gathering information and preparing for the writing of this report due in 2021.

Assist in Securing CACREP Accreditation for the Counseling Program – Many states now require CACREP accreditation (Council for Accreditation of Counseling and Related Educational Programs) for licensure. The Office of Institutional Effectiveness will assist the Church and Community Ministries Division in petitioning for and receiving CACREP accreditation.

Further the Achievement of Institution-wide Assessment – All accreditation agencies, driven by the federal government, are insisting that each accredited institution consistently practice institution-wide assessment. The Office of Institutional Effectiveness will lead NOBTS in that effort so that our decisions are more data-driven than merely being driven by anecdotal stories or perceptions.

Exemplify Excellence in Assessment – NOBTS has made dramatic improvement in assessment over the last few years. Our relationship with our accrediting agencies is stronger than it has ever been. Dr. Lemke and Dr. Edens are serving on visiting teams for ATSCOA this year, and Dr. Lemke serves on the ATS Commission on Accrediting. Already this year one institution (following the advice of an accrediting agency) sent representatives to the New Orleans campus to study how NOBTS does assessment. We hope to have not just adequate assessment but serve as a model for excellence in assessment.

Graduate Dean



Dr. Mike Edens

Overview for 2016-17

In the 2017 academic session, 60 Trustee-elected faculty and 139 adjunct faculty taught 1,628 Masters level students and 554 doctoral students who were enrolled in 18,766 and 2,792 credit hours respectively. Although the Masters enrollment for 2017 has dropped slightly and doctoral enrollment for 2017 increased slightly when compared with the previous year (-64 and +15 respectively), the Masters level cumulative credit hours continue to decline (-1,522 for 2016-17).

The Graduate Program is under the supervision of Dr. Michael H. Edens, Dean of Graduate Studies, working under Dr. Norris Grubbs, Provost. Dr. Harold R. Mosley serves as the Associate Dean of Graduate Studies. The graduate faculty is organized into six academic divisions, listed here with their chairs: Biblical Studies (Dr. Dennis Cole), Church and Community Ministries (Dr. Ian Jones), Church Music Ministries (Dr. Greg Woodward), Discipleship and Ministry Leadership (Dr. Randy Stone), Pastoral Ministries (Dr. Preston Nix), and Theological and Historical Studies (Dr. Jeff Riley). Academic matters relating to the Graduate Program are considered in the Graduate Dean's Council, division meetings, and faculty meetings. Curricular matters are discussed in division meetings, the Curriculum Committee, and faculty meetings.

The Graduate Program followed up on review processes with two accrediting agencies during the 2016-17 academic year. For SACSCOC, we completed 5 graduate follow-up reports from the decadal review. All reports were accepted by SACSCOC without the need for additional follow-up. The ATS accreditation visit resulted in fully accredited status. Two reports are due to ATS in the 2019 session (following up on our diversity plan for faculty and the ongoing assessment of our entire program. Work with these accreditation agencies is helping our graduate faculty enhance a culture of assessment and improvement in all of our graduate educational programs).

Innovations

1. **Mentoring**. The NOBTS graduate mentoring program moved out of its pilot phase into full development and promotion under the leadership of Associate Dean Dr. Bo Rice. As the year closed, 343 students had been approved for this program in 316 mentoring sites, increasing the program three-fold over the previous year.
2. **"NOLA2U"**. Both the PhD and Masters programs moved into full implementation of the use of "BlueJeans" synchronous internet technology to expand the impact of faculty and enhance the fulfillment of the NOBTS vision and mission. The PhD program now implements the

Graduate Dean

technology which ATS has granted across the board for all PhD majors. Select Masters level courses will utilize this technology format in the spring of 2018. These adjunct-led BlueJeans classes are married to normal class room lecture courses delivered by trustee-elected faculty.

3. **Enrollment Management (EM)**. The second year of the 3-year EM graduate pilot program was engaged for implementation in 2017-18. The process helps deliver the courses needed for degree completion more efficiently with the increase in effectiveness from the student's perspective. A 2-year Internet cycle was published on the seminary website in Fall 2017 to allow advanced academic planning for students.
4. **Writing Center**. "The Write Stuff" QEP project to improve English research writing at the graduate level had a very successful first year of full implementation in 2016-17, serving graduate students over 350 times in the academic year. The writing center worked with students and professors in reviewing and improving drafts for academic projects. They also worked with teaching assistants as they provide important feedback for the finished paper.

Future Directions

Building on the progress made in previous years in graduate curriculum creation and revision, degree programs and enrollment, course delivery systems innovation and addition, faculty acquisitions, and development of new centers for study and research, future plans for the Graduate Program include the following in 2017-18:

1. **Continued Improvement of Internet Courses**. The graduate faculty continues to revise current online courses to include more media and faculty instructional videos. The office of Online Learning will review the progress of such online course revisions and report to the Graduate Dean and the Online Review Committee in the spring 2018 semester.
2. **NOLA2U Flex Courses**. In addition to our NOLA2U delivery option, the Master's program is experimenting with a NOLA2U Flex format, by recording the classroom sessions of NOLA2U Flex courses and allowing the distance students up to one week to review each session and interact through a discussion board. This provides distant students the opportunity to be part of a virtual classroom through BlueJeans technology, but still gives them a measure of flexibility.
3. **CACREP**. The Counseling program continues its efforts to complete the CACREP accreditation process. The Counseling degree plans and practices are compliant with CACREP standards, but the program is moving from *compliance* into an accredited CACREP *recognition*. This has entailed many hours of administrative work beyond the alignment of the degree plans.
4. **Course Evaluations**. Work on addressing course weaknesses discovered in graduate student evaluations continues. In monitoring student evaluations, it is abundantly clear that students have positive experiences in most measurable ways. Graduating NOBTS Masters students perceive themselves to be exceedingly well prepared by their studies for ministry. When

Graduate Dean

asked to self-assess their preparation in the 7 ministerial competencies which guide our degree development, clear majorities felt they were prepared for ministry. Only the Worship Leadership competency had less than 50% of the graduates identifying themselves as exceedingly well prepared.

The individual course evaluations are also very positive. The only areas of concern in this glowing evaluation were found in questions 20 and 21 on the survey, which pertained to professorial feedback and graded materials. In the next academic year, the focus of our graduate program will be on improving our response in these areas.

Associate Dean for Research Doctoral Program



Dr. Charlie Ray

Overview

The Office of Research Doctoral Programs gives 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. The office monitors seminar planning based on projected student enrollment, coordinates and oversees faculty teaching and guidance eligibility at the doctoral level, oversees the Southern Baptist Doctoral Teaching Fellowship and the Robert S. Magee Doctoral Fellowship, works with the Registrar's Office in maintaining an early registration process and verifying completion of degree program requirements, works with divisions and departments to review the programs on a regular basis, and coordinates recruitment events with the Office of Student Enlistment and the divisions.

Dr. Charlie Ray, Associate Dean of Research Doctoral Programs, directs the Office of Research Doctoral Programs. Current support staff include Mrs. Pam Cole, Administrative Assistant and Doctoral Form and Style Consultant; and Mrs. Elizabeth Terrill, Administrative Secretary.

Achievements in 2017

- 1) *PhD majors*. In December 2017, the first biblical interpretation major graduated from the PhD program since the major became available in the Fall 2012 semester. Biblical interpretation, which combines focus on Old Testament Hebrew, New Testament Greek, and hermeneutics, has continued to attract students in biblical studies. Of the PhD students enrolled in the Fall 2017 semester, 11% were biblical interpretation majors. In addition, new majors in Christian leadership and Christian apologetics became available for application in Fall 2017. Two students were accepted for admission in Christian leadership, and one current student is in the process of transferring into that major.
- 2) *Synchronous video delivery*. The 2016-2017 academic year was the first year of ATS-approved participation in a three-year experiment that allows distance PhD students to interact through real-time synchronous video with students in seminars and reading colloquia on campus. Beginning with a soft rollout in the areas of theology and ethics in Fall 2016, SYNC delivery now is accessible to twelve out of thirteen PhD majors, with counseling courses scheduled to become available by synchronous interactive video beginning in the Fall 2018 semester. Assessment of the effectiveness of campus and synchronous video delivery systems through comparison of the quality of major papers has shown that students participating through synchronous delivery performed at a level comparable to students attending class sessions on campus only.

Associate Dean for Research Doctoral Program

- 3) Preresidency stage. A preliminary preresidency stage was added to the PhD program for applicants who need to complete one year or less of master's leveling courses. Preresidency status allows students to apply for financial aid and stay in campus housing without being required to take a minimum of 9 hours of courses during the semester. The ReDOC office also is able to provide better advisement of applicants through the leveling and application process. Four preresidents are enrolled in Spring 2018.
- 4) Program Composition. Of the 125 students enrolled in the Spring 2017 semester, 12 were new admissions, 3 of whom received a master's degree at an institution other than NOBTS. Of the 135 students enrolled in Fall 2017, 15 were new students; 5 received master's degrees at institutions other than NOBTS. The 12 students added in Spring 2018 brought the 2017-2018 PhD nonrepeating headcount to 147, which is the highest to date.
- 5) Graduates. May 2017 graduation included 5 PhD graduates and 7 ThM graduates. In December, 8 students graduated with the PhD degree, and 14 received the ThM.
- 6) Research. In 2017, 10 students, 12 graduates, and 14 faculty presented papers at a dozen regional, national, and international scholarly society meetings. In the spring, one New Testament graduate published a book through Wipf & Stock based on her dissertation research.
- 7) Robert S. Magee Fellowship. Chris McElmurray (biblical interpretation) and Ryan Wade (evangelism) were recipients of the 2017-2018 Magee Fellowships. Each student received \$625 per semester for the academic year.

Future Directions

- 1) A Research Doctoral Fellowship Program is scheduled to be initiated in Fall 2019. This fellowship program will provide for most or all tuition and fees for outstanding doctoral students for up to four years from entrance into the doctoral program. Recipients must remain in good standing as determined by the Associate Dean for Research Doctoral Programs, and preference is given to residential students. Fellowships initially will include the following:
 - J. Duncan Boyd III Memorial Fellowship in Old Testament and Hebrew
 - Harold and Lucille Harris PhD Fellowship in Christian Counseling
 - Thomas S. and Mary Wheeler Messer Fellowship in New Testament and Greek
 - Charles Ray Pigott Fellowship in Apologetics
 - Charles Ray Pigott Fellowship for Minority Students
 - C. C. Randall Research Fellowship for the Leavell Center for Evangelism & Church Growth
 - Milton and Charlotte Williams Fellowship in Preaching
- 2) The ReDOC staff are working with the Registrar's Office to implement an online application process. The first step, installation of PowerCampus software on one office computer,

Associate Dean for Research Doctoral Program

provided ReDOC staff access to register students, make transcript changes, and perform other record-keeping functions related to ThM and PhD students.

The Office of Student Enlistment, Registrar's Office, and Office of Information and Technology Systems are continuing to collaborate on development of online applications. When an online PhD application is launched, ReDOC office staff and applicants will be able to track application materials as they are submitted electronically.

Associate Dean for Professional Doctoral Program



Dr. Reggie Ogea

Faculty Administrators:

Dr. Reggie Ogea has served as Associate Dean of Professional Doctoral Programs (ProDoc) since July 2005, having previously served as Director of the Doctor of Ministry (DMin) program. Dr. Jake Roudkovski has served as Directed of the Doctor of Ministry program since June 2014. Dr. Randy Stone has served as Director of the Doctor of Educational Ministry program since May 2011.

The ProDoc Administrators retain annual membership in the Association for Doctor of Ministry Education (ADME). Dr. Ogea completed six years on the ADME Board of Directors in 2017, serving three years as President.

Support Staff:

Two Administrative Assistants provided support for ProDoc: Alana Robinette, Administrative Assistant for Program Coordination, and Kayla Muller, Administrative Assistant for Recruiting and Faculty Support. Phyllis Garrett currently serves as the ProDoc Project Coordinator.

ProDoc enlists the services of Style Readers for the Final Project Proposal and the Project Reports.

Enrollment

Cumulative Enrollment as of December 2017 = 329 (270 DMin, 48 DEdMin, 11 Professional Graduate Certificate).

Note: Current Cumulative Enrollment is calculated weekly by the NOBTS Registrar's Office utilizing the academic calendar (August 1-July 31). The cumulative enrollment figure represents the period of August 1-December 31, 2017.

Program Expansion

CIV locations in Shreveport, LA; Monroe, LA; Birmingham, AL; Montgomery, AL; Midsouth, MS; Little Rock, AR; Nashville, TN; Pensacola, FL; Jacksonville, FL; Tallahassee, FL, Orlando, FL, Atlanta, GA, Duluth, GA; Jonesboro, GA; Warner Robbins, GA; Oklahoma City, OK; and Spartanburg, SC, provide flexibility in scheduling ProDoc seminars.

Associate Dean for Professional Doctoral Program

Recruiting and publicity continue to be focused at State Convention Annual meetings, the SBC Annual Meeting, selected State Evangelism Conferences, and regions of proximity to CIV sites.

The top five DMin specializations for 2017 were Non-specialization, Expository Preaching, Strategic Leadership, Church Health, and Pastoral Work.

The top five DEdMin specializations for 2017 were Leadership & Administration, Non-Specialization, User-Driven Specialization, Church Growth & Health, and Pastoral Ministry.

The DMIN in Korean program remains steady, under the leadership of Dr. Jonggil Lee as Director. 2017 enrollment of Korean DMin specialization students was 61. The NOBTS ProDoc program continues to expand globally, with increasing numbers of students serving as military chaplains, international missionaries, and churches in countries outside of North America.

Program Strengthening

The ProDoc administrators completed recruiting efforts in the following areas in 2017:

- Southern Baptist Convention meeting in Phoenix, Arizona.
- State Convention alumni meetings in LA, AR, MS, AL, GA, FL, SC, and OK.
- Participation in Professional organizations, such as the Association of Doctor of Ministry Education (ADME) and the Baptist Association of Christian Educators (BACE).
- Regional recruiting trips in AR, OK, AL, MS, LA, FL, SC, and NC.

These efforts resulted in the admission of 45 new DMin students, 13 new DEdMin students, 9 new Korean students, and 4 new certificate students for the three 2017 admissions entry points (December/January, April/May, August/September).

At the May 2017 graduation, 26 ProDoc students (22 DMin and 4 DEdMin students) received their degrees. These graduates included 16 Pastors, 1 Associate Pastor, 1 Associational Missionary, 1 Director of Missions, 3 Ministers of Education, 1 Student Pastor, 1 Executive Pastor of Ministries, 1 Worship Pastor, and 1 Youth and Children's Minister.

At the December 2017 graduation, 15 ProDoc students (13 DMin, 1 DEdMin, 1 Korean program) received their degrees. These graduates included 11 Pastors, 1 Discipleship Pastor, 1 Pastor of Small Groups, 1 Director of Missions, and 1 Professor.

Total Graduates = 41 (35 DMin, 7 DEdMin, 1 Korean Program)

ProDoc launched a new Strategic Leadership DMin specialization in 2016. In 2017, Strategic Leadership was the third highest specialization.

In 2017, ProDoc began the development of four Post-Grad Certificates. Each certificate will consist of 9-hours in a specific area of specialization. These professional certificates will utilize existing ProDoc seminars. Graduates pursuing these certificates would be allowed to enroll in seminars along with current ProDoc students earning their degrees, which would enhance the learning environment.

Associate Dean for Professional Doctoral Program

Perry R. Sanders Center for Ministry Excellence

The Perry R. Sanders Center for Ministry Excellence Building houses the offices for all ProDoc faculty, administrative assistants, and project coordinator. The seminar classroom and conference room are utilized for monthly ProDoc committee meetings; ProDoc and Ph.D. seminar classes; Exit Interviews for most ProDoc graduates, and other meetings scheduled by appointment. The ProDoc classroom was outfitted with new equipment in 2016 enabling CIV broadcasts. In 2017, ProDoc began the utilization of individual participation via Bluejeans (sync).

Regional Associate Dean for Louisiana and Mississippi



Dr. Jody Dean

This year has been the first academic year with Dr. Dean serving as the Senior Regional Associate Dean for LA/MS.

This region was consistent with stable enrollment in the fall and with a decrease from the previous year in spring enrollment which is recurring pattern for two academic years. We continue to see good enrollment at the Clinton and Shreveport extension centers. Monroe increased by 43 credit hours this year which is an improvement for this center. We are resourcing these centers to continue to recruit and even have more students in the future. We desire to be more stable in this region and have changed directors in three of the centers within the past year. Mike McDonough began as the new director for Mid-South Spring 2018. Dr. Chuck Lowman began as the new director for Baton Rouge as of Spring 2018. Dr. Scott Teutsch began serving Spring 2017 as the director for Shreveport. We are beginning to see signs of growth in Shreveport with Scott making great connections with potential students. Also we are encouraged with our new directors in Mid-South and Baton Rouge that they will also see an increase of stabilization and growth at their centers under the leadership of the new directors.

As the new Dean I have made communicating and meeting adjunct professors, directors, and students at these extension centers a priority. I am glad to report that I have visited each center as the new Regional Associate in the past year. I either attended when class was in session or for an adjunct orientation meeting. We continue to send communication through email of information about events and opportunities for their centers and work on the main campus with a Centennial focus for this year. We are seeing some of our students at our extension centers take the mentored delivery course options that we now offer. Also the annual directors meeting is a great time to interact and invest into our centers from the main campus about the many aspects in the NOBTS system. This year we will have 3 new directors attending their first directors meeting on campus from LA/MS. Please pray for this time with the directors at the end of April this spring as we invest in them and their hard work. Each director will be exposed to staff from enlistment, student services, ITC, alumni, and other academic leaders to resource our directors even more to do well serving at their center and also being a part of sharing the story of the main campus of NOBTS for potential students, alumni, and other ministers.

We are striving to maintain accurate information with our students and centers. Information for advising and degree completion has been shared and promoted with our students as well as the cafeteria model for them to complete courses not offered at their center with their degree. The new assistant in the office is a great resource for students since she worked in enlistment about

Regional Associate Dean for Louisiana and Mississippi

options for students. We are also working with directors to provide us with a monthly Google form recruiting update for their center.

We continue to pray for NOBTS and the extensions as we strive to equip our students for ministry in the local church and her ministries.

Regional Associate Dean for Alabama and Georgia



Dr. Peter Kendrick

Report on 2017

Korean Theological Institute and Atlanta Korean Festival Centennial Missions Project. The Duluth Extension Center participated in the one-day Atlanta Korean Festival as their Centennial Missions Project with the following results: 1425 Gospel conversations, 112 Gospel presentations, 42 decisions of faith. KTI had 68 non-duplicating students and 12 who graduated.

Korean Professional Doctorate. This year, KDMin had 63 students enrolled with 11 new students. One student graduated, twenty-eight students are working on their final project proposals, and seven students are in their implementation phase after the approval of their final project proposals.

Student Services & Retention. At the Marietta campus, Dr. Judi Jackson launched three initiatives in an effort to build community and support retention: First Lap Lunch, Lunch Connection, and Time Trade. The First Lap Lunch was held for first-semester students to reflect on their initial seminary experiences and plan for the next semester. Lunch Connection promoted fellowship and featured presentations from guest and student speakers. These sessions have also served as ad hoc focus sessions to discover student needs. Time Trade is an online appointment scheduling software. Seventy-five AL/GA students have received advisement through Time Trade.

Alabama Extension Campuses. The five Alabama NOBTS Extension Centers were involved in the seminary's first off-campus event for the Centennial Celebration at the Birmingham Brook Hills Extension Center. The celebration featured Dr. Kelley as the keynote speaker at a Thursday evening banquet and a follow-up Discipleship Conference on Friday with Craig Etheredge, Allen Jackson, and Hal Stewart. Both events were well attended. Students from all five campuses were present and able to personally talk with Dr. Kelley, Dr. Stewart, Dr. Jackson and Instructors from CIV classes.

Church Leadership Certificate Centers for GA/AL. Certificate Center classes are offered in English, Spanish, and French-Creole. We are looking forward to the possibility of offering the courses in Burmese and Vietnamese in 2018. The total enrollment for the 23 active centers was 671 duplicating and 209 non-duplicating students. Two more centers will launch in 2018. Forty-four students graduated [15 African Americans, 13 Anglos, 6 Africans, 5 Haitians and 5 Hispanic).

Regional Associate Dean for Alabama and Georgia

Extension Center Enrollment Evaluation and Closures. In spite of an intense enrollment campaign by the respective Associational Missionaries and the Center Directors, the following two extension centers were closed due to lack of enrollment: Augusta (Abilene Baptist Church) and Savannah (Savannah Baptist Center).

Staff Changes. Mr. Mike Pattillo retired after 12 years of faithful service.

North/Central Florida Regional Coordinator



Dr. Delio DelRio

The New Orleans Baptist Theological Seminary extension center North/Central Florida Region includes five extension centers (i.e., Jacksonville Center, Orlando Hub, Pensacola Center, Tallahassee Center, and Tampa Center) and five active Leadership Certificate sites through Leavell College. The Leadership Certificate classes are designed to provide basic training for local church leaders and bi-vocational ministers in partnership with churches, Baptist groups, and associations in Florida.

In the North/Central Region, students wishing to pursue an accredited undergraduate degree may do so through the Leavell College Tampa center, which offers the Associate in Christian Ministry. Students who hold the appropriate undergraduate degree may pursue an accredited master's degree through the seminary's graduate program. Classes are offered in Pensacola, Tallahassee, Orlando, and Jacksonville. We offer classes in a variety of delivery forms including live broadcasts through compressed interactive video (CIV), extension center classes with local NOBTS professors and qualified adjuncts, online classes, and academic workshops. Most courses utilize the hybrid delivery format, requiring students to attend four or eight classroom sessions in the sixteen-week semester. In addition, hybrid courses require a significant amount of work on the internet. This delivery format provides the student the opportunity to spend more time in ministry or other jobs, while still finishing their master's degree on a time schedule that fits their needs. The highest level of accredited theological education offered in Florida is the professional doctorate. The Doctor of Ministry and Doctor of Educational Ministry degrees may be pursued through the Professional Doctorate Office in New Orleans, with most courses being available in Florida.

Enrollment

In reference to enrollment numbers, the four North/Central Florida Graduate level centers (Pensacola, Tallahassee, Orlando, and Jacksonville) had a total of 36 students in fall 2018 semester and 29 students in the spring 2018 semester, compared to the previous academic year of 49 students in fall 2017 and 39 students in spring 2017. The Leavell College Tampa center had 5 students in the fall 2018 semester and 5 students in the spring 2018 semester, which remains the same from the previous academic year of 2017.

North/Central Florida Regional Coordinator

New Developments

In an effort to increase student recruit, we established a sponsorship relationship with the Florida Baptist Convention Pastors' Conference (November 2017), which yielded 21 contact cards. During the 2017 Calendar year, we also moved two of our Florida centers. Our Jacksonville center moved from First Baptist Church of Jacksonville to the new Florida Baptist Convention building as an effort to establish a strong relationship with the convention leadership and provide a location for easier student access. We also moved the Orlando campus from First Baptist Church of Orlando to Church at the Cross. This move provided NOBTS a budget cut in rent (the host church is providing space rent free) and a more easily accessed location off the 408 Expressway. We continue to be grateful for our partnerships with Olive Baptist Church in Pensacola, Thomasville Road Baptist Church in Tallahassee, and First Baptist Church in Brandon.

Dr. Delio DelRio serves as NOBTS North/Central Regional Coordinator for Florida and teaches at several NOBTS extension centers. In North/Central Florida, we remain committed to providing theological education in order to strengthen Baptist churches.

