

Quality Improvement Report

**NOBTS Unit Assessment
2018-2019**



NEW ORLEANS

BAPTIST THEOLOGICAL SEMINARY

ANSWERING GOD'S CALL

Table of Contents

President -----	1
Provost -----	3
Institutional Effectiveness -----	7
Graduate Dean -----	10
Academic Divisions	
Division of Biblical Studies -----	15
Division of Church and Community Ministries -----	18
Division of Church Music -----	21
Division of Discipleship and Ministry Leadership -----	26
Division of Pastoral Ministry -----	29
Division of Theological and Historical Studies -----	32
Academic Programs	
Research Doctoral Program -----	37
Professional Doctoral Program -----	42
Extension Center System -----	47
Mentoring Programs -----	50
Supervised Ministry -----	51
Online Learning Center -----	52
Innovative Learning -----	54
Baptist College Partnership -----	56
Research Centers and Institutes	
Baptist Center for Theology and Ministry -----	60
Caskey Center for Church Excellence -----	62
Center for Archeological Research -----	65
Center for New Testament Textual Studies -----	68
Dean of Chapel and Adrian Rogers Center -----	71
Global Missions Center -----	74
Institute for Christian Apologetics -----	76
Institute for Faith and the Public Square -----	78
Leavell Center for Evangelism and Church Health -----	81
Leeke Magee Counseling Center -----	84
Youth Ministry Institute -----	86
Leavell College -----	89
Prison Programs -----	93

Academic Services	
Registrar -----	97
Dean of Students -----	100
Student Enlistment -----	104
Library -----	107
Media Services -----	110

Business Affairs

Human Resources -----	113
Business Office -----	114
Clinic -----	116
Early Learning Center -----	117
Post Office -----	119
Providence Guest House -----	121
Facilities and Safety -----	122
Information Technology Center -----	124

Institutional Advancement Office ----- 128

Alumni Relations -----	132
Church-Minister Relations -----	136
Public Relations -----	138

President's Office

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

Outcome 1: Engage with NOBTS Student Body

Rationale: It is important for the President to engage with various NOBTS constituencies. The primary constituency of the institution is the student body. The President is responsible for the implementation of the NOBTS mission to equip leaders for the local church and its ministries. Those leaders come from NOBTS students. It is vital to maintain a positive relationship with the broader student body through consistent interaction with students in formal and informal settings.

Strategy: Provide opportunities for intentional engagement with the student body – The Strategy is to provide these opportunities both for the New Orleans campus students and extension center students.

Measure: Count of Visits made by the President – We will maintain a log of the visits made by the President to intentionally engage with the Student Body.

Benchmark: A minimum of ten engagement opportunities with the student body – It is vital to maintain a positive relationship with the broader student body through consistent interactions with students in formal and informal settings.

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

Outcome 2: Enhance the NOBTS Research Doctoral Program by Awarding PhD Fellowships

Rationale: The NOBTS Research Doctoral (ReDoc) program is an integral part of the institution that requires constant support in order to maintain the appropriate level of academic rigor. Currently, the institution awards some scholarships that function in the mode of a more traditional PhD Fellowship recognizable in the broader academic world. However, there is not currently a formal or organized PhD Fellowship Program at NOBTS. The value of an organized fellowship program will allow for greater recruiting efforts as well as developing a more prestigious PhD program. The fellowship program will also aid in the retention of PhD students. Finally, the fellowship program will assist in developing a platform for developing greater diversity among our PhD students.

Strategy 1: Assessment of the Process – As the program is launched and the implementation of the award process begins it will be necessary to continue to assess the program.

President's Office

Measure: The Assistant to the President will continue to work with the Research Doctoral Office, the Provost, the Dean of Students, and the Financial Aid Office to implement the program.

Benchmark: The implementation and launch will be reviewed by the Assistant to the President and the appropriate offices.

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

Strategy 2: Advertisement of the Program – As part of the continued development of the NOBTS PhD Fellowship Program, effectively advertising the availability of the Fellowships and the Application process will be important to the success of the program.

Measure: Development of Advertisements – As various faculty and staff attend recruiting events PhD Fellowship advertisements will be included in the recruiting materials. Additionally, when the program is officially launched blogs or new articles in appropriate denominational papers will be submitted for publication. Finally, social media postings of fellowship information will be made in order to better advertise.

Benchmark: Informational material for recruiting events, social media postings, and news articles will be a part of the advertising strategy for the program. There is no advertising strategy because the program is in the implementation phase.

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

Strategy 3: Enhancement of the NOBTS PhD Fellowship Program – As the program is implemented and the first awards are made, it will be appropriate to further develop and enhance the program for the Fellows.

Measure: The Assistant to the President will continue to work with the Research Doctoral Office, the Provost, and the President to develop enhancements and opportunities for Fellows.

Benchmark: The appropriate offices will meet to discuss the unique opportunities to be offered to the Fellows.

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

Provost's Office

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

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

Rationale: Like most schools, NOBTS is consistently trying to do more with less financial resources. In light of this, we must work to become as efficient as possible in every aspect of the seminary. In recent years, an enrollment management task force worked to increase efficiency in scheduling regarding online and New Orleans campus courses. This work has proven effective. We must continue to look for other areas where we can utilize our resources well. Two areas of focus relate closely to one another. We would like to decrease the amount of contracts paid each year, and we would like to increase the ability of our main campus faculty to interact with students away from campus.

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

Strategy: Increase the use of NOLA2U and NOLA2UFlex classes from the New Orleans Campus by at least thirty percent. A goal of increasing by thirty percent would be a significant step forward in implementing these delivery systems. As we've been experimenting with synchronous delivery formats for online education, we have found these two delivery models attractive to students and faculty alike. Therefore, we want to do more of these classes. We offer these classes in connection with classes that are already scheduled to be taught on the New Orleans campus and eliminate the online version for that semester, so there is a budget savings each time we do this.

Measure: The Provost will work with the graduate and undergraduate dean to facilitate a greater use of NOLA2U and NOLA2UFlex in the coming year's schedule for the graduate and undergraduate programs. The Senior Regional Associate Dean will compile a list of undergraduate and graduate courses being taught by NOLA2U and NOLA2UFlex in 2017-18. This file will be compared with a comparable list reflecting the 2018-19 schedule when it is completed.

Benchmark: In the 2017-18 fall and spring semesters, NOBTS had 20 classes which were taught through NOLA2U or NOLA2UFlex. We would like to see these numbers increase by at least thirty percent.

Provost's Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the 2018-19 semesters, NOBTS and Leavell College offered a total of 48 NOLA2U Live and NOLA2U Flex classes.	Not only did we increase the total number of classes, we were able to experiment with different formats including workshops and hybrids with these formats. Of the 48 classes offered, only two were cancelled. So, there seems to be a broad interest in these types of courses from our student body. In fact, the response to the Flex model was good enough that we decided to add one more technology room to facilitate these offerings.	Last year, we increased the number of Flex and Live classes offered by 180%.

Outcome 2: Enhance the quality of the Seminary's online courses.

Rationale: The online program has become a significant aspect of Seminary life. NOBTS was an early adopter of online learning, with its first online classes in 2000, so many of the current online courses could be improved with an update. We have been working for a few years to upgrade the online courses.

Alignment: This outcome certainly aligns with the seminary core value of characteristic excellence, but it also fits well with strategic goal three which includes an effort to increase online student enrollment.

Strategy 1: Increase the amount of courses with videos as a portion of the class. The Provost will work with the Associate Dean for Online Learning, the Graduate Dean, and the Leavell College Dean to add video components to NOBTS courses.

Measure: The Associate Dean for Online Learning will provide a report tracking online courses with video content. This report will be checked by both Deans to ensure accuracy.

Benchmark: This has been a recurring strategy for NOBTS for the last few years. We have made progress and increased the total classes with video by 13% last year. This year, we would like to make sure that 85% or more of our currently offered classes have video. The percentage of classes with video last year was 80%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Undergraduate program has a video compliance percentage of 83% (non-duplicating) of the regular cycle online courses with videos offered in 2018-	The effort to increase our quality videos in both the Undergraduate and Graduate online programs saw a notable increase in the improvement of quality videos. For the Undergraduate program this result shows a 33% increase in quality videos over the previous year. The Graduate program result shows a 43% increase over the percentage of videos from the previous year.	The goal was to have 85% of classes with quality video. The graduate program surpassed that goal and is at almost 95%, and the undergraduate program continued to improve up 3% from the previous year.

Provost's Office

2019. The Graduate program has 93% (non-duplicating) compliance for the regular cycle courses offered in 2018-2019.		
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Strategy 2: Revise some of the older classes to meet new standards for online courses. The Provost will work with the Associate Dean for Online Learning, the Graduate Dean, and the Leavell College Dean to select courses for revision.

Measure: Revise 20% more internet classes than the previous year. The Associate Dean for Online Learning will provide a list of courses revised which will be checked by both Deans to ensure accuracy. The number of classes revised in 2018-19 will be compared to the revised courses in the previous year to determine the percentage of increase.

Benchmark: In 2017-18, 10 classes were went through the revision process. Thus, the goal for 2018-19 is at least 12 classes being revised.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In 2018-19 a total of 9 classes went through the normal revision process. Two additional courses were revised significantly enough to be counted as new developments, and 7 classes are in the process of revision but not yet fully complete.	While we were not able to get 12 classes revised and meet the goal, we were able to have 11 revisions with 7 others starting the process.	The goal was to revise at least 12 classes which would have been 2 more than the previous year. We were not able to do that, but we did revise 11 classes improving from last year by 1. In addition, we have 7 other classes currently in process for revision.

Provost's Office

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

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

As we continue to implement more and more NOLA2U and NOLA2UFlex classes, more money should be budgeted for equipment to provide additional technology rooms as well as money for personnel to administer the technological aspects of the courses. The effectiveness of NOLA2U versus NOLA2UFlex should be examined closely as well with the accompanying budget implications.

Office of Institutional Effectiveness

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

Outcome 1: Improve degree program assessment

Rationale: The IE office leads the institution in maintaining a sustainable and continual process of degree program assessment to demonstrate improvement in our student learning.

Alignment: Aligns with the Mission Statement by demonstrating that leaders are equipped through their training. It also reflects the Core Value of Characteristic Excellence.

Strategy 1: In Fall 2018 meet with all program supervisors of degrees that will be assessed in May 2019 to review the degree assessment process.

Measure: IE staff provide consultations with degree program supervisors.

Benchmark: Have meetings with 100% of the appropriate program supervisors.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Meetings were held with all degree program jury leaders in Fall 2018.	With a few exceptions, the faculty jury process (11 degree programs) went more smoothly this year. More people seem to be “getting it.” But with turnover and new people in leadership positions, continual training is important.	Meetings were held with 100% of the program supervisors who asked for assistance.

Strategy 2: Employ the improved program grids scheduled for assessment in May 2019.

Measure: Improve or complete degree program grids.

Benchmark: Utilize the improved program grids in all May 2019 juries.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
All the degree program juries utilized the new grids.	The use of the grids brought more continuity to the degree program assessments from program to program. The results of all the jury assessments were posted on the IE website.	100% of the juries utilized the new degree program grids effectively.

Office of Institutional Effectiveness

Outcome 2: Improve the culture of assessment at NOBTS.

Rationale: The Office of Institutional Effectiveness seeks to improve the culture of assessment at NOBTS by providing assessment training opportunities for seminary personnel.

Alignment: Consistent with the Core Value of Characteristic Excellence and Goal 1 of the NOBTS Strategic Plan: “Improve institution-wide focus on assessment.”

Strategy 1: To facilitate the Quality Improvement Report (QIR)

Measure 1: Provide meeting opportunities for all unit managers including a presentation for the Assessment Oversight Committee (AOC) and several Open House sessions open to everyone.

Benchmark: Meet with 100% of unit managers that request meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Individual or group training was made available to all QIR facilitators.	Printed instructions were emailed to each QIR facilitator. An overview of the QIR process was presented to Administrative Council, the Academic Leadership Council, and AOC. IE staff offered to meet individually with any QIR facilitator who needed more instructions, and we met with about a half dozen facilitators.	Overall, the QIR was significantly improved in quality and appearance. It was also posted on the IE website for the first time.

Measure 2: Receive completed QIR for each unit by October 1, 2018.

Benchmark: 80% of reports turned in by October 1 due date.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
68% (32 out of 47) were turned in by 10/1. However, 81% (38 out of 47) were submitted by 10/5.	Some unusual events, such as an early Trustee meeting, a Centennial celebration, & the announcement of the retirement of the President, all happened at the end of this period. However, the facilitators turned in the reports soon afterward.	Getting 81% by 10/5 was sufficient in these circumstances to meet the benchmark.

Strategy 2: Increased participation in assessment through the AOC.

Measure 1: The number of liaisons rotated into the committee.

Benchmark: Rotate up to two liaisons on the AOC.

Office of Institutional Effectiveness

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
New liaisons were appointed in the T&H, Music, & Pastoral Ministries divisions. In addition, representatives of the Business & Student Services offices were added to the AOC to engage them more in the assessment process.	The rotation of liaisons from the original appointees is helping more faculty members and other offices to gain knowledge of the assessment process.	The target of two rotating liaisons was met.

Measure 2: Provide assessment training opportunities for AOC members.

Benchmark: Have at least nine AOC members attend various training opportunities.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
15 persons attended the SACS annual meeting or Summer Training Institute.	Since SACS met in New Orleans for its annual meeting in 12/2018, we were able to send a large delegation to the meeting. We also sent the maximum of 5 to the SACS Summer Institute in Dallas. No ATS training meetings were held in 2018-19 because their next biennial meeting is not until June 2020.	Attendees were 6 above the benchmark of 9, for a total of 15, exceeding the target by 66%.

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

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

Because is 2019-2020 SACSCOC Annual Meeting will be held in Houston, TX, SACSCOC Summer Institute will be held in Orlando, FL, and a crucial ATS Biennial Meeting that will roll out new accreditation standards will be held in Vancouver, Canada, the travel budget needs to be increased by \$5,000.

Budget limitations did not allow significant travel increases in 2019-20. However, the Provost is helping in choosing persons (key leaders plus those who have never gone to a meeting) to go to these meetings to optimize costs for the institution.

Graduate Dean

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

Outcome 1: Graduate Faculty

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

Alignment: This outcome aligns with the NOBTS Core Value of Characteristic Excellence.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met, with only 5.2% (3 out of 58 faculty) exceeding maximum teaching load.	Management of the faculty teaching load was more successful this year in keeping faculty from teaching over their maximum hours. Last year 15.8% of the faculty exceeded their max teaching load, while this year only 5.2% exceeded that mark.	The Dean of Graduate Studies will continue to manage the workload of faculty and adjust scheduled classes accordingly. The benchmark for 2019-20 will continue at 6% for now. A few more years of data is needed before an accurate benchmark can be set.

Outcome 2: Graduate Program Course Management

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

Graduate Dean

Alignment: This outcome aligns with the NOBTS Core Value of Characteristic Excellence.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was not met. The total number of cancelled and small classes in the classroom and internet formats was reduced by 2 (2.2%).	From academic year 2017-18 to academic year 2018-19, the following changes in cancelled and Small Classes were noted. Classroom cancelled classes reduced by 2 (16.7% reduction). Internet cancelled classes remained the same as last year (3). Small classroom classes reduced by 2 (3.2% reduction). Internet Small Classes increased by 2 (13.3% increase.) Diligence in course management continues to be an important tool to limit the number of small and cancelled classes in the schedule.	The Dean of Graduate Studies will continue to monitor the offerings of classes in classroom and internet formats. Since a few more years of data is needed before an accurate benchmark can be set, the benchmark will remain at 5% reduction in cancelled and Small Classes.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met, with a	From academic year 2017-18 to academic year 2018-19, the following reductions in cancelled	The Dean of Graduate Studies will continue to

Graduate Dean

26% reduction in the total number of cancelled and small classes in workshop and special event venues.	and small classes were noted. Cancelled workshops & special event courses reduced by 9 (64% reduction). Small workshop & special event courses reduced by 3 (9.3% reduction). Careful management in the scheduling of these workshop & special event courses will still be necessary to encourage Made classes.	monitor the offerings of classes in workshop and special event formats. Since a few more years of data is needed before an accurate benchmark can be set, the benchmark will remain at 5% reduction in workshop and special event classes.
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Strategy 3: NOBTS seeks to schedule courses in the NOLA2U format to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings and enrollments in the NOLA2U format.