South Florida Regional Coordinator



Dr. David Lema

The NOBTS Center for the Americas is the main NOBTS Extension Center in South Florida. This Center is the first of all extension work of NOBTS and was started in the year 1977 in Miami, Florida. In the year 2017 the SFL Center celebrated its 40th anniversary in concurrence with the Centennial Celebration of NOBTS. We are grateful for the blessing of God on this center since its inception in 1977. Thousands of students have graduated from this center during the past 40 years for the glory of God. Many of the students went through the undergraduate programs in their native Spanish or French language.

On January 1, 2016, the New Orleans Baptist Theological Seminary restructured the administration of its theological education efforts in the State of Florida in response to changes made at the Florida Baptist Convention. Our Florida centers were impacted by the loss of revenue resulting from subsidies provided by the Florida Baptist Convention. This shortfall has resulted in increased fees for our students. While the students have accepted the changes with a great attitude, the financial impact has caused many students to take fewer hours of credit work.

In the South Florida Region, we have three extension centers (i.e., Center for the Americas in Miami/Hialeah area, Pembroke Road Center in Miramar area, and the West Palm Beach Center.) and twelve active certificate sites, with one additional site presently in the application process. Leavell College of New Orleans Baptist Theological Seminary offers various certificate programs of study through the Church Leadership Certificate program. These classes are designed to provide basic training for local church leaders and bi-vocational ministers. The certificates are eight credit hours and often can be applied to associate degree study programs. These certificate programs provide training in partnership with churches, Baptist groups, and associations in Florida. One of the on-going programs is our Haiti Program in partnership with the Florida Baptist Convention. This year 100 new students will finish the two-year cycle in the cities of Port Au Prince and Port de Paix in Haiti. These students will graduate in September 2018

We continue to provide non-credit certificates in one specialized areas in Florida through our partnership with Providence Learning Center at NOBTS. This area is our Spanish migrant ministries which is done in partnership with the pertinent ministry area of the Florida Baptist Convention.

In the South Florida Region, students wishing to pursue an accredited undergraduate degree may do so through the NOBTS Center for the Americas, the Pembroke Road Center, and the West Palm Beach Center which offer the Associate in Christian Ministry from Leavell College. The

South Florida Regional Coordinator

South Florida centers are the only centers that offer the baccalaureate degree from LC in the English, Spanish, and French languages. Students who hold the appropriate undergraduate degree may pursue an accredited master's degree through the seminary's graduate program. Classes offered in the NOBTS Center for the Americas. We offer classes in a variety of delivery forms including live broadcasts through compressed interactive video (CIV), extension center classes with local NOBTS professors and qualified adjuncts, online classes, and academic workshops. Most courses utilize the hybrid delivery format, requiring students to attend four or eight classroom sessions in the sixteen-week semester. In addition, hybrid courses require a significant amount of work on the internet. This delivery format provides the student the opportunity to spend more time in ministry or other jobs, while still finishing their master's degree on a time schedule that fits their needs. The highest level of accredited theological education offered in Florida is the professional doctorate. The Doctor of Ministry and Doctor of Educational Ministry degrees may be pursued through the Professional Doctorate Office in New Orleans, with most courses being available in Florida.

We are grateful that in spite of all the changes, the Florida Baptist Convention has been kind enough to provide space for classrooms, offices, student center, and library at their South Regional Center in Hialeah, Florida. We are also thankful for the support we receive from our partnerships with the Pembroke Road Baptist Church in Miramar, and the Baptist Network of West Palm Beach. Each of these sites provide space for our classes and make it possible for us to offer extension education at an affordable cost.

Dr. David Raul Lema, Jr. serves as NOBTS South Florida Regional Coordinator and Director for the NOBTS Center for the Americas. Dr. Lema is a full time Associate Professor for NOBTS and teaches at several of the NOBTS extension centers. In South Florida, our goal is "to change the world one student at a time." We do so by training future leaders impacting the churches in South, Central, and North America in their native languages.

Online Learning Center



Dr. Craig Price

Program Overview

The Online Learning Center was created in 2008 driven by the vision of NOBTS President, Dr. Chuck Kelley who desired for NOBTS to offer theological education to anyone in the world who had a connection to the internet and desired to follow their Divine calling. Hurricane Katrina provided impetus for expansion of the pre-disaster internet offerings into a fully orbited program that would meet the demands of a post-Katrina student population. A second milestone occurred in summer of 2011 when Dr. Kelley initiated the Rubicon Project calling for tenured faculty to develop all MDiv courses and specified undergraduate courses for the online delivery system.

The online program has grown and developed dramatically over these years and now offers fully online degrees for: Bachelor of Arts in Christian Ministry; Associate in Christian Ministry; Master of Divinity; Master of Arts (Biblical Studies); Master of Arts (Theology); Master of Arts (Apologetics); Master of Arts in Christian Education (MACE); Master of Arts in Discipleship; Master of Arts in Missiology; Spanish-Language Master of Theological Studies (MTS); and we continue to work toward a Korean-Language Master of Theological Studies (MTS). In addition NOBTS offers numerous online certificates at the undergraduate and graduate levels. These degrees may be viewed online at: www.NOBTS.edu.

Dr. Craig Price has served as Associate Dean of the Online Learning Center since 2008. He is assisted by Mr. Matthew Bryant, a current PhD student at NOBTS.

The purpose for the Online Learning Center is to function as an organizational hub for the day-to-day workings of the online program that operates within the multi-faceted delivery system of the NOBTS academic program. The Center serves undergraduate, graduate, and post graduate students, and faculty. The Center's purpose involves the following:

- To assist faculty in the development of new and revised online course offerings. Dr. Price chairs the Internet Review Committee that reviews all new and revised online courses to maintain standards and quality of the courses.
- To assist the Information Technology Center in the maintenance of current, new, and revised online course offerings.
- To encourage the training of instructors who teach online.
- To offer support for internet instructors through via weekly training announcements.
- To communicate information vital to the functioning of the online delivery system.
- To assist students who have questions pertaining to online courses and processes.

Online Learning Center

- To promote and encourage prospective students to choose NOBTS as their seminary for online learning.
- To support the hybrid delivery system by providing internet services through Blackboard for associated internet courses.
- To assist full-time and adjunct faculty in any and all needs that arise related to online learning.

Internet Summary Statistical Report for the 2016-2017 Academic Year*

1. Internet Courses: Duplicating Headcount	
A. Graduate = 2,559	(Last year: 2,651)
B. Undergraduate = 976	(Last year: 837)
2. Internet Courses: Non-duplicating Headcount	
A. Graduate = 1,026	(Last year: 1,046)
B. Undergraduate = 369	(Last year: 326)
3. Internet Credit Hours Taught	
A. Graduate Duplicating = 6,816	(Last year: 6,790)
B. Undergraduate Duplicating = 2,693	(Last year: 2,342)
4. Internet Courses Taught	
A. Graduate = 175	(Last year: 193)
B. Undergraduate = 79	(Last year: 70)
5. Total # of Internet Classes Available for Online Use	
A. Graduate = 142 grad + 25 Korean + 16 Spanish = 187	(Last year: 181)
B. Undergraduate = 39 undergrad + 25 women's min = 64	(Last year: 68)
Total Graduate Hours Taught = 6,816	(Last year: 6,790)
Total Undergraduate Hours Taught = 2,693	(Last year: 2,342)
Total Credit Hours Taught = 9,509	(Last year: 9,132)

* Report Excludes Non-Degree Students

*Statistics Were Reported by the Registrar's Office

Summary of Statistics

The overall picture of online learning shows that our program is generally plateaued for the 2016-2017 academic year. The graduate program total headcount dropped 3% while the undergraduate total headcount increased 15.6%.¹ This year we included the number of available course for both the Spanish and Korean online programs. The Spanish online courses are

¹ These figures were calculated by using the total head count (duplicating and non-duplicating) for the undergraduate program and the graduate program for a comparative summary evaluation.

Online Learning Center

complete for the Master of Theology (MTS) degree in Spanish. The Korean faculty continue to develop their online courses.

Future Directions

The following recommendations are offered by the Associate Dean of Online Learning for future directions for Online Learning. These recommendations are offered in response to (1) our plateaued numbers and (2) report results from the online Student Course Evaluations:

- Implementation of an ongoing **revision schedule** for all of our online courses have been in service for 3 years or longer. The revision process would serve to update our online courses by improving them and bringing them up to latest industry standards for online courses.
- Establish clear standards for **online course design** and communicate them to all course developers. This would ensure all future online course revisions would contain a standard design format and include all the most recent industry standards for high quality online courses.
- Establish clear, baseline **instructor standards** and communicate them to all online instructors. Standards would include: a minimum number of times online instructors are required to “attend” class each week; posting of permanent Announcements each week for adequate student awareness of instructor communiques; promote reasonable grading turn-around times for all student assignments; and required use of Bb grading rubrics and other forms of assignment for providing assignment feedback for online students.

Regular monitoring of the online courses is currently being conducted by the Online Learning office. Reports are currently being sent to the appropriate Deans and Provost. The reports show instructor weekly time in the Blackboard class and a monitor on grade book activity.

- Establish an internet task force to study the *feasibility* of considering an **8 week online semester** schedule. This schedule would offer additional student “on-ramps” for taking online courses. Currently, we offer only three times annually that new and current students may start taking online classes. Shorter semesters would offer more frequent enrollment periods, increase the available online course offerings, increase income by the online learning delivery system, offer more teaching opportunities for our PhD adjuncts, and accelerate the time a student would need to complete a degree.

We currently run many of our regular 16 week online courses in a summer 8 week period of time. Implementing an 8 week schedule would not be a difficult process with our current courses since we already teach many of them in the summer, 8 week format. Additionally, we already offer a limited number of courses in the education division in the 8 week format.

- Establish a required, online **adjunct instructor training** before they can teach online. This training could be offered online and scheduled for multiple times during the year. It would include training in 1) our institution and values; 2) using Blackboard to teach and grade; 3) understanding our expectations for instructor interaction with students; and 4) online pedagogy best practices.

Online Learning Center

In addition, require regular training via online Bluejeans to the current CTL training offered for faculty by Michael Steinmetz. The adjuncts would be required to attend or view the video for a specified number of training sessions. Training session could include best practices, tips, industry standards, etc. for online instructors. This training would also benefit all online instructors.

- Increase NOBTS advertising of online offerings. This would help put us “out there” where the other SBC and non-SBC seminaries are advertising regularly.

Dean of Chapel



Dr. Adam Hughes

Overview for 2016-17

In relationship to and in support of the larger mission of the seminary, the NOBTS Dean of the Chapel Office exists to equip leaders to fulfill the Great Commission and the Great Commandments by providing various opportunities for spiritual and intellectual growth and by modeling effective worship for the local church. Two outcomes were set this year, and every year, in order to achieve effectively our mission. The first is to provide opportunities for spiritual growth through participation in chapel ministry. The second is to provide opportunities for intellectual growth in expository preaching through participation in the Adrian Rogers Center for Expository Preaching. We have made progress in both of these areas, but we know that we still have opportunities for continued growth.

The Dean of the Chapel Office is under the supervision of Dr. Adam L. Hughes, Dean of the Chapel, working under Dr. Charles S. Kelley, President. Mrs. Carol Lemke serves as the Administrative Assistant in the Chapel Office. Russell Zwerner, as a component of the Williams PhD Fellowship in Biblical Exposition, holds the position of Assistant to and is mentored by the Dean of the Chapel. He provides assistance for all the ministry offered through the Chapel Office. The Chapel Office provides oversight in four major areas: weekly chapel services including our yearly Spring Campus Revival, “Dead Preachers’ Society” (a group of students who meet weekly with the Dean of Chapel for accountability and mentoring in the area of preaching), The Adrian Rogers Center for Expository Preaching, and the Chapel and Lecture Committee. Endowed lectureships and chapel matters are discussed in conjunction with Dr. Kelley and the Chapel and Lecture Committee.

The Dean of the Chapel Office began two initiatives during the 2016-17 academic year. The Adrian Rogers Center for Expository Preaching was formed and launched during the year. The mission of the Rogers Center is to prepare the rising generation of men answering God’s call for excellence in expository preaching. The Center aims to provide training to equip NOBTS Students specializing in Expository Preaching and Pastoral Ministry. The center also equips SBC pastors with resources to benefit their pulpit ministry. During the 2016-17 academic year, NOBTS began our yearlong Centennial Celebration. The Dean of the Chapel Office has supported and taken part in the Centennial activities. Our main role has been in coordinating a preaching series through the book of Acts. The goal of this series has been to celebrate God’s provision to us as the “School of Providence and Prayer . . . and Evangelism” and to look forward to God’s leadership and faithfulness in our current and future endeavors. We have incorporated SBC entity heads, special guests, and faculty. Work on these two initiatives are helping our campus community enhance a culture of spiritual health and emphasize expository preaching.

Dean of Chapel

Achievements

1. **Attendance.** The average attendance at the NOBTS weekly Tuesday and Thursday chapel services continue to show an upward trend. The average attendance was 90 for the 2016-17 academic year. This average increased to 120 for Fall 2017. Several factors may have contributed to this increase including more intentional promotion through the NOBTS Public Relations depart and partnership with the Centennial Planning Team to create a special Chapel emphasis.
2. **Spring Campus Revival.** The NOBTS Dean of the Chapel Office held our annual Spring Campus Revival on February 14, 15, and 16, 2017. Dr. Ted Traylor, Senior Pastor of Olive Baptist Church in Pensacola, FL, preached, and the music was led by Rev. Laramie Minga, Music Pastor of Woodlawn Baptist Church in Baton Rouge, LA. Over 170 students, staff, faculty, and guests attended the services over this three-day period.
3. **The Adrian Rogers Center for Expository Preaching.** In partnership with Love Worth Finding, the radio and television ministry of Dr. Adrian Rogers, NOBTS officially launched the Adrian Rogers Center for Expository Preaching on September 12, 2017. The Rogers Center is under the leadership of Dr. Adam L. Hughes, Dean of the Chapel at NOBTS. The Rogers Center is designed to train NOBTS's preaching and pastoral ministry students as well as encourage and equip hundreds of pastors through on-line resources, lectureships, preaching conferences, and on location workshops.
4. **Stanfield Lectures.** The Adrian Rogers Center for Expository Preaching coordinated and hosted the Stanfield Preaching Lectures on April 10-11, 2017, the first event for the new center. Dr. Stephen Rummage, Senior Pastor of Bell Shoals Baptist Church in Brandon, FL, served as our special guest lecturer. During these two days, he taught over 25 students, faculty, and guest how to preach effectively through the book of Acts.
5. **Centennial Chapel Series.** The Dean of the Chapel Office in partnership with the Centennial Planning Team launched the NOBTS Book of Acts Sermon Series on Founders' Day, October 3, 2017. By using the theme of the book of Acts, this Centennial Chapel Emphasis is designed to help NOBTS remember and celebrate God's hand in the history of "The School of Providence and Prayer," look forward with expectation to God's continued call on and movement in our seminary, as well as model faithful expository preaching through a book of the Bible. The series will conclude next Founders' Day, October 2, 2018.

Future Directions

Building on the progress made in the previous academic year in chapel attendance, the special Centennial Acts Chapel Emphasis, the launch of the Adrian Rogers Center for Expository

Dean of Chapel

Preaching, and hosting on-campus preaching events, future plans for the Dean of the Chapel Office include the following in 2017-18:

1. **Continued Increase in Attendance.** The Dean of the Chapel Office will work to continue to increase the average attendance at the NOBTS weekly Tuesday and Thursday chapel services during the academic year. In order to improve over the average attendance for 2016-17 of 90, we have set the goal of averaging 102 attendees for 2017-18. The Dean of Chapel Office will continue to use the Public Relations Office as well as special services and emphases to promote chapel attendance to our campus community.
2. **Continued Increase of Rogers Center Resources and Influence.** The Adrian Rogers Center for Expository Preaching will continue to explore opportunities to equip and train NOBTS preaching and pastoral ministry students and to resource and encourage pastors. This includes holding at least one on-campus preaching event during the 2017-18 academic year, securing full and partial Expository Preaching and Pastoral Leadership Scholarships for students to come to NOBTS and study Expository Preaching in conjunction with the Center, releasing at least 3 different new resources regarding expository preaching on the Rogers Center web page, and making off-site preaching workshops available to local pastors and churches.
3. **Empowering the Pulpit Preaching Conference.** The Adrian Rogers Center for Expository Preaching will host our inaugural preaching conference on January 29-31, 2018 on the campus of NOBTS. The title and theme will be *Empowering the Pulpit: Engaging the Culture*. We will have plenary sessions led by Dr. Adrian Rogers (video), Dr. Jim Shaddix, and Dr. Robert Smith, Jr. as well as breakout sessions on Evangelistic and Doctrinal Preaching conducted by the NOBTS Preaching Faculty and special guests. We are expecting to host over 100 pastors, staff, laymen, and students for this conference.
4. **Complete Acts Centennial Sermon Series.** The Dean of the Chapel Office in partnership with the Centennial Planning Team will conclude the NOBTS Book of Acts Sermon Series on Founders' Day, October 2, 2018. By using the theme of the book of Acts, this Centennial Chapel Emphasis will help NOBTS remember and celebrate God's hand in the history of "The School of Providence and Prayer," look forward with expectation to God's continued call on and movement in our seminary, as well as model faithful expository preaching through a book of the Bible. After the series concludes, the transcripts, outlines, notes of the messages will be compiled into a book to be used as a preaching resource for the Adrian Rogers Center for Expository Preaching.

Baptist Center for Theology and Ministry



Dr. Adam Harwood

Overview

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. In pursuit of this mission, the BCTM has sponsored several conferences on topics related to Baptist theology and ministry and publishes online the *Journal for Baptist Theology and Ministry* (JBTM). The BCTM is funded by both NOBTS funds and private donations. Dr. Adam Harwood directs the center and edits the journal.

BCTM and JBTM - 2017 in Review

- In November, B&H Academic **published a book** co-edited by Harwood titled *Infants and Children in the Church: Five Views on Theology and Ministry*, based on a conference co-hosted by the Baptist Center and the Christian Education Division at NOBTS in 2015.
- The JBTM released two issues during the year. The **Spring 2017** issue is the second in a two-part series that features four pairs of articles (both an academic article and a sermon manuscript) on preaching various New Testament books as well as thirty-eight book reviews. The issue was co-edited with Dr. Dennis Phelps. The **Fall 2017** issue celebrates the NOBTS centennial and features four articles on the seminary and ministry in New Orleans. Also, the issue includes thirty-one book reviews submitted by PhD students and PhDs from a variety of institutions and churches. Announcement emails for each of the issues were sent to 15,000 email addresses of NOBTS students, faculty, alumni, and Baptist college and seminary professors.

Future Initiatives

Future initiatives of the BCTM and JBTM include publishing **two non-themed issues** of JBTM in 2018, which will follow the regular publication cycle of two issues per year, as well as hosting a **conference** on Baptist Polity in February 2018, which will result in a **book** to be published by B&H Academic.

Baptist College Partnership Program



Dr. Archie England

Overview

The Baptist College Partnership Program (BCPP) is a program of the seminary that serves the academic needs of those students who have either majored or minored in Religious or Christian Studies at a Baptist or Christian college/university. The program was started in 1988 with the express purpose of helping these students build upon their prior studies, as opposed to simply repeating them. The program employs two primary means: (1) testing for credit, which requires the student to read the NOBTS textbooks and work through the BCPP study guide for each course, and (2) advanced focus seminars, which are one-week, on-campus, and research-oriented classes that require students to read the NOBTS textbooks, complete library research topics, and submit a post-seminar research paper on a specified issue or advanced further reading of approximately 2,000 pages, accompanied by book critiques. Additionally, the BCPP further assists incoming prospects who have completed two or more semesters of biblical languages training (with a B average or better) by placing them in the next logical language class. Upon completion of that class (with a grade of B or better), students receive credit for all courses prior to the one just completed.

Administratively, this office oversees the evaluation of students' transcripts to determine their eligibilities and opportunities for participation in the program, coordinates the seminars related to the program, recruits professors to teach seminars or to update study guides and exams, and administers (and grades) the tests associated with the program. The creation and/or updating of study guides and tests for the program is handled in cooperation with the approval of a faculty member teaching in the area of the BCPP exam.

Recruiting on the campuses of colleges and universities that have substantial Religious or Christian Studies programs remains a significant activity for both the director and the assistant of the BCPP. The objective is to alert faculty members and prospective students from these institutions to the benefits of studying at NOBTS. Publicizing and participating in two on-campus academic events—the Greer-Heard Point Counterpoint Forum and the Institute of Christian Apologetics' Defend the Faith conference—have likewise become a significant part of the BCPP. Each event draws a good number of faculty and students (e.g., upwards of 50 students and faculty from regional colleges and universities attend the BCPP luncheon held in conjunction with Defend the Faith each year). The Baptist College Partnership Program typically co-sponsors “scholarship packages” for these students and faculty members that help to lessen their costs for food, housing, and conferences expenses. In exchange, we ask that these students and faculty members allow us the opportunity to share information about BCPP with them via a brief presentation.

Baptist College Partnership Program

Personnel

Over the last year, the Baptist College Partnership Program has enjoyed the faithful and excellent work of Jonathan Patterson (Aug 2012–present). Jonathan received his B.A. in Public Relations from The University of Alabama (2003) as well as his M.Div. in Biblical Languages (2008), Th.M. (2011), and Ph.D. (2016) from New Orleans Baptist Theological Seminary. Jonathan brings with him a wealth of administrative experience, having worked as an administrative assistant for a law firm in Mobile, AL prior to attending seminary as well as serving as the assistant for the chair of the Biblical Studies department at NOBTS, Dr. Dennis Cole, for the past three years. Additionally, Jonathan has worked as a TA for Dr. Walter Brown and Dr. Dennis Cole, and now works as a TA for Dr. Archie England. He is also employed as an Adjunct Instructor for NOBTS, having taught a number of courses since 2012, including Introductory Hebrew Grammar, Intermediate Hebrew Grammar, Exploring the Old Testament, and Introduction to Biblical Hermeneutics. Jonathan’s experience in general, combined with his profound knowledge of seminary life (having been a student here since 2004), have made him an excellent representative of NOBTS and allowed him to build rapport with prospective students.

Achievements

There are several “highpoints” from 2017 that have continued to solidify the efficiency and effectiveness of the BCPP. A couple of BCPP tests—Introduction to Biblical Hermeneutics and Counseling in Ministry—were given much needed revisions in order to keep them up to date with the field.

The BCPP made four off-campus recruiting trips in 2017. During the spring semester, the BCPP visited North Greenville University and Shorter University while the fall semester included recruiting trips to Louisiana College and Mississippi College. While at Shorter in April, Dr. Archie England and Dr. Jonathan Patterson were able to attend an award ceremony for upperclassmen in the Christian Studies department and meet with a number of prospective students. Additionally, Dr. Patterson and Michael Reed, Director of Student Enlistment, were able to partner with Dr. Beth Masters in order to take part in Mississippi College's "Go" week, highlighting and emphasizing missions and ministry opportunities.

The Baptist College Partnership Program has partnered with the Office of Student Enlistment and the Institute of Christian Apologetics in recent years to offer special discounted rates to undergraduate college students and their professors/BCM directors for both the Greer-Heard Point Counterpoint Forum and the Defend Apologetics Conference. In March 2017, the BCPP and OSE hosted a handful of prospective students for Greer-Heard in conjunction with our Campus Preview event. In November, the BCPP and OSE hosted over 80 undergraduate students and professors from a handful of different schools for our final Greer-Heard forum featuring N. T. Wright and Simon Gathercole. Finally, in January 2018 over 100 undergraduate students, professors, and BCM/BSU directors attended the Defend conference as a part of the BCPP's recruiting efforts.

Baptist College Partnership Program

Recruitment efforts at other “feeder” schools have proven to be a worthwhile endeavor for the BCPP, but our strongest focus has been, and will continue to be, on keeping our Leavell College students at NOBTS should they feel called to pursue graduate degrees. To that end, the BCPP has sought to work with Leavell College to keep their students apprised of all of the benefits and opportunities available to them through BCPP here at NOBTS. In September 2017, the BCPP partnered with OSE to sponsor the "Next Steps" preview event for Leavell College students. Although attendance for this event was not quite as high as the BCPP and OSE would have liked, both offices anticipate that this event will be beneficial to Leavell College students in the future as the event grows and becomes more well-established and publicized.

Future Directions

We at the Baptist College Partnership Program hope that the coming year will bring even more improvements to our recruiting efforts as we strive to work even more closely with the Office of Student Enlistment with regards to recruiting trips as well as on-campus visits by prospective students. The BCPP will strive to follow up with every prospective student within a week via phone and/or email.

The BCPP is constantly searching for new ways to benefit NOBTS students. Having added the Preaching seminar in 2015 and the World Religions: Islam test in 2016, the BCPP continues to try to find ways to implement Church Music and Systematic Theology into our program.

The BCPP has already scheduled a number of recruiting events for the spring of 2018, including trips to Mississippi College (in conjunction with the Centennial Celebration in February), Baptist College of Florida, Baylor University, and Georgia Southern University, where Dr. Patterson has been invited to speak to the BCM in March. In addition, the BCPP is hoping to add visits to Brewton-Parker College and the University of Mobile in the spring.

Finally, the BCPP is committed to working with the KTI program at NOBTS to provide Korean language tests for KTI students. Over the course of 2018 the BCPP will contract NOBTS faculty to update any English tests not updated within the last two years. Based on the needs of KTI, Korean translators will then be hired to translate the English tests into Korean for our KTI students. The BCPP will work closely with Dr. Harold Mosley, Associate Dean of Graduate Studies, Dr. Peter Kendrick, Director of the North Georgia extension center, and Dr. Bong Soo Choi, Director of the Korean Theological Institute to determine which BCPP tests ought to be offered in Korean.

BCPP Statistics

January 2017 – December 2017

Total students contacted by the BCPP:	2939 (Dec 2017) (120 increase) 2819 (Dec 2016)
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Total students actively involved in the BCPP:	2100 (Dec 2016)
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Baptist College Partnership Program

Current Leavell College Students:	283
Changes from year 2016 to Present:	243 (40 increase)
Different States Represented in BCPP:	27 (no change from 2016)
Different Countries:	6 (no change from 2016)
Different Institutions:	221 (10 increase from 2016)
Tests taken from September 2016 to August 2017:	76 (94 tests taken 2016)
Seminars taken from January to August 2017:	31 (23 taken in 2016)

Caskey Center for Church Excellence



Dr. Mark Tolbert

The Caskey Center for Church Excellence continues to experience the blessing of God, and we give Him praise and glory for all that we have seen Him do this year.

HIGHLIGHTS

April 2017

The third annual “No Restraints” Conference for smaller membership and bivocational ministers and wives was held, April 21-22 at NOBTS. The speakers were Ed Stetzer and Phil Waldrep. Approximately 200 attended the two-day time of equipping and encouragement. This event is an annual highlight for The Caskey Center.

June 2017

SBC Pastors’ Conference

The Caskey Center served as the Major Partner for the SBC Pastors’ Conference in Phoenix, Arizona, June 11-12, 2017. Dr. Tolbert served on the Leadership Team for the SBCPC throughout the year. This partnership included a donation of \$150,000 to the PC Budget as well as input and inclusion in decision-making issues. An additional \$100,000 had been provided for research, promotion, booth expenses, and travel.

The Caskey Center was provided prime booth space, program content, and four-session stage presentations at the Pastor’s Conference. The significance of smaller membership churches and the urgency of gospel conversations was our primary focus.

The partnership of the Caskey Center in the 2017 SBC Pastors’ Conference was a tremendous opportunity to bless smaller membership church pastors, facilitate the success of the conference and gain a national platform. Small church pastors now know that they have an advocate and a voice for their place in SBC life and in serving in kingdom service.

Amplify

The Caskey Center was a major presenter at Amplify, A National Conference on Evangelism in Chicago, June 28-30. Dr. Tolbert presented research compiled through a research project jointly sponsored by the Caskey Center for Church Excellence, Lifeway Research and The Billy Graham Center for Evangelism. This research project surveyed 1500 pastors of smaller membership churches for best practices in personal evangelism. One major stage presentation and six breakout sessions were presented.

Caskey Center for Church Excellence

July 2017

Dr. Tolbert hosted leadership team members for the 2017 SBCPC as well as the newly elected officers for the 2018 SBCPC on the campus of NOBTS July 6-7. Staff members of the Executive Committee of the SBC also attended. The meeting provided the opportunity for a smooth transition of leadership for the SBC PC meeting in Dallas, Texas, 2018. With the approval of the Caskey donors, Dr. Tolbert communicated the Caskey Center's interest to serve as a Platinum level (session) sponsor for the 2018 SBC Pastor's Conference in Dallas, Texas, June 10-11, 2018.

August 2017

The Caskey Center received final approval to proceed with The Robert and Janet Whitehead Scholarships for Montana. Upon approval, Dr. Tolbert contacted the Executive Director for Montana Baptists, Barrett Duke for the official announcement. Two students were immediately identified, interviewed and awarded scholarships for the Fall semester, 2017.

September 2017

A total of 255 recipients registered for the class. Scholarship awards for Fall Semester 2017 totaled \$544,043.16.

October 2017

Dr. Tolbert attended the annual meeting of Montana Baptists. He made several presentations and interviewed applicants for the Whitehead scholarship for Montana. Four additional scholarships were awarded to Montana students, bringing total to six.

January 2018

A total of 267 full-tuition scholarships were granted in our three core states. Caskey Center (TCCCE) scholarship awards for Spring Semester 2018 totaled \$580,145.00. Whitehead scholarships for Spring 2018 added \$31,858.16. Total Caskey scholarship awards to-date total \$4,068,174.40.

The Caskey Center helped sponsor the First Annual Adrian Rogers Preaching Conference at NOBTS January 29-31. We hosted the Tuesday dinner meal and provided copies of "Adrainisms" to all attendees.

Evangelism Activity by Caskey Students

Caskey Center Recipients enroll in an evangelism practicum each semester they receive the CC scholarship. The practicum involves evangelistic encounters and reports. Here is a summary of the evangelistic activity of Caskey students:

Year	Gospel conversations w/o call for response	Conversation with call for response	Professions of faith
Fall 2017 semester	1722	2611	535
2016-17 total	3384	2197	697
2015-16 total	4283	2611	613
2014-15 total	3319	2179	456
Caskey Center total	12,708	9172	2301
Total Gospel Conversations	21,880		2301

Caskey Center for Church Excellence

GOALS FOR 2018-2019

Follow-up of SBCPC

Monitoring, equipping and encouraging contacts and evangelism commitments from the 2018 SBCPC will be conducted throughout the year. Availability to assist in the 2019 SBCPC in Birmingham will be explored with the new officers of the SBCPC.

Alliance with The Billy Graham Center for Evangelism

The Caskey Center will prayerfully examine our partnership with the BGCE at Wheaton College in a Small Church Alliance.

Assisting Centennial Committee with 100,000 Gospel Conversations

The Caskey Center is thrilled with the goal of challenging Southern Baptists with 100,000 gospel conversations in 2017-18 and will serve as a resource for the NOBTS Centennial Committee.

Exploration of future expansion opportunities

The Caskey center is praying with the donor about continued improvement of existing Caskey Center ministry as well as possible future expansion.

Center for Archeological Research



Dr. Jim Parker

The Michael and Sara Moskau Institute for Archaeological Research / Center for Archaeological Research/ continues to operate under the leadership of the Executive Director, Dr. James Parker, as well as the Associate Directors, Drs. Daniel Warner and R. Dennis Cole. Gezer Water System Participants In May 21 - June 9, 2017, NOBTS participated in the 8th season of the Tel Gezer Water System Excavation Project, under the direction of Dr. Tsvika Tsuk of the Israel National Parks Authority, Dr. Eli Yannai (IAA), and Dr. Daniel Warner of NOBTS. The Summer 2017 program involved thirty-five staff and volunteers, including 4 NOBTS professors (Drs. Warner, Cole, Parker, Rex Butler), Staff Members NOBTS PR staff Gary Myers, Madeline Pruitt (Registrar), Sara Sherman, Sarah Simon (videographer) and Liberty University Prof. Chet Roden. Additionally the group included current & former NOBTS trustees John James, Margaret Marcus, Tom Clore, in addition to 8 students and 18 lay and pastoral volunteers. Cory Barnes (Asst. Registrar & PhD student) and Andrea Robinson participated with the support of the Cunningham Fund for Bible Lands Travel.

2017 Accomplishments

The 2017 excavation season built upon the accomplishments of the previous 7 seasons in the following goal areas: (1) Expansion of our water tunnel excavation in the lower basin of the angled and descent, (2) removal of more than 40 additional tons of dirt, rock, and other debris, (3) probing and documenting the structure and special features of the cave, (4) continuing excavating in the “collection pool” in the area east of the bottom of the steps below the “causeway” paving stones placed there by R.A.S. Macalister during his earlier excavation. Extensive wet sifting utilizing specially designed metal sifting trays of the excavated debris was carried out during the season, with positive results. The pottery derived from the material excavated from beneath Macalister’s “causeway” has been conclusively dated almost exclusively to the Late and Middle Bronze Age, which would date the *terminus ad quem* of the water system as ca. 1200 BC. The new evidence in the bottom pool of the water system was the discovery of a huge monolithic stone shaped somewhat like one of the standing stones in the MB “high place.” Additionally, water samples taken this season finally yielded evidence of “Spring Water” giving rise to the suggestion that the water system accessed a spring source for its water.

The area between the Water System and the MB Gate was excavated mechanically down to bedrock, where several small grinding installations were unearthed dating to the Chalcolithic period (4000-3300 BC). Pottery and other artifacts from the water system and the adjacent gate complex suggest that the water system was dug during the mid-to-late Middle Bronze II era (1800-1550 BC) and went out of use by the end of the Late Bronze Age (1200BC). Additionally,

Center for Archeological Research

excavations were expanded in the buildings adjacent to the MB gate system on the West side. These had been partially excavated by the Hebrew Union College excavations under Dr. Joe Seger (MSU).

In the MB gate area, the inner walls of the gate building were clarified and excavations into the substructure of the gate uncovered two additional child-in-jar burials, a practice known from several Middle Bronze Age excavations such as Beth Shean, Megiddo, and Hazor. Probes were made into the still descending tunnel beneath the newly exposed soft limestone shelf. This work continued until safety became a concern until shoring mechanisms could be installed.

In May-June, we also led our lay and student volunteer teams members on several days of touring in Israel, including 2 days in the Galilee and Mediterranean coastal regions, 2+ days in the Jerusalem area, 1 day in the Dead Sea Region, and 1 day in the Shephelah and southern coastal areas.

Annual Reports

The 2017 Annual Reports for the IAA and NPA are being compiled for presentation to the Israel governing authorities in December-January.

Bible and Archaeology Museum

The Bible and Archaeology Museum hosted a Ceramics Workshop in March 2017, with Guest Lecturer. Dr. Eli Yannai. In coordination with the Israel Antiquities Authority, a study collection of pottery for museum display and student research was procured from Israel and utilized with the existing museum collection. Five students and several faculty attended the event.

Scholarly Presentations

Dr. Warner presented the research from the results of the 2012 -17 Gezer Water System project at the Annual Meeting of the American Schools of Oriental Research in Boston, MA in November 2017. Drs. Jim Parker, Dan Warner, and Dennis Cole have continued to make numerous presentations in local churches and educational venues in Louisiana, Florida, Mississippi, Alabama, Texas, Tennessee, and California, as well as in the classes of NOBTS. Gary Myers of the PR dept. continued with outstanding regular updates of the excavation via the blog site, "Can You Dig It?"

Gezer Water System 2018

The Tel Gezer Water System Project will continue its work with a 9th season in May 22 - June 9, 2018 with the following goals and objectives: (1) small probes will be made around the base of the water tunnel to the lower steps near the entrance to the lateral tunnel that leads to the cavern, (2) providing the opportunity for students to gain academic credit for their work in archaeology and study of the Land of Israel, (3) open probes outside the South perimeter of the water system access area in the vicinity of the Middle Bronze Age Canaanite gate system, and (4) completing reports for the nine seasons of excavation.

New Excavation Project

The leadership team of the CAR and the Gezer Water System project in conjunction with our Israeli team of Drs. Tsvika Tsuk and Eli Yannai have explored a new excavation opportunity at

Center for Archeological Research

Tel Hadid, located along Hwy 6 just South of Aphek. Probes were carried out in recent years under Tel Aviv University. The city played a major role in the history of the region during the Assyrian period of the 9th-7th centuries BC, in the Post-Exilic communities of Yehud in the return of Israelites from Babylon, and during the New Testament and later periods.

Funding

The funding for the Center for Archaeological Research has come through the funding provided by the Michael and Sara Moskau Institute of Archaeology, and it will continue support for the ongoing excavation program of NOBTS and the CAR at Tel Gezer. Additional funding resources are being pursued this year for the Center for Archaeological Research. Dr. Parker along with the Development Office of NOBTS continue to pursue additional donors so that the future of the Biblical Archaeology program of the seminary will continue.

Center for Discipleship and Ministry Leadership



Dr. Hal Stewart

Overview

The Center for Discipleship and Ministry Leadership was created in 2014 to equip, support, and engage seminary students and church practitioners to fulfill the mandate to make disciples (Matt. 28:18-20). The three functions of the Center are to equip ministry leaders to understand the nature and scope of discipleship and Christian education ministry, supporting the on-going efforts of contemporary education and discipleship church ministers while enlisting and equipping a new generation of educators, and engaging current NOBTS students in discipleship and spiritual formation.

Brief History

The Center of Discipleship and Ministry Leadership hosts the Xcelerate conference on an annual basis. The inaugural event was Xcelerate 2014 and took place on the NOBTS campus. Keynote speaker for the Xcelerate 2014 event was Dr. Steve Parr, Vice President of Staff Coordination and Development at the Georgia Baptist Convention. Other speakers at the Xcelerate 2014 event included Dr. Chuck Kelley, President of NOBTS, Dr. Allen Jackson, then-Professor of Youth Education and Collegiate Ministry at NOBTS, and Dr. Hal Stewart. Attendance at Xcelerate 2014 was 53 individuals: conference attenders, NOBTS students, and alumni.

The following year, Xcelerate 2015 experienced a surge in attendance as 104 attenders took advantage of presentations from keynote speaker Steve Gladden, Pastor of Small Groups at Saddleback Church, Orange County, California. Also presenting at the Xcelerate 2015 event:

1. Eddie Mosley, Groups and Assimilation Director, LifePoint Church, Smyrna, Tennessee
2. Rick Howerton, Lifeway Christian Resources, Nashville, Tennessee
3. Scott Sullivan, Equipping Pastor, First Baptist Church, Haughton, Louisiana

Xcelerate 2016 was cancelled due to an unexpected, terminal health diagnosis of Dr. Robert Coleman's wife. Dr. Coleman – Senior Professor of Discipleship and Evangelism at Gordon Conwell Theological Seminary – was scheduled as the Xcelerate 2016 keynote speaker.

Xcelerate 2017 hosted 110 attenders, who listened and gleaned from several keynote speakers and presenters:

Center for Discipleship and Ministry Leadership

1. Dr. Robert Coleman - Senior Professor of Discipleship and Evangelism at Gordon Conwell Theological Seminary, author.
2. Dr. Max Anders – Dallas Theological Seminary, Western Seminary (Portland, OR)
3. Michael Kelley – Director of Discipleship, Lifeway Christian Resources, Nashville, Tennessee

Achievements in 2017-2018

- **Academic Training:** During the 2017-2018 academic year, The Center for Discipleship and Ministry Leadership will aim to send NOBTS-educated individuals to present on disciple making and ministry leadership. Graduate and PhD students will be publishing articles on disciple making and leadership online.
- **Local Church Ministry Training:** The Center for Discipleship and Ministry Leadership helps connect churches with speakers, leaders, and coaches for various training events.
 - In partnership with the Louisiana Baptist Convention, we hosted a Prayer Boot Camp led by Claude King, Discipleship and Church Health Specialist at Lifeway. The event hosted over 40 students and ministry practitioners in attendance, on February 7, 2018.
 - Our first book, *Together We Equip*, edited by Jody Dean and Hal Stewart will be released in March 2018. This writing project consisted of 14 ministry contributors. In *Together We Equip*, you will discover the biblical foundation for equipping others. Equipping others in ministry is a process brings with you as the leader! It's both personal and public. It's you as an individual and your church. This book will challenge you to take responsibility to grow spiritually, engage the culture, and share the gospel. Further, you discover the impact of discipleship in the local church through by examining mentoring, small groups, and preaching as relevant means to equip others. In the later chapters of the book, seasoned church ministry leaders with years of experience in making disciples through equipping ministry of the local church, share many practical ways to equip others and lead church ministries:
 - Children's ministry
 - Youth Ministry
 - Collegiate Ministry
 - Men's and Women's Ministry
 - Adult and Senior Adult Ministries
- **Website Development:** A website for The Center for Discipleship and Ministry Leadership launched in 2016. The website offers links to Resources, Articles, Events, and a future link will allow site visitors to request a speaker/presenter for an upcoming event.
- **Social Media Presence:** Social media accounts were launched in 2016 for The Center for Discipleship and Ministry Leadership. As of February 14, 2018, Twitter followers number 358 and Facebook followers number 437. Our social media presence has increased by 70% within the past year.

Center for Discipleship and Ministry Leadership

Future Direction

The Xcelerate 2018 event will take place on campus at NOBTS in the Fall semester of 2018. The Xcelerate Conference is still in the planning stages for this upcoming year. Official conference dates will be posted and based on availability of tentative speakers.

We expect Xcelerate 2018 attendance to grow from the Xcelerate 2017 numbers, and this anticipation inspired us to schedule the Xcelerate 2018 event to take place in Leavell Chapel.

The Center's website will continue to undergo adaptation based on feedback from NOBTS students, faculty, and other visitors to the site in the coming months. A new section of the website is forthcoming allowing website visitors to schedule a speaker/presenter on discipleship at an upcoming church or parachurch event. Social media will continue to be used and adapted in the coming months as Dr. Stewart discerns the best way to proclaim truths of scripture across the internet.

Center for New Testament Textual Studies



Dr. Bill Warren

Overview

The H. Milton Haggard Center for New Testament Textual Studies (HCNTTS) is a research center of the Seminary that aids the academic development of NOBTS students and contributes on an international level to New Testament (NT) textual studies. The HCNTTS was started in 1998 and has since become one of the premier research centers in the field worldwide. Research endeavors to date include collaborative projects with the International Greek New Testament Project, Dr. Maurice Robinson, Dr. Jim Brooks, Dr. Wilbur Pickering, Accordance (Oak Tree Software), BibleWorks, and Logos software companies, the Institute for New Testament Textual Studies (INTF) in Münster, Germany, and others in the field of New Testament textual studies. The most significant project specific to the HCNTTS is the world's first electronic database of all the variants located in a large number of manuscripts in a searchable format that enables multiple research options (named "the CNTTS Critical Apparatus"). This project is currently marketed as a module within the major Bible software companies. Another accomplishment is the NT Greek MSS (manuscripts) app for iOS and Android systems. This app aids researchers and students in locating manuscript information and digital images by way of date, holding institute, NT book, and geographic setting. Research has been done on the history of the Bible and the holdings of our NOBTS Bible and Archaeology Museum. Reproductions of New Testament papyri have been made, training workshops realized, and several electronic tools for analysing the information in the CNTTS database of NT variants have been developed.

With about 1400 digital copies, microfilms, facsimiles, and edition copies of New Testament manuscripts on site, the HCNTTS has one of the largest collections of New Testament manuscript images in North America. Besides these holdings, collaborative work with the INTF in Münster, Germany, and the University of Birmingham's ITSEE setting, Birmingham, UK, provides online access to virtually all Greek NT manuscripts.

Dr. Bill Warren is the founding Director of the HCNTTS. Several research assistants (mostly NOBTS NT Ph.D. students) work in the HCNTTS, with a range of part-time work hours. The workers are supported by a combination of grants, fellowships, and scholarships based on donations and funds raised for the HCNTTS and the income from endowment funds for the HCNTTS. A secretary works 28 hours per week assisting with the everyday duties related to the HCNTTS. Several visiting scholars and experts in the field have helped with HCNTTS projects, and others have come to further their own work at the Center.

Center for New Testament Textual Studies

By way of the estate of H. Milton and Miriam Haggard, an endowment was established for the Center, with the name of the Center being changed to the H. Milton Haggard Center for New Testament Textual Studies (HCNTTS) as of the April 2006 trustee meeting. In 2004, funding was completed for an endowed fellowship at the Center in honor of the late Dr. Thomas Messer.

The CNTTS Critical Apparatus, now available in Accordance, BibleWorks, and Logos software programs, includes a database that would be about 17,000 pages if printed. This software module remains the best NT textual apparatus for the Greek manuscript evidence available on the market today in Bible software. The Center has been a regular stop for prospective students, school groups, and adult groups that visit the campus, especially since the NOBTS Bible and Archaeology Museum was opened.

Achievements in 2017

1. Major Project Updates

- a. Building upon the 2014 major update of the CNTTS Critical Apparatus, work is ongoing on the next major update that will include significant changes to the layout of the database, the addition of more manuscripts to the database, the first phase of a major undertaking to include accurate Latin manuscript information, and the inclusion of other user-interface improvements. This update will be released in 2018.
- b. A major update for the NT Manuscripts App was released in July 2017, including an android option now.
- c. A large number of transcriptions were produced both for the CNTTS work and for the IGNTP Greek Paul Project, with our school being one of the top participants worldwide in 2017 for this project.
- d. The indexing of Greek NT manuscripts for the Virtual Manuscript Room coordinated by the INTF (Univ. of Münster, Germany) continues at a very solid pace, with the HCNTTS being a leader in North America on this work.

2. New Project Progress

- a. More refining of the new analysis program built in sync with the Critical Apparatus database is ongoing, with this program now being used in the HCNTTS.
- b. Work has been completed on the background information of the various artifacts on display in the NOBTS Bible and Archaeology Museum, with some further research to be done on other NOBTS holdings. This work was funded by a grant from the Lockman Foundation.
- c. A grant was applied for and received by Dr. Warren from the National Museum of the Bible for the IGNTP Paul Project in the amount of \$20,000, with this being renewable for at least 2 more years (the overall total counting some direct grant funding to one worker in the HCNTTS last year will be between \$80,000 to \$100,000). This grant helps to fund two PhD students who serve as regional coordinators for this project under the project director, Dr. Andrew Smith, with the mentorship help of Dr. Warren. This past year about 20 NOBTS students were involved in this project, with 3 of them having done enough work so as to qualify for a fully-paid two-week paleography

Center for New Testament Textual Studies

- workshop at Oxford University, UK (2 M.Div. students) and one month in Israel (1 PhD student).
- d. A grant application is pending for the Euthalian Apparatus project, a project that is currently underway and being heading by the CNTTS, with Dr. Warren as the senior director and Dr. Simon Crisp as the co-director. Other major groups participating in this project are located in Birmingham, UK, and Thessaloniki, Greece.
 - e. Multiple PhD dissertations in the area of NT textual criticism are being undertaken by NOBTS NT PhD students, with us now being a leader in this area of research.