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

Benchmark: Increase enrollment in NOLA2U sync format courses by 3%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark of increasing enrollment in NOLA2U courses was met. There was a remarkable 248% increase in enrollment in 2018-19 from 2017-18.	The number of NOLA2U courses increased from 16 courses in 2017-18 (total enrollment of NOLA2U was 52 students) to 36 courses in 2018-19 (total enrollment of NOLA2U was 181 students). The increase in course offerings alone explains the increase in enrollment.	The 2019-20 benchmark for this strategy will be set at a 10% increase in enrollment in NOLA2U format courses. The 248% increase in 2018-19 cannot be expected to continue, since capacity of our resources/technology is near. However, a healthy growth is expected to continue.

Outcome 3: MDiv Student Enrollment and Credit Hours

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

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

Strategy: The MDiv is the single-most important degree in the Graduate Program at NOBTS, both in terms of student enrollment and credit hours taken. In recent years, student

Graduate Dean

enrollment and credit hours have been decreasing in the MDiv program. In the effort to affect positively the enrollment and credit hour numbers for the MDiv program, the Office of Graduate Studies will seek a higher visibility for the MDiv program.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark 5% <u>reduction in downward trend</u> was met in the enrollment, but not in credit hours taken. The number of MDiv students dropped from previous year by 5.1% (compared to 12.2% drop last year). While the credit hours dropped by 7.5% (compared to 8.6% drop last year).	For the academic year 2018-19, the enrollment of MDiv students at NOBTS dropped from the previous year by 45 students to 833 (5.1% decrease), representing a drop in MDiv credit hours by 864 to 10,612 (7.5% decrease). NOBTS has instituted several initiatives to seek to slow the trend toward shorter degrees. (1) Instituted a tuition cap to allow more hours to be taken without additional financial cost to students. This should increase the credit hours taken per student. (2) Proposed to trustees an Accelerated MDiv that prioritizes the MDiv by allowing for the completion of the MDiv in a shorter time frame. The shorter degrees are not eligible for the accelerated option. (3) The orientation of new students by the Dean of Students office promoted the benefits of the MDiv degree.	The Graduate Dean of NOBTS continues to monitor the MDiv degree, seeking ways to slow the downward trend of numbers. The implementation of the tuition cap and the approval by the trustees of the Accelerated MDiv option hopefully will improve the numbers for the MDiv. Because the trend for the MDiv is downward, a benchmark of 5% reduction in the downward trend of numbers seems appropriate for another year. In 2019-20 we will work more closely with the V.P. of Enrollment to develop new initiatives that should result in strengthening the MDiv program.

Academic Divisions

Division of Biblical Studies

Unit Purpose Statement: The Purpose of the Division of Biblical Studies is to prepare students to interpret and communicate the Bible accurately in order to fulfill the Great Commission and Great Commandments through the local church and its ministries.

Outcome 1: Presentations

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

Alignment: This Outcome fulfills the NOBTS Core Value of Characteristic Excellence in that we are encouraging our students to present their work into the broader field of academia.

Strategy: We will continue to encourage our PhD Biblical Studies students in seminar settings and other scholarly contexts to make paper proposals and presentations during the 2018-2019 academic year. These will include the contexts of the annual and regional meetings of ETS, SBL, and ASOR.

Measure: Lists of presentations by students will be compiled from annual and regional meeting programs.

Benchmark: Since we have a small number of new students (2 + spring semester), and a total of 45, we will maintain our benchmarks at 20% of students making proposals, and 50% of those proposals being accepted. However, the smaller incoming population may cause us to revise our benchmark at the next assessment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The Biblical Studies Division was not able to track the number of paper proposals. However, nine students presented papers during the 2018-19 school year. Four students presented papers at the national meeting of the</p>	<p>The Division set a benchmark of 20% of proposals being accepted. Without the total number of proposals submitted, that 20% is not able to be calculated. However, nine paper presentations represent 21% of the 41 Biblical Studies PhD students. This exceeds the benchmark set by the division.</p>	<p>The Biblical Studies Division will continue to encourage and track students who present papers at professional society meetings.</p>

Division of Biblical Studies

<p>Evangelical Theological Society in November of 2018 and five students presented papers at the Southwest regional meeting of the Evangelical Theological Society in April of 2019.</p>		
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Outcome 2: Biblical Studies PhD Refocusing

Rationale: Having observed the initial five years of the Biblical Interpretation curriculum, the division deems it necessary to assess the viability and strengths of the degree program.

Alignment: This Outcome aligns with the NOBTS Core Value of Doctrinal Integrity. The proposed curriculum changes will better equip student in the PhD program to teach and proclaim the Word of God to others.

Strategy: In order to make our students better prepared and more likely to be employed, the Biblical Studies Division intends to reshape the PhD program, particularly with regard to the Biblical Interpretation degree, so as to better streamline the curricular components that constitute a Biblical Interpretation Major.

Measure: (1) To develop a core that differentiates Biblical Interpretation Majors from Old Testament and New Testament Majors, (2) to streamline seminar offerings, in order to combine Biblical Interpretation students and Old Testament/New Testament PhD students, (3) to identify the best supplemental curricular offerings by which to strengthen the integrated aspects of the Biblical Interpretation Major, (4) to insure that Biblical Interpretation Majors have the same elective opportunities as Old Testament/New Testament PhD students, and (5) to create responsible oversight of the Biblical Interpretation program.

Benchmark: The proposed division will have to meet the following deadlines in order to be approved: (1) Biblical Studies Division approval by October 18, 2018, (2) Graduate Dean Council and Curriculum Committee by January 1, 2019, (3) Faculty Approval by March 19, 2019, and (4) Catalog Revision by May 19, 2019.

Division of Biblical Studies

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The PhD division achieved this outcome and have implemented the newly revised PhD in Biblical Interpretation.	This improvement to the PhD in Biblical Studies should better equip students in that program.	No Improvement necessary.

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

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

These outcomes decrease personnel expenses by combining seminars. We hope to hire new faculty with the savings.

Church & Community Ministries Division

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

Outcome 1: CCM Student Engagement at Local, State, and National Levels

Rationale: Promote student involvement in local, state, and national counseling and social work conferences and activities. Such engagement meets professional standards in counseling and social work organizations and accreditation agencies.

Alignment: This outcome aligns with the Core Values of Characteristic Excellence and Servant Leadership, and the Ministry Competencies of Interpersonal and Intercultural Skills, Servant Leadership, and Spiritual and Character Formation.

Strategy: Inform, promote, and facilitate student engagement in local, state, and national conferences and activities.

Measure: (1) Number of opportunities promoted at local, state, and national levels. (2) Number of students participating at each level.

Benchmark: (1) Promotion of conferences and activities: a minimum of one conference or activity at each level (local, state, and national) will be promoted. (2) Student involvement: a minimum of ten students will attend conferences or participate in activities across the three levels.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The CCM Division promoted student involvement in local, state, and national counseling and social work conferences and activities: Local—Number of opportunities = 2 Number of students = 36 State—Number of opportunities = 3 Number of students = 1 National—Number of opportunities = 4	Met benchmark Local: Senior Fest (April, 2019), NOBTS Counseling Conference (November, 2018) State: LCA Annual Conference (Oct. 2018), OBU Conference (February, 2019), LAMFT Conference (April, 2019) National: AACC National Conference (September 2018), ACA National Conference (March 2019), NACSW Conference (Oct. 2018), CAPS (April 2019).	Met and exceeded benchmark. However, need to promote and encourage more state-level involvement by making students more aware of the state conferences and volunteer opportunities.

Church & Community Ministries Division

Number of students = 52		
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Outcome 2: Social service ministries

Rationale: Promote engagement of students in their respective programs (Social Work and Counseling) in the practice of individual, family a social interventions in biblically-sound ways within the church and the community.

Alignment: This outcome aligns with the Core Values of Characteristic Excellence, Mission Focus, and Servant Leadership, and the Ministry Competencies of Interpersonal and Intercultural Skills, Servant Leadership, and Spiritual and Character Formation.

Strategy 1: Counseling Student Involvement – Students serve in providing pro-bono counseling through the Leeke Magee Christian Counseling Center (LMCCC).

Measure 1: Record of pro bono hours – Hours of student engagement in counseling are recorded in the electronic tracking system, Tevera (Clinical Training Manager). Record of hours will be reported based on the electronic tracking system.

Benchmark: The student average in clinical practice will log 230 hours of direct client contact in a one-year commitment. Student engagement in biblically-sound social services is a hallmark of successful student community ministries achievement and meets state counseling licensure requirements.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Average hours for the year was 301	During the 2018-2019 academic year, students in the counseling department served above and beyond the requirements, providing 10,929 hours of pro-bono counseling	Students exceeded the number of benchmark hours (230) by an average of 71 hours per student. Also, students provided 3,659 more pro bono hours than the previous (2017-2018) year.

Measure 2: Client Satisfaction Survey–A survey of clients who come to the LMCCC that identifies level of satisfaction with services received. This is a value-added indirect measure of client satisfaction with counseling experience, based on question #2 of Client Satisfaction Survey.

Benchmark: Average of 3.6 on 5-point Likert scale – Client perception of satisfaction is crucial to student growth and competence as a counselor.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Average of 4.3 on a 5-point	Clients expressed above average satisfaction with service received from student counselors.	Students achieved an average of 4.3,

Church & Community Ministries Division

Likert scale		exceeding the 3.6 benchmark, though it was below the previous year's (2017-2018) average of 4.5.
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Strategy 2: Social Work Student Involvement – Hours of student engagement in church and community ministries

Measure: Record of pro bono hours -- Students have requirements in Church Community Ministries and Practicum courses to complete community service hours. Record of hours as recorded in a log submitted at the end of the semester.

Benchmark: The student will complete an average of 22 hours of community service in the Church Community Ministries course and the Practicum. – Student engagement in community services is a hallmark of successful student community ministry and meets the NOBTS Competency of Servant Leadership.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Social work students provided a total of 227.5 hours in pro bono community work with an average of 113.75 hour per student.	Two students provided 227.5 hours of community service work at the Baptist Friendship House, and Grace at the Greene Light for an average of 113.75 hours.	Students exceeded the number of benchmark hours.

Church Music Division

Unit Purpose Statement: Developing excellence in Kingdom-minded music and worship leaders

Outcome 1: To grow the Church Music Division student population

Rationale: The Church Music Division currently has 16 Doctor of Musical Arts in Church Music (DMA), 6 Master of Music in Church Music (MMCM) students, 10 Master of Arts in Worship Ministries (MAWM) students, 8 Master of Divinity in Worship Ministries (MDWM) students, 23 Bachelor of Arts (BAM) in music majors, and 15 music minors. The Church Music Division has experienced tremendous growth in the DMA over the past 5 years, consistent growth in the MAWM/MDWM over the past 10 years, consistent growth in the BAM over the past 10 years, but a decline in MMCM students. The Church Music Division has met numerous times to discuss student recruiting points of action. These include a range of event platforms, namely the Baptist Church Music Conference and the Sing Conference. Two significant events that were previously targeted are no longer consistently offered: Church Music Georgia and Lifeway Worship Conference.

Alignment: Aligns with mission statement of school, spiritual vitality, and characteristic excellence.

Strategy 1: Identify 2 potential DMA students who have completed an MA or MDiv in worship and qualify as MA/MDiv bridge candidates.

Measure: Identify 2 potential DMA students who have completed an MA or MDiv in worship and qualify as MA/MDiv bridge candidates.

Benchmark: The benchmark for this strategy is two potential candidates for the DMA who are graduates of an MA/MDiv in worship and who qualify as MA/MDiv bridge candidates. These candidates will be recorded in the Google Drive Recruitment measuring tool FA18/SP19.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
There were three candidates identified in this category.	An analysis yielded 3 MA/MDiv Worship Candidates as possible recruits for the DMA. This data shows that this category is potential fertile ground for continued candidates in the DMA program.	There was improvement in the sense that at least three names were easily identified. Furthermore, follow-up occurred in the summer of 2019 for one of the potential candidates, and the student has entered the

Church Music Division

		DMA provisionally. This is the first MA graduate to potentially enter the program.
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Strategy 2: Identify 6 potential DMA students who are not classified as MA/Mdiv bridge candidates.

Measure: In order for a potential student be listed as a potential candidates he or she must indicate interest in the program through personal contact, phone, email or internet response.

Benchmark: The benchmark for this strategy is 6 potential candidates for the DMA who are not classified as MA/MDiv bridge candidates. These candidates will be recorded in the Google Drive Recruitment measuring tool FA18/SP19.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
13 contacts documented	Most DMA candidates are in this category. Some interest from conferences was not tracked or recorded. However, a high percentage of contacts entered the program. This could mean that each legitimate candidate has a high potential of entering the program. Although there is an interest in a range of categories, applied areas appear to be growing faster.	Significant improvement occurred in regard to strategy 2 as 13 contacts documents exceeded the projected number of contacts by over 200%.

Strategy 3: Identify 6 potential MMCM candidates.

Measure: In order for a potential student be listed as a potential candidates he or she must indicate interest in the program through personal contact, phone, email or internet response.

Benchmark: The benchmark is 6 scholarship applications filled-out by potential MMCM students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
7 contacts documented	Several students expressed interest in leveling work toward an MMCM. Four of these students had entered the program by the Spring of 2019 or Fall of 2020. Also, a potential graduate student ultimately decided to pursue the MMCM just before the fall semester. A sixth person on this documented list plans to enter the program in the spring. A higher standard will be set for achieving documented contacts as the new measure will be students who complete a scholarship application; thus, the target will be decreased to 4.	Improvement was documented as 7 candidates were identified. Contact BAM graduates to make them aware of distance possibilities for the MMCM. Present the newly created accelerated MMCM to current BAM students to increase interest in their eventually entering the MMCM.

Church Music Division

Strategy 4: Identify 8 potential BAM candidates.

Measure: In order for a potential student be listed as a potential candidates he or she must indicate interest in the program through personal contact, phone, email or internet response.

Benchmark: The benchmark is 8 scholarship applications filled-out by potential MMCM students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
12 contacts documented	Although the institution has done very little to promote the Leavell College program, the Church Music Division continues to see consistent interest in such programs. In the fall of 2019, a Vice President of Enrollment was named and there will be a concerted effort to ensure that potential MA Worship candidates. The Church Music Division will create a Google document that will include potential recruits from the enlistment office and candidates with whom the Church Music Division is in contact. Additionally, a higher standard will be set for achieving documented contacts as the new measure will be students who complete a scholarship application. Finally, the Church Music Division is exploring the possibility of a Bachelor in Worship. The division will seek to document a baseline of potential candidates for this program.	Significant improvement documented with an increase of 133% in respect to the target of 8 contacts.

Strategy 5: Identify 10 potential MA Worship or MDiv Worship candidates.

Measure: In order for a potential student be listed as a potential candidates he or she must indicate interest in the program through personal contact, phone, email or internet response.

Benchmark: The benchmark is 10 candidates for the MA worship or MDiv worship degree that will be recorded through the NOBTS Google Drive Recruitment measuring tool FA18/SP19.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
NA	In the fall of 2019, a Vice President of Enrollment was named and there will be a concerted effort to ensure that potential MA Worship candidates are tracked more carefully. The Church Music Division will create a	There was no improvement for this item.

Church Music Division

	<p>Google document that will include potential recruits from the enlistment office and candidates with whom the Church Music Division is in contact.</p> <p>The division has decided to use a new means of measuring for this item that may reflect a more sound means of approaching recruiting data.</p> <p>The strategy for the next academic year will be to determine the actual number of MA Worship and MDiv Worship students.</p>	
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Outcome 2: To increase the evangelistic impact of the Church Music Division

Rationale: The 2017-19 academic period includes the Seminary Centennial celebration. As part of that celebration the school has challenged current and former faculty, students, and staff to share the Gospel 100,000 times. This initiative has prompted the Church Music Division to carefully reflect on its purpose in relationship to the NOBTS Mission statement. While the Church Music Division primarily serves the unique role of developing worship leaders, the division recognizes that this specific task should be connected to the larger vision of the Great Commission.

Alignment: Aligned with mission statement of the school and mission focus.

Strategy: Encourage and Equip students to do 2 evangelistic art events. At least one of these events should occur in the New Orleans area.

Measure: At least two NOBTS students must be involved in planning and presenting the event. The event should be document through the Church Music Evangelistic Event Documentation Tool.