3. **NOBTS Bible & Archaeology Museum**

- a. The NOBTS Bible and Archaeology Museum is hosting a steady flow of visitors in its new location on campus. All of the interactive displays have been completed, including all of the videos and presentations for the video kiosks. The HCNTTS played a vital role in the museum this past year by helping with the guiding of tours, research on the artifacts and manuscripts in the museum, and collaborative work on other aspects such as the videos in the kiosks.
- b. The HCNTTS has helped coordinate the tours of the Museum and guided some of them, with those working in the HCNTTS having been trained for leading the tours. This work now is being led by the Museum Director, Dr. Matt Solomon, with assistance from the HCNTTS as needed.

Future Directions

The CNTTS Critical Apparatus will continue to be augmented and improved. Additional electronic Bible software tools will continue to be developed to supply helpful Greek and English-based helps for use by scholars, ministers, and church members. The Center will continue to be involved in promoting NOBTS through scholarly contributions. A number of PhD students come to NOBTS due to the reputation and resources at the CNTTS.

The Euthalian Apparatus in NT Greek manuscripts is now moving forward, albeit with more grants needed for the future progress of the work (one major grant proposal is pending a decision in the Spring of 2018). This project will take place over the next three years, so through at least 2020, and more likely will be a six year project, with the goal of a critical apparatus of the Euthalian Apparatus (there has not been one done in the past 300 years) and a major publication.

Other future plans include continued grant applications and the seeking of donations especially for supporting students who work in the HCNTTS. The national and international recognition of the Center continues to increase, thereby drawing students and providing more opportunities for students, faculty, and scholars in and through the Center.

Global Missions Center



Dr. Philip Pinckard

The vision of the Global Missions Center is to research effective global mission strategies, train Christians for global missions service, resource global mission Christians, and reach the globally unreached with the gospel.

Dr. Ken Taylor, Professor of Urban Missions and Co-Director of the Global Missions Center, preached in chapel for the Missions Commissioning Chapel on Thursday, May 4, 2017. A prayer guide was distributed and a special prayer time was held for people serving in different missions avenues of service. A total of eleven missionary units with ties to NOBTS were appointed by the IMB since May 2016. A number of students are serving with NAMB including SEND New Orleans.

Professors and students were involved in numerous short-term mission opportunities and summer camps in North America and internationally. A new partnership continued with Amazon Hope for ministry to people groups on the Amazon River. Training occurred overseas through Advance International.

A Global Missions Day for the 2017-18 academic year occurred on Feb. 1, 2018. Dr. David Platt, President of the IMB, preached in chapel and had a luncheon with students and faculty. Missionaries and IMB staff participated in various events including meals and individual conversations with NOBTS students.

Dr. Ted Davis, Strategy Personnel Consultant for the Office of Global Strategy for the IMB, came to campus at different times during the year to meet with students interested or currently pursuing possible appointment with the IMB.

Dr. Philip Pinckard and Dr. Ken Taylor met with prospective and current mission students related to exploring mission service and preparation through various specialized mission degree plans at NOBTS.

The Global Missions Center encourages participation in the NOBTS Centennial Celebration through promotion of 100 mission activities.

Innovative Learning



Dr. Donna Peavey

The Office of Innovative Learning creates and delivers ongoing professional development opportunities for all faculty members, adjuncts, and doctoral students at NOBTS in the areas of educational technology, innovative pedagogy, and scholarship. We provide vital information and resources while equipping faculty with knowledge and skills needed to grow, excel and succeed in all realms of faculty responsibility.

Achievements in 2017

- **Faculty Development Opportunities.** The following opportunities were provided for faculty development:
 - Weekly CTL sessions
 - Basic and Advanced Blackboard Training
 - Recorded sessions offered via the Innovative Learning Blackboard Shell
 - Special Event in Innovative Learning
- **Doctoral Student Participation**
 - Basic and Advanced Blackboard Training. Offered through the Center of Technology, but applies to the *Teaching in the 21st Century* certificate. Eight doctoral students participated.
 - Innovative Learning Blackboard Shell.
- **eLearning System.** Investigated the viability of a system for eLearning.

Future Directions

- **Weekly CTL Training Opened to PhD/EdD Students.** Expand training opportunities for our doctoral students by opening the weekly CTL faculty training.
- **Study Effective Faculty Development Models.** The current model of faculty development was implemented to encourage faculty to develop skills that will enhance their experience and that of the students in both the classroom and online. The model expanded over the last several years, moving from a live, face-to-face-only delivery to live courses that faculty could also join via CIV or Blue Jeans. These courses were also recorded to be uploaded to the Innovative Learning Blackboard for later participation. The Innovative Learning Blackboard was developed to offer the recorded sessions to our faculty. In 2015, the faculty approved the syllabus *Special Event in Innovative Learning*, allowing faculty to attend professional development conferences such as The Teaching

Innovative Learning

Professor for credit towards the *Teaching in the 21st Century Certificate*. In 2016, we began to offer these sessions to adjuncts and doctoral students. We have seen an increase in doctoral student participation and a decrease in faculty participation. In part this is because a number of faculty have completed the *Certificate* (23 total). Others only need one or two courses to complete this certificate. A new model for faculty development appears to be warranted. In consultation with the Provost, a decision was made to offer courses through the ITC, CTL, and Innovative Learning Blackboard shell only for 2017-2018 academic year. Dr. Donna Peavey was to investigate faculty development models employed by other institutions of higher learning during her sabbatical of fall 2017.

- Dr. Donna Peavey Sabbatical Plan. Because of a serious medical condition requiring major surgery and 10-12 weeks of recovery, the proposed sabbatical plan (fall 2017) to study effective faculty development programs was delayed, becoming a “future direction.”

Institute for Faith & the Public Square



Dr. Lloyd Harsch

The Institute for Faith and the Public Square held its annual conference on 26 September 2017 on the topic, “Rights and Sexuality: Where Individual Freedoms and Civil Rights Meet.” There were four speakers representing perspectives of the left and right in the religious and political arenas. The session speakers were: Tony Campolo, Professor Emeritus of Sociology, Eastern University; SarahJane Guidry, Forum for Equality; Craig V. Mitchell, Independent scholar in Philosophy, Politics, & Economics; and Travis Weber, Family Research Council.

The Institute budget ended the year in the black. The seminary’s generosity in providing facility use is greatly appreciated. The Institute received a \$10,000 donation from Carrollton Presbyterian Church to help defray costs of the conference. A video of the entire conference is posted online at <http://faith-publicsquare.org/past-events.html>. The event drew approximately 150 people in person, with an additional 175 viewing the live stream on the Internet. There were fewer physical attendees and more views online than last year. A recording of the event has been posted online. A book containing the speakers’ positions is in development.

Project 219, a prayer ministry which matches a volunteer with a State Legislator during the legislative session saw its second year. While there were more participants this year than last year, there is significant room for growth.

The Board of Directors re-elected Tommy French, added one new member and two additional prospects are considering the position. The quality and diversity of our Board is one of our greatest strengths.

Planning for next year’s conference is progressing. It will be held on 25 September 2018 and address, “Immigration: Balancing Compassion, Security, and Jobs.” There will be four speakers, representing differing views from the legal/political and religious arenas. The invited speakers are: Congressman Cedric Richmond (D), Louisiana 2nd Congressional District; Congressman Steve Scalise (R), Louisiana 1st Congressional District; Tony Suarez, National Hispanic Christian Leadership Conference; and Jim Wallis, President and Founder of Sojourners. We will be partnering with interest colleges in hosting the event and continuing the conversation afterwards. Two schools have accepted our invitation: University of New Orleans and University of Holy Cross. Other invited schools are Southern University of New Orleans, Tulane University, and Xavier University. The intercollegiate nature of the conference allows to seek a \$25,000 grant with a high likelihood of acceptance. We are working with Joe Fontenot on a marketing strategy for the conference.

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.

Institute for Christian Apologetics



Dr. Robert Stewart

The NOBTS Institute for Christian Apologetics (ICA) sponsored the 2018 *Defend* (formerly Defend the Faith) Apologetics conference in January of 2018. Attendance was very strong with close to 300 attending. Among the speakers were Gary Habermas, Craig Hazen, Timothy McGrew, Richard Howe, Christopher Brooks, Lisa Fields, James K. Walker, Robert M. Bowman, Jr., Tawa Anderson, Tom Gilson, and a host of other Christian apologists and numerous NOBTS faculty, including but not limited to Steve Lemke, Robert Stewart, Michael Edens, Jeff Riley, Page Brooks, and Rhyne Putman.

Among the NOBTS courses that could be taken for credit via the DTF conference were:

- Christian Apologetics
- Christian Ethics
- The Problem of Evil
- Apologetics Method
- Cult Theology
- Doctrine of God in Christianity and Islam
- Introduction to Urban Missions
- Theology of Sexuality and Gender
- Christian Apologetics Institute (Leavell College)
- Apologetic Preaching (DMIN)

After three years of Rhyne Putman directing the conference, that assignment reverted to Robert B. Stewart.

The ICA continues to produce Christian Apologetics resources for use in churches and student ministry, or for individual edification.

In addition to these ministries ICA speakers frequently speak on apologetics-related topics in churches, on university campuses, and in apologetics conferences.

The first “Defend on the Road” Apologetics Conference will be April 13-14, 2018 at Olive Baptist Church in Pensacola, FL with the second tentatively scheduled for October 5-6, 2018 at Grace Baptist Church in Springfield, TN.

NOBTS offers 3 different graduate degrees in Christian Apologetics and between them have over 50 students enrolled in ICA/NOBTS apologetics degree programs.

- MDIV with a specialization in Christian Apologetics
- MA (Christian Apologetics)
- MA in Christian Apologetics

Institute for Christian Apologetics

NOBTS now offers a Ph.D. in Christian Apologetics.

All of these degrees can be earned either residentially or non-residentially.

The future is bright for ICA and NOBTS.

Greer-Heard Point Counter Point Forum

The Greer-Heard Point-Counterpoint Forum in Faith and Culture began in 2005 as a five-year pilot program. The calendar year 2017 was a year of firsts for Greer-Heard! It was the first year to include two forums. It was the first year to feature a forum in the fall semester. It was the first year for a one-night only forum, and also the first year for a forum to take place on Saturday evening.

2017 was also the final year for the Greer-Heard Forum. In all there were 14 Greer-Heard Forums.

The reason for having two Greer-Heard Forums in 2017 was that we were able to secure N. T. Wright for November 10-11, 2017. This was a very good thing to do. But having only one Greer-Heard Forum in 2017 would mean that there was no Greer-Heard event in the academic year of 2016-2017. In order to avoid skipping an academic year, it was decided to have a one-night event in the spring semester of 2017.

On Saturday, March 25, 2017 Ben Witherington III (Asbury Theological Seminary) and Amy-Jill Levine (Vanderbilt University) dialogued on the topic: “Christians, Jews, and Jesus.” We moved the dialogue from Friday night to Saturday night so as not to offend Jews by having it on their Sabbath. Around 450 registered for the forum.

On Friday and Saturday, November 10-11, 2017 N. T. Wright (University of Saint Andrews) and Simon Gathercole (University of Cambridge) dialogued on “The Meaning of the Atonement.” The next day the following speakers read the following papers:

- Douglas Moo (Wheaton College Graduate School), “The Atonement and its Consequences in Paul: Mapping the Contours of His Soteriology”
- Kevin Vanhoozer (Trinity Evangelical Divinity School), “Defending Reformation: Agnus Victor, Propitiation, and the Cursed Tree?”
- Michael Horton (Westminster Seminary California), “A Tale of Two Covenants: Why One Isn’t Enough”
- Edith Humphrey (Pittsburgh Theological Seminary), “‘Let Us Meditate Upon Your Righteousness’—St. John Chrysostom’s Reading of *Dikaiosynē Theou*”

Around 850 people registered for the conference and many more viewed it live through our live-streaming of the event.

Leavell Center for Evangelism and Church Health



Dr. Preston Nix

Overview

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 upon 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.

Accomplishments in 2017

1. *Baptism Analysis for SBC Evangelism Task Force*

Dr. Bill Day, Associate Director of the Leavell Center for Evangelism and Church Health, produced a statistical and historical analysis of baptisms in the Southern Baptist Convention consisting of several charts entitled "Where Is the SBC Going? Why?" for distribution and discussion at the SBC Evangelism Task Force Meeting held on the campus of Southwestern Baptist Theological Seminary, Fort Worth, Texas, December 4-5, 2017. The Evangelism Task Force was appointed by the Dr. Steve Gaines, President of the Southern Baptist Convention, after approval by the messengers to the SBC meeting in Phoenix, Arizona, June 13-14, 2017. The charge of the Evangelism Task Force is to study how Southern Baptists can be more effective in personal soul winning and evangelistic preaching and to bring a report to the SBC Annual Meeting in Dallas, Texas, June 12-13, 2018.

Dr. Preston Nix, Director of the Leavell Center for Evangelism and Church Health, was appointed to the Evangelism Task Force from New Orleans Baptist Theological Seminary by Dr. Gaines. Dr. Nix distributed the baptism analysis of the SBC prepared by Dr. Day to the members of the Task Force and led in a brief discussion of what the charts revealed. Dr. Paige Patterson, President of Southwestern Seminary and Chairman of the Evangelism Task

Leavell Center for Evangelism and Church Health

Force, expressed sincere gratitude for the historical and baptismal analysis of baptisms in the SBC provided by the Leavell Center and its contribution to the work of the Task Force.

2. Leadership Seminar with Dr. Jeff Iorg

The Leavell Center for Evangelism and Church Health in conjunction with the Centennial Celebration Committee sponsored a Leadership Seminar led by Dr. Jeff Iorg, President of Gateway Seminary on Thursday, October 12, 2017. Dr. Iorg spoke on conflict resolution in the church and then conducted a Q & A session on ministry leadership issues. The seminar was attended by approximately 75 students and faculty members. Those in attendance received a free copy of Dr. Iorg's book *The Painful Side of Leadership*.

3. Demographic Services

During 2017 the Leavell Center provided several churches as well as other entities with its demographic and psychographic products and services. These services date back to 1994. The Customized Strategy Studies provided by the Leavell Center are designed to help a church understand its community and to develop a tailor-made strategy to reach the individuals who live there. Basic demographic studies also were provided to students as a part of their class assignments.

4. Ministry to the NOBTS Academic Community

The Leavell Center undergirds the ministry of the academic community at NOBTS. Primarily, this support comes in the form of training students in the use of demographics as well as the fields of evangelism and church health, hosting classes with the latest technology for academics, providing teaching resources for evangelism professors, and coordinating the planning and implementation of experiential learning projects in evangelism.

5. Ministry to Agencies and Institutions within the SBC

The Leavell Center continues to assist Baptist associations, state conventions, agencies, and institutions within the Southern Baptist Convention when called upon by any of these groups.

Future Directions

The Leavell Center plans to.....

1. Expand the definition of a healthy, growing church as it relates to missions giving particularly through the Cooperative Program.
2. Continue to conduct a major research project described as "The Wall" to determine the primary factors responsible for the plateau of baptisms in the SBC since the 1950s and to discover possible courses of action to address the problem.
3. Develop demographic resources to help churches determine the most advantageous locations to plant new congregations.
4. Encourage NOBTS sponsored mission trips with emphasis on evangelism.
5. Sponsor church growth/health conferences each year.
6. Reestablish the main campus Prayer Center.
7. Submit a book for publication on principles of church revitalization.

Leavell Center for Evangelism and Church Health

8. Promote the publishing of a book on the impact of different kinds of natural disasters upon the decline and growth of churches.
9. Conduct a major research project in an attempt to answer the question of how to turn around churches with zero baptisms.
10. Focus on church revitalization as well as spiritual awakening and renewal desperately needed in our SBC churches.

Leeke Magee Christian Counseling Center



Dr. Ian Jones

The Leeke Magee Christian Counseling Center opened on August 1, 2014. The Leeke Magee Christian Counseling Center provides an array of biblical, evidenced-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, elders, and, in particular, the Bethel Colony and Women at the Well ministries. The Center is a training facility for graduate student interns at New Orleans Baptist Theological Seminary. Practicum students are provided a supervised experience in the use of biblically sound models and are prepared to qualify for the licensure process as professional counselors or marriage and family therapists. Counseling services are available to students and the seminary family.

Students begin their training at the Leeke Magee Christian Counseling Center, but also serve at a variety of 14 external sites where they provide counseling. These sites vary from community mental health centers, church sponsored counseling centers, psychiatric units at hospitals, and private practice sites. The Clinical Practice program averages 45 students in clinical practice either at the Leek Magee Center or at various external sites. Across the past year, the following numbers of hours were provided to the NOBTS community and to the greater New Orleans community. Additionally, individuals, couples, and families from churches all over the region come to the LMCCC for assistance with mental health issues.

January 1 – December 31, 2017		Number of People Served	Total Hours of Counseling
Student Counselors	Leeke Magee: 50	Leeke Magee: 763	LMCCC: 4,822 hours
PhD Counseling Hours	10 PhD or Graduates		958 hours
Faculty Counseling Hours	Four Faculty		692 hours
Students at External Sites- Counseling Hours	14 Sites: 20 Students		999 hours
Total Counseling Hours			6,356
Total Ministry Hours (Counseling + Supervision)			9,633.5
Number of times Gospel shared in a session (at LMCCC)			106
Number of individuals praying to receive Christ in session or since the last session.			7
Value of Pro-bono work @\$35 an hour NOBTS			NOBTS: \$103,705
Bethel & Women @ Well			Bethel/W@W: 57,640

Supervised Ministry and Mentoring Programs



Dr. Bo Rice

The Entrust Mentoring Community

The mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries. Our target as a Seminary is healthy churches. We measure the effectiveness of our Seminary by the health of the churches that our graduates lead.

The Mentoring Program is designed to keep our mission ever before us and to assist us in reaching our target. The Mentoring Program assists in this by having four goals:

1. To continue to provide a high level of theological education while partnering with the local church and/or para-church organizations.
2. To include the church in the equipping of the called.
3. To prepare academically trained students on what to expect in the “real world” of ministry.
4. To develop rich relationships between New Orleans Baptist Theological Seminary and partnering churches and para-church organizations.

In the last academic year, the mentoring program at NOBTS has grown from an enrollment of 250 students to 342. Students earned a total of 548 credit hours in the mentoring format (up from 484 credit hours the previous year). There are a total of 378 approved mentors (up from 255) and 88 mentoring sites (up from 76).

Supervised Ministry

Supervised Ministry helps facilitate hands-on training for seminary students preparing for the ministry. Students who participate in Supervised Ministry receive class credit for performing the ministry in the local church and denominational agencies. The Seminary President, Dr. Kelley says, "We do in order to learn, we learn in order to do." Supervised Ministry facilitates this conviction on a number of levels:

Supervised Ministry I equips students with the necessary skills to engage in personal evangelism and provides opportunities for students to actively participate in personal evangelism. Each year, hundreds of people begin a new life in Christ through students sharing their faith.

Supervised Ministry II provides opportunities for a student to be mentored in the field of the student's calling. The student plans and carries out a project for which he or she is directly responsible as the mentor guides and evaluates the student's progress.

Supervised Ministry and Mentoring Programs

During the Spring semester of 2017, the Supervised Ministry program at NOBTS saw 2,690 total evangelism encounters. These encounters included 113 total confessions of faith and 795 assurances of salvation, which comes to a total of 908 decisions.

In the Fall semester of 2017, the Supervised Ministry program at NOBTS saw 4,065 total evangelism encounters. These encounters included 140 total confessions of faith and 487 assurances of salvation, which comes to a total of 627 decisions.

In the Summer Crossover event (in conjunction with the SBC Annual Meeting), the Supervised Ministry program at NOBTS saw 773 total evangelism encounters. These encounters included 17 total confessions of faith and 79 assurances of salvation, which comes to a total of 96 decisions.

Total for Supervised Ministry for the year saw 7,528 evangelism encounters with 270 first time confessions of faith. There were 1,361 assurances of salvation.

Youth Ministry Institute



Dr. David Odom

Overview

Youth Ministry Institute (YMI) is about training the next generation of youth leaders. YMI exists to extend the mission of New Orleans Baptist Theological Seminary through leadership in quality training, advanced research, and practical resources for those who work with youth. YMI strives to serve students, leaders, ministers, and volunteers in all things youth ministry. The Institute offers classes for Undergraduate, Masters, and Doctoral level students as well as training for all current youth ministers, lay leaders, volunteers, or those aspiring to understand what youth ministry is all about. The Director of YMI is Dr. David Odom.

Brief History

YMI was created in 1999 under the leadership of Dr. Allen Jackson, then-Professor in Youth Education and Collegiate Ministry. YMI was founded to act as an extension of the Youth Education Division of the NOBTS campus in order to provide an alternative delivery system, particularly for extension center students who could not otherwise receive specialized training in youth ministry. Over the years, YMI grew and matured to encompass all youth ministry training offered at NOBTS.

Today, the vision to equip leaders remains the same. Along with Dr. Odom, the YMI support staff currently includes Amy Mullins (pursuing a Master of Art in Christian Education) as YMI Administrative Assistant and Joshua Boucher (pursuing a M.Div.) as YMI Research Assistant.

Ongoing Work

Youth Ministry classes are offered during the regular semester sessions (spring and fall), in the following delivery options: traditional on-campus, online, and the workshop format.

On Campus

YMI offers youth ministry courses as a part of the traditional on campus schedule of NOBTS. Students earn seminary course credit with the option to pursue a six-hour concentration in youth ministry toward the *Master of Arts in Christian Education* or a specialization in the *Master of*

Youth Ministry Institute

Divinity in Christian Education. Students can also take youth ministry courses as general electives.

Online

All of the youth ministry courses at NOBTS are now online. Our youth ministry courses rotate on a two-year schedule from on campus to online. At least one youth ministry course is offered online each semester.

Workshop

The Institute extended the YMI weekend workshops beyond the campus of NOBTS. Dr. Odom coordinated and co-hosted the YMI On the Road event at our North Georgia Extension Center – Johnson Ferry Baptist Church in Marietta, GA. The theme of the conference/workshop was *Youth Ministry in a Post-Truth Culture*. The event was a success.

In January 2018 at the Apologetics conference at NOBTS, YMI sponsored several breakout sessions. The workshops focus on specific aspects of youth ministry.

Achievements in 2017-2018

- During Dr. Odom's second year at NOBTS, he engaged with many youth ministers and volunteers across the country. Below is a list of the locations Dr. Odom visited as a recruiter for NOBTS and YMI:
 - Lifeway's Collegiate Week, Glorieta, NM (presenter as well)
 - National Youth Workers Conference
 - Society for Professional Christian Educators (SPCE)
 - Association of Youth Ministry Educators (AYME - board member)
 - Texas Youth Ministry Conclave
 - Southeast Youth Ministry Conclave (TN, SC, GA, AL, MS, and LA)
- YMI continues to offer its resources in the format of a speaker or presenter for a local church or ministry event. Dr. Odom spoke at both the New Orleans Baptist Association (NOBA) Youth Minister Appreciation event and at First Baptist New Orleans on youth ministry topics.
- YMI has a heart for the local church. Through the YMI office, we help connect local churches looking for youth ministers and youth interns with current or former youth ministry students.
- The YMI office also helps connect youth ministers with students to help with their DiscipleNow weekends, and to provide insight to specific curriculum and resources.
- The YMI website (youthministryinstitute.org) was updated and redesigned during Dr. Odom's first semester at NOBTS, with the help of his Research Assistant, Joshua Boucher. The YMI website continues to serve students, youth ministers, and volunteers as it promotes YMI classes, conferences, and resources related to youth ministry. Among notable additions to the website are a youth ministry blog and podcast.