Benchmark: The documentation of 2 evangelistic events planned and/or presented by at least 2 NOBTS students associated with the Church Music Division.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0	<p>Although there was some discussion of doing such an event, cuts that occurred in the Church Music Division did not allow the same resources to present such an event (e.g., the previous year a full-time faculty member presented such an event and that faculty member was no longer employed by the FA18-SP19 academic year.</p>	<p>There was no improvement and because of more limited resources, the projected goal for 2019-20 will become 1.</p>

Church Music Division

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

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

We do not have the personnel to produce another evangelistic event like Godspell because of cuts in faculty. Furthermore, this affects our ability to connect with church plants and other missional churches in the area. Recruiting for the DMA, particularly in the applied categories, is now tremendously challenges by now having only adjuncts for piano, organ, and voice. We do have a full-time faculty who is qualified to teach voice, but this is a secondary area of teaching and research.

Discipleship & Ministry Leadership Division

Unit Purpose Statement: The purpose of the Division of Discipleship and Ministry Leadership is to equip spiritual leaders to fulfill the Great Commission and the Great Commandments through the educational ministries of the church.

Outcome 1: Mentoring Enrollment

Rationale: Current enrollment in Discipleship and Ministry Leadership Mentoring Program is 94. The Division faculty will endeavor to increase the enrollment of Discipleship and Ministry Leadership students in Mentoring Program by 10%.

Alignment: The goal is consistent with the NOBTS mission statement as mentoring courses equip leaders to make disciples. The mentoring enrollment goal helps to fulfill the competencies of disciple making and spiritual formation.

Strategy 1: Enlist Students – Continue student enlistment efforts, especially targeting distant students, for enrollment in mentoring program courses.

Measure: Enrollment Data Report – Enrollment data from Registrar's office will be collected each semester and summary annually. The Registrar's office will report to the Discipleship and Ministry Leadership Division Chair the total number of students enrolled in the Discipleship and Ministry Leadership Mentoring Program. The report will be generated at the end of each semester and annually.

Benchmark: A 10% Increase in Total Enrollment in the Mentoring Program – from a starting enrollment of 94 to an increased enrollment of 103. The Registrar's office will report to the Discipleship and Ministry Leadership Division Chair the total number of students enrolled in the Discipleship and Ministry Leadership Mentoring Program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Enrollment grew from 94 - 117	Recorded a demonstrable increase in total number of students in mentoring courses.	Reached Goal Net enrollment increase 23 students

Strategy 2: Academic Advising – Faculty will intentionally offer academic advising for students, especially distant students, in course selection and degree planning to include Discipleship and Ministry Leadership Mentoring courses.

Measure: Report – Report of enrollment in Discipleship and Ministry Leadership Mentoring classes. The Registrar's office will report to the Discipleship and Ministry Leadership Division Chair the cumulative number of hours taken in the Discipleship

Discipleship & Ministry Leadership Division

and Ministry Leadership Mentoring courses. The report will be generated at the end of each semester and annually.

Benchmark: A 10% Increase in Total Enrollment in the Mentoring Program – Starting enrollment was 94. An increase to 103 is anticipated. The Registrar's office will report to the Discipleship and Ministry Leadership Division Chair the total number of students enrolled in the Discipleship and Ministry Leadership Mentoring Program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Enrollment grew from 94 - 117	Recorded a demonstrable increase in total number of students in mentoring courses.	Reached Goal Net enrollment increase 23 students

Outcome 2: Mentoring Participation

Rationale: The current number of hours taken by students in the Discipleship and Ministry Leadership Division mentoring courses in 2017-18 is 212. The division faculty will seek to increase the cumulative hours taken in Discipleship and Ministry Leadership Mentoring courses by 10%.

Alignment: The goal is consistent with the NOBTS mission statement, because the mentoring courses equip leaders to make disciples. The mentoring enrollment goal helps to fulfill the competencies of disciple making and spiritual formation.

Strategy 1: Academic Advising – Faculty will intentionally offer academic advising for students, especially distant students, in course selection and degree planning to include Discipleship and Ministry Leadership Mentoring courses.

Measure: Report – Report of cumulative hours in Discipleship and Ministry Leadership Mentoring classes. The Registrar's office will report to the Discipleship and Ministry Leadership Division Chair the cumulative number of hours taken in the Discipleship and Ministry Leadership Mentoring courses. The report will be generated at the end of each semester and annually.

Benchmark: To increase total number of Discipleship and Ministry Leadership mentoring hours by 10%, from 212 to 233. The Registrar's office will report to the Discipleship and Ministry Leadership Division Chair the cumulative number of hours taken in the Discipleship and Ministry Leadership Mentoring courses.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In 2018-19 291 DML mentoring credit hours were recorded.	The goal was met and exceeded. Interest in mentoring course options appears to be growing in step with the awareness of its availability.	Total number of hours increased from 212 to 291. Net increase of 79 hours.

Discipleship & Ministry Leadership Division

Strategy 2: Mentoring Course Expansion – Courses currently available to students through internet delivery system will be converted to mentoring format. Currently 6 mentoring courses are available in the Discipleship and Ministry Leadership Division. At least 2 new courses will be added in 2018-19.

Measure: Schedule changes – Changes to the Graduate Schedule for the 2019-20 academic year will indicate the number and scope of delivery changes.

Benchmark: Increase of Discipleship and Ministry Leadership courses offered in the mentoring from 6 to 8. Enrollment in mentoring courses will also be included in a report presented by the Registrar's office to the Discipleship and Ministry Leadership Division Chair noting the Discipleship and Ministry Leadership Mentoring courses, total enrollment and cumulative number of hours.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Increased the total number of courses in mentoring format to 10	Mentoring is a popular option for both distance and campus students. The option allows students both the flexibility in the schedule and the personal and immediate application of course content.	Net new courses +4

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

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

*The DML division decided to make **mentoring** the focus of the 2019 Xcelerate Conference. In addition to local church leaders, the conference will potentially include training tracks for faculty and mentors in the NOBTS mentoring program. The division would like to record the conference sessions. The division requests necessary funding for recording, editing, and producing videos in order to provide training and resources for mentors and faculty to utilize in all NOBTS mentoring courses. Well trained mentors and faculty would improve student learning experiences and help fulfill the divisional and institutional mentoring program goals.*

Pastoral Ministries Division

Unit Purpose Statement: The purpose of the Pastoral Ministries Division is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries by instructing students in the disciplines of pastoral ministries, encouraging students to value the significance of pastoral ministries, and assisting students in the development of skills necessary to perform pastoral ministries.

Outcome 1: Increase enrollment in the Research Doctoral Program in majors offered by the Pastoral Ministries Division.

Rationale: In order to equip leaders ministering in the local church who desire to pursue the PhD degree and to develop future leaders to carry on the work of the Pastoral Ministries Division through the seminary, the Division must seek to increase the number of students seeking PhD degrees in majors offered by the PMD. Further, as students graduate from the PhD program, more students must be enrolled in order to maintain a viable learning community in each of the majors offered by the Division.

Alignment: This Outcome assists to fulfill our NOBTS Mission Statement by equipping leaders at the highest level academically to fulfill the Great Commission and the Great Commandments through the local church and its ministries. Many of the students earning the PhD degree become our future denominational leaders as the pastors of some of our larger membership churches, heads of SBC organizations and entities, and professors in our Baptist universities and seminaries.

Strategy: Recruit students for the Research Doctoral Program. Division members will seek to recruit potential PhD students at denominational conventions as well as other meetings and events on the local, state, and national levels. Further, Division members intentionally will seek to recruit students who are in their Master's courses as well as recent graduates who are potential students for majors offered by the PMD in the Research Doctoral Program.

Measure: Number of students entering the Research Doctoral Program in majors offered by the PMD during the 2018-2019 academic year

Benchmark: The goal is for eight more students to enter the ReDoc Program in majors offered by the PMD during the 2018-2019 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Nine new students entered	The intentional and personal recruitment efforts on the part of professors influences and	One more student above the goal of eight entered

Pastoral Ministries Division

the ReDoc Program in majors offered by the PMD during the 2018-2019 academic year.	encourages students who are potential candidates for PhD work.	the ReDoc Program during the 2018-2019 academic year.
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Outcome 2: Equip students to share their faith more effectively through engaging in Gospel conversations with unbelievers.

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

Alignment: This Outcome flows directly from our NOBTS Mission Statement to equip leaders to fulfill the Great Commission...through the local church and its ministries and also aligns with our core value of Mission Focus.

Strategy: Challenge all students in all graduate evangelism courses to engage unbelievers in Gospel Conversations and invite those with whom they share the Gospel to respond to the Gospel message by placing their faith in Jesus Christ for salvation during the 2018-2019 academic year.

Measure: Number of recorded Gospel Conversations and salvation decisions for Christ during the 2018-2019 academic year.

Benchmark: The goal is 10,000 Gospel Conversations recorded and 1,000 salvation decisions for Christ.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
14,380 Gospel conversations and 1,675 salvation decisions	The students in the Supervised Ministry 1 Personal Evangelism courses and the Caskey Center Personal Witnessing Practicum courses responded to the challenge and exceeded the goals established to share the Gospel and lead people to trust in Christ for salvation.	The goal for Gospel Conversations was exceeded by 43.8% and the goal for salvation decisions was exceeded by 67.5%.

Outcome 3: Train students in developing preaching skills for more effective communication of truth from the Word of God.

Rationale: Some of the most important skills a pastor needs for effective pastoral ministry are developing and delivering sermons from the Word of God. The Preaching Practicum course provides the opportunity for students to sharpen their skills in developing and delivering effective expository sermons.

Pastoral Ministries Division

Alignment: This Outcome flows from our NOBTS Mission Statement to equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries as students are trained to develop preaching skills for more effective communication of the truth of the Word of God. The Outcome also aligns with our core value of Doctrinal Integrity of teaching and proclaiming the truth of the Word of God.

Strategy: Utilize an embedded assignment consisting of the New Testament sermon delivered during the Preaching Practicum course which will be evaluated according to both a grading and assessment rubric to measure improvement in student performance as to their preaching skills.

Measure: The averaged scores of the New Testament sermon embedded assignment from Preaching Practicum courses in the domains of Understanding, Application, and Demonstration on a five point scale rubric: Failure-0, Basic-1, Competent-2, Good-3, and Excellent-4 during the 2018-2019 academic year.

Benchmark: The goal is average scores for Understanding-3.25, Application-3.0, and Demonstration-3.3.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Understanding- 3.21 Application- 3.15 Demonstration- 2.95	Students performed well in domains of Understanding and Application but indicate a deficit in Demonstration in the delivery of New Testament sermons.	The average score for Understanding was slightly below the established benchmark. The averages score for Application was slightly above the established benchmark. The average score for Demonstration did not reach the established benchmark indicating the need for improvement in this domain.

Theological & Historical Studies Division

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

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

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

Alignment: Strategic Plan, 3. Increase student enrollment and retention, (e) Increase doctrinal student enrollment.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50%	Individual attention to personal recruitment pays significant dividends	Find resources to facilitate one on one recruitment by professors

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

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

Benchmark: Percentage of prospects who inquire about T&H majors who subsequently apply – 10%

Theological & Historical Studies Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
58%	Passed recruiting efforts are now paying off	Continue recruiting events

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

Measure: High Quality Videos – Create High quality videos that can be embedded in various locations **other than blackboard** (T&H related web pages, YouTube, and so forth). The T&H Division will track the percentage of T&H faculty with video presence.

Benchmark: Percentage of T&H faculty with high quality videos embedded in appropriate media locations (**other than blackboard**) – 30%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
67%	Created T&H Facebook page which highlights Division and Faculty activities. The focus on only videos is too restrictive.	<ul style="list-style-type: none"> - Social media postings – 60% - Expand measure and benchmark to include all social media.

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

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

Benchmark: Percentage of T&H faculty involved in ReDoc recruiting events – 70%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
78%	Strong representation of Division faculty engaged in ReDoc recruitment.	Increase to 75%

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

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

Alignment: Core Value: Characteristic Excellence

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

Theological & Historical Studies Division

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

Benchmark: Percentage of MA (Apologetics), MA (Theology), and PhD students who submit proposals, publish, or present in academic venues (non-repeating count).
– 10%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
29%	<ul style="list-style-type: none"> - The numbers were higher because we hosted a regional event where Master Students were able to attend - Too difficult to adequately track proposals submitted by students. 	<ul style="list-style-type: none"> - Try to facilitate travel for Master’s students to Regional events. - Remove proposed papers from measure and benchmark.

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

Benchmark: Percentage of full-time and ministry-based T&H faculty that is engaged in multiple academic venues – 60% of full-time and ministry- based T&H faculty that is engaged in five or more academic venues

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
78%	Well done	62%

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

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

Alignment: NOBTS Mission Statement: 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.

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

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

Theological & Historical Studies Division

Benchmark: Percentage of full-time and ministry-based T&H faculty that is engaged in multiple church-related venues – 70% of full-time and ministry-based T&H faculty engaged in five or more church-related venues

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
78%	Majority of Division actively engaged in ministry based activities.	Maintain excellent work

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

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

As the new software is designed, set it up to show cross-listed courses on students' transcripts. This will help our PhD graduates be more marketable because prospective employers could easily demonstrate their credentialing in multiple disciplines.

The amount of professional development funds no longer goes as far as it did in past decades making continued participation in multiple venues more of a challenge. The \$1,000 available for professional development has not increased since 2006. Adjusted for inflation, it now would be \$1,500.

Academic Programs

Research Doctoral Program

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

Outcome 1: Improve applicant satisfaction

Rationale: Applicants who are satisfied with the application process are more likely to complete the process and enter the program if accepted. The ReDOC office asks each incoming PhD student to complete an Orientation Survey. The following questions relate to student satisfaction with the application and admissions process: 4. How would you rate your overall experience during the admissions process? (Excellent=4, Good=3, Fair=2, Poor=1) 5. In what ways could the admissions process be improved? Although the cumulative satisfaction rating as of F2016 ($N = 32$) for Q4 is 3.66, student responses to Q5 indicate a desire for an online process rather than paper form submission.

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

Strategy 1: Streamline the application process so that it is student friendly and makes efficient use of staff resources by working with the Registrar's and Enlistment Offices in spring 2019 to develop an online application process for the PhD program to implement for the fall 2019 application period for spring 2020 entrance.

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

Benchmark: Have an online application available for the September 1, 2019 application deadline – An online application will streamline the process for our applicants and PhD office, especially in light of an increased number of applications.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
An online application is not yet available. Therefore, no	NOBTS is in the process of changing to a data management system that should allow integration with an online application.	Configuration has begun for data conversion.

Research Doctoral Program

improvement was made.		
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Strategy 2: Work with applicants to make the application process as user friendly as possible.

Measure 1: Satisfaction average from Student Orientation Survey

Benchmark: Satisfaction reach 3.75 average; anecdotal comments regarding ease of online application. Student Orientation Survey comments should reflect satisfaction with application process.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3.74 on satisfaction survey	<p>Satisfaction was .01 below benchmark. The ReDOC office staff strive to respond to applicants' questions in a timely manner.</p> <p>Although the cumulative satisfaction rating as of F2019 (N = 35) is 3.74, 5 student responses to Q5 indicated a desire for an online application process rather than paper form submission. In addition, 6 students indicated a desire to dialogue with professors from their divisions. One felt registration occurred too soon after acceptance into the program.</p>	Satisfaction increased .08 from previous measurement.

Measure 2: Intake – A higher percentage of inquirers applying, being accepted, and beginning the program is desired. The ReDOC office will calculate the percentage of inquirers who have begun the PhD program, note in Access reasons inquirers have not come, and determine what changes in process might raise the percentage of inquirers who enter. Reasons for inquirers not persisting through entrance will be added to quarterly inquiry reports to the Research Doctoral Oversight Committee.

Benchmark: 91% of applicants accepted will start the program. – Students who apply online beginning the program

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% of the 34 who were accepted began the program.	We need to do a better job engaging applicants in considering costs of the program regarding finances, time, and call and commitment. Life circumstances cannot be anticipated, but we could be more intentional in helping new students to weigh the costs. Exceeding the benchmark does not necessarily imply that incoming students are prepared to persevere in the program.	Of the 30 applicants accepted in 2017-2018, 3 did not start; so 90% started. In 2018-2019, number of accepted applicants who began the program improved by 10%.

Research Doctoral Program

Strategy 3: Continue to encourage students who need 1-2 semesters of leveling to apply for PhD preresidency.

Measure: Number of students enrolled in preresidency

Benchmark: Enroll 7 students in preresidency during the 2018-2019 academic year

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
10 preresidents	7 of the 10 were accepted into the PhD program, and 2 more will go through admission for Spring 2020.	3 more than the benchmark

Outcome 2: Improve retention-graduation

Rationale: Increase percentage of incoming students who graduate. The 2006-2016 graduation rate was 60.5%, so the outcome will be measured by annual graduation rate updates following each graduation and compared to the current rate.

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

Strategy: ReDOC will continue to survey students who withdraw to determine reasons and keep the administration apprised of ways the institution could contribute to persistence.

Measure: The ReDOC office will distribute a 4-question survey to students who are accepted but do not begin the PhD program or withdraw after entering.

Benchmark: Get responses on the withdrawal survey from 20% of students who withdraw during 2018-2019

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No one responded to the survey.	<p>Students who leave the program are not willing to respond to the survey. The tactic needs to be changed so that we depend more on conversations with these students. We need new strategy to understand why students leave and how to follow up to improve retention.</p> <p>The 2009-2019 retention rate was 77.9%. In the 2018-2019 academic year, 34 students were admitted to the program. All 34 began the program, but only 28 remained to begin the Fall 2019 semester. The 2018-2019 retention rate of incoming students was 82.4%. Withdrawal of these students plus graduation of 14 students resulted in 87% of the students remaining for the upcoming academic year.</p>	The benchmark was not met.

Research Doctoral Program

	<p>During 2018-2019, 14 of the 152 enrolled students (9%) graduated. Of these graduates, 85.7% graduated within the published 7-year program length. The remaining 14.3% graduated within 150% of the published program length.</p> <p>Of the 335 students enrolled Fall 2009-Spring 2019, 40% graduated, 16.7% withdrew, and 5.4% were terminated. Of the students who graduated, 87.3% completed the program within the published 7-year program length, 98.5% completed within 150% of the published program length, and all students finished within 200% of the published program length.</p>	
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Outcome 3: Increase enrollment

Rationale: Communication with inquirers who felt they could not relocate to enter a PhD program prompted consideration of a way to open the program to distance students, thus enabling NOBTS to reach a larger segment of the population.

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

Strategy: Continue to make PhD seminars and colloquia available through synchronous interactive video. The 2018-2019 academic year concludes the ATS-approved 3-year experiment to offer PhD seminars and colloquia through SYNC, which enables students unable to travel to campus frequently to participate in the PhD program.

Measure: Number of majors in which seminars and colloquia are available through synchronous interactive video (SYNC).

Benchmark: Offer all PhD seminars and colloquia through SYNC.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
All seminars and colloquia are available through SYNC.	<p>This strategy has been completed, so it no longer will be reported relative to increasing enrollment. The goal is to maintain quality of delivery by keeping current with technological developments.</p> <p>In June 2019, ATS granted approval for an</p>	Initially only two divisions began the experiment, and now all five PhD divisions offer their PhD courses via SYNC.

Research Doctoral Program

	<p>ongoing exception to offer seminars and colloquia via SYNC. Between 2016-2017 and 2017-2018, the nonrepeating headcount increased by 16, partly due to the flexibility of the SYNC delivery option. However, the nonrepeating headcount for the 2018-2019 academic year was 152, which is an increase of only 5 students from the previous year. With 16 students beginning in Fall 2019 and 12 applicants for Spring 2020, 28 new students should enter in 2019-2020. The anticipated nonrepeating headcount is 155, which is an increase of only 3 students from 2018-2019.</p> <p>PhD program retention will need to improve in order to increase overall enrollment. In 2018-2019, 5 students withdrew and 1 was terminated. One additional student has been terminated thus far in Fall 2019, and a minimum of 20 should graduate in 2019-2020. An average intake of 15 students per semester and output of 10 graduates per semester would result in an overall growth of 10 students per academic year. At this rate, the PhD nonrepeating headcount would be 175 by the end of the 2021-2022 academic year, barring withdrawals and terminations.</p>	
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<p>Budget Implications: How do the desired outcomes inform your area’s future budget requests?</p>
<p>What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.</p>
<p><i>Budgetary priorities affecting the PhD program are (1) software and ITC personnel to develop an online application, (2) adequate CIV space and technicians to accommodate SYNC needs for all seminars and colloquia, and (3) publicity.</i></p>

Professional Doctoral Program

Unit Purpose Statement: The Doctor of Ministry (DMin) and the Doctor of Educational Ministry (DEdMin) are professional degrees accredited by the Association of Theological Schools (ATS) and designed to provide qualified students the opportunity to achieve a high level of excellence in the practice of ministry. The degrees are built on respective prerequisite Master's degrees or equivalent theological preparation, high intellectual achievement and professional capability, and three years of substantial professional experience in ministry between the completion of a theological Master's degree program and application for the professional degree program.

Outcome 1: Increase Graduation Rate

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

Alignment: Because the design of the Professional Doctoral degrees is to provide students with the opportunity to achieve a high level of excellence in the practice of ministry, increasing the graduation rate aligns with the NOBTS Mission “to equip leaders to fulfill the Great Commission and the Great Commandment through the local church and its ministries.” Outcome 1 aligns with the NOBTS Core Values of Spiritual Vitality and Characteristic Excellence.

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

Measure 1: Students are allowed one year from completion of the Project in Ministry Design Workshop to get approval of a Final Project Proposal. The Project Coordinator tracks student progress during this one-year phase.

Benchmark: 60% of students who take the Project in Ministry Design workshop will get approval for the Final Project Proposal within one year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
63.6% of students received approval for their Final Project Proposal within one year of taking the Project in Ministry Design workshop.	This result was the fruit of persistent and thorough monitoring and tracking by the ProDoc Project Coordinator.	For the academic year of 2017-2018, ProDoc had only 52% of our students turn in their Final Project Proposal within one year of taking the Project in Ministry Design workshop. For the academic year of 2018-2019, ProDoc met

Professional Doctoral Program

		and exceeded our goal of 60% with the final result being 63.6% of students that took the Project in Ministry Design workshop received approval for the Final Project Proposal within one year.
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Measure 2: Track the number of students who turn in their final project proposal and graduate within their program timeline.

Benchmark: Increase the number of graduates from Fall 2018 to Spring 2019 by 10%. (From Spring 2017 to Fall 2018, we graduated 37 students.)

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In December 2018, ProDoc graduated 18 students. In May 2019, ProDoc graduated 29 students. We graduated a total of 47 students in the 2018-2019 academic year.	Both the persistent and thorough monitoring and tracking by the ProDoc Project Coordinator as well as the competency of the Faculty Mentors to guide the graduates through the Exit Interviews produced this result.	In 2016-2017, ProDoc graduated 41 students. In 2017-2018, ProDoc graduated 37 students which was close to a 10% decrease in student graduations; thus, we fell short of the goal to graduate 10% more than the previous year. For 2018-2019, ProDoc met and exceeded their goal of graduating 10% more students than the previous year. ProDoc graduated 27% more students than the previous year.

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

Measure: Each student will receive a tracking sheet at the Mid-Career Assessment Workshop to plan the remainder of their courses until graduation.

Benchmark: 75% will complete remaining seminars after Mid-Career assessment within one year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
53.7% of the ProDoc students completed their	For the academic year of 2017-2018, ProDoc stated two benchmarks in this area. They were to track 100% of the student's progress from	This was a new Benchmark for this year.

Professional Doctoral Program

<p>remaining seminars within one year after the Mid-Career Assessment workshop.</p>	<p>Mid-Career Assessment to the completion of their seminars via the Administrative Assistant for Program Coordination and the students themselves. These benchmarks were reached. This academic year of 2018-2019 ProDoc took the progressive step of setting a goal of data collection to see how quickly the students are progressing through this same phase of the program. ProDoc did not meet their goal of 75% of the students completing their remaining seminars within one year after the Mid-Career Assessment workshop; however, this collection of new data gives understanding and a challenge to birth new excellence.</p>	
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<p>Outcome 2: ProDoc will seek to increase the overall enrollment of the programs.</p>
<p>Rationale: To replace graduates with new student enrollment.</p>
<p>Alignment: Outcome 2 aligns with the Strategic Plan of “making quality theological education accessible to anyone answering God’s call.” Qualified applicants for Professional Doctorates respond from a sense of calling to increase practical ministry skills and to prepare for future ministry positions.</p>

Strategy 1: Communicate with NOBTS alumni who have qualifying master's degrees.

Measure: Using a bi-annual email blast, invite NOBTS alumni who have a qualifying master’s degree to complete the online application request.

Benchmark: 5% of alumni will complete the application request.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>ProDoc was not able to meet this goal.</p>	<p>ProDoc was not able to access the proper avenue and information to send out this email blast. ProDoc will be in communication with multiple NOBTS offices for information that will equip us in the sending of the email blast next year. Campus Nexus should provide an excellent avenue to reach this benchmark by next year.</p>	<p>There was no improvement over last year.</p>

Strategy 2: Access the ProDoc new student application process.

Measure: The Administrative Assistant for Recruitment and Faculty Support will track applicants from the time they initiate the application process until acceptance into the program.

Benchmark: A 5% increase in new student enrollment.

Professional Doctoral Program

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
ProDoc admitted 58 new students in the 2017-2018 academic year. 71 new ProDoc students were admitted in the 2018-2019 academic year.	This result is a by-product of two factors. The first is the continued presence by ProDoc administrators at recruiting events. Diligent work and attention to detail by the Administrative Assistant for Recruitment is the second factor.	The academic year 2017-2018, ProDoc was not able to meet their goal of 5% increase in admission of new students. In fact, a 13% decrease was experienced from 67 to 58. This academic year, 2018-2019, ProDoc met and exceeded their goal of a 5% increase in new student enrollment with an increase of 22.4%.

Strategy 3: Have students enroll for the new Post-Doctoral Certificate program.

Measure: The Administrative Assistant for Recruitment and Faculty Support will track the number of students who are approved for admission into the Post-Doctoral Certificate program.

Benchmark: 3 students approved for admission into the Post-Doctoral Certificate program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Three students were approved for admission into the Post-Doctoral Certificate Program for the 2018-2019 academic year.	For the first year with this benchmark, ProDoc met their goal of admission of 3 Post-Doctoral Certificate students for the 2018-2019 academic year.	This was a new strategy for this year.

Professional Doctoral Program

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

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

- 1. Addition of a full-time ProDoc Recruiter, possibly a Faculty member with this assignment.*
- 2. Addition of a ProDoc Teaching Assistant who would grade 1 assignment for every seminar, every trimester.*

Extension Center System

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

Outcome 1: Increase extension center enrollment

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

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

Strategy: We are adding a position in Senior Regional Associate Dean for Extension Center office beginning January 1, 2019. This part-time 20 hour position will be a resource person that will call each extension center student to pray with them, share about their extension cycle, and opportunities in partnership with the main campus. This will be in addition to the extension director calling and emailing non-returning and enrolled students each semester.

Measure: The extension office will keep a file of students contacted each semester and will allow us to measure another outreach to our students in an effort to encourage and increase enrollment.

Benchmark: The goal will be to call 50% of extension enrolled students recorded at each center per semester. This would allow for all students at the extension to be called each academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The resource person began in the Spring semester. Each extension student was emailed and called during the Spring semester.	As a result, 95% of students reported that they were pleased with their current center and classes. A majority of the graduate students were full-time employees and part-time students. Over 50% of students were taking courses only at their center and not taking classes offered in other venues. Once courses for their degree at their extension center they then moved to online courses to finish their degree. Although this was insightful and beneficial information, the enrollment continued to decrease at extension centers for 2018-19.	We will continue to communicate about other delivery methods and how to complete their course of study. Also technology will need to be improved in the coming years as more courses rely on CIV delivery. Undergraduate advising is one area for improvement to help students understand their degree plan and

Extension Center System

		how to change their plan.
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Outcome 2: Increase extension center student participation in the mentoring programs of the seminary.

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

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

Strategy 1: Send on-campus faculty to 5 extension locations from 2018-19 to promote the mentored delivery of courses.

Measure: Track the number and location of extension centers visited for the purpose of promoting the mentoring program of NOBTS. The Senior Regional Associate Dean will keep a track of the list of centers visited 2018-19 and discuss these in the monthly meeting with regional deans.

Benchmark: 20% increase in extension center student participation in the mentoring programs of NOBTS.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Orlando, FL Clinton, MS North Georgia (Atlanta) Blue Mountain (North MS) Miami (South Florida) Shreveport (North Louisiana) Monroe, LA	7 of the largest extension centers were visited by 6 different faculty members. 19.4% of extension students took mentoring classes during 2018-19. 8 centers were visited from the main campus and 7 graduate program centers presented the mentoring options for their degree plan.	We will continue to promote the mentoring program as half of the current students did not understand the program or course offerings.

Strategy 2: Increase the number of church mentoring sites. A new mentoring site for each region in the extension system so students can take advantage of the mentoring offering.

Measure: Track the number of church mentoring sites opened during the year.

Benchmark: Minimum of 5 new approved church mentoring sites for students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Valleydale Church, Hoover:AL	Although the goal was 5 new church sites. We have 4 official with several other considering their options and looking to move this direction	The ongoing improvement will be to continue to share about

Extension Center System

<p>Cross Pointe Church, Duluth: GA FBC Gulfport, Gulfport: MS Longview Point, Henrando: MS</p>	<p>in the future. The biggest challenge is the work schedule for extension students that need to find a workable weekly meeting time with their mentor.</p>	<p>the program and connect students and churches with this delivery method.</p>
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

N/A

Mentoring Programs

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

Outcome: To develop a Mentoring Community at NOBTS

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

Alignment: This outcome aligns with the NOBTS Core Value of Characteristic Excellence.

Strategy: The Associate Dean of Supervised Ministry and Mentoring Programs, along with the Mentoring Directors for Pastoral Ministries and Discipleship and Ministry Leadership Divisions, will visit more than half of the NOBTS extension centers over the academic year for the purpose of informing and recruiting students to the program. These visits will be in person or by use of CIV technology and courses.

Measure: The Associate Dean will work with the other Directors to keep records of every extension center visit. A Google Drive document has been created and shared among the Associate Dean and Directors.

Benchmark: The goal is for 50% of extension centers to be visited/contacted over the next academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met. 60.8% of the sites were visited or contacted (14 out of 23 total).	Due to budget, visiting extension centers in person was not feasible for the Associate Dean and other Directors, so contacts were primarily made by other technology.	Therefore, the strategy has been changed from visiting extension centers in person to contacting by email, videos, and other technology.

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

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

Having a greater budget for recruitment in the Mentoring Program would help to ensure the continued growth of the program.

Supervised Ministry

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

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

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

Alignment: This outcome aligns with the NOBTS Core Value of Mission Focus.

Strategy: To utilize resources created for the Gospel Conversations for the Centennial to see an increase in Gospel presentations among Supervised Ministry 1 students.

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

Benchmark: With the emphasis on Gospel Conversations and added resources (such as the Gospel Conversations App), we expect to see at least a 5% increase in gospel conversations from previous academic years.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
5,968 Gospel Conversations compared with 13,066 the previous year resulting in a 54% decrease in the number of Gospel Conversations	The dramatic decrease was due to the fact that the Strategy should not have included the resources related to the Centennial Celebration. This oversight occurred because of the transition of leadership of the Supervised Ministry program. As a result, the Benchmark did not reflect a realistic expectation of increase since the Centennial Celebration Gospel Conversation emphasis had concluded.	Develop Strategy that more accurately reflects a normal cycle of Supervised Ministry 1 courses for an academic year.

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

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

N/A

Online Learning Center

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

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

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

Alignment: The alignment of this outcome is with the NOBTS Core Value of Characteristic Excellence in the quality of our online courses.

Strategy: Guide faculty to record Unit Videos for each week in every online course. Every new and revised undergraduate and graduate online course will be reviewed for adherence to industry best practices for quality online courses. Best practice categories and specific areas are listed on the Form D Blackboard Likert Score Sheet (see Artifact attached, Form D) and followed by the Internet Review Committee to determine compliance of each internet course for NOBTS. The IRC meets twice a semester: once in the first month of the term and again before the semester ends. The committee does not meet over the summer terms because faculty are not present.

Measure: Blackboard Likert Score will be employed to mark the inclusion of videos in our online courses. We will track them using an excel data base.

Benchmark: To reach a 20% increase of courses that have quality videos. Last year we had 50% compliance and we want to see at least 70% compliance in all online courses this year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Undergraduate program has a video compliance percentage of 83% (non-duplicating) of the regular cycle online courses with videos offered in 2018-2019. The Graduate program has 93% (non-duplicating) compliance for the regular cycle courses offered in 2018-2019.	The effort to increase our quality videos in both the Undergraduate and Graduate online programs saw a notable increase in the improvement of quality videos. For the Undergraduate program this result shows a 33% increase in quality videos over the previous year. The Graduate program result shows a 43% increase over the percentage of videos from the previous year.	Our goal was to reach a 20% increase in each program over the Benchmark for the previous year of 50%. This Outcome goal was met for both the Undergraduate courses and also for the Graduate courses.