Youth Ministry Institute

Future Directions

YMI is dreaming big! We have a vision to see the Institute broaden its scope and influence in the field of youth ministry. The future focus of YMI encompasses the three areas of our mission: quality training, advanced research, and practical resources

Quality Training

Preparations are being made for another YMI on the Road event. Dr. Odom and Dr. Jackson are planning to conduct a pre-conference event in conjunction with the Southeast Youth Leader Conclave in Memphis, TN (January 2019).

To facilitate recruitment, YMI will continue to build relationships with state Baptist leadership in the tier-one states of Louisiana, Mississippi, Alabama, Georgia, and Florida. Dr. Odom will engage with teenagers, local youth ministers, college students, and BSM directors.

YMI will develop a youth leadership team of seminary students who can provide training for church ministers and volunteers. This team will enable students to gain experience in ministry while providing valuable training for the local church. The team will also serve as excellent ambassadors for NOBTS to aid in recruitment.

In the coming years, YMI will offer new Sync courses. These courses offer students the opportunity for “synchronized” learning with students on the campus of NOBTS. Sync courses are currently only offered at the Ph.D level.

Advanced Research

Dr. Odom has a heart for today’s teenagers and the youth leaders who serve them. YMI plans to continue to conduct research into the faith practices of Generation Z (students born between 1996-2010). This research will contribute to a greater understanding of today’s young people and provide strategies for reaching this generation with the gospel of Jesus Christ.

Practical Resources

In the coming years, YMI will produce products and resources for youth leaders. Resources such as books, Bible studies, planning guides, training help, and game/recreation ideas will be available on the YMI website.

Dean of Leavell College



Dr. Thomas Strong



Overview

Throughout this academic year, Leavell College is celebrating the 25th anniversary of the four year, fully accredited Bachelor of Arts degree. Almost 5,000 students have graduated from the college during that time, many of whom went on to complete graduate degrees. In addition, the graduates of Leavell College continue to have an impact upon the Kingdom through effective ministry in the local church and related ministries.

Leavell College was organized to provide quality theological education to non-traditional students for the purpose of preparing them for ministry in the present and for graduate work in the future. The Leavell College Faculty has adopted the following purpose statement: “The Leavell College Faculty exists to glorify God by impacting our world for Christ through teaching, modeling, and ministering.”

The *Bachelor of Arts in Christian Ministry* (BACMin.) is the foundational degree and one of two baccalaureate degrees offered by Leavell College. The purpose of this degree is to prepare students for effective kingdom ministry and to prepare students for further study at the graduate level. A majority of LC students are currently involved in some type of local ministry; and through the curriculum, these students are encouraged as they continue to develop skills and lifestyles needed for effectiveness in the ministry. In addition, the majority of LC graduates will continue their studies in the graduate program at NOBTS, making Leavell College the number one feeder school for the NOBTS graduate program. Students who are pursuing a BACMin can choose two of the following minors as a part of the BACMin degree: Biblical Studies, Christian Education, Children’s Ministry, Church Ministry, Church Mentoring, Music and Worship, General Education, Missions, Psychology and Counseling, Pastoral Ministry, Women’s Ministry, and Youth Ministry.

Leavell College offers other degrees and programs as well. The *Bachelor of Arts in Music* is offered to help prepare men and women to lead in worship in the local church. Currently, four *Associate degrees* are offered: the Associate in Christian Ministry, the Associate in Music and Worship, the Associate in Children’s Ministry, and the Associate in Women’s Ministry. The

Dean of Leavell College

Diploma Program provides an opportunity for those students who have not completed their high school education or received a GED. The Diploma in Christian Ministry is currently the only diploma being offered.

The Leavell College Certificate Program is available to students who desire college-level training but may not want to enroll in a degree program. These 18-hour certificates consist of current courses offered in the online Leavell College degree programs, and students may transfer all of the hours into the Leavell College degrees. Leavell College certificates include the following: Christian Ministry, Biblical Studies, Christian Education, and Biblical Foundations.

The Church Leadership Certificate Program was developed to provide short-term, supplemental training for local church leaders and bi-vocational ministers. These courses are offered in formats to provide access to these courses for the majority of individuals (such as weekend courses and 8 week terms). The following certificates are currently being offered through LC: Certificate of Excellence for Student Wives, Biblical Teaching Certificate, Christian Education Certificate, Church Ministry Certificate, Church Music Certificate, Pastoral Ministry Certificate, Preschool and Children's Ministry Certificate, Advanced Preschool and Children's Ministry Certificate, Women's Ministry Certificate, and Advanced Women's Ministry Certificate.

Achievements in 2017

This past year has provided great opportunities and great challenges for continuing and expanding the work of Leavell College.

1. Addition of New Faculty Member and Adjustments. Dr. Jeff Audirsch joined the faculty of Leavell College from Shorter College. He has a PhD in Old Testament and Hebrew from NOBTS. His hiring strengthens the faculty by providing a biblical studies faculty member that compliments those already on the faculty. In addition, he brings a wealth of knowledge from his previous experience dealing with such matters as SACSCOC and curriculum. Dr. Audirsch is available to advise students, to counsel students, and to assist with other Leavell College responsibilities as needed. He also provides oversight to our Biblical Studies minor, our largest minor. Dr. Norris Grubbs, who previously served on the Leavell College faculty, was moved to the Division of Biblical Studies on the graduate side after his election as Provost.
2. Accreditation. In response to the SACSCOC recommendations, Leavell College created specific assessment measures which are effective and sustainable. This year, we have implemented the use of specially created assessment rubrics to assess our degree programs and our general education competencies. In addition, we have required all incoming students and all graduating students to take the commercially produced, nationally recognized ETS Proficiency Profile (EPP) exam. The hard work of our assessment team and our faculty have led to a sustainable process which will provide information leading to positive changes in our curriculum. We now have two subcommittees for Leavell College assessment: the program assessment team and the general education assessment team. These committees will continue to meet as needed in

Dean of Leavell College

preparation for our yearly assessment of degree programs and general education competencies.

3. **Mentoring Minor Growth.** The faculty approved a mentoring minor, enabling students to earn credit through ministry experience with a qualified and approved mentor. Students can take 3-hour or 6-hour courses consisting of ministry experience, dedicated meetings with mentors, and online discussions regarding current topics and writings. The mentoring courses, offered to students on campus, online, and at extension centers, are facilitated by Dr. Thomas Strong. We have seen a steady increase in the number of students taking the mentoring courses and earning the 18-hour mentoring minor.
4. **Revitalization of Online Course Offerings.** Recognizing the need to revise some of our online course offerings, the Leavell College faculty is systematically revising online courses, adding new content and uploading high-quality videos to enhance the online learning experience for students. We will continue with our revision cycle (five courses per year) and are identifying new courses to create in order to meet the needs of our fully online students. Additionally, we are monitoring our online courses to ensure best practices, specifically in the areas of faculty engagement with students and appropriate and timely feedback. The Dean, working in conjunction with Dr. Craig Price, will contact faculty who may need support maintaining contact with students and providing timely, appropriate feedback. Our faculty has made great progress in not only expanding our online offerings but in continually revising the offerings to make certain the quality is of the highest levels.

Future Directions for 2018

The Leavell College faculty looks toward the future with great anticipation of what God is going to do in and through the faculty and students. The past has been an indication of God's hand of blessing upon the program: stability, increased effectiveness, and intensification of community. Though the year has provided challenges, the ministry is strong and the faculty is determined. As we continue to be effective, we will strive to achieve the following objectives during the upcoming year of 2018:

1. **Curriculum Revision.** The goal of the Leavell College faculty is to produce a complete revision of all degrees by the end of 2018. They have begun to establish a Christian Ministry Core and a General Education Core that will be a part of all degrees. After these are established, the Bachelor of Arts in Christian Ministry (Leavell College's foundational degree) will be revised to include a major in Christian Ministry and a minor of the student's choice. The same process will be followed for the Bachelor of Arts in Music. Two new degrees will be developed: the Bachelor of Arts in Biblical Studies and the Bachelor of Arts in Counseling. Both of these degrees will provide training for present ministry and preparation for graduate work in order to fulfill the mission assigned to Leavell College.

Dean of Leavell College

2. **Emphasis upon Retention.** The Leavell College faculty has recognized the need to work towards the development and implementation of a student retention plan. Though in the early stages of development, the faculty is seeking to discover ways that would encourage students to stay engaged until graduation at Leavell College. Included in the discussion are the offering of seminars that would help students better function, personal advising by faculty, small group mentoring, and better record tracking of students' actions.
3. **Mentoring Expansion:** As mentioned above in the accomplishments section, the mentoring component of the college continues to grow in demand. In order to help students gain the most effective mentoring experience, the faculty will consider the expansion of the mentoring process to include mentoring as substitutes for required courses within the degree where appropriate – such as Intro to Ministry and Expository Preaching.
4. **Curriculum Discussions.** A task force has been created to discuss the possibility of a 3+2 program by which highly qualified Leavell College students could complete their BA and their MDiv in five years of specific, concentrated study. Currently, the task force (composed of Leavell College faculty) is studying similar programs to determine the feasibility of such a program here at NOBTS. The task force members have conversed with several knowledgeable people regarding accreditation requirements for such a program. The task force is in the early stages of discussion, but the ongoing discussions should lead to a decision this year. Any proposal would need approval through the regular NOBTS approval process. Approval would also be needed from SACSCOC and ATS as the 3+2 would require undergraduate students to take graduate courses once they have complete 90 hours of undergraduate coursework.
5. **Oversight of Programs and Control of Expansion.** Over the past 25 years, the offerings of the college have continued to expand exponentially, especially in the areas of certificate centers and prison centers. Throughout the year, the administrative leaders of the college are seeking ways to make certain future expansion is appropriate and viable. In addition, the need of support for the prison centers both financially and administratively continues to be a matter of discussion.

With great joy, the Leavell College faculty embraces the future with a strong desire to continue the Leavell Legacy of effectiveness in ministry – as we minister to our students, and as we help prepare and encourage our students for effectiveness in ministry.

Dean of Students



Dr. Craig Garrett

Mission and Overview

The mission of the Office of the Dean of Students is to serve and encourage members of the NOBTS family in physical, social, and spiritual development. This development assists the mission of the Seminary by helping equip leaders to fulfill the Great Commandment and the Great Commission through the local church and its ministries.

The Office of the Dean of Students oversees the Student Services Department which consists of the Student Life Office, the Testing and Counseling Office, the Office of the Coordinator of Women's Programs, Recreation Services, the Financial Aid Office, and the Program for Research, Education, and Planning (PREP Initiative). The Dean of Students' role is pastoral in nature and administrative in function. The Dean of Students and his staff serve as primary points of contact and help for students as they navigate seminary life. The Dean of Students acts as a liaison between students and the seminary administration, representing student issues and perspectives on the seminary administrative council. Likewise, the Dean of Students takes a lead role in interpreting and implementing administrative policies that affect students.

Dr. Craig Garrett has served as the Dean of Students since June 2008. Dr. Amy Morgan became the Associate Dean of Students in November 2015, while retaining her responsibilities as the Retention Director. Ms. Holly Allen serves as the Student Life Director, Dr. Emily Dean serves as the Coordinator of Women's Programs, Mr. Brad Winter serves as Recreation Coordinator, Mr. Steve Morgan serves as Social Media and Marketing Coordinator, Mr. Michael Wang serves as Financial Aid Director, and Ms. Madison Hinton serves as the PREP Director.

Achievements in 2017

1. Associate Dean of Students

Dr. Amy Morgan served as the Associate Dean of Students in 2017. In this position, Dr. Morgan now serves as a primary point of contact for current and prospective NOBTS students related to student service issues. She assists the Dean of Students in leading and supporting the student services team in areas related to policies and procedures, disciplinary issues, student concerns, and campus events. In 2017, the Associate Dean of Students' main achievements were:

- Coordinating housing policy exemptions and extensions with housing director Julie Barentine, registrar Paul Gregoire, and Dean Craig Garrett to ensure adequate information collection;
- Meeting with students to hear their concerns and talking through next-step action points;

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- Supervising the Dean of Students' office staff in coordinating office schedules and activities; and
- Supporting the Student Life Director and Recreation Coordinator in the planning and implementation of various events as well as on-going policy and supervisory concerns.

2. Financial Aid

The Financial Aid Office has made steady progress throughout 2017. We continue to offer many financial resources such as need-based grants, job listings, loan information, and financial counseling. During 2017, this office accomplished the following:

- Updated and maintained the job board with contact information for local businesses desiring to hire NOBTS students and spouses
- Distributed Tuition Opportunity for Public School (TOPS) scholarships to 35 students totaling \$71,137.30.
- Partnered with state conventions and foundations from Mississippi, Louisiana, Alabama, Georgia, Florida, Tennessee, North Carolina, South Carolina and Virginia to distribute scholarships to qualified NOBTS students.
- Administered Women's Auxiliary Scholarships to 16 students totaling \$11,305.
- Administered Presidential Scholarships to 19 students totaling \$47,955.
- Awarded New Student Scholarships to 59 students totaling \$38,750.
- Awarded Missionary Scholarships to 61 students totaling \$56,435.75.
- Awarded Music Scholarships to 87 students totaling \$57,700.
- Awarded African-American Student Scholarships to 252 students totaling \$174,110.
- Awarded African-American Students in North Georgia Scholarships to 40 students totaling \$36,605.
- In Spring 2017, awarded 448 Current Student Scholarships (not counting the students who received Presidential, Women's Auxiliary, and New Student awards) totaling \$288,355.82.
- In Fall 2017, awarded 445 Current Student Scholarships (not counting the students who received Presidential, Women's Auxiliary, and New Student awards) totaling \$303,355.

3. Home School

Many families who choose to homeschool on the NOBTS campus network together through the Christian Home Educators Support System (CHESS). During 2017, this student organization accomplished the following achievements:

- Enrolled 36 families in the homeschooling network in August.
- Offered Physical Education, Choir, Chinese, Spanish, Sign Language, Writing, Worldview; and Algebra II.
- Offered a bi-monthly family co-op in the Resource Center where all the families came to take and teach classes in their specialty. The following classes were offered Art, Science Lab, and Life Skills. Preschoolers enjoyed Show & Tell, Story Time, Games, Science and Art.
- We joined with the Social Work Club at NOBTS and ministered to the Nursing Home in Kenner in December

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- Classical Conversations Homeschooling Group that meets weekly in the Doris Kelley Showers of Blessings Resource Center and provides the assignments for students and accountability for parents. This group has 30 students enrolled.
- Administered the Stanford Achievement Test to 3rd-12th graders.
- Held a graduation service for 4 seniors and promoted to the next grade those in K-11th grade.
- Held a weekly book club to encourage and train moms in the mission of motherhood.
- Offered age and interest driven workshops and activities for students: **ACT Math Prep** for high school students and Lego Contest for younger students.
- Supplied several new families with books and curriculum from the resource center.
- Offered a number of interesting field trips for homeschool students and families, including trips to the Renaissance Festival and Chalmette Battlefield.
- Hosted a fine arts camp in conjunction with the ERLC Parenting Conference to allow parents to attend a simulcast of the three day conference.
- Raised money to give to Baptist Global Response for the hurricane victims.
- Made Gospel Floats for Child Evangelism Fellowships Mardi Gras parade event.
- Attended the three day children's choir event presented by the Georgia Baptist Jubalheirs.
- 41 Children's and Youth Choir members sang in the community and Christmas concerts with the seminarians.

4. The PREP Initiative

The PREP Initiative, funded by a grant from the Lilly Endowment, has spent the past year implementing the programs outlined in the grant program. The PREP office saw change in leadership this past year by hiring a new PREP director in the spring and a PREP coordinator in the fall. In the midst of significant transition, the PREP Initiative accomplished the following toward helping students navigate the economic challenges they might face as future ministers:

- Offered 12 financial training groups
 - 93 student participants
 - 66 students completed the financial training groups
- Offered free professional financial planning meetings to students
 - 28 students or spouses participated
- Continued the New Student Orientation Session, "Don't Let Finances Send You Home"
- Began participating in the Campus Preview Day Session, "Dollars and Sense"
 - 40 student participants
- Individual Financial Meetings provided by PREP Office Staff for students on-campus
 - 31 student participants
- Continued to collect data from new students utilizing our financial health survey during online orientation.
 - 37 Students responded
 - Of the 37 students, 20 entered seminary with an average of \$19,800 - \$25,750 in educational debt.
- Loan Certification Process (First year)
 - 29 students participated in loan certification meetings.
 - Each student had three meetings with PREP staff.

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5. Recreation

In 2017, The REC at NOBTS was directed by Mr. Brad Winter. He manages part-time, student-related recreation staff and oversees recreational programs for the entire seminary family. The REC accomplished the following during 2017:

- Began offering floor hockey nights monthly, which has been a huge hit with students, averaging 15 students per night.
- Facilitated “Welcome Week” activities for the 2016-17 academic year. This included a cookout, trivia night kick ball, demo nights for workout classes, and a 3on3 Basketball tournament. Over 250 people participated.
- Coordinated intramural leagues, revamping the volleyball league, which saw five teams and over 60 people participate in it. The Rec partnered with imleagues.com and had over 160 total participants in the intramurals programs.
- We achieved having more programs for kids and teens on campus by adding Kids Blitz and Teen REC. They have both been highly participated in and families are asking The REC to keep these programs.
- We achieved offering a trivia night, which saw 85 people participate in it. We offered tailgating parties and they were well attended. We also achieved offering video gaming tournaments, which saw 45 people participate in the two events collectively.
- We advertised our Trivia Night in the spring with a Mardi Gras float in the HSC and NOBTS loved it! At least if they did not like it, there were no complaints.
- We initiated incentives in our GetFit workout class in the fall with REC shaker bottles and resistance bands and that was a huge hit among participants.
- We added Ladies REC to the schedule and saw 20 participate in the first event of *Wreaths at The REC*. We plan on expanding that program in the spring.
- We offered a *May the S'mores Be With You* study break in May 2017 and it was a huge hit, seeing 70 participants.
- Finals Dodgeball Study Break saw 25 participants on the Friday before the fall 2017 finals week.
- We achieved having a Night Shift Manager for a six-month period. They were popular with the staff and provided someone at The REC with authority when Brad Winter was off the clock. They were cut in August due to budget restraints.
- Offered swim lessons for campus families and Day Camp participants.
- Partnered with the Student Enlistment Office and offered capture the flag during the fall Leavell Next Steps event.
- Updated facilities with new pieces of weight room and fitness training equipment. They have been very popular with the users of the weight room.
- We had several of our events and programs sponsored. Our weekly Instagram Trivia during the summer was sponsored by Blaze Pizza, Steamboat Natchez, The National World War II Museum, New Orleans Baby Cake Baseball Team, among others. We also saw our Intramural Sports program become sponsored by Raising Cane’s Chicken Fingers and our Finals Snacks was sponsored by Rouses Market.
- We have laid the foundation for The REC’s new blog: *The REC Life*. This blogs will cover recreation, exercise, and community. This will launch in January 2018. This was inspired by bewellauburn.com.

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6. Retention

Dr. Amy Morgan has served as Retention Director since 2013. This position is responsible for coordinating Online Orientation, contacting students who take time off from their studies, and coordinating push-advising efforts for the graduate academic advisors. The main accomplishments in this area for 2017 included:

- 671 pre-scheduled academic advising appointments, an increase that reflects all advisors using the TimeTrade software.
- Adding advising responsibilities to the job of the Student Life Director, Ms. Holly Barnette, thus increasing the number of advisors available in the Dean of Students Office. Dr. Judi Jackson, Student Services Director at the North Georgia, also assumed advising responsibilities for North Georgia students, as well as other extension students in Georgia and Alabama.
- Advising was removed from the responsibilities of the Registrar's Office, though the Academic Counselor, housed in the Registrar's Office, retains responsibility for functions overseen by the Registrar, such as approving requests for transfer credit, evaluating transcripts, and certifying candidates for graduation.
- Purchasing appointment scheduling software for all three advisors.
- Push advising to students at the opening of fall and spring registration.
- Continuing coordinating advising and registration for new students.
- 147 graduate students and 90 undergraduate students completed Online Orientation in spring 2017.
- 240 graduate students and 144 undergraduate students completed Online Orientation in fall 2017.
- Coordinating contact of over 300 stop out students with North Georgia administrators for spring and fall.

7. Social Media

Mr. Steve Morgan served as the Social Media and Marketing Coordinator for 2017. This position is unique with dual oversight from the Dean of Students and the Public Relations Office. This position is responsible for overseeing all official NOBTS social media accounts, as well as publishing the official blog of NOBTS, "Geaux Therefore." The main accomplishments of Social Media in 2016 include:

- Average monthly reach of 250,000.
- Consistent weekly publications on the blog during the academic year.
- Production of different media forms for different delivery models (including videos).
- Engagement rates for social media followings twice our size.

8. Student Life

Ms. Holly Barnette served as the Student Life Director during 2017. The Student Life Office assists the Seminary family by facilitating the development of relationships, spiritual growth, enrichment, and characteristic excellence. During 2017, the Student Life office accomplished the following achievements:

- Coordinated the campus-wide Crawfish Boil and combined this event with the Spring Fun Fest, which included a 5-K run and one-mile fun run/walk, cookout, and numerous games and carnival activities. The Recreation Department assisted in many of these

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activities, particularly in staffing needs. Approximately 420 students, staff, faculty, and their families attended this event.

- Hosted the President's Ice Cream Social in conjunction with the President's Office and the President's Home.
- Worked with the Recreation Department to coordinate events including Costume Volleyball night.
- Assisted the Dean of Students in contacting students affected by tornadoes in the early spring of 2017 and connecting those students with the Financial Aid office.
- Assisted with the planning and implementation of Red Carpet Week non-academic activities.
- Worked with the Public Relations office on the annual updating of the Student Handbook.
- Assisted student organizations with leadership development and activity planning.
- Coordinated with the Retention Director to plan and implement New Student Orientations for both the spring and fall semesters.

9. Women's Programs

The Coordinator of Women's Programs position is designed to provide spiritual, social, and professional support and encouragement for women on the NOBTS campus, including women students, student wives, women serving as career staff, and faculty wives. Dr. Emily Dean served as the Coordinator of Women's Programs in 2017. She works closely with the Student Services Office, Dr. Rhonda Kelley, and Courtney Veasey in planning and scheduling events for all women of NOBTS. Upon Courtney Veasey's transition away from NOBTS, Dr. Emily Dean began transitioning into the position as Director of Women's Academic Programs & Organizations beginning December 2017 and officially assumed the role as of January 2018.

During 2017, this office achieved the following accomplishments:

- Promoted the campus women's programs at the spring and fall Campus Life Fairs as well as NOBTS Campus Preview events
- Recruited and managed leadership teams for Student Wives Fellowship and the QUEST (Fellowship of Women Students).
- Supported the Student Wives Fellowship Council in its planning of monthly meetings, with attendance averaging between 20 to 30 ladies.
- Assisted Student Wives Fellowship Council in hosting special events such as Couples' Progressive Dinner, a campus-wide Holiday Market with over 60 vendors, and the Christmas Tour of Homes event which featured on-campus homes of faculty, staff, and students.
- Worked closely with the QUEST (Fellowship of Women Students) leadership in the planning and hosting of events including new/returning student welcome coffees and core-value-focused discussion luncheons.
- Assisted Heartbeat (Fellowship of Staff Women and Wives of Staff) leadership in the planning and promoting of monthly events.
- Coordinated with Dr. Rhonda Kelley and Courtney Veasey for the NOBTS Women's Conference: *100 Years of Servant Leadership*
 - this event involved leadership from all the campus women's organizations
 - testimonies through word and song were provided by women students and student wives.