Online Learning Center

Outcome 2: Improve online faculty Interaction with students

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

Alignment: The alignment of this outcome is with the NOBTS Core Value of Characteristic Excellence in the quality of Instructor interaction in our online courses.

Strategy: Run Report Scans at regular, periodic intervals to monitor online Instructor participation in the online courses and their posted grading of student's assignments. Instructors who do not enter their online course two times a week and have grades posted by the mid-term scan and the final scan will be flagged and reported to the appropriate Dean.

Measure: Improve online faculty Interaction with students to 95% for every semester.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The Undergraduate program results were 85.10% for the fall, 94.25% for the spring, and 97% for the summer terms. The average of these percentages is 92% compliance.</p> <p>The Graduate program results were 78% for the fall, 89.75% for the spring, and 75% for the summer terms. The average of these percentages was 81% compliance.</p>	<p>The Undergraduate results show a steady improvement as the academic year progressed. The Graduate results show improvement from the fall to spring terms, but a decline in the summer term.</p>	<p>The Undergraduate program had increasingly better scores and the Graduate program was mixed. The Outcome goal of 95% was not reached for either program, The Outcome goal was ambitious but great improvement was accomplished.</p>

Innovative Learning

Unit Purpose Statement: To provide opportunities for the faculty and doctoral students of NOBTS to develop and enhance skills in teaching in higher education.

Outcome 1: Increase Participation in the 21st Century Certificate by offering the courses to NOBTS PhD Students

Rationale: Recognizing the significance of training all doctoral students in adult pedagogy, the Innovative Learning team desires to expand the target audience of the faculty development offerings to all ProDoc and ReDoc students.

Alignment: Characteristic Excellence

Strategy: Communicate to the ProDoc program director the accessibility of the program to ProDoc students. A particular process of disseminating this information will be developed in coordination with the ProDoc program director. Continue with current communication to the ReDoc office.

Measure: Roster of Doctoral Students Enrolled

Benchmark: Enroll 5 – 10 ProDoc students. Increase enrollment of ReDoc students by 5%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
4 doctoral students shared an interest in the <i>Teaching in the 21st Century</i> certificate	During this academic year, the institution decided to proceed in a different direction, which has eliminated the <i>Teaching in the 21st Century Certificate</i> . The Innovative Learning Blackboard is still available for faculty, adjuncts, ProDoc and ReDoc students, and they are welcome to engage with the courses offered via the Innovative Learning Blackboard (which is now static) for their own interest, but the institution is no longer offering the certificate.	80% of projected enrollment of 5 doctoral students

Outcome 2: Expand approach to faculty development.

Rationale: Faculty development occurs in many different contexts. The current model will be incorporated into an enhanced model, which will include such things as professional presentations, authorship, and attendance at professional conferences.

Alignment: Characteristic Excellence, Strategic Plan Item f

Innovative Learning

Strategy: Consult with the Provost to develop a comprehensive faculty development model to be implemented no earlier than fall 2019 (as this will need to be presented to the Trustees).

Measure: The enhanced plan.

Benchmark: Completion of the model of the plan.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% - New plan distributed to faculty by the Provost during faculty workshop in August 2019	The institution has decided to proceed in a different direction, which has eliminated the need for a special Innovative Learning Office.	Opportunities for faculty to engage in professional development have been expanded with the new plan.

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

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

An enhanced model may bring increased budget needs to cover costs associated with training events.

Baptist College Partnership Program

Unit Purpose Statement: The Baptist College Partnership program is designed to facilitate the transition of students holding undergraduate degrees, who have studied compatible religion-related curriculum, to graduate programs at NOBTS.

Outcome 1: The BCPP will enlist professors to make recruiting trips.

Rationale: The BCPP will make routine contact with professors and students from Baptist, and similar, undergraduate institutions to recruit students to the graduate programs at NOBTS.

Alignment: Strategic Plan Goal 3: This outcome is designed to increase student enrollment.

Strategy: Coordinate with different NOBTS faculty members to plan at least four recruiting trips during the 2018-19 academic year. These will be in addition to regular BCPP and Student Enlistment trips by Dr. Jonathan Patterson.

Measure: Track the number of contacts made with NOBTS faculty to coordinate these trips to different institutions. Dr. Patterson will maintain a log to track correspondence with professors and those that lead to recruiting trips.

Benchmark: Schedule at least 4 recruiting trips to Baptist colleges/universities for the 2018-19 academic year to be made by NOBTS faculty. Working to engage faculty in recruiting trips will ensure that the recruiting opportunities enjoyed by the BCPP will continue on even after the BCPP has been phased out.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The BCPP/ Accelerated MDiv enlisted NOBTS faculty to make 3 recruiting trips; Dr. Patterson participated in 4 trips himself.	Although a number of professors were contacted about possible recruiting trips, we had to work with the travel grid that had already been approved and many faculty were unable to attend previously scheduled trips because of scheduling conflicts. However, Dr. Adam Hughes visited Williams Baptist University with Eric Reeves and Dr. Archie England joined Dr. Patterson for recruiting events at Louisiana College and Baptist College of Florida. Dr. Patterson, himself, recruited at Baptist College of Florida, Louisiana College, University of Mobile, and Mississippi College.	The BCPP has often enlisted faculty to recruit when faculty members will be near other Baptist colleges and the Accelerated MDiv program will continue to employ faculty to recruit on its behalf. However, the plans to merge the Accelerated MDiv with Student Enlistment have changed, so most of the Accelerated MDiv-sponsored will be made by Dr. Patterson.

Baptist College Partnership Program

Outcome 2: Dr. Patterson will develop and implement a transition plan for phasing out the BCPP and enrolling students in the new Accelerated MDiv.

Rationale: Pending approval, the Accelerated MDiv will replace the BCPP but current students will need adequate time to complete BCPP courses, should they choose to do so.

Alignment: Strategic Plan Goals 3 and 4(d): The implementation of the new Accelerated MDiv will provide greater benefit to students than the BCPP, thus making it an even better recruiting tool, while also encouraging qualifying students to pursue an MDiv rather than a shorter MA, MTS, etc.

Strategy 1: Dr. Patterson will work to transition students from BCPP to the Accelerated MDiv.

Measure: Track the number of current BCPP-eligible students who inquire about shifting from their current degree program to the Accelerated MDiv. A log will be maintained to keep up with these contacts, including phone calls, emails, and face-to-face interaction.

Benchmark: Pending approval of the Accelerated MDiv, Dr. Patterson will notify all current BCPP students of their options with regard to the new program by October 5, 2018.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
86 BCPP-eligible students have moved into the Accelerated MDiv	In the Fall semester of 2018, some 400+ BCPP-eligible students were enrolled in classes at NOBTS with about ¾ of those enrolled as MDiv students. Emails were sent to all BCPP-eligible students enrolled in classes based on information provided by the Registrar's office.	N/A

Strategy 2: Dr. Patterson will work closely with Dr. Harold Mosley, Dr. Bo Rice, and Dr. Norris Grubbs to implement a strategy for terminating the BCPP.

Measure: Track contacts with Dr. Mosley, Dr. Rice, and Dr. Grubbs regarding the plan to close down the BCPP. This will include all meetings, emails, and phone calls regarding the phasing out of the BCPP.

Benchmark: Dr. Patterson will work to develop a complete strategy for phasing out the BCPP, to be in place by October 31, 2018.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Dr. Patterson designed a	The BCPP is in the process of being phased out during the 2019-20 academic year. All BCPP	N/A

Baptist College Partnership Program

<p>strategy to phase out the BCPP and received approval for that strategy from Dr. Mosley, Dr. Rice, and Dr. Grubbs.</p>	<p>testing will be available until the end of the Fall semester (December 13, 2019). Four of the five BCPP seminars met for the final time in the summer of 2019, with the fifth (New Testament) to meet once more in January 2020. After that time, earning credit through the BCPP will no longer be an option for students.</p>	
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

N/A

Research Centers and Institutes

Baptist Center for Theology & Ministry

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

Outcome: Provide Resources

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

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

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

Measure: Publication of the journal – During the Fall and Spring semesters of the 2018–2019 academic year, the BCTM will publish volumes 15.2 (Fall 2018) and 16.1 (Spring 2019) of JBTM. The issues will contain articles and books reviews from contributors with a PhD (or PhD student) in a relevant field.

Benchmark: Publishing two issues of the journal (one issue each semester), which follows the history of the Baptist Center and the academic cycle.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
BCTM published two issues of JBTM. The fall issue was 101 pages and contained 4 articles (representing 3 institutions & 1 independent researcher) and 17 book reviews	The articles and reviews represent a wide range of institutions. There were 8 institutions (including one independent researcher) represented among the 8 articles in both issues of JBTM. Authors were from other seminaries (such as Gateway, Southwestern Baptist, and Detroit Baptist), universities (Truett-McConnell, Grand Canyon, and Campbellsville), and a college (Scarborough). The 8 authors were from 7 states. Of the 27 reviews published in the two issues, 11 institutions were represented, such as colleges,	JBTM met 100% of the benchmark goals and should continue to publish articles and reviews by a variety of authors who represent various institutions (reflecting diversity in geography and mission).

Baptist Center for Theology & Ministry

<p>(from 12 people representing 8 institutions). The spring issue was 84 pages and contained 4 articles (representing 4 institutions) and 10 book reviews (from 8 people representing 4 institutions).</p>	<p>universities, or seminaries in AL, GA, KS, LA, MS, MO, and OK. Two churches were represented as well.</p>	
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

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

Caskey Center for Church Excellence

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

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

Rationale: We have a mission and passion to be a champion for those serving in smaller membership churches.

Alignment: This outcome aligns with the mission of NOBTS to equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries. Additionally, the Caskey Center’s “No Restraints” Conference assists with the Strategic Plan Goal 2c, enhancing conferencing on campus.

Strategy 1: Conduct our annual “No Restraints” Conference in April for ministers and spouses.

Measure: Promote the “No Restraints” conference nationally to encourage attendance.

Benchmark: Achieve record goal of over 175 in attendance at “No Restraints” conference.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
167 attendees	Improved over 2018 conference. Attempting regional conferences for more improvement.	86%

Strategy 2: Sponsor the SBC Pastor’s Conference in Birmingham, AL.

Measure: Provide a resource for smaller membership church pastors to be given away in the Caskey Center’s booth.

Benchmark: Distribute 1,000 resources (ie: books) during the SBC Pastor’s Conference.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Over 1,900 resources provided	Items include: books, bags, pens, data wheels, brochures	190%

Outcome 2: Expand opportunities to provide scholarships and support for additional states

Rationale: We have expanded from our initial launch in Louisiana and have a strategy for a national impact.

Caskey Center for Church Excellence

Alignment: This outcome aligns with the mission of NOBTS to equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries. This also aligns with the NOBTS Strategic Plan, 3b and 3c, to increase extension and online credit hours. Also, it aligns with Strategic Plan 4b, to offer adequate admissions and financial aid assistance.

Strategy 1: Nurture expansion opportunities in Wyoming, Montana, Florida and Georgia.

Measure: Visit Wyoming and Montana in fall and pray for first opportunity to visit Florida and Georgia.

Benchmark: As resources allow, visit Florida and Georgia for promotion and recruitment in the spring 2019.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Goal Met	Director visited Wyoming in October, 2018. Associate directed visited Montana in November, 2018. The director and associate director continued ongoing discussions with state convention representatives in Wyoming, Montana, Georgia, and Florida. Resources have not allowed the Caskey Center to expand to Florida or Georgia yet.	100%

Strategy 2: Increase the number of scholarships in existing states.

Measure: Develop a system to accommodate an increase, and raise the number of scholarships as resources allow.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
LA: 168 MS: 51 AL:48 Total: 267	Due to record number of graduates for Spring 2019, a record number of available slots for the scholarship was open to qualified applicants. All qualified applicants were granted the scholarship, however, not all available slots were filled.	97%

Caskey Center for Church Excellence

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

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

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

Center for Archaeological Research

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

Outcome 1: Tel Hadid Educational Programs

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

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

Strategy 1: Recruitment of Biblical Archaeology Students and volunteers – The Center for Archaeological Research via more (1) social media, (2) professional society meetings displays and proactive recruitment, (3) church presentations and other venue of our excavation program.

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

Benchmark: Same as 2018 - 40+ staff and volunteers. 4 new MABA students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Tel Hadid 2019 enlisted 33 volunteers & staff from USA plus 12 staff and students from Tel Aviv Univ. = 45 total	Surpassed total staff and volunteers. Only 1 new MABA student – need to work harder on this goal.	Volunteer and staff numbers up by one person from USA, but 6 more from TAU. Short on recruitment of MABA students.

Center for Archaeological Research

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

Measure: List of presentations and speaking engagements at classes professional meetings, churches, and other venues.

Benchmark: 10 Presentations in various venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Presentations – 2 at professional meetings, and 10+ in other venues, primarily in churches	Need to continue the presentations in church venues, and increase the number of professional meeting presentations.	Maintain the general pace of presentations.

Strategy 3: Outreach and publicity for the Center for Archaeological Research via more archaeology program lectures and courses at NOBTS.

Measure: List of lectures, presentations and speaking engagements in NOBTS classes, etc.

Benchmark: 4 Presentations in various venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Drs. Cole, Warner, and Parker, plus Gary Myers and other volunteers made a total of 14 presentations of the Gezer and Hadid archaeological excavations.	Decided increase in presentations, but could reach more potential volunteers and donors through further increasing exposure via presentations in various venues.	Significantly exceeded benchmark/goal - New benchmark to be set at 12 presentations.

Outcome 2: Gezer Financials

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

Alignment: Characteristic Excellence.

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

Center for Archaeological Research

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

Benchmark: Reduce institutional (NOBTS-CAR) net expenses to \$40,000.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2019 Tel Hadid Costs \$86,112 as compared to \$91,347 in 2018	Note that costs were reduced by more than \$5000 in 2019 even though the excavation season was one week longer than previous years.	+\$5235 reduction

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

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

Benchmark: \$5000.00 raised

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$107,500 was raised in 2018-19.	Increased costs in continuing the Tel Hadid Excavation program will require a significant increase in annual funding.	\$107,500!!

Outcome 3: MA (Biblical Archaeology) Students

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

Alignment: Indicate alignment of this outcome with the NOBTS Mission Statement, Strategic Plan, or an NOBTS Core Value.

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

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

Benchmark: 4 MA (Biblical Archaeology) Students

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2 new MABA students	One student in New Orleans (Amy Williams) and one who now attends Tel Aviv Univ.- LeAnne Culbertson	One graduate in 2017-18 and 2 new students. 2 other current students

Center for New Testament Textual Studies

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

Outcome 1: Academic Research and Projects

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

Alignment: This outcome especially addresses the core value of characteristic excellence.

Strategy: A new project on the Euthalian Apparatus (EA) has begun with hopes to get at least 7 students, alumni, and/or visiting scholars involved in the project by the end of the 2018-19 academic year. The participants will be trained in how to read and transcribe Greek manuscripts using the online transcription editor designed for this project and will then be enrolled in the project with the goal of transcribing the EA for the Pauline Epistles in at least 8 manuscripts during the academic year for this project.

Center for New Testament Textual Studies

Measure: Project Evaluation – Enrollment of students in the Euthalian Apparatus Project (EAP) and the realization of the transcriptions of manuscripts by the student. The assessment will be based on the number of students enrolled in the project who also transcribe the EA in at least 8 NT manuscripts for the Pauline Epistles as assigned to them by the project leaders.

A1: Currently we have 1 student enrolled in this project. B1: Enrollment in the project is monitored by the CNTTS staff, with one researcher being the primary coordinator for the program and Dr. Warren being the project director for the International EAP along with Dr. Simon Crisp of the UK as a co-director (these three form the coordinating team). B2: Manuscripts are assigned to students and their progress in transcribing is monitored by the coordinating team. The quality of the transcriptions is evaluated by the same people namely the coordinating team. B3: The total number of completed transcriptions is noted by the coordinating team, with a new manuscript only being assigned when the prior manuscript transcription is completed. B4: The completed and checked transcripts are then reconciled with another transcription of the same manuscript and the reconciled results are added to the Euthalian Apparatus Project database.

Benchmark: The benchmark for this is for 7 students to be involved in the project by the end of the 2018-19 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We have 2 students now working on this project plus one in Greece.	The need to create a base text with the required textual foundations of MSS has delayed the inclusion of more students on this project at this point. The work on the critical base text is now nearing completion with Nov. 2019 being the anticipated date for solidifying the base text.	Once the base text is in place in the online transcriber, we will be ready to enlist more students in this project. This should happen this coming year (2020).

Outcome 2: Funds for Student Fellowships

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

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

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

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

A1: The grants and amount for this outcome and strategy will be via new grants without including funds from past grants. B1: The grant applications will serve to show how many grants were sought with submission of the completed grant applications. B2: The approved grant applications and the receipt of the related funding will be the

Center for New Testament Textual Studies

measurement of how much funding has been acquired for this outcome. B3: The funds will be deposited into the CNTTS line account at NOBTS for funding student fellowships and research, with accountability to the Business office on the disbursement and use of the funds.

Benchmark: The benchmark goal is to have at least \$40,000 in successful grants.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Over \$43k was raised via special gifts and grants in the 2018-19 time period.	This was a good year on funds, with some promise of a continuation of at least some of these funds even as more are also sought.	This level of fundraising is needed for meeting the future financial needs of the CNTTS.

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

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

As more funds are raised for students as research assistants that promotes growth in the NT and Biblical Interpretation PhD degrees and in our Master's degrees that emphasize Greek and Hebrew language study as part of the degree plan. So raising more funds for the Center is actually a huge benefit for NOBTS in recruiting quality PhD students and training Master's degree students.

Dean of Chapel

Unit Purpose Statement: 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.

Outcome 1: Provide opportunities for spiritual growth through participation in the chapel ministry.

Rationale: Currently, we have Tuesday and Thursday chapel services and Tuesday morning "Dead Preachers' Society" (DPS) as the only regular and on-going opportunities for participation in the chapel ministry. We have several yearly endowed lecture series, but we are currently not scheduling these on a regular basis.

Alignment: This outcome aligns with NOBTS's value of Spiritual Vitality, Doctrinal Integrity, and Mission Focus. First, the chapel services are a time when the Seminary family (students, staff, and faculty) gathers together for the praise and adoration of God and instruction in His Word. Second, during DPS those who attend learn from the lives of faithful preachers of God's Word—who believed, taught, proclaimed, and submitted their lives to it. As a result, students are both encouraged and challenged to do likewise in their lives and ministries. Finally, each lecture is focused on some aspect of teaching or proclaiming the Word of God. Consequently, students are better equipped to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

Strategy: Utilize existing components of chapel ministry (Dead Preachers Society, Campus Revival, etc.) – Currently, the Chapel Ministry offers various opportunities for students besides the traditional Tuesday/Thursday chapel service. For example, Dead Preachers Society meets at 6:30 AM every Tuesday throughout the semester and Campus Revival occurs every spring semester. These existing components provide opportunities for spiritual growth.

Measure: Count Attendance – Continue counting our Tuesday and Thursday chapel services and continue counting attendance at Tuesday morning "Dead Preachers' Society" as well as attendance at any other chapel related event. The Dean of Chapel's office will keep track of the average attendance in Chapel on Tuesdays and Thursdays during the academic year.

Benchmark: Meet or exceed an average attendance in Chapel on Tuesdays and Thursdays for the academic year – Reach an average attendance in chapel on Tuesdays and Thursdays of 107 attendees for the academic year.

Dean of Chapel

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Average chapel attendance was 142.	During the fall semester, we concluded preaching through the book of Acts. We also had various denominational leaders come to chapel. Average attendance was lower during the last part of the spring semester. One prominent reason may be the viability of the chapel messages being live-streamed.	According to the benchmark, chapel attendance increased 33%.

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

Rationale: ARCEP will provide resources to help develop individual's skill in preparing and delivering expository preaching.

Alignment: This outcome aligns with the Seminary's mission to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries by providing resources that will develop and enhance one's skill in preaching. At the same time this outcome lines up with the Seminary's Core Value of Characteristic Excellence. Encouraging and providing resources to offer the utmost of their abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ is one way to achieve such.

Strategy 1: Provide various types of resources regarding skill development in expository preaching – We want to continue to utilize a student who will be in charge of technology and social media in the Dean of Chapel's office. This can include enhancing our web presence, suggesting other avenues of technology to promote chapel opportunities, as well as keeping our social media presence current. We believe a current and active social media presence may bolster students' interest and their likelihood to participate in these chapel opportunities. Also, we believe a student in this position will help us communicate directly with and keep a pulse on the student community of NOBTS.

Measure: Count types of resources released over the academic year – The Dean of Chapel's office will count and keep track of the various types of expository preaching resources (blogs, podcasts, journals, sermon prep guides, and videos) released via the ARCEP website. The Dean of Chapel's office will consult the website to ensure there are various types of resources regarding skill development in preparation or delivery of an expository sermon.

Benchmark: Release various types of resources regarding expository preaching – Release 3 different types of resources regarding expository preaching.

Dean of Chapel

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3	The Rogers Center “released” three links. Two of the links are related to conference material and plenary sessions that the Rogers Center sponsored. Another link is to Adrian Rogers’ radio ministry, Love Worth Finding. The main factor for the results are the relationships of others with the Rogers Center.	The benchmark was met, 3 (links to) resources were made available.

Strategy 2: Provide expository preaching conferences and lectures via the ARCEP – The ARCEP will sponsor expository preaching conferences and lectureships.

Measure: Attendance at Empowering the Pulpit Preaching Conference (Jan 2018) – The Conference will cover evangelistic and doctrinal preaching. The Dean of Chapel's office will keep track of attendance at all plenary sessions.

Benchmark: An overall attendance at the conference – An attendance of 150 attendees at the sessions.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
150	Engaging the Pulpit conference was held at the main campus of NOBTS. The Rogers Center sponsored the event. Many NOBTS students attended the conference as well as other pastors from out of state. The conference was well promoted.	Benchmark met.

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

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

Currently, The Adrian Rogers Center for Expository Preaching has received spending money; however, the center does not have an operating budget. An operating budget would greatly benefit the center in a number of ways. For example, the center director is in need of retaining a part-time assistant director, who will focus on making contacts for possible training of local pastors, updating the ARCEP’s website, continually updating resources, and promotion of both the center and future conferences.

Global Missions Center

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

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

Rationale: Increase the number of mission trip gospel conversations.

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

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

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

Benchmark: 745 gospel conversation responses in Profession of Faith (POF)

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
380	Results lower. Possible variables- locations for Brazil trips and logistics of Crossover	365 less than Benchmark

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

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

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

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

Global Missions Center

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

Benchmark: 12 meetings with prospective students in various settings. IMB changing screening process for Macedonia Project which will impact meeting with prospective students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50 Meetings	Good interaction at Preview Events	38

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

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

Missions professors available to help with Student Enlistment travel events if they can provide funding. Encourage Student Enlistment and Public Relations to emphasize coming to New Orleans for missions and urban ministry.

Institute for Christian Apologetics

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

Outcome 1: Increase Christian Apologetics student enrollment strategies

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

Strategy 1: Attract potential apologetic students by attracting collegiate groups to the Defend Apologetics Conference.

Measure: Number of collegiate groups attending the Defend Apologetics Conference

Benchmark: Have 9 institutions represented.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
9 institutions were represented	We did very well in reaching out to leaders but we can do better still.	

Strategy 2: Sponsor a beginning-of-the-year meal to raise interest in the apologetics program.

Measure: How many attend.

Benchmark: Have 25 attendees.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
27	Disappointed at the turnout but there was a conflict with another campus group at that time. We will do a better job of coordinating with the campus calendar, and thus avoid future conflicts	

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

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

Strategy: Encourage students to make apologetics presentations.

Measure: Number of student presentations.

Institute for Christian Apologetics

Benchmark: Students make 6 presentations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
9	This was a very good year for students presenting. Also, having the Evangelical Missions to New Religions meeting and the International Society of Christian Apologetics meeting on campus gave students a convenient venue in which to present. That will not happen this year. Still a slight increase in benchmark seems to be appropriate.	7

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

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

Strategy: To speak and write on apologetics topics

Measure: Number of publications and presentations

Benchmark: Submit for publication at least one article or book per academic year, 10 scholarly presentations, and 10 ministry presentations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
10 scholarly apologetics publications, 6 scholarly presentations, 27 ministry presentations	We surpassed our benchmark in terms of scholarly publications and ministry presentations. We did not reach the benchmark in terms of scholarly presentations. I think that benchmark was unrealistic for our size faculty.	2 publications, 4 scholarly presentations, and 20 ministry presentations

Institute for Faith and the Public Square

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

Outcome 1: Host a Successful Annual Conference

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
95%	Board members are pleased with the quality of speakers	Continue pursuing quality speakers. Our reputation now has people seeking us out.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
25 in person 15 online	Added a spring panel discussion at request of Concerned Conservatives about the Death Penalty. We promoted in-house and expected more robust external promotion from partner	Accept specialty engagements cautiously since they can disrupt advance planning.

Institute for Faith and the Public Square

	organization. Few evening classes dismissed since conference audio would be posted online.	
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Measure 3: Quantitative Analysis – The goal is to raise enough money to fully fund the conference prior to the event. Budget estimates for the conference will set the parameters of how much money will need to be raised.

Benchmark: Raise \$10,000 annually to fund the conference budget – Funding is needed to pay speakers, transportation, and publicity.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$6500	Since our traditional fall conference was pushed to the spring, there has been less of a fundraising push. The spring 2019 conference did not cost us anything to host. An additional recurring funding source was secured, but money will not be available until early 2020.	Continue expanding donor base

Outcome 2: IFPS Website
Rationale: A website up-to-date with past and future events
Alignment: Strategic Plan, Goal 2: Enhance our institutional image. (d) Improve the look of the Seminary webpages.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% of the Board rated the website as current and relevant	Contracted with web master to manage site. Site updated quickly. Design refreshed annually.	Retain web master.

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

Institute for Faith and the Public Square

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
N/A	Google Analytics malfunctioned, erasing all past data. The problem has been fixed, but only future data will be available.	Keep closer watch over data reporting.

Outcome 3: Increase Participation in Project 219

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

Alignment: Core Value: Mission Focus

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Little progress	Person who agreed to oversee promotion failed to follow through. A new volunteer has stepped forward	Support the volunteer in promotion

Leavell Center for Evangelism and Church Health

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

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

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

Alignment: This Outcome flows directly from our Mission Statement “to equip leaders to fulfill the Great Commission...through the local church and its ministries” by providing training for church leaders and seminary students for effective evangelism and measurable church growth.

Strategy 1: Conduct an Evangelism Training Conference during the Spring 2018 semester.

Measure: Number attending the Conference

Benchmark: The goal is to see fifty persons in attendance.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not conducted	The strategy of conducting an Evangelism Training Conference was in response to the suggestion from the SBC Evangelism Task Force for all seminaries to conduct annual training events to equip students, faculty, and staff to share their faith. Due to the events surrounding the Centennial Celebration as well as the retirement of Dr. Kelley, the decision was made to postpone the evangelism training event until after the new President was selected.	The new President will determine when the Evangelism Training Conference should be held in future.

Leavell Center for Evangelism and Church Health

Strategy 2: Partner with a local church and take students into neighborhoods doing door to door outreach and evangelism.

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

Benchmark: 4 participants, 50 Gospel conversations, 20 prospects, 10 salvation decisions.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
5 participants, 115 Gospel conversations, 38 prospects, 17 salvation decisions	Based on the results in the two areas of the city where the teams shared the Gospel, much greater response was seen than had been anticipated. Also, the greater the number of Gospel conversations, the greater the number of decisions for Christ.	In summary, Gospel conversations were more than double the set benchmark. As a result, the number of prospects and salvation decisions were almost doubled.

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

Rationale: The products and services available through the Leavell Center which include customized demographic studies promote effective evangelism and measurable church growth in the denomination. The demographic studies delineating socio-economic status, age, occupation, ethnicity, etc. provide vital information to assist churches in reaching their surrounding communities. The studies also assist students in developing strategies targeting the communities in which their selected churches are located.

Alignment: This Outcome flows directly from our Mission Statement “to equip leaders to fulfill the Great Commission...through the local church and its ministries” by providing products and resources to assist church leaders and seminary students for effective evangelism and measureable church growth.

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

Measure: Number of demographic studies developed

Benchmark: The goal is to provide 225 demographic studies for churches and students.

Leavell Center for Evangelism and Church Health

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
During the 2018/2019 academic year 152 demographic studies were developed and provided for churches and seminary students which was 73 less than the projected goal.	The lower number of demographic studies provided reflected the lower number of courses taught that require demographic studies. Also, fewer churches requested demographic studies this past academic year. The response to the requests fulfilled the demand.	Do a better job of promoting demographic studies and resources available to churches and students through the Leavell Center.

Outcome 3: Conduct research projects for publication and presentations to assist the local church, the seminary's academic community, and agencies and institutions within the Southern Baptist Convention for effective evangelism and measurable church growth.

Rationale: The research projects conducted by the Leavell Center provide vital information in order to assess the growth and health of the churches and the denomination assisting the churches and denominational agencies in analyzing their condition and developing strategies for effective evangelism and measurable church growth.

Alignment: This Outcome flows directly from our Mission Statement “to equip leaders to fulfill the Great Commission...through the local church and its ministries” by providing research findings to assist church leaders and seminary students for effective evangelism and measurable church growth.

Strategy: Conduct research project led by the Associate Director of the Leavell Center concerning baptismal statistics in the Southern Baptist Convention churches as to decline in baptisms, baptisms by age groups, and baptisms in various lifestyle groups.

Measure: Findings compiled for publication and/or presentation at the appropriate venue.

Benchmark: Publication and/or presentation made at the appropriate venue.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Baptismal statistics were compiled and shared as listed in the Strategy.	Due to family illness the Associate Director of the Leavell Center was unable to make the presentations. However, the pertinent baptismal statistics were presented by Dr. Chuck Kelley at the 2019 SBC Annual Meeting in Birmingham, AL.	To compile the findings for publication and/or presentation at appropriate venues in the future.

Leeke Magee Christian Counseling Center

Unit Purpose Statement:

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

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

Outcome 1: Training

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

Alignment: NOBTS Core Value of Characteristic Excellence.

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

Measure: The Counselor Competencies Scale 2017 is used to assess application and integration of knowledge, as evidenced by Part 3, Question E: Knowledge of counseling theory and application in practice evaluated by the Individual Supervisor at the beginning of Practicum and at the end of each clinical practice component.

Benchmark: The Supervisor evaluation of Question E in Part 3 of the CCS 2017, across the time of clinical practice should show ongoing improvement and gain in the application of counseling theory in the practice of counseling. A gain of an average improvement of ½ point in a Likert scale of 1-5 should be exhibited.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Student Average of 4.27 at end of 1 year of clinical practice	Students complete the CCS 2017 before beginning clinical practice. They usually start low, and with experience and supervision, begin to increase in their application of counseling theory in the practice of counseling.	Started at 3.18 Increased to 4.27 Average increase of 1.09 Benchmark exceeded.

Leeke Magee Christian Counseling Center

Outcome 2: Counseling

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

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

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

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

Benchmark: Students' improvement will be measured on facilitating therapeutic environment on CCS 2017, Part 1:K. Students at the end of the Clinical Practice (Internship 2) will achieve a 4 or 5 on the Likert scale.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Student average 4.45	With the use of video evaluation and supervision, the students continue to improve in facilitating a therapeutic environment with their client.	Student average started at 3.09 Student average ended at 4.45 An improvement of 1.36

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

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

Having sufficient faculty and personnel to provide supervision is an important necessity. Utilizing the CACREP standard of 6 students with 1 individual supervisor to be equal to a 3 credit hour course has enabled the supervisors to spend more time observing the students and to improve their outcomes. Report August 2019: The Counseling Program was able to continue this above plan of Individual Supervision.

A new digital video system is being purchased to enhance the quality of video for evaluation. This will be paid for by donations the LMCCC has received. Report August 2019: The new system was installed and have enhanced the quality of video for evaluation.

Youth Ministry Institute

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

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

Rationale: In the 2016-2017 academic year, an off-campus YMI workshop did not appear in the Graduate Catalog. The YMI staff spent the 2016-2017 academic year investigating and completing the tasks needed to create this YMI off-campus workshop. The first off-campus YMI workshop took place October 5-7, 2017 at the North Georgia extension center. The YMI staff will spend the 2017-2018 academic year planning and completing the tasks needed to create another YMI off-campus workshop.