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- Coordinated with Dr. Rhonda Kelley and Courtney Veasey in the planning and implementation of the Ministry Wives meeting for the Caskey Conference *No Restraints*:
 - this event included messages by Courtney Veasey and a discussion panel featuring, Dr. Rhonda Kelley, Joy Tolbert, Judy Landry, Emily Dean, and Taran Holland
 - a reception for the wives was held in the President's Home
 - the ladies participated *Ladies Lagniappe*, which included ministry opportunities and training in small group rotations
- Coordinated an NOBTS Centennial Women's Prayerwalking Mission Effort
 - this event included all campus women's organizations
 - the group prayerwalked in the original uptown location of NOBTS
- Coordinated Pink It Up Day
 - this event included information on breast cancer awareness and fundraising efforts for a scholarship created in memory of a former NOBTS alumni
- Coordinated campus women's Brown Bag Book Clubs which met weekly through each semester studying two different Bible study books (one each semester).
- Supported Profettes (Fellowship of Faculty Wives and Women Faculty) in its annual planning and monthly meetings.
- Promoted the various events and initiatives of the NOBTS Women's organizations through flyers, Facebook, email, and text messaging.
- Assisted the Director of the Women's Academic Programs under the direction of Courtney Veasey, which included (but was not limited to) sending promotional materials to prospective students, revising website information, updating student folders, assisting with workshop week details, and teaching classes as assigned.
- Traveled to the Southern Baptist Convention meeting in Phoenix and the LifeWay Women's Ministry Forum in Nashville to recruit for NOBTS programs and connect with present/past students.
- Coordinated with the REC to begin ladies events monthly held at the REC

Future Directions for 2018

1. Future Directions for the Associate Dean of Students
 - To encourage an "open-door" policy for students to voice concerns.
 - To continue to monitor the submission of housing policy exemptions.
 - To focus on enhanced customer service as we deal with student issues.
 - To support the initiation of new activities to build community among the student body, both on the main campus and throughout the extension center system.
 - To improve our services for international students.
2. Future Directions for the Financial Aid Office
 - To work with the Institutional Advancement Office to ensure we are using all scholarship funds available to help our students through NOBTS grants
 - To work with the Business Office to ensure past due student accounts are dealt with effectively, efficiently, and appropriately

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- To work with the PREP Office to ensure NOBTS students graduate with a solid understanding of personal finances and to help minimize student debt.
- To continue maximizing the Google Docs programs, especially when sharing spreadsheets with the Business Office, Registrar's Office, and Institutional Advancement Office.
- To continue refining and updating the Financial Aid website to better assist future and current students who are seeking information regarding financial assistance

3. Future Direction for Home School

- To continue offering elective classes and field trips for students according to the need and interest survey given each year.
- To continue to offer holiday parties and field day to encourage social interaction between kids and their families.
- To continue to offer standardized testing so that parents can assess their kids strengths and weaknesses and make changes accordingly.
- To continue to offer several field trips each semester to encourage families to take advantage of learning opportunities in our city.
- To continue to celebrate accomplishments by providing graduation and recognition ceremonies.
- To purchase books to update the resource library so that needy families have the materials they need to homeschool.
- To purchase needed technology to keep up to date.
- To explore ways we can support family and marriage growth for the homeschool family.
- To offer more one-time events according to interest: Lego Contest, Curriculum Fair, Music Camp and Workshop on Organizing Your Homeschool.
- To continue to look for ways to organize the support group so that it easy to reproduce when families move to other parts of the country and find the need to organize a homeschool group.
- To provide encouragement to families so that they can have the confidence they need to trust God as they homeschool whether here or when they leave.

4. Future Directions for the PREP Office

- To continue to offer financial training opportunities on the New Orleans campus with intent to extend to all student through online services.
- To continue integration into Student Services under the supervision of the Financial Aid Director.
- To work with the Financial Aid Office to ensure NOBTS students graduate with a solid understanding of personal finances and to help minimize debt.

5. Future Directions for the Recreation Center

- To continue to offer various activities for students and campus families according to interest.
- To help make health and fitness a bigger priority on campus through health fairs, running clubs, weight loss competitions, cooking classes, events in the student center, and seminars on healthy living.

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- To improve the profile and atmosphere of the REC through one-day events and activities, improved seating, padding on basketball walls to increase safety in basketball gym, sports-watching parties, and WiFi capabilities.
- Offer more programs for children and teens on campus, such as Teen REC.
- To offer more community centered events, such as Trivia Night, NOBTS Olympics, and video gaming tournaments and taking programs out in the city to share the gospel through fitness and recreation.
- Adding night shift managers and eventually an Assistant REC Coordinator.

6. Future Directions for Retention

- To continue contacting stop out students.
- To continue evaluation and improvement of Online Orientation.
- To continue providing push advising to all graduate students.
- To improve the delivery of the early registration opportunity.

7. Future Directions for the Social Media

- To increase in weekly engagement and visibility (exposure).
- To continue production of activity and communication (action).
- To continue development of the blog.
- To continue development of new media for publication via different media models.
- To increase social media presence to 25,000 followers

8. Future Directions for the Student Life Office

- To continue to work to develop student organizations and encourage contact between organizations and the Student Life Office.
- To continue to foster a “student-friendly” atmosphere in all Student Life Services.
- To continue to serve as liaison between students and the administration.
- To continue to utilize evaluative surveys to critique events and provide direction for the future.
- To continue to offer support for recreation activities and events.

9. Future Directions for Women’s Programs- NOBTS Women

- To continue to evaluate and strengthen organizational meetings and programs for the Student Wives Fellowship and QUEST (Fellowship of Women Students).
- To encourage and empower the leadership of each women’s organization to minister effectively to the women on campus.
- To assist and encourage women’s ministry students and student wives as they pursue their respective degrees and/or certificates.
- To support Bible study and prayer ministry opportunities among all NOBTS women.
- To evaluate recruiting strategies for the Ministry Wife and Women’s Ministry academic programs.
- To explore possibilities for enhancing communication avenues for promotion and information dissemination, including text messaging and additional forms of social media.

Registrar



Dr. Paul Gregoire

Overview

During the past twelve months the staff of the Registrar's Office has faithfully fulfilled responsibilities in the areas of admissions, academic records, academic counseling, registration, graduation, and working with Computer Services with the updates to the computer system and implementing online registration and email courses. These responsibilities have included processing applications submitted by masters level students and working with the Research Doctoral Committee (REDOC) and the Professional Doctoral Committee (PRODOC) to process doctoral level students' applications, the registration of all students at the seminary, the academic advisement for the Master of Divinity, Master of Arts in Christian Education, Master of Arts in Marriage and Family Counseling, Master of Arts in Theology, Master of Arts in Worship Leadership, Master of Arts in Biblical Studies, Master of Arts in Biblical Languages, Master of Arts in Missions, Masters of Theology degree students and the accurate maintenance of academic records for all current and former students. Added to the responsibilities of the Registrar's Office is the monitoring of graduate certificates, Korean programs at the undergraduate, graduate, and doctoral level. Other duties have been fulfilled in the areas of committee assignments, student counseling, student recruitment, new student orientation, online registration, online courses, contentious evaluation of all masters degree programs to the new programs, helping to evaluate the new extension centers, helping the masters students adjust to the semester system with a two day schedule, hybrid courses, Saturday courses and implementing new requirements and regulations for international students (because of September 11) as well as those students on veterans benefits veteran, record examinations by the state and local VA Offices and Louisiana Vocations Rehabilitation.

The Registrar's Office also processes the drop/adds, withdrawals, entering of classes, graduation, and registration for all the educational levels of the seminary. The Registrar's Office has begun to scan instead of microfilming all the old records. The Registrar's Office has not been able to glean their files since Hurricane Katrina because of lack of personnel. We have been able to use the members of the Registrar's Office to cross train and have some down time to do the scanning.

The participation in online registration for the Fall and Spring Semesters is increasing as the students realize the advantages and allowing new students to register online during their orientation. Students are now doing registration for workshops and internet classes online also.

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The need for additional help with student advising has become more evident since we have gone to complete online degrees, the necessity for monitoring residence requirements has been eliminated. Mr. Shaun Grunblatt is in his first year as the Assistant Registrar replacing Mr. Corey Barnes who faithfully committed himself to the Registrar's Office and his knowledge of computers and Power Campus has made record keeping in the area technology a vibrant part of the office. Mr. Grunblatt is in training to learn all aspects of the Registrar's Office. Dr. Mark Foster is also in his third year as Admissions Coordinator. Mrs. Kayla Baker has replaced Mr. Shin Doak Ra who did a tremendous job especially dealing with our Korean students as a part-time Admissions Secretary. Mr. Andrew Bailey left to work at Shorter University and was replaced by Mr. Jeremy Pippen.

The Registry Office is in need of additional personnel to fill the voids of Assistant Academic Advisor. The Assistant Registrar to Leavell College, Mr. Michael Gill is just starting and will need training. The Registry Office experienced many turnovers last year due to graduation and those seeking higher paying jobs with benefits. Before Hurricane Katrina, the Registrar's Office employed seven (7) full-time and four (4) part-time personnel. After Katrina, the Registrar's Office has five (5) full-time employees and one (1) part-time employee not counting the Registrar in either case.

The online registration has been expanded from three (3) weeks to (3) months. All schedules are posted on the internet and website. We have been having very successful online registrations. 'Red Carpet Week' replaced "New Orleans-To-Go" in 2005 and has also been very successful. The undergraduate and graduate registration along with the off campus registration is conducted simultaneously with very much success. The semester schedules continue to be very commuter friendly for those students not living on campus. The addition of Saturday and hybrid classes has also enhanced the "Commuter Friendly" campus. The expansion of the Internet System with offering certificates and complete degrees online at every level has put extra requirements on the Registrar's Office. Offering additional classes and additions certificates along with all degrees online has allowed more students to register in any part of the world. Since the certificate programs and online degrees are all different in content, monitoring these programs can also be a burden on the Registrar's Office. The Professional Doctoral Program has also added a Professional Graduate Certificate Program. Also reinstating the "Non-approved Student Application (NASA) has put more responsibilities on the Registrar's Office staff along with the additions of the Korean Programs. Due to the cutbacks in benefits and salaries, the turnover rate in the Registrar's Office has increased. The longevity in the Registrar's Office averages about one year.

Staff Responsibilities

Mr. Shaun Grunblatt is in his first year as the Assistant Registrar coming from Leavell College as the Assistant Registrar. The Registry Office will continue to evaluate the possible need to replace a part-time twenty hours per week employee to a full-time person due to online courses and email registration. The Registry Office is being asked to reinstate the "Special Student Applications" due to the extensions needing the ability to have someone walk in off the street and register. The Registrar's Office also has a new application that puts the burden of getting the

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references to the Registrar's Office on the applicant. The difficulty in having “student workers” in the Registrar’s Office is the discontinuity because of part-time people coming in and out of the office and services are disrupted. Also, finding help that can work on Tuesdays and Thursdays becomes more and more difficult due to these days are the most popular for students to attend classes. Workshops are also taken by part-time help and this means they are off the whole week.

Mrs. Kayla Baker does enrollment verifications and transcripts.

Mr. Jody Heneghan is our lone Academic Advisor and the Assistant Academic Advisor has not been replaced. Mr. Jeremy Pippen replaced Mr. Andrew Bailey as the Administrative Assistant to the Registrar in October 2017. Mrs. Rhonda Smith has been in the Registrar’s Office as receptionist since January 3, 2011. Dr. Amy Morgan and Mrs. Holly Barnette have assisted some in academic advising.

The students are no longer required to have pre-registration academic advisement unless they feel the advisement is needed. Students are given a program overview at their orientation with a control sheet that they can fill in from their academic record on SelfServ online. We will introduce “Degree Plans” where a student can go on SelfServ and their degree plan will be mapped out for them and the student can monitor their degrees. The degree plans are still being monitored before releasing.

Experienced students are hired to help with academic advisement for new students on registration day. Since the Academic Advisor Secretary was not replaced, the phones are answered by those who are available to answer them. Drop/adds will be handled by Mrs. Rhonda Smith, Ms. Seo and anyone available to help along with answering questions and direct inquiries, taking paperwork for course substitutions and withdrawal from school, and do word processing without leaving their station. The Registrar’s Office has implemented GoogleDocs for student requests. The system was introduced by Mr. Jared Thomas and modified by Mr. Cory Barnes and is also being used by Mr. Shaun Grunblatt. Since the Registrar’s Office is open during the lunch hour, the staff is juggled so that the office can be maintained. The Academic Advisor is very instrumental in advising students for transition to new degrees, course substitutions, online registration, change of degrees, and ministering to students who may find themselves in particular situations. Several of these functions are processed for all levels of the Seminary. Mr. Jody Heneghan handles transcript evaluations for graduate students also. Mr. Heneghan also handles withdrawals for graduate students. Mr. Michael Gill and processes the withdrawals for the undergraduate students in Leavell College. A new policy has complicated matters in the Registrar's Office of giving partial refunds during the school year.

Assisting in the application process are Dr. Mark Foster and Mrs. Kayla Baker who replaced Dr. Shin Doak Ra. Since we have online applications, the process has been hampered by multiple submissions of applications online by the same person and the submission of online applications along with the hard copy mailed into our office. The duties of mail to and from the post office is shared by these.

Mr. Jeremy Pippen’s responsibilities are assigning rooms, entering courses into the computer system, doing the schedule of all classes, assist in graduation and registration, and helps the

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Registrar with reports and applications. Mr. Phippen also schedules the staff meetings for the Registry Office and is in charge of office supplies.

Mr. Phippen will be working closely with the Associate Dean of Graduate Studies, Dr. Harold Mosley, in preparing the schedule for each term and schedule classrooms. Because of the multiple delivery systems and the scheduling of classes, assigning classrooms has become a very complicated system. Mr. Jared Thomas before leaving found a program that will assist in helping with the task of assigning classrooms. Mr. Phippen will be assuming a major role in the graduation exercises and in preparation for graduation. She will be preparing the official graduation program, assigning the seating charts for the faculty, students and guests. Mr. Bailey will also be responsible for sending out the "Verification of Enrollment Forms" which is now completed through the SelfServ system.

Mr. Jody Heneghan, Academic Advisor, is in his eleventh year in the Registry Office. His responsibilities include advising the Master of Divinity and the Master of Arts students with their degree programs. Mr. Heneghan also handles course substitutions for the degree programs he is responsible. He is responsible for degree changes and withdrawals for the graduate programs. Mr. Heneghan works very closely with those in the Registry Office with registration.

Part of his responsibilities is to hire and place part time help for registration and plan with maintaining the layout of registration. Mr. Heneghan participates in helping with the graduation exercises along with orientation. Mr. Heneghan acknowledges the grade point averages for the outstanding student awards and those students who should be placed on academic probation or suspension. Mr. Heneghan has been doing the conversions to the new degree programs and monitoring the old to new requirements for the new degrees. Since the Seminary has started complete on-line degrees, Mr. Heneghan's responsibilities have increased tremendously. Mr. Heneghan also evaluates the transcripts for transfer of credit for graduate degrees.

Dr. Paul E. Gregoire, Jr. has completed his twenty-fifth year as Dean of Admissions and Registrar and thirtieth year in the Registrar's Office Part of Dr. Gregoire's responsibilities is to advise over one hundred international students in three locations and over one hundred veterans benefit students at the seminary. Dr. Gregoire serves on the Curriculum Committee, Research Doctoral Committee, Professional Doctoral Committee, the Admissions Council, Dean's Council, Curriculum Committee, Dean's Council attends Faculty Meetings for being able to supply information to the faculty.

Under the leadership of Dr. Gregoire the efficiency level of the Registry Office has continued to grow during the last year with the a decrease in the number of staff members even though the enrollment continues to increase. He continues to assume a large role in orientation, registration, and graduation. Dr. Gregoire is still very active in degree conversions as the older students near graduation and those students who have returned from the old system to the new. Dr. Gregoire did not have the opportunity to visit the extension centers this year except to conduct the graduation ceremonies at Angola State Prison, Phillips Correctional Institute, Louisiana Correctional Institute for Women and Parchman Prison. Part of Dr. Gregoire's responsibility is to gather statistics for a number of reports. Dr. Gregoire has conducted to date one hundred six graduations.

Registrar

This year Dr. Gregoire has prepared reports for:

1. The Association of Theological Schools (2)
2. Southern Association of Colleges and Schools (2)
3. The Southern Baptist Convention:
 - a. Full Time Equivalent
 - b. President's November 1 Report
 - c. Executive Committee Report
 - d. Budget Financial Data Query
4. Evaluation of other Seminary FTE reports
5. Seventeen enrollment reports
6. Open Doors and Profiles of Institutes of International Education
7. Integrated Post-Secondary Education Data System (3)
8. American Library Directory
9. American Society of Composers, Authors, and Publishers
10. Fellowship of Evangelical Seminary Presidents
11. National Association of Schools of Music
12. Business Report of Louisiana
13. Inspections for the Veterans Administration
 - a. State
 - b. National
14. American Theological Library Association
15. Broadcast Music, Inc.
16. Annual Seminary Audit
17. Peterson's Annual Survey of Graduate Institutions
18. Peterson's Annual Survey of Undergraduate Institutions
19. Peterson's Annual Survey of International Students
20. Denominational Requests:
 - a. Assembly of God
 - b. Church of Christ
 - c. Seventh Day Adventist
21. State Convention Requests:
 - a. Oklahoma
 - b. Alabama
 - c. Missouri
 - d. Georgia
22. Various College Requests
23. Trustee Reports
24. Evangelical Seminary Dean's Council

Dr. Gregoire spends considerable amount of time interviewing, completing immigration forms, and approving all seminary students at all levels. Dr. Gregoire attends meetings locally, state and nationally in order to stay abreast of the immigration laws for the near one hundred international students in New Orleans, Orlando, Atlanta, South Florida, and Birmingham Extension Centers. Due to the upcoming changes in Veteran Benefits, Dr. Gregoire will be required to attend meetings and be trained in the new concepts.

Registrar

Graduation

The planning and execution of as many as four - five graduation exercises each year is a major undertaking for the Registry Office. The staff of the Registry Office works extra hours diligently and without complaint to prepare student records, diplomas, students, and faculty for graduation. They assisted 556 students to graduate in May 2017 and December 2017 graduation exercises.

	May 2017 Graduation	December 2017 Graduation
Certificate	41	108
Associate	14	22
BA in Music	0	2
BACMIN	63	32
MA(CE)	5	10
MMCM	1	2
MAMFC	6	8
MA Biblical Archaeology	1	0
MA Church Comm. Min.	0	0
MA (Christian Apologetic)	3	1
MA Discipleship	1	1
MA (Missions)	3	0
MA (Biblical Studies)	3	3
MA Pastoral Ministries	8	10
MA (Worship Ministries)	1	2
MA (Theology)	1	4
Master of Theo. Studies	5	4
Graduate Certificate	4	3
MDIV	66	41
THM	7	14
DMIN	21	15
DEDMIN	5	1
DMA	1	1
PHD	4	8

Registrar

Enrollment

The total non-duplicating head count enrollment does not include Continuing Education. The non-duplicating head count only reflects credit enrollment in which Full Time Equivalent (FTE) is counted. In 2016-2017 the total non-duplicating head count of credit enrollment was 3778 compared to 3888 in 2015-2016. These figures show a decrease in credit enrollment of 110 students or nearly 3%.

Five-Year Enrollment Comparison

	20012-13	2013-14	2014-15	2015-16	2016-17
PHD	136	143	128	64	82
DMA	8	8	16	17	13
DMIN	285	287	301	313	313
DEDMIN	61	64	56	55	53
EDD	0	0	6	7	8
THM	60	60	48	75	64
MDIV	1185	1095	1096	1059	1000
MA(CE)	149	137	172	171	142
MA	56	58	75	121	198
MTS	23	74	84	75	60
MAMFC	41	36	34	33	38
MMCM/MAWM	35	37	34	26	23
GRADCRT	150	173	159	133	102
NODEG (Grad)	87	81	102	82	62
ASSOC**	225	156	135	146	105
DIP	1	0	0	0	0
CET	675	637	677	687	624
BAC***	666	640	817	812	879
NODEG (UG)	6	9	12	12	12
INTERNET	288****	373****	491****	540****	595****
TOTALS*	3849	3695	3952	3888	3778

* NON-DUPLICATING TOTAL (Note: The non-duplicating total does not include the audit enrollment.)

** Includes all associate level students.

*** Includes all baccalaureate level students.

**** Already counted in the degree programs.

Registrar

Academic Advisement Academic Advisor's Report of Office Visits

	Academic Conferences	Withdrawals	Student Requests
January	53	84	79
February	33	46	55
March	66	43	71
April	49	21	64
May	119	17	69
June	21	11	23
July	71	14	39
August	188	39	91
September	19	17	49
October	86	31	81
November	36	29	75
December	61	23	69
Totals:	802	375	765

Total Student Conferences in 2017: 1942

Dean of Libraries

The Seminary Libraries

John T. Christian Library

Martin Music Library



Dr. Jeff Griffin

Overview

With over a quarter of a million items, the libraries of New Orleans Baptist Theological Seminary house one of the largest theological and church music collections in the South. The John T. Christian Library is the largest theological library within a nine-state region including the contiguous states of Louisiana, Mississippi, Alabama, Florida, South Carolina, Tennessee, Arkansas, Missouri, and Oklahoma. The holdings of the NOBTS libraries are comparable to those of other top-twenty largest (by FTE) ATS-Accredited seminaries. The NOBTS libraries have more than twice the median holdings of the libraries of other ATS-accredited seminaries.

Accomplishments in 2017

Library Collection & Circulation

- ✓ The library system added 9,131 print, serial, media, and microform items for a system-wide total of 361,762. This compares to 352,631 and 349,977 items in 2016 and 2015.
- ✓ Items in circulation totaled 51,105 items compared to 57,064 in 2016.
- ✓ Students accessed the LOUIS consortium databases and viewed 38,157 full-text documents compared to 37,475 in 2016 and 39,285 in 2015.
- ✓ Extension center students requested and received 1,088 items via postal mail compared to 1,105 and 945 items in 2016 and 2015.

Martin Music Library

- ✓ Completed processing 466 CDs received from Tulane University.
- ✓ Repaired/refurbished two reel-to-reel players to make older recordings accessible.
- ✓ Added several thousand enhanced cataloging tags of individual song titles in collections, anthologies, musicals, and operas which heretofore were outside of discovery parameters.

Dean of Libraries

Extension Center Services

- ✓ An additional 2,975 items were added system-wide during the year. The collection total at the centers stands at 88,672 items compared to 85,697 items in 2016.
- ✓ Approximately 100 new books were purchased for the St. Gabriel Prison library to replace items lost during the August flood.
- ✓ An additional 231 Korean-language titles were purchased. These volumes, in addition to significant donations during the year, bring the Korean collection at the Atlanta campus to 2,979 titles compared to 2,748 and 2,473 over the past two years.
- ✓ The Orlando Center library was moved from First Baptist Church to Church at the Cross. Extensive mold abatement and collection deselection was conducted.