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

Strategy 1: Coordinate with NOBTS Extension Centers, Baptist State Conventions, and local youth ministers attending Southeast Youth Ministry Conclave to network with potential attendees and potential leaders.

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

Benchmark: The goal of the contact was to develop relationships with potential students and ministry partners.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
8 students	Providing a YMI Workshop course in conjunction with the Southeast Youth Ministry Conclave in January continues to be of interest to students	Continue to offer a course and promote the course through targeted emails and social media

Strategy 2: Create a graduate syllabus for a for-credit, NOBTS class that incorporates the attendance at the Youth Specialties National Youth Workers Conference.

Measure: Creation of new syllabus

Benchmark: Completion of the syllabus.

Youth Ministry Institute

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1 syllabus created	The course provides students an opportunity to receive seminary credit while attending a national conference	Add course to schedule for Fall 2020

Outcome 2: Conduct Research on the Faith Practices of Generation Z (born 1996-2010).

Rationale: 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. The YMI staff will continue to spend the 2018-2019 academic year planning and completing the tasks needed to conduct the research.

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

Strategy: YMI will submit a grant to the Lily Endowment to conduct the research. Coordinate with NOBTS faculty regarding research and grant writing.

Measure: Grant Writing Preparation: Discuss grant writing with NOBTS faculty and attend a grant writing seminar.

Benchmark: Submit a Grant Proposal: The goal of to submit a grant proposal to the Lily Endowment for research on the faith practices of Generation Z.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Received the Lenaz Grant	The grant funds have allowed Dr. Odom to develop an instrument to assess how well youth leaders integrate students into the life of the church	Administer the assessment instrument to youth leaders

Undergraduate Programs

Leavell College

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

Outcome 1: Entrance and Exit Exam

Rationale: Revise the Leavell College Entrance and Exit Exam.

Alignment: Core value of *Characteristic Excellence*

Strategy 1: Continue efforts in ensuring the validity of the BACM Exam.

Measure: After securing trending data, conduct an analysis of student response to the BACM exam to continue to review—and improve—correlation of questions to our degree program outcomes.

Benchmark: 100% of the Leavell College BACM Entrance/Exit Exam will be revised, as necessary, to ensure correlation of questions to our degree program outcomes.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Partially Met	The current Leavell College Entrance and Exit Exams for the BACM and BAM will be replaced at the end of the 2019-2020 academic year. This is prompted by the redevelopment of the curriculum, which occurred at the end of the academic year. In addition, two new undergraduate degrees were developed and made available at the beginning of the fall 2019 semester: BA in Biblical Studies and BA in Psychology & Counseling. As the faculty labored over the Leavell College curriculum, they realized the Leavell College Entrance and Exit Exams will need to be revised not only to address the two new programs but also to address the changes made to both the BACM and BAM. Therefore, a complete revision is now required.	Use the data compiled from the comparative analysis to help inform the direction taken for the revised Entrance and Exit Exams.

Strategy 2: Ensure the validity of the BAM Exam.

Measure: After securing trending data, conduct an analysis of student response to the BAM exam to continue to review—and improve—correlation of questions to our degree program outcomes.

Leavell College

Benchmark: 100% of the Leavell College BACM Entrance/Exit Exam will be revised, as necessary, to ensure correlation of questions to our degree program outcomes.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Partially Met	The current Leavell College Entrance and Exit Exams for the BACM and BAM will be replaced at the end of the 2019-2020 academic year. This is prompted by the redevelopment of the curriculum, which occurred at the end of the academic year. In addition, two new undergraduate degrees were developed and made available at the beginning of the fall 2019 semester: BA in Biblical Studies and BA in Psychology & Counseling. As the faculty labored over the Leavell College curriculum, they realized the Leavell College Entrance and Exit Exams will need to be revised not only to address the two new programs but also to address the changes made to both the BACM and BAM. Therefore, a complete revision is now required.	Use the data compiled from the comparative analysis to help inform the direction taken for the revised Entrance and Exit Exams.

Outcome 2: Student Participation in BACM Exit Exam.

Rationale: Increase student participation in taking the BACM Exit Exam.

Alignment: Core value of *Characteristic Excellence*

Strategy: Increase the offering of the BACM Exit Exam in a proctored, online setting by extending not only to our graduating online students, but also to our on-campus and extension center graduating students who are not available to take the exam at the NOLA campus.

Measure: Online offering of the Leavell College BACM Exit Exam.

Benchmark: A cumulative total of 75% of the graduating online, on-campus, and extension students who are graduating either in absentia or who are not available to take the exit exam at the time offered will participate in the online version of the exam in the fall 2018 and spring 2019 semesters.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Exceeded the cumulative total	<p><u>Fall 2018:</u> 71.4% of graduating BACM students took the Exit Exam</p> <p><u>Spring 2019:</u> 82.67% of graduating BACM students took the Exit Exam</p>	+2.2% for cumulative total; in addition, increase of 11.27% between the fall 2018 and the spring 2019 semesters

Leavell College

	<p>Cumulative Total: 77.2% of graduating BACM students took the Exit Exam</p> <p>Dedicated efforts continue in ensuring each applicable graduate is contacted to register and take the BACM Exit Exam. The exit exam is proctored during the morning of graduation rehearsal, making it easier for the graduates to take. In addition, communication with the graduates is now occurring at least one month before graduation to ensure they are aware of this requirement. Graduates attending in absentia are set up to take the exam in an online, proctored setting. We have experienced some difficulty with the online proctoring arrangement, but have been working with ETS to rectify.</p>	
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Outcome 3: Students Continuing Academic Education
Rationale: Increase the number of students continuing their education at the graduate level.
Alignment: Leavell College Unit Purpose Statement, Core value of <i>Characteristic Excellence</i>

Strategy: A representative from the Baptist College Partnership Program (BCPP) and Student Enlistment will work with the Leavell College faculty to have them visit our on-campus classes within the first couple of weeks of the semester to introduce the BCPP. As the transition occurs, the BCPP emphasis will be replaced with the new “Accelerated MDiv.” In addition, the Student Enlistment office will host a “Leavell College Next Steps” event to discuss graduate study opportunities with our students.

- Introduce the students to the BCPP earlier in their career at Leavell College. Then, as the transition occurs, introduce the students to the new “Accelerated MDiv.”
- Student Enlistment will host a “Leavell College Next Steps” preview event to open Leavell College students to the possibility/opportunity of graduate studies.

Measure 1: Count from Registrar’s office of Leavell College graduates from 2017-2018 academic year entering NOBTS’ graduate program.

Benchmark: 13% increase in Leavell College graduates admitted to NOBTS graduate program from the fall 2017 semester to the fall 2018 semester, and a 2% increase from the spring 2018 to the spring 2019 semester.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Did Not Meet	% of BA Graduates Admitted to NOBTS’ graduate program:	Continue to promote the 3+2 degree and the Accelerated MDiv

Leavell College

	<p><u>BACMin + BAM (Non-Prison Students):</u> Fall 2017 = 78.95% Fall 2018 = 73.68% Δ -5.27%</p> <p>Spring 2018 = 27.91% Spring 2019 = 17.95% Δ -9.96%</p> <p><u>All BA Grads (Including Prison Students):</u> Fall 2017 = 44.12% Fall 2018 = 18.92% Δ -25.2%</p> <p>Spring 2018 = 19.67% Spring 2019 = 8.75% Δ -10.92%</p>	
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Measure 2: Count of Leavell College students enrolling in the “Accelerated MDiv.”

Benchmark: 2.5% of Leavell College students enroll in the new “Accelerated MDiv.”

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Exceeded	<p>A total of 55 non-prison students graduated from Leavell College with a BACM during the fall 2018 and spring 2019 semesters. Of this 55 students, 15 enrolled in the new Accelerated MDiv. This equates to 27.28%.</p> <p>Over the course of the academic year of 2018-2019, a total of 71 Leavell College graduates (past and current) were enrolled in the program.</p>	+24.78

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

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

- 1) *Item Analysis software. (Outcome 1)*
- 2) *Opportunity for Leavell College to host a conference addressing the benefits of engaging in a graduate degree. (Outcome 3)*

Prison Programs

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

Outcome 1: Standardize course cycles at prison extension centers

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

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

Strategy: Begin a four-year process of reviewing each of the prison extension centers' syllabi and course requirements to assure concordance with that of the main campus.

Measure: Submission of syllabi by extension center directors and review by Leavell College staff and educators or Dean and/or Associate Dean of Graduate Studies (if applicable)

Benchmark: Complete 50% of the reviews each year for the next four years.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met approximately 50%	Began requiring extension center directors to submit copies of their syllabi for each semester and forwarding these to the Senior Associate Regional Dean for Extension Centers' office to be forwarded to Leavell College for comparison and approval.	Continue requiring submission of syllabi; submit to Associate Dean of Leavell College for final approval. Due to Leavell College's change in undergraduate program, will need to recreate four-year course cycles and ensure they are in alignment with main campus.

Prison Programs

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

Rationale: To increase interdepartmental communication in Prison Ministries.

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

Strategy 1: Hire administrative assistant to Director of Prison Ministries/NOBTS

Measure: When assistant is hired complete annual performance review

Benchmark: Complete 100% of performance review by end of year

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 50%	Hired assistant but assistant has not been employed for an entire year.	Complete assistant's performance review by end of first full year of employment.

Strategy 2: Develop a procedural module for various components and duties of prison ministries.

Measure: Written Plan in agreement with policy/procedures of main campus

Benchmark: Complete descriptive statistical survey with extension center directors and measure compliance to new procedures.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met approximately 60%	Began developing a procedural plan for the prison ministry duties and components. Director of Prison Ministries/NOBTS will need to review and approve once the written plan is complete.	Need to complete the written plan. Will also need to have Director of Prison Ministries/NOBTS review for accuracy and compliance.

Prison Programs

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

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

- *Added the Master of Arts in Pastoral Ministry at Angola/LSP; funded by donors and ATS grant {Association of Theological Schools in the United States and Canada}*
- *Added unique female cohort at women's prison Whitworth; creating an opportunity for an estimated 35 qualified candidates; funded by Heartbound Ministries Inc.*
- *Requesting to add administrative assistant to Director of Prison Ministries/NOBTS*

Academic Services

Registrar

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

Outcome 1: Evaluation of Application Process

Rationale: The Dean of Admission and Registrar's Office has a high volume of turnover in the office. The need to cross train each employee in order to maintain the efficiency of the office. Part of the replacement process would to evaluate the ability of new hires so that they can become productive. The process for a new employee to become acclimated to the vacant position needs to be shortened.

Alignment: Doctrinal Integrity is the Core Value for the 2018 – 2019 academic year. We want to stress to the staff of the Registrar’s Office Biblical Customer Service through knowing that the Bible is the Word of God, we believe it, teach it, proclaim it and submit to it.

Strategy 1: Train staff in all aspects of The Dean of Admissions and Registrar's Office so that when a person or persons are no longer a member of the Dean of Admissions and Registrar’s Office, member of the office takes vacation and when a member is on extended leave due illness or family matters.

Measure: Training Sessions – The Assistant Registrar, Admissions Coordinator and the Registrar’s Administrative Assistant will be trained by ITC and previous employees in those positions in order for the efficiency in The Dean of Admissions and Registrar’s Office will not be affected.

Benchmark: 100% of staff will be cross trained while on the job by the persons who are responsible for the positions in The Dean of Admissions and Registrar’s Office.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
80%	Due to the high turnover in the Registrar’s Office the former employee was not able to train the new employee. We did need to have the former employee return temporarily to train the new employee.	Being able to have a sufficient pool of perspective employees would help to evaluate a new hire.

Strategy 2: Decrease Training Turn-Around Time

Measure: Pre-test of computer skills before employment is offered.

Benchmark: 10% increase in the amount of time the new employee acclimates to the position.

Registrar

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
30%	Having to pay two (2) employees to do the same job for a certain time period so the new employee could become knowledgeable of the job.	People who know the software would be working and another office and taking an employee who knows the system would help.

Outcome 2: Training of Academic Advisors

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

Alignment: The Mission Statement of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries. Academic Advisors will advise the students to complete their degrees in a timely manner with accuracy so the student can accomplish the Mission Statement.

Strategy: Increase Efficiency in Academic Advisement – The Dean of Students Office and the Dean of Admissions Office will train academic advisors for the purpose of helping each student no matter where they are located to accomplish their goal of successfully completing their degree program. As turn over happens, ongoing training will be done each year even with those who have been doing academic training due to degree changes.

Measure: Decrease in Student Complaints – Students rated services provided, which include turnover of requests (time it took for requests), degree completion advisement, attitude of the academic advisor. Student Satisfaction Survey: How long did it take to have a response to your inquiry? How would you grade the response to your inquiry? Was there a follow-up required by your inquiry? Was the academic advisor you communicated helpful in solving your situation? If yes; how? If no, why?

Benchmark: 20% decrease in student complaints – We recognize the importance of student satisfaction and retention. A decrease in student complaints directly correlates to an increase in student satisfaction and retention.

Registrar

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
10%	Adding additional academic advisors who have experienced graduate degree programs helped to decrease the amount of student complaints. However, some mistakes were made and had to be corrected.	Additional training with an academic advisor with experience with certain skills. The need for academic advisors to meet periodically to discuss changes in the catalog.

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

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

Because the turnover in the office due to insufficient salaries and compensation an increase would keep valuable office personnel longer which would require less training. Personnel could use something as small as a tuition break.

Dean of Students

Unit Purpose Statement: The Student Services Department exists to facilitate the personal, academic, and spiritual growth of all NOBTS students by promoting, planning, and coordinating programs and events that contribute to an atmosphere reflecting the core values of NOBTS: doctrinal integrity spiritual vitality, mission focus, characteristic excellence, and servant leadership.

Outcome 1: Improve student services across delivery systems

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

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

Strategy 1: Increase advising caseloads for the academic advisors. Begin to track the number of extension/online students who receive academic advising as well as the number of students who meet with an academic advisor without scheduling a meeting. Coordinate with extension center directors and the Online Dean to inform students about advising. Email students when fall/spring registration opens to remind them of the availability of advisors.

Measure: Percentage of enrolled students who receive advising across delivery methods throughout the 2018-2019 academic year.

Benchmark: 600 advising appointments or approximately 40% of enrolled students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
852 advising appointments	For most of the year, we had five advisors available to students. This is the most that we have had at one time. We did not coordinate with extension center directors.	We exceeded the benchmark by 252 appointments.

Strategy 2: Create opportunities for incoming students on the main campus to establish meaningful connections with other students, faculty, and staff which will better familiarize students with available student services.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
52 new students were involved in peer discipleship relationships.	We pushed the program leading up to and during New Student Orientation. We also encouraged current students to find a new student to mentor.	We exceeded the benchmark by 12 students.

Dean of Students

Outcome 2: Educate and equip students to adequately manage their finances.

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

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

Strategy 1: Facilitate Compass classes.

Measure: Number of students participating in Compass classes. – PREP Compass classes teach excellence in managing student finances to main campus students and extension/online students through video conferencing.

Benchmark: 100 students participating in Compass classes across various formats.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
129 Students who participated	We had well over our goal of 100 students. We believe this is because of a stronger marketing push at new student orientations.	We exceeded our goal off 100 by 29 students.

Strategy 2: Conduct individual financial advising meetings through the PREP Office and in partnership with the Ameriprise Financial Group.

Measure: Number of individual meetings students have with a PREP employee or an Ameriprise Financial Group advisor.

Benchmark: 75 individual meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
77 Individual Meetings	We had 77 individual meetings through our PREP office and through the partnership with an advisor from Ameriprise Financial Group.	We exceeded our goal of 75 individual meetings by 2.

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

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

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

Dean of Students

Strategy 1: Update current equipment at The REC and expand services/available hours to attract more of the NOBTS family to achieve a healthy lifestyle with the right tools.

Measure: Track REC check-ins before and after updates.

Benchmark: Increase yearly usage of the REC by 1000 check-ins. From August 1, 2017 to July 31, 2018, The REC had 11,380 check-ins.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
10,059 Check-Ins	We have updated and expanded services, but did not see a growth in usage of the facilities.	We will work on better promotion, evaluate the facilities, and track program numbers.

Strategy 2: Be more intentional in offering activities, i.e. programs and intramurals that the NOBTS family wants.

Measure: The number of new recreational programs or intramural sports offered as a direct result of responses from surveys conducted throughout the year.

Benchmark: Three new recreational programs or intramural sports offered.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0	Leadership changed and different goals were promoted.	More attention will be given to previously set goals and efforts will be made to complete them.