Student Enlistment



Michael Reed

Overview

The mission of the Office of Student Enlistment is to guide prospective students to discover and answer God's call, and to shepherd through enrollment those called to NOBTS.

To accomplish this mission, the staff of Student Enlistment:

- Connects with prospective students to provide information on the admissions process, degree options, delivery systems, housing options, and financial aid.
- Walks with prospects through the application process.
- Prays regularly for prospective student needs.
- Hosts prospective students on campus during Campus Preview, individual campus visits, and various special events including Defend the Faith, Greer-Heard, and Mission Lab.
- Represents the seminary in various recruiting venues including Baptist colleges, BCMs, national, regional, and state conferences and conventions.
- Works closely with other offices on campus to ensure prospective students receive current information and excellent service.

Enlistment Staff:

Michael Reed, Director

Trey Goodwin, Assistant Director

Noah Madden, Recruitment Coordinator (AL, OK, TN and Midwest)

Matt Beard, Regional Recruiter (LA)

Lauralee Price, Regional Recruiter (FL, TX, and East Coast)

Bella Mokeba, Regional Recruiter (MS, AR, and West Coast)

Laura Hamilton, Regional Recruiter (GA, SC and NC)

Will Spivey, Doctoral Recruiter (DMin, DEdMin, EdD, DMA, and PhD)

Achievements

Staff: 2017 was a year of transition and development for Enlistment. Michael Reed was promoted from Associate Director to Director, Noah Madden was promoted from Regional Recruiter to Recruitment Coordinator, and several new Recruiters were hired.

Student Enlistment

Software: In 2017 Enlistment continued to improve the reporting and communication functions within the Recruit software. During the course of the year, Enlistment made over 1,500 phone calls and sent over 9,000 emails within Recruit, not including phone calls and emails sent outside of Recruit. Recruit also gave Enlistment access to prospect application status, allowing Enlistment the opportunity to help Admissions field application-related questions.

New Contact Method: In 2017, Enlistment began using a texting service to text prospective students who had previously given permission for this method to be used. Nearly 18,000 messages were sent out concerning application deadlines, Campus Preview, and other special events.

New Venues: In 2017, Enlistment represented NOBTS at several new recruiting venues including Getty Music Worship Conference, LifeWay's Pipeline Conference, Gathered Worship Leader Workshop, and National Youth Workers Convention. Enlistment broke several lead-generation records by collecting 76 inquiry contacts at The Gospel Coalition and 87 inquiry contacts at the SBC Annual Meeting.

Campus Visitors: In 2017, Enlistment hosted over 400 prospective students on campus through various events including campus visits, Campus Preview, Defend the Faith, and Greer-Heard.

New Preview Event: In 2017, Enlistment provided a unique opportunity for Leavell College students to consider continuing their education with a graduate degree from NOBTS. This Preview gave LC students an opportunity to connect with graduate professors and to explore their graduate options with NOBTS. There were nearly 30 in attendance, including main campus, extension center, and online students.

Future Directions

Enlistment will continue to look for ways to communicate the vision and mission of the seminary through creative and engaging means. New materials and giveaways will continue to be developed in keeping with the new branding and with an eye toward equipping individuals for ministry. Enlistment procedures will become more efficient and conversations will go to new depths with our Ellucian Recruit software. Enlistment will continue to ensure that the staffing is suited to meet the needs of an ever-growing institution. By combining industry best-practices, innovative leadership, and a heart of service, Enlistment will continue to help prospective students answer God's call.

Business Executive Summary



Clay Corvin

Overview

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 the most cost efficient of the six Southern Baptist Seminaries. 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.

Technological change really causes us to stretch. We accomplish much with what we have. Our challenge is to complete the task and we do our very best.

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. With the good leadership of our trustees, wise counsel of our colleagues and faithful direction of Dr. Kelley, we will accomplish what will be required for 2018/19. Our commitment is to do what the Lord has called us to do in 2018 just as we did in 2017.

Executive Director of Facilities and Safety

Mr. Johnny Young

Department Achievements for 2017

1. Frost 2nd floor bathrooms. Total demo and make over
2. Hamilton Hall west 1st and 2nd floor bathrooms.
3. Hamilton Hall east 1st and 2nd floor bathrooms.
4. ELC renovations (closed off one door and added new interior store front door, constructed new check in station, replaced all lights with LED lights, constructed office for ELC Director, added shade covering to NW playground, added water fountains to all playgrounds, covered interior window panes with Plexiglas, replaced cove base throughout, updated bathrooms in rooms 5, 6 & 10)
5. Replaced seven (7) R-22 Refrigerant chillers with R-410A units
6. Replaced sand filters at swimming pools with cartridge filters and added automatic chlorinators to pools
7. Re-configured Institutional Effectiveness office, created office space for VP, re-configured new classroom, created new storeroom.
8. Renovated Provost Office
9. Replaced apartment breezeway lights at Oaks, Manors, Farnsworth, and Staff Village with LED lights
10. Added LED lights to front of campus (Entergy)
11. Replaced ancient gas valve at PGH
12. Foyer bathroom at Carey Hall re-modeled
13. Willingham parking lot re-surfaced
14. Leavell Center parking lot re-surfaced
15. Renovation of Gymnasium weight room, new flooring throughout
16. Old museum area re-modeled for New Testament Textual Studies
17. Installed new grease trap at Cafeteria, re-configured dish washing area
18. Repaired main fire sprinkler line at Leavell Center
19. Replaced boiler at Cafeteria

Executive Director of Facilities and Safety

20. Removed two large Pecan trees at front of campus
21. Renovated off campus property (4143 Dement St)
22. Renovated three offices at Sellers Music Building
23. 3 year Asbestos re-inspection completed- no issues
24. Renovated office space in Business Office for Don Richard
25. 8,612 work orders completed
26. 293 apartment/dormitory turn overs

Staff

1. Three full-time employees retired
2. Five full-time employees were terminated
3. One full-time employee quit
4. Five full-time employees were hired in 2017 – four less than the start of 2017

Associate Vice President for Information Technology



Dr. Laurie Watts

The Information Technology Center (ITC) at NOBTS serves the seminary community by installing, implementing, supporting technology and the use of technology in the offices/classrooms located in New Orleans as well as resources used by those faculty, staff and students in the extension centers and online. The current ITC Staff consists of the following: Vernon Worley (Hardware & Software End User support), Michael Steinmetz (Center for Technology in Learning), Patton Osborn (Web Administrator and Support), Paul Keating (Network Administrator and Support), Michael Green (Faculty Support), Brittinney Lee (PowerCampus & Selfserve Administrator/Support), Eric Gonzalez (Blackboard Administrator and Support), Stephanie Dow (Help Desk Coordinator), Micah Frink (Help Desk Team Member), Trenton Fleener (Help Desk Team Member) & Dr. Laurie Watts (Associate VP for IT).

During the 2017 calendar year, the ITC took on initiatives and projects related to a variety of areas. The major accomplishments included projects such as:

- Assisted with creating and publishing accreditation reports & visits
- Hired new Student Information Systems Administrator
- Formed a SIS Research Team (meeting monthly to determine the needs and possible solutions for the NOBTS SIS system)
- Replaced/Installed new desktops for Trustee Elected faculty
- Upgraded Great Plains Dynamics application
- Upgraded PowerCampus & Selfserve applications
- Upgraded/Migrated Housing application to a hosted solution
- Upgraded/Migrated Raiser's Edge application to a hosted solution
- Continued risk assessment for the Information Technology Services to create a secure digital environment
- Participated in the Risk Assessment with the Seminary Auditors
- Setup configuration & delivered 1098T forms to students via Selfserve
- NOBTS website was redesigned and published in preparation for the centennial year
- Moved live streaming to Facebook Live and trained Media staff to take over day to day responsibilities
- Released Office 365 for Students application
- Upgraded Internet service line at the NGA office

Associate Vice President for Information Technology

- ITC Staff reviewed Service call handling and worked to improve configuration and use of the Service Desk application.
- ITC Staff participated in customer service training after which service strategies were discussed and changes were implemented.
- Upgraded Docuware server hardware and application

Major Initiatives by Area

Networking/Servers Projects:

- Research and replace new tape library for onsite disaster recovery
- New network line runs at Cafeteria for Janitorial service office, Caskey Center, IE Office (2 lines), Rm 206 (1 line - Leavell College), and Sellers Bld.
- Worked with HP to fix connectivity issues with Public WiFi – Major issues were resolved
- Firewall Upgrades NGA, Admin, Public
- Migrated and upgraded Backup Exec from Tapesrv to Backsrv
- New video lines and cameras were installed in Preschool Main Office, Recreational Center and Leeke Magee Counseling Center
- Performed troubleshooting work and trained office staff across campus related to camera/surveillance operations
- Supported registration and other campus events
- Installed firmware & updates to network equipment
- Replaced UPS & Improved UPSs management and load balancing with servers and installed new UPS's in Network Room and Datacenter Switch Area
- Upgraded several servers throughout the year by increasing memory and replacing hard drives
- Dealt with Symantec Endpoint Protection's compatibility with Windows 10 updates
- Completed Windows Server updates/patched or upgraded the OS of all servers in March and December
- Rebuilt two servers due to RAID failure
- Upgraded Carbonite

Center for Technology in Learning & other Training projects included:

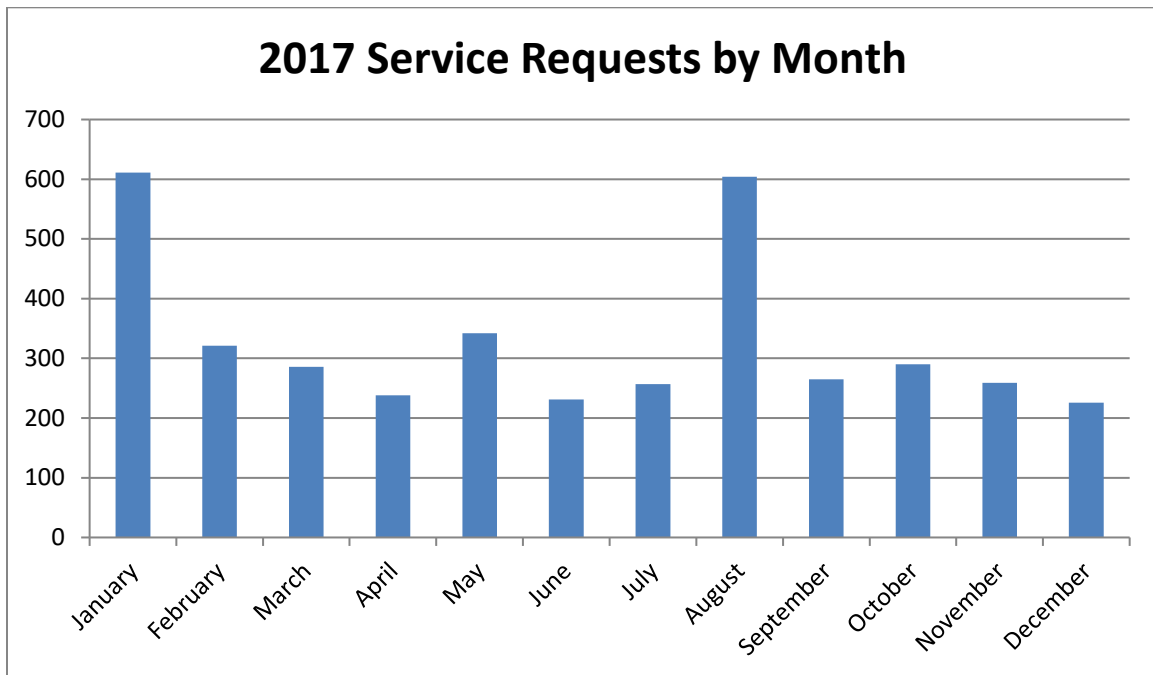
- Held the new Faculty Technology Workshop to get new faculty members up to speed
- Solicited Faculty feedback about training topics and schedules which was used to set up the fall semester schedules and training sessions
- Created new instructional materials to support faculty & instructors
- The CTL held Weekly Training events - Wednesdays training sessions that were also streamed using BlueJeans so that offsite faculty could participate. The recorded sessions were also made available for viewing after the sessions was over.
- Taught the "Basic Course Design" Blackboard class and for Faculty and PhD students
- Because NOBTS was over its contracted storage limits the CTL and Blackboard Administrator worked on a project to reduce the Blackboard course data sizes
- Taught faculty how to use programs like Snagit to convert Adobe Presenter files to YouTube videos

Associate Vice President for Information Technology

- Audited the Blackboard Development site for the most up-to-date copy of our online classes
- Produced and distributed weekly GAE (Google Apps for Education) Tips & Tricks series for faculty & staff
- Held new student training sessions for Selfserve & Blackboard during orientation sessions

Hardware & Software Support:

- Assisted offices with Docuware upgrade issues
- Installed or assisted users in Microsoft Windows 10 upgrades for Windows 7 & 8 users
- Prepped and installed new faculty desktop computers
- Recycled older faculty desktop computers to less demanding locations.
- Purchased and installed new computers staff desktops: CIV, housing, Johnny Young, Jeff Audirsch, LMCCC, Jeff Audirsch, Dennis Phelps, ITC, Housing, NGA, Pres Office, Caskey
- Installed new printers for following users: Library, Johnathan Key, Caskey, Business Office, Robbin Phelps, Student Enlistment, Provost
- Installed new monitors and printers in various campus offices
- Replaced CRT Monitors with flat panel units in the Lab facility
- Rebuilt many computers which failed over the past year whether it was a result of a hardware problem or data corruption of the operating system
- Replaced printer toners as well as drums, transfer kits, staples, and printing jams were cleared
- Processed 3930 Annual Service Requests



Associate Vice President for Information Technology

Upcoming Strategic Projects for 2018:

- Research the possible migration of Horizon to hosted/cloud solution
- Research and replace phone system
- Research and replace CIV equipment
- Research and recommend lecture streaming and capture solutions.
- Research and recommend a new SIS system
- Continue camera expansion to Cafeteria & Leavell Center

Financial Services



Pattie Shoener

Achievements in 2017

- Semi-annual financial report to Executive Committee
- Processed all of the following:
 - Continued using Official Payments for student payments
 - Face-to-face payments
 - Online payments via personal debit and credit cards and E-check
 - Grants from Financial Aid to student accounts
 - Gifts from Institutional Advancement and Providence Educational Foundation
- Ensured timely deposit of all receipts
- Prepared all financial data for trustee meetings
- Worked with ITC to publish 1098-Ts online for students instead of printing 3500+ forms
- Prepared for distribution 56 1099 forms
- Filed monthly tax reports to city and state
- Filed “litter abatement” documents for Sewerage & Water Board sanitation fee reduction
- Reconciled bank statements monthly - NOBTS, Foundation, Providence Housing and PEF
- Reconciled IA gift reports to account ledgers monthly
- Managed daily cash flow through auto sweep account
- Prepared monthly investment reports (Southern Baptist Foundation, Greenwich Investment Management, and Summit Wealth Management)
- Prepared year-end financial reports for audit
- Mailed audits to SBC Executive Committee and Trustees
- Emailed accounts receivable statements at the first of every month
- Processed statements for PEF monthly
- Prepared monthly financial statements and distributed to all departments
- Prepared invoices for all VA and State Rehabilitation, National Guard & other branches of the military for eligible students
- Processed all refunds on A/R accounts
- Setup the budget for 2017-2018 school year
- Cleared accounts for May and December graduation
- Prepared, balanced and posted data for all registrations
- Worked with other offices to facilitate online Self-Serve registration
- Issued 6,000 AP checks
- Collection efforts have been successful via emails, phone calls, letters, and statements keeping outstanding balances to a minimum
- Successfully completed internal control audit by outside firm
- Perform our duties and responsibilities as though we are representing our Lord.

Financial Services

Future Directions

- Continue to work on the following:
 - Analyze duties and procedures to determine how we can streamline our workload
 - Continue to keep procedure manuals updated for each position
 - Monitor our internal control procedures to ensure compliance with Risk Assessment standards
 - Monitor and report the seminary's operations within the parameters of the SBC business and financial plan
 - Provide the best customer service possible
 - With more and more shifting online, work with other departments to meet the needs of students during registration days
 - Streamline vendors for credit card payments in various departments
 - More employee cross-training to minimize issues during turnover transitions
 - Communication with students regarding due dates, account balance, etc.

POST OFFICE

Overview

The mission of the Post Office is to provide an efficient way to receive and send out mail for students, faculty, and staff of New Orleans Baptist Theological Seminary. Diverse services allow us to assist not only our seminary personnel but the Gentilly community as well. Benjamin Browning continues to serve as the manager of the Post Office.

Achievements in 2017

- Continued to provide services to the seminary community as well as the community at large in the form of: Postage Sales, Money Orders, Metered Mail and Packaging and Services of several vendors.
- Scored well on all 2016 US Postal Service audits
- Continued to improve communication with local Postal Service contacts
- Executed daily audit reports with high degree of accuracy
- Improved post office organization and cleaning procedures
- Continued use of new package tracking system which provides more communication, tracking and security for individuals and offices receiving packages
- Created Training videos to aid in sharing of information transfer during employee transition

Future Directions

- Maintain compliance with policy changes from the USPS
- Improve record keeping through the use of a computer database
- Continue to provide great customer service

Financial Services

CLINIC

Overview

Dr. Mari Wirfs, Professor of Nursing and Family Nurse Practitioner, oversees the Clinic and allows for cost-efficient and convenient primary health care services to faculty, staff, students, and family members for NOBTS. The Clinic continues to participate in the semi-annual Campus Life Fair and other campus social service activities. Gary Collins, Clinic Office Manager / Medical Assistant, continues to provide Clinic support for such activities as immunizations, the Total Health and Wellness course, management of Clinic records, in-clinic lab testing, ordering supplies, and billing.

Achievements in 2017

- Provided health certificate exams for NOBTS new students, new hires, and student wives
- Provided health certificate exams for the Preschool new hires
- Provided preventive health services including Total Health and Wellness health screenings, influenza and other communicable disease immunizations, and provisions for international travel
- Provided health care services to campus visitors including, but not limited to, NOBTS Mission Lab volunteers
- Logged approximately 1,400 direct health care visits as well as an equal number of indirect patient services
- Participated in the annual Spring Fling “FUN FEST,” and Camp NOLA Kidz
- Answered after-hours calls and made campus house calls
- Provided AHA CPR and First Aid training to the Campus Security staff
- Collaborated with Preschool staff regarding health and safety issues
- Collaborated with community agencies regarding community-based cost-efficient services
- Facilitated referral of NOBTS affiliates to community resources and resources including after-hour urgent care providers, radiological and lab services, and low-no-cost services for children
- Published health notices in The Gatekeeper

Future Directions

- Continue to develop and distribute health education and information materials
- Continue to publish health notices in The Gatekeeper
- Continue to expand and develop community referral sources for patient follow-up and specialty services
- Continue quality improvement and professional proficiency development through continuing education and review of practice standards
- Evaluate and revise systems and procedures to better serve the NOBTS family
- Continue cost-containment practices
- Provide annual health and safety-related training updates for Campus Security staff

Financial Services

EARLY LEARNING CENTER

Overview

The Early Learning Center (ELC) serves the purpose of NOBTS by providing quality education for preschoolers of our students, faculty, staff and children of community residents of New Orleans by complying and exceeding the Louisiana Department of Education; Bureau of Licensing, Child Day Care Center Class “A” minimum standards and the Louisiana Quality Child Care Rating System.

Achievements in 2017

- We promoted enrollment in the Early Learning Center and the summer Day Camp with an emphasis on helping Seminary students qualify for Childcare Assistance.
- We worked with Mission Lab personnel to provide assistance for summer Day Camp.
- Encourage and provide avenues for staff to obtain their Childcare Associates Degree.
- Work with Department of Education to maintain excellence in Education and received academically approved certificate.
- Completed the process to upgrade security with the addition of a second door at the entrance to the building.
- Continued TS Gold assessments for children in our program for which it is required.
- Trained in CLASS observation tool and were observed by independent observers.

Future Directions

- Seek to move to the highest level in Department of Education rating scale.
- Promote enrollment in the ELC and the summer Day Camp with an emphasis on helping Seminary students qualify for Childcare Assistance.
- Work with Mission Lab personnel to provide assistance for summer Day Camp.
- Have all employees advance on the La Pathways Career ladder.
- Continue to encourage and provide avenues for staff to obtain their Childcare Associates Degree.
- Continue to work with Department of Education to maintain excellence in Education.
- Continue to complete items on our improvement Wishlist.

Human Resources



Pattie Shoener

Overview

Pattie Shoener, Associate VP of Finance, continued to provide oversight to the human resources function. Scott Parks managed payroll processing for the hourly employees and managed the benefits administration function. Scott left employment for just over six months, but returned. During the time of his absence, Pattie Shoener handled the hourly payroll functions. Rebecca Scott, CPA, remained part-time for monthly payroll processing and assisting in compliance. The Associate VP of Finance also processed all compensation calculations for individuals and budgetary purposes for the VP for Business Affairs.

Achievements in 2017

- Prepared all biweekly and monthly payrolls timely and accurately.
- Processed payroll for all teaching contracts.
- Developed and implemented staff evaluation process.
- Prepared 1004 W2's and appropriate reporting.
- Continually updated payroll forms that are available on NOBTS web site.
- Prepared IPEDS, payroll data for SACS, ATS, HiLo and other required reports.
- Preparation of all tax reports.
- Worked through Affordable Care Act compliance including preparation of 210 forms 1095-C.
- Facilitated GuideStone Representative group and individual visits with faculty and staff to discuss retirement planning.
- Prepared and distributed compensation sheets for faculty and staff upon request.
- Assisted Controller in reconciling all payroll bank accounts monthly.
- Compiled 2017-2018 payroll budget materials for faculty and staff positions.
- Maintained nearly 1,110 personnel records in appropriate form.
- Processed monthly benefit bills for all full-time career employees (active and inactive).
- Maintained effective and efficient use of the time management system.
- Assisted President and Provost in distribution and implementation of Distinguished Professor Program.

Future Directions

- Review and update evacuation plan in conjunction with the Business Office.
- Continually review and revise Employee Personnel Guide ensuring adherence to applicable employment laws.

Human Resources

- Review, update or create job descriptions for each full-time position.
- Update emergency contact and demographic information on all current employees.
- Develop and implement employee training program. Continued accuracy and timeliness of all payroll and benefit processing.

Trustee Report

The Human Resources Department (the Department) will continue to strive for excellence and efficiency in its service role to the Seminary for 2018. The Department's day-to-day functions are performed by Scott Parks and Rebecca Scott who report to Pattie Shoener, Associate VP of Finance. The Department will continue to provide the highest level of timeliness and accuracy in preparing payrolls for our approximately 700 employees. The onboarding process will also continue to be evaluated to improve overall efficiency and helpfulness for new employees. In addition to improving payroll processes, the benefits administration function is constantly evaluated for improved effectiveness and helpfulness. The Department will continue to work closely with GuideStone to make the benefits administration function as smooth and seamless as possible. Continuing education must be a priority in a constantly changing HR profession and is an integral part of the HR staff at NOBTS. The Department's continuing education focuses mainly on payroll and employment law along with current trends in benefits administration. Listed below are groundbreaking areas that will be explored in the near future:

- Develop and implement training programs for managers and employees.
- Provide automated access to employees for ease in retrieving needed payroll records (i.e., pay check slips, W-2s).
- Complete automation of the onboarding process.

The HR Department is looking forward to another great year of serving the Seminary administration, faculty, and staff. The Department commits to continue to work diligently to create more efficient and effective processes relating to payroll and benefits administration while maintaining low overall cost to the institution.

Institutional Advancement

Jonathan Key, Vice President for Institutional Advancement
 Randy Driggers, Vice President for Major Gifts (died August 2017)
 Jim Lee, Associate Vice President for Development and Director of Planned Giving
 Betty Lynn Campbell, Director of Development Services
 Wanda Gregg, Director of Donor Relations
 Mark Hagelman, Director of Development (began May 2017)
 Nancy Whatley, Admin Assistant to the Vice President for Institutional Advancement
 Lindsay Holder, Data Entry Secretary (began June 2017)
 Richard Harbison, Check Processing Secretary
 Myles Schutte, Part-time Office Assistant (resigned December 2017)
 Brittini Winter, Part-time Office Assistant (resigned June 2017)



Dr. Jonathan Key

Overview

During the 2017 calendar year, \$825,289 was received for the Providence Fund.

Activities & Achievements

1. Giving Report

A total of 1,698 constituents gave \$5,092,426 during the 2017 calendar year. Alumni once again made up the largest demographic group of donors with 752 individuals giving \$531,670 to their alma mater. The constituent database was increased by 865 new constituents. Of these, 381 new donors gave \$335,550.

Providence Fund Appeals

Appeal	No. Donors	Total Gifts
January 2017 (Phonathon only)	1	\$20
February 2017	87	\$18,597
March 2017	140	\$24,036
April 2017	51	\$7,307
May 2017 (Phonathon only)	1	\$100
June 2017	15	\$10,500
September 2017	186	\$46,695
November 2017	201	\$62,360
December 2017	74	\$21,681
September 2016	7	\$5,365
November 2016	10	\$6,356
December 2016	8	\$2,491
Vision Appeal – Spring 2017	14	\$1,625
Vision Appeal – Fall 2017	8	\$1,700
Vision Appeal – Fall 2016	4	\$270
Reply Envelopes from Receipts	58	\$35,995
Indirect Appeal	330	\$580,191
	961	\$825,289

Institutional Advancement

2. Development

Women's Auxiliary

- Fifteen Student Wives received the Women's Auxiliary scholarship in 2017.
- The Women's Auxiliary Endowment reached \$142,468.89.
- On Thursday January 19, 2017, the Women's Auxiliary hosted their annual January Luncheon. Dr. Chuck Kelley, President, was the special speaker. Holly Barnette, Scholarship recipient, brought the student testimony and special music was presented by the NOBTS Ladies Ensemble, Rose & Thorn. There were more than 142 guests present.
- The Spring Coffee & Fellowship was held Thursday, April 20, 2017. The event was held in the President's Home with Dr. Emily Dean, Director of Women's Academics and Organizations, was the special speaker. Music students, Joy Valui and Lima Jamir, presented special music and Ashley Denton brought the Scholarship recipient testimony. Refreshments and fellowship were enjoyed by the 35 ladies representing several area churches.
- On Monday, October 23, 2017, the Women's Auxiliary hosted Women Through the Century, Fall Fashion Show & Luncheon in River City Cafeteria. Dr. Rhonda Kelley, the President's wife and Adjunct Professor of Women's Ministry was the special speaker. The models for the fashion show featured seven Women's Auxiliary Scholarship recipients, both present and past. The ladies' testimonies were played as they modeled their outfits. Mrs. Joan Ingram, fashion coordinator, was the emcee. Everyone enjoyed a delicious lunch and sweet fellowship. There were more than 175 ladies present.
- The Director of Donor Relations coordinates the efforts of the Women's Auxiliary of NOBTS.

Providence Fund

- Due largely to unplanned transitions taking place, the Providence Fund fell short of reaching its \$2,000,000 goal for the 2016/2017 fiscal year. In planning for the upcoming year, recognizing the season of new leadership, the decision was made to lower the goal to \$1,838,000 amidst the implementation of a new strategy.
- Oversight of the Providence Fund was relocated back to the Office of Institutional Advancement with specific responsibilities being assigned to the new Director of Development, the seminary's Marketing Strategist, and the Check Processing Secretary.

Thanksgiving Card

- The Office for Institutional Advancement mailed 2,361 Thanksgiving cards to donors.

President's Christmas Card

- The Office for Institutional Advancement mailed 2,113 President's Christmas Cards.

The Centennial Celebration

- The seminary officially launched the Centennial Celebration on October 2. The celebration began with a special chapel including worship led by the combined Louisiana Baptist Singing Ministers and Singing Women and a kick-off message by Dr. Kelley. The evening included worship led by various faculty and area ministers and a special

Institutional Advancement

message focused on evangelism preached by NOBTS Distinguished Alumnus, Junior Hill.

- Chapel speakers – faculty and guests alike – began preaching through the book of Acts as a special emphasis during the celebration. Special guests included the likes of Dr. Jeff Iorg, Dr. Al Mohler, Dr. Paige Patterson, and others. As a part of this emphasis, in coordination with the Dean of Chapel’s office, IA began the First 100, a series of giveaways intended to help chapel attendance.
- IA assisted with the promotion of Xcelerate (Discipleship) and Greer-Heard (Apologetics) as two of the calendared Centennial events. As well, IA worked with the Birmingham Extension Center to host its first off-campus Centennial event on November 2.
- As a part of the Centennial Celebration and more specifically, the Second Century Initiative, under the direction of the VP and the Director of Development, the seminary launched Phase 1 of the Legacy Plaza Commemorative Brick Drive. For Phase 1 (2017) the total number of bricks sold (traditional and premium) reached 140 for a total of \$50,500 directly supporting the Providence Fund.

The President's Christmas Dinner

- The Annual President's Christmas Dinner was held, Thursday, November 30 in the Cafeteria. There were more than 167 guests in attendance. The program consisted of a great dinner, special music provided by NOBTS students and a student testimony.

Additional Information and On-Going Activities

- In January, Dr. Kelley transitioned Dr. Key from Acting VP to Senior VP for IA. In August, after Mr. Driggers’ passing, “Senior” was removed from the title.
- The seminary renewed its relationship with the Winkler Group based out of South Carolina as preparations continued to launch the institution’s Centennial Celebration as well the accompanying capital campaign, the Second Century Initiative.
- The seminary revisited and evaluated its arrangement with PhilanthroCorp (PC), a leading Christ-centered estate planning firm. Although market conditions will fluctuate leading up to NOBTS receiving estate gifts, the estimate remains at about \$13 million.
- In May 2017, the VP for IA hired Mark Hagelman as the new Director of Development, providing day to day oversight of the IA office as well as fulfilling development officer responsibilities.
- The Director of Development Services provided all the mailing lists throughout the year as needed by the Providence Fund team and provided monthly and end-of year reports.
- With contract renewals on the horizon, the IA team began a series of conversations toward software upgrades or changes that will most benefit the overall seminary and the actions of the offices involved (PR, Alumni, and IA). A decision will be reached by March 2018
- In October, the Office for IA introduced its first Business Leaders Luncheon, inviting guests from the New Orleans area to hear Dr. Jeff Iorg, president of Gateway Baptist Theological Seminary in Ontario, Canada, who spoke on Integrity in Leadership. There were 40 in attendance with 25 business leaders from the community present.

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- Under the leadership of the Director of Development, IA made an intentional effort to capitalize on November's Giving Tuesday. The end result was \$15,760, approximately 5X more than previous years' efforts.
- Software (Raizer's Edge) upgraded to Blackbaud Hosted Environment which will prove fruitful as more field officers are added in the future.
- The Director of Development Services continues to run the National Change of Address (NCOA) on our database four times a year to keep the addresses for our donors and alumni updated.
- Scholarship Annual Reports were mailed to 250 plus donors following the annual audit. Thank you notes from students were mailed to the over 225 donors in the spring and over 175 donors in the fall.

3. *Grant/Foundation Support*

- Gifts from charitable foundations and organizations totaled \$710,589.

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 125. There were 48 members, spouses and guests present at the Foundation Board meeting in 2017.

- The Vice President for Institutional Advancement worked with the Director of Donor Relations and the President in coordinating the Foundation Board Meeting. There were more than 77 guests on Friday night and Saturday.
- The VP for IA renewed a relationship with the Southern Baptist Foundation based in Nashville, Tennessee, working with Warren Peek and John Kea specifically. The SBF agreed to serve as the Estate Planning "arm" of New Orleans Baptist Theological Seminary moving forward. As an entity of the Southern Baptist Convention, this service is provided at no cost to the institution.
- The Foundation Board voted to add four new members at the March 2017 Board meeting in New Orleans.
- The Foundation Board mourned the loss of six of its members/spouses of members in 2017.
- The Foundation Board added a smaller gathering to its calendar, meeting on August 22 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. 15 members of the Board attended.

Alumni Relations



Dr. Dennis Phelps

Overview

- Miss Catherine Abel completed her first year on December 5, 2017, as Office Manager for Alumni Relations and Church-Minister Relations.
- Administrative leadership went through several changes in response to Mr. Randy Driggers major health crises and then his passing on August 27; Dr. Jonathan Key was named as Vice President of Institutional Advancement in April
- Hannah Shull graduated in May 2017 and completed her service as a student worker during the summer. Mrs. Nicole Haun began as a part-time student worker on August 25
- Former Director of Alumni Relations and current National Alumni President, Dr. Ron Holman, passed away on September 5
- Provided requested support to Institutional Effectiveness by conducting surveys for placement of alumni.
- Increased participation of alumni as donors in support of our alma mater.

2017 Synopsis

1. ***Alumni Officers Workshop:*** The annual workshop was hosted on campus January 24-27. Joe Waller, Ben Frasier, Fritz Dieujuste, Dr. Karen Kennedy, Devin Haun, Steve and Amy Morgan offered student testimonials from a variety of cultures and degree programs. A Tuesday evening seafood banquet in the Creole Room was provided. Various NOBTS faculty and administrators attended, allowing casual relationship building among current officers and seminary leaders. The workshop began formally on Wednesday morning. Each officer received an updated 2017 Alumni Officers Handbook. Training was provided for posting to each regional chapter's Facebook page and the use of the email blast process through iModules. Dr. Kelley convened a "round table" discussion with the officers on Wednesday afternoon and Dr. Jim Parker conducted an informative tour of the new Museum of the Bible and Archeology. During Wednesday evening officers participated in two field trips into the city. We visited Evangelistic Baptist Church to participate in and learn about a feeding station sponsored by several local churches and featuring several faculty as volunteers. After a time of serving food to the homeless and underserved, Dr. Adam Harwood shared in a sensitive and moving moment why he participates. Next we traveled for our evening meal to Café Reconcile and learned about the special ministry they provide of entrepreneurial training and life-skill development to help willing young adults become stable, employable citizens. Thursday morning Michael Reed and Dr. Jonathan Key equipped officers to help prospective students. During Thursday chapel, national alumni officers

Alumni Relations

assisted in leadership and Dr. Kelley brought a presentation to preparing for the fall launch of the Centennial Celebration. All officers hosted a traditional “red beans and rice” lunch in the campus cafeteria after chapel and interacted with current students. National officers coached regional officers in the setting of chapter goals for the year. Staff provided training in how to organize, promote, and host effective alumni chapter reunions. The evening climaxed with a meal at Drago’s in downtown New Orleans. Friday morning Dr. Key spoke with the officers about anticipated Centennial events and how to help possible donors.

2. **Change in Leadership:** The Vice President for Institutional Advancement, Mr. Randy Driggers, took a medical leave-of-absence in August 2016 and Dr. Jonathan Key served as Acting Vice President for Institutional Advancement. In early 2017 Mr. Driggers returned to work part-time as Vice President for Major Gifts; however, this was followed by medical disability in the spring, and then his passing on August 27. In December 2016 Dr. Jonathan Key was appointed as Sr. Vice President of Institutional Advancement; upon Mr. Driggers’s medical disability Dr. Key was named as Vice President of Institutional Advancement in April.
3. **National Alumni and Friends Luncheon:** The 2017 luncheon was celebrated at the North Ballroom 120-A of the Phoenix Convention Center on Wednesday June 14 during the SBC. Approximately 350 alumni and friends attended, exceeding expectations for a luncheon held at such a distance from the natural footprint of NOBTS. Dr. Sammy Morrow (Pleasant Hill Baptist Church; Pollock, LA) presided as the National Alumni President. The crowd honored the graduates of 1967 and remembered the alumni who passed away during the previous year. Robert Comeaux (Executive Pastor of Worship, North Phoenix Baptist Church; former Associate Pastor of Worship for First Baptist Church New Orleans) led worship. The institution honored Chris Adams and Chris Martin as 2017 Distinguished Alumni. As a surprise, Dr. Steve Lemke (Provost Emeritus, NOBTS) was recognized also as an Honorary 2017 Distinguished Alum in gratitude for decades of service. Alumni elected Dr. Blake Newsom (Dauphin Way Baptist Church; Mobile, AL) as National Alumni Treasurer. Dr. Jonathan Key introduced several anticipated Centennial Celebration events, as well as the Legacy Plaza Brick campaign. Dr. Chuck Kelley presented a status report on NOBTS. The gathering concluded with everyone singing the Alma Mater Hymn and Dr. Ronny Raines pronouncing the Benediction.
4. **Passing of National Alumni President:** While a PhD student working part-time, Ron Holman developed the initial strategy for an Alumni Relations team to collaborate with Church-Minister Relations efforts. In 2006 he and his wife moved to serve at First Baptist Church of Orlando. His efforts for the Alumni Relations work of NOBTS was intentional, visionary, and foundational. In 2014 he agreed to return to the NOBTS Alumni Relations team as a volunteer national officer in the role of treasurer. He continued to battle prostate cancer courageously these past few years. In June Dr. Holman was welcomed as the new national president at the 2017 Alumni and Friends Luncheon in Phoenix at the SBC. On September 5 he graduated to his eternal home with Christ. His friendship, support, and devotion to his alma mater is missed.

Alumni Relations

5. **Alumni Reunions and Meetings**: Eleven regional alumni chapters held meetings in 2017 with 393 alumni in total attendance (2016: ten regional meetings). Most meetings were held in conjunction with state convention meetings. Number of alumni supporting our alma mater and the total financial support provided by alumni continues to grow (see below).
6. **Birthday and Sympathy Cards**: The Alumni and Church Minister Relations Office hand-labeled and mailed 16,320 birthday cards (2016 was 13,272 cards). We sent 97 sympathy cards to alumni and their family members. Also, electronic birthday cards are delivered on the specific birthdate of alumni for whom we have specific date of birth and an active email address. Weekly responses are received from alumni regarding the electronic birthday cards and it contributes to maintaining updated contact information.
7. **Commencements/Graduate Update Information**: The Alumni Relations and Church-Minister Relations staff was involved with students through the commencement application process and in the distribution of information specifically for graduates. The “Graduate Alumni Form” was distributed primarily through the “Grad Guide” which is sent electronically through the Public Relations team. This guide includes other information such as how to order the cap and gown and provides instructions for rehearsal and vacating housing. Students were sent electronic reminders to complete the form before the ceremony and paper versions of the “Alumni Form” were provided during rehearsal for students who had not completed the form. Students were also provided with a folder at commencement rehearsal that contained an NOBTS lapel pin, NOBTS Alumni decal, directory of Alumni Chapter officers, information on joining the Alumni Online Community, and several other items. The Alumni/CMR Office also aided in the distribution of Bibles donated by the Lockman Foundation to the graduates.
8. **Alumni Webpages, Online Community, Facebook, and iModules Directory**: The online Alumni presence continues to be an important part of Alumni Relations as a useful tool for alumni to connect with each other. Through the webpages, email blasts, and Facebook pages alumni are notified of meetings, goals, and other important information for their chapter. With help from PR, alumni have the opportunity to view events happening in their chapter and connect with fellow chapter members.
9. **Alumni Financial Support**: There are 28,847 living NOBTS alumni. Of this number, there is contact information for 18,353. Alumni giving for 2017 improved with 752 alumni giving \$531,669 (2016 was 694 alumni giving \$898,002, reflecting the receipt of an estate gift). Six hundred and thirty-seven of these gifts were designated for the Providence Fund for a 2017 Providence Fund total of \$201,482 (2016 was 601 alumni giving \$347,509).

The acquisition and processing of accurate data is an on-going demand. Institutional Advancement and Alumni Relations / Church-Minister Relations share the responsibilities of acquiring alumni data. We collaborate to find ways to obtain updated information, enter that information into the database in a timely manner, and keep individual records as up-to-date as possible. One of the big goals has been growing our alumni active email address database to beyond the 8,000 total. Each active email address we acquire saves our alma mater money and

Alumni Relations

enables us to communicate in timely and visually attractive ways with the alum. This remains a challenge because of the number of annual relocation of alumni and deaths.

The alumni ministry at NOBTS continues to grow. We expect another very effective, productive year in 2018 on behalf of our alma mater, “The School of Providence and Prayer”, as we climax our Centennial Celebration during 2018.

Church Minister Relations



Toby Brogden

1. State of the Church-Minister Relations Team

At the start of 2017, the Church-Minister Relations Team was as follows:

- Catherine Able Office Manager
- Toby Brogden Church-Minister Relations Consultant
- Hannah Shull Alumni/CMR Office Assistant
- Josh Karl Alumni/CMR Secretary

The 2017 year brought two changes to the leadership of this office.

- Hannah Shull got married and she and her husband moved and thus resigned from her position as the Alumni/CMR Office Assistant.
- Nichole Haun was hired in the place of Hannah Shull in August 2017. Unfortunately, due to budget restraints, she was laid off in December 2017.

2. Ministry Connections

Our changeover to Symplicity as our Resume handling software has been a great success with reports from both students and churches that it more user-friendly after the update.

Ministry Connections Activity Report <i>January 1, 2017 – December 31, 2017</i>			
Active Student Accounts	Church Resume Requests	Resumes Sent by CMR	Resumes sent by Students
1,179	688	6,846	2,316

Active Student Accounts: The number of individuals with active accounts in the database system. Accounts may be deactivated due to current ministry employment or account inactivity. We deactivate inactive accounts quarterly to ensure that employers are getting current, accurate information from individuals who are searching for ministry opportunities.

Church Resume Requests: The number of churches and ministry organizations that submitted a Church Resume Request through our website, or they contacted us by email, letter, or telephone. With many state conventions cutting their CMR departments, churches and ministry organizations increasingly rely upon the CMR department at NOBTS to supply them with quality resumes and list their staff openings.

Church Minister Relations

Resumes Sent by CMR: The number of resumes sent to churches and ministry organizations by our team.

Resumes sent by Students: The number of resumes sent to churches and ministry organizations by students. Each account owner can search for ministry opportunities and manually submit their resume if our system did not automatically send their resume.

Historical Analysis of CMR Activity <i>2014 – 2017</i>				
Category	2014	2015	2016	2017
Active Student Accounts	612	163	1,014	1,179
Church Resume Requests	307	301	939	688
Resumes Sent by CMR	11,908	10,631	11,278	6,846
Resumes sent by Students	16,110	943	1,398	2,316

3. Life Beyond Seminary

Life Beyond Seminary is an annual event that provides a tremendous networking opportunity for students and state representatives and other ministry organizations. The purpose of the event is to give students an opportunity to develop a relationship with the representatives who may be able to assist them in finding a ministry opportunity or answer questions regarding ministry. Some representatives have used this event to interview students.

This year, the event was from Tuesday thru Thursday, a change from the Monday through Wednesday format of previous years. This shift allowed our denominational representatives two “high-traffic days” with our students as opposed to only having Tuesday.

The value of Life Beyond Seminary is not often realized for several months or even a year or more. Often, the Lord uses this event to begin guiding a student on a course to pursue ministry in a place that had never been on their radar until meeting a ministry representative from that area of the country or the world.

Many connections were made between our graduating students and our denominational guests.

4. 2018 Goals

- Continue to raise awareness among students and alumni of the Church-Minister Relations services.
- Continue to raise awareness among students and state representatives of the opportunity and importance of the Life Beyond Seminary event.

Church Minister Relations

- Continue to raise awareness among students of the opportunities that exist locally at our Life During Seminary event.
- Continue to connect students and alumni with churches and denominational entities seeking to fill staff positions.
- Continue to assist students in the development of their resumes.

Public Relations



Gary Myers

The Office of Public Relations provides news and information about NOBTS to constituents inside and outside the seminary community through articles, news releases, videos, social media posts and printed pieces. The office also creates graphic design for print and digital media, manages commercial printing projects, provides photography services, and manages the message and brand for the seminary. In addition to the primary responsibilities of writing news articles and releases, developing advertisements and marketing pieces and photographing seminary events, the PR Office produces a variety of publications, including the seminary's graduate and undergraduate academic catalogs, the NOBTS Student Handbook and a Welcome Book for new students.

The PR office produces a weekly seminary newsletter, *The Gatekeeper*, which is distributed throughout the NOBTS community via email and the Internet. Two times per year, a seminary development and alumni magazine, *Vision*, is also produced and mailed to alumni, trustees, foundation board members, donors, friends of the seminary and SBC entities. This year, the PR launched *Current*, a monthly, opt-out e-newsletter, emailed via Mail Chimp to constituents and followers who receive *The Gatekeeper* and *Vision*.

Achievements in 2017

- 1. Branding and marketing:** The office continued to expand and improve marketing efforts to create brand awareness and to assist recruiting efforts. The office conducted 18 national digital campaigns (900,000 impressions and 987 clicks). Three national print campaigns and multiple regional campaigns were used to increase brand awareness outside of the seminary's geographic region. The office implemented new "landing pages" and branded urls in 2017 to assist with tracking efforts for both print and digital content. Results of the 2017 marketing efforts, coupled with the new tracking tools, will help increase marketing effectiveness and produce better ROI (return on investment) numbers.
- 2. Building Brand Trust through Social Media:** The seminary's Facebook page averaged 157,393 impressions per month and had 51,460 engagements during the year. The engagement rate is the most difficult indicator to drive and depends heavily on the quality of the posts. The NOBTS engagement rate on Facebook is nearly 5 times the national average for comparable schools. This illustrates a growing trust in the NOBTS brand among students, alumni, and followers.

Public Relations

- 3. New and Improved Content Tools:** PR launched a new communication tool designed to “cast a wider net” in promotion and brand trust building. The new content tool, *Current*, is emailed to students, faculty, staff, donors, and friends of the seminary each month. It offers a new feature each month along with strong promotion of upcoming events. The creation of the *Current* facilitated a reworking of *The Gatekeeper* to achieve tight focus. *The Gatekeeper* transitioned to a more graphic-oriented, student- and campus-focused piece, while the *Current* offers a wider message similar to that of the *Vision* magazine. In the process, the PR office streamlined the graphic sizing standards of *Current*, *The Gatekeeper*, web news, FB posts, and the HSC TV screen to maximize design efficiency for promotions.

Other regular tasks completed by the PR office include the following:

- Produced NOBTS graduate and Leavell College academic catalogs.
- Provided publicity, photography and writing for graduations, academic programs and campus events.
- Photographed numerous chapel speakers and numerous seminary events for publication and archiving purposes.
- Assisted the campus community in development of brochures, promotional material, business cards and other printed pieces, as necessary.
- Assisted with marketing efforts for numerous campus events – including Greer-Heard Point-Counterpoint Forum, Defend the Faith, Senior Fest, Institute for Faith and the Public Square conferences, and more.
- Managed marketing and advertising efforts for student recruitment, donor development, and event promotion.

Future Directions

- Continue to improve and expand targeted communication and media relations.
- Continue to work diligently on social media communication and content marketing with a goal of fostering increased interaction.
- Implementation of automated printing and communication procedures.
- Continue to improve the comprehensive advertising and marketing strategy for NOBTS with emphasis on digital marketing vehicles.