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

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

1. Regarding strategy 2 of outcome 1, an addition to our budget would be helpful to conduct leadership development. These funds would be used to provide more substantial training for those individuals who will be investing in incoming students and to provide those individuals with helpful resources.
2. Regarding outcome 2, the PREP office has been the primary agent in achieving this outcome. The PREP office has been funded by a grant which will end with the conclusion of 2019. Starting in January 2020, we would benefit from a seminary-funded, part-time employee to be hired in the Financial Aid office to continue the majority of services which are now offered through the PREP office. Funds for conducting and incentivizing these services would also be beneficial.

Dean of Students

3. - *Regarding strategy 1 of outcome 3, significant adjustments are needed at The Rec. These updates include: a new air conditioning unit and an insulated roof for the basketball court, fiberglass basketball goals that can be raised and lowered, lights in the back field (Berry Field) for intramural sports, updated treadmills and elliptical machines, a power rack for free weights, updated bench press, new scoreboard for intramural sports, more dumbbells/kettlebells, a square reader to accept cards instead of the current system, and a way for students to buy drinks, supplements, and snacks at The Rec.*
- *Increase in the equipment maintenance budget. We have spent over \$2000 in maintenance upkeep on equipment alone. We currently only have \$500 for these types of expenditures. I would suggest a \$2500 equipment budget line for maintenance and replacement of equipment.*
- **These budget adjustments are recommended after surveying REC users and other individuals who work and learn at NOBTS.*

Student Enlistment

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

Outcome 1: Increase Campus Visits

Rationale: Increase prospective student visits to the main campus. This includes individual campus visits and Campus Preview events.

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

Strategy: In addition to regularly promoting Campus Visits and Campus Preview in multi-channel media, an effort will be made to capitalize on existing on-campus events by obtaining inquiry cards from interested visitors.

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

Benchmark: The goal for visits the 2018-2019 academic year will be 500 prospective student visitors. Last year’s result was 454 prospective student visitors.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
527 Visits	158 came on individual campus visits, 88 came to Campus Preview, 90 prospects attended Defend, 18 prospects attended the NOBTS Counseling conference, and 173 prospects came as a part of a group tour.	This benchmark was exceeded by 27. In future years more emphasis will be given to obtaining cards from those attending on-campus events.

Outcome 2: Increase Inquiries from Recruiting Trips

Rationale: Increase the number of prospective student inquiries during outbound recruiting trips.

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

Strategy: Use drawings and attractions at larger events to increase traffic to the booth. At larger conferences, a messenger bag and set of NOBTS-related texts will be given away in a random drawing. The form will include a question asking if the person is interested in more information from NOBTS. At select events items from the Bible Museum will be displayed in the booth as an additional attraction.

Student Enlistment

Measure: Travel Grid Record – The travel grid is a document which logs trips and includes information about the number of inquiry forms obtained on outbound trips. The 2018-2019 Travel Grid will be used to calculate the total number of inquiries obtained this academic year.

Benchmark: The goal for prospective student inquiry forms for outbound trips for the 2018-2019 academic year is 1,300. Last year’s result was 1177 inquiries.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1210 inquiries	Of these inquiries, 9.8% were collected at Collegiate Week (119 inquiries), 11.9% were collected at The Gospel Coalition (145 inquiries) and 31% were collected at the SBC Annual Meeting (376 inquiries)	Though the number of inquiries was higher than the previous year, this benchmark was not achieved. In future years the office will continue to implement strategies to increase inquiries.

Outcome 3: Increase Campus Preview Application Rates

Rationale: Increase the percentage of Campus Preview attendees that apply to the seminary. This includes those who apply before Preview and those who apply after.

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

Strategy: Emphasize the application during Preview by providing a \$1,000 scholarship for a randomly drawn applicant who applied during Preview. This offer will be stated publically several times during Preview as well as included in follow-up emails. In addition to offering an application booth at the Campus Expo, permission will be sought from the IT department to make computers available to complete the application during free time.

Measure: Campus Preview Attendance List and Recruit Records – The actual attendees (as opposed to registrants) for Preview are logged on a spreadsheet to create an attendance list. "Recruit" is the software which houses applicant information. The attendance spreadsheet will be cross-referenced with records from the Recruit software to determine which individuals applied. The percentages of individuals that applied before and during/after Preview will be determined.

Benchmark: The goal for Preview applicants for 2016-2017 is that 65% of attendees will apply to NOBTS. Last year’s result was that 53% applied.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
65.1% (56 total)	69.7% started the application, 65.1% submitted the application, and 46.5% completed the application.	This benchmark was achieved. Next year’s goal will be related to application completed.

Student Enlistment

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

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

No budgetary adjustments are necessary based on these goals, but a streamlining of the application may yield more applications during Campus Preview and more completed applications for the institution.

Library

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

Outcome 1: Increase collection of eBook resources

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

Alignment: One significant contributor to equipping leaders to fulfill the Great Commission and the Great Commandments is the provision of library resources that foster critical thinking skills and exposure to multiple theories, practices, and theologies of successful Christian ministry.

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

Measure: Increase in the 2018 EbscoHost Religion and Academic eBook Collections – The EBSCO annual collection report is in the annual report from the Director of Technical Services.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Religion and Academic Collections in 2019 were 8,600 and 180,000 respectively.	EbscoHost continues to build significant holdings in their digital products	The Religion Collection added 425 titles and the Academic Collection grew by 9,000 titles.

Outcome 2: Digitize Rare Book and Artifact holdings

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

Library

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

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

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

Benchmark: Digitize 25 items or 600 pages annually

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No digitization was completed in the last year.	Due to the unanticipated necessity of replacing the seminary’s Integrated Library System (ILS), all available computer-related task time was devoted to replacing and training on the new ILS.	Although the digital collection was not improved, the new ILS improvements will impact the entire student body and faculty research capabilities.

Outcome 3: Increase Student Satisfaction of Library Services

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

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

Strategy: Videos will be made detailing library services and distributed via email to the student body. – The videos explain how on campus, off campus, and online students can utilize the library.

Measure: Annual Noel-Levitz Adult Student Survey, Questions 15 and 54 – Question #15 is “Library resources and services are adequate for adults.” Question #54 is “Library services for extension center students (including e-books, online databases, etc.) are sufficient and accessible.”

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

Library

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
5.85 (Q# 15) and 5.95 (Q# 54)	Virtually no change from the previous year (5.85/5.69).	The scores are plus .01 and minus .01 compared to last year. The result show no significant statistical difference.

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

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

The budget cuts of the past many years to the library acquisitions budget has significantly compromised the academic quality of the library collection. The depth of the collection, especially for a PhD-granting institution, is essential to maintaining the scholarly production of both the faculty and doctoral-level students. A \$50,000 per year allotment for eBook purchases to support the extension center student body as well as the many commuter students at the main campus is needed. Adding a new budget line item for eBook purchases should be considered.

Media Services

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

Outcome 1: Upgrade media equipping in Cafeteria.

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

Alignment: The equipping of leaders through special events aligns with the mission of the seminary and the core value of characteristic excellence.

Strategy: We are planning to add projection and sound to our conference/cafeteria space for our special events and conferences.

Measure: We will install a projector and screen in the cafeteria and a TV in the Creole room. The sound system will be upgraded system with a new amp, wireless mic, console, and speakers.

Benchmark: This allows for equipment to be permanent for the space and be available throughout the year and provide for any media need that arises within this event space on campus. We will track the number of special events that begin to utilize this upgrade of technology to determine the ongoing media needs for special events.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We installed a projector and screen. The sound system was replaced. A TV was installed in the Creole room.	These additions and upgrades allow for the cafeteria to service the media needs for conferences, student preview, and academic programs as needed.	Media equipment will need to be upgraded in the years ahead as the equipment will reach a 5-7 year life cycle.

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

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

Media Services

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Faculty utilized the media department to enhance 35 courses for a total of 490 course unit videos. In addition 48 chapel services, Xcelerate conference, Defend the Faith conference, Caskey Center “No Restraints conference, and Crescent Praise utilized media services for recording.	The media services team provided capture, and edit capability across the academic programs and divisions. The team outperformed the expectation 4x’s the number expected.	The media team will continue to support the faculty through video for courses and classroom needs, assist with academic conference needs, and chapel services. The team will continue to strive to improve technology and skills to provide the best product available with our resources.

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

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

The institution continues to support media services by providing resources to replace and upgrade the equipment needed to operate.

Business Affairs

Human Resources

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

Outcome 1: Improve Processes to minimize institutional risk

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

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

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

Measure: Internal audit checklist will be used quarterly to conduct internal audit for the purpose of verifying objectives listed in Strategy 1. Results of internal audit will be discussed with HR/Payroll staff in the following monthly staff meeting.

Benchmark: To complete quarterly internal audit with findings of at least 90% compliance with external and internal requirements.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Quarterly internal audits were completed with approximately 90% compliance with external and internal requirements	Consistent reviewing of processes related to the internal audit checklist with constant communication with staff strengthens the department and ultimately the institution	To complete quarterly internal audit with findings of at least 91% compliance with external and internal requirements

Business Office

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

Outcome 1: Improve Processes to minimize institutional risk

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

Alignment: This outcome aligns with the Core Value of Characteristic Excellence. We want to be excellent in all we do for our Lord, and to help keep our institution free from exposure to fraud and to minimize waste from inefficiencies.

Strategy 1: Review employee manuals to ensure they are kept current – Employee manuals need to be up to date with current processes to ensure procedures are not lost in the event of turnover.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met with 100% of employees	We had more stability with employees in their positions this year which helped us give more focus to this task.	As turnover is a part of our office, we will strive to continue this practice to keep manuals up-to-date.

Strategy 2: Work with Institutional Advancement to avoid writing down credit card numbers for credit card gifts that are mailed in or called in.

Measure: All manual credit cards are processed through a separate merchant account. In 2017-18, there was an average of 20 manual credit cards processed per month.

Benchmark: We would like to average 5 manual credit cards per month by the end of 2018-19.

Business Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 100% of our goal. Actually exceeded goal	We were able to completely cut out credit card transactions for gifts that are written down and typed into the machine. This will cut out the risk of having people's personal information passed around and stored.	We will continue this practice for all credit card processing.

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

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

N/A

Clinic

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

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

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We met 70% of goal.	Four emails were sent out to NOBTS community making aware of flu season and the availability of flu shots at the Clinic. Three communications were sent out in Gatekeeper.	We plan to send more communications on a monthly basis to promote awareness of various health care issues.

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

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

N/A

Early Learning Center

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

Outcome: Provide quality education through Early Learning Center program

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

Alignment: The ELC of New Orleans Baptist Theological Seminary reflects the core value of Missions Focused. The ELC of NOBTS does not only exist to provide quality education. We exist to prepare our teachers and students to live Great Commission lives. This means that we work, live, and educate in such a way that the Gospel message and the command to go and make disciples is reflected.

Strategy 1: Meet criteria to improve the Early Learning Center’s report card with the Louisiana Department of Education from Approaching Proficient to Proficient.

Measure: Observation from the Early Learning Childhood Division of the Louisiana Department of Education, Agenda for Children, and Picard Center conducted throughout the academic year will determine profile scores. Observation scores will be accumulated and then calculated from all observations. To be considered Proficient, the observation scores must total between 4.5-5.99.

Benchmark: Official results for 2018-2019 academic year will be available in November 2019. The ELC of NOBTS will aim for a score of at least 4.5.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	Observation scores from Louisiana Department of Education, Agenda for Children, and Picard Center were much higher than previous years. Confidence is high to be Proficient, however, official final results are not available until November 2019.	Observations to reach a proficient rating for school year 2019-2020 will begin in October 2019.

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

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

Early Learning Center

Benchmark: THE ELC of NOBTS will complete 100% of the criteria set forth by the Louisiana Department of Health, which include, but are not limited to, a planning and implementing a wellness program for the staff, promotion of oral health for the students, and implementation and completion of Nutrition and Physical Activity Self-Assessment for Child Care (NAPSACC).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	The ELC of NOBTS has been awarded a Level 2 WellSpot designation. Requirements are for the ELC to be a part of NAPSACC for one year before the Level 1 designation can be awarded. ELC of NOBTS is expected to be a Level 1 WellSpot by December 2019.	Completion of NAPSACC will occur by December 2019.

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

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

N/A

Post Office

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

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

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

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

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

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

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

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

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

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

Alignment: This outcome aligns with the Core Value of Characteristic Excellence. We want to serve the NOBTS community in a way that is a testimony to our Lord.

Strategy: Implement check lists for various Post Office procedures to improve efficiency and accuracy.

Measure: Create and implement checklists for five critical procedures that involve multiple steps.

Benchmark: Create 100% of checklists for Post Office procedures.

Post Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 100% of goal	The following checklists were implemented: <ol style="list-style-type: none"> 1. Opening a PO box 2. Closing a PO box 3. Sorting mail (zones) 4. Charging student accounts 5. Employee training list 	There is a need for additional checklists for: inventory, box rent payments, and various other tasks.

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

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

N/A

Providence Guest House

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

Outcome: Provide great service at Providence Guest House.

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

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

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

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

Benchmark: 20% new purchases – part of routine service

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We achieved 20% of new mattresses purchased	We continue to seek to provide comfortable accommodations for guests showing Servant Leadership as we serve our guests	We will look to replace an additional 20% of mattresses for the comfort of our guests

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

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

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

Facilities & Safety

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

Outcome: Provide safe and secure campus environment Strategies

Rationale:

Alignment: Core Value of Characteristic Excellence.

Strategy 1: Manufacture and install new permanent barricade at entrance and exit of campus. Install a custom-made swing gate that will remain open during normal business hours and be closed from 11:00 p.m. – 5:00 a.m. The on-duty Police Officer will continue to physically check every vehicle and person before entering or exiting campus.

Measure: New permanent custom-made swing gate.

Benchmark:

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% Accountably	Total control of entry & exit. Only properly identified seminarians & patrons	Motorized opening & closing of gate

Strategy 2: Campus perimeter lighting – Complete replacement of the Halogen street lights with the LED lights to increase safety on campus during the evening hours.

Measure: Complete the replacement of existing Halogen lights with the LED lights.

Benchmark:

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Fewer dark areas	Enhanced Campus Police vision during night patrol; able to identify issues clearer	Noting dark areas for additional lights

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

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

Strategy 1: Having professional ironworker manufacture gate. In addition, profession iron worker and facilities personnel with install the iron gate once completed.

Facilities & Safety

Strategy 2: Contract with Entergy for the replacement of the lighting to LED. Entergy is responsible for the street lighting. New Orleans Baptist Theological Seminary is responsible for the inner and out perimeter lighting. Therefore, Entergy is replacing that for which they are responsible, and NOBTS is replacing that for which NOBTS is responsible.

Information Technology Center

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

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

Rationale: Faculty Training is necessary to assist instructors to utilize updated functionality in the LMS.

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

Strategy: Manage migration to the SaaS environment. Provide training and support for the change to the Ultra experience/courses provided by Blackboard.

Measure: Downtime for migration, training opportunities & attendance, Course migrations

Benchmark: Downtime held to 3 days or less. Provide 2 training opportunities for faculty to understand the migration and Ultra experience with an attendance of 75% of the full-time faculty. Complete 20% course migrations to the full Ultra Course design.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Actual Downtime for the migration was 24 hours. All courses were migrated to the Ultra Course navigation. Orientation and Training opportunities were provided to the faculty during faculty meetings where 75% of the faculty attended and weekly training sessions.	This minimized the disruption of services for faculty and students. The Summer semester saw a pilot group of online courses being migrated to the Ultra Course design.	The SaaS environment affords the institution a stable platform for the application and presents an update interface to the application.

Information Technology Center

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

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

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

Strategy: Provide updated information on the use and helps on Windows 10.

Measure: Number of communications about Windows 10 sent to users.

Benchmark: Send minimum of 4 (once a quarter) communications to the NOBTS Windows 10 computer users.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Four Windows 10 helps were sent out globally.	1: Gave instructions about how to turn off Windows 10 annoying notification popups. 2: Dealt with confidential information on the computer screen with two situations: A) the end user walking away from the computer and B) remaining at the computer when a visitor approaches. 3: Gave a short training with screenshots about how to handle zipped files in Windows 10. 4: Explained how to ensure JAVA was up to date in Windows 10 and in removing the old JAVA installations.	Typically, a few people would respond back and say, "I was wondering how to fix that."

Outcome 3: Provide a secure digital environment at NOBTS.

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

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

Strategy: Upgrade report server to improve our reporting ability regarding security threats and web usage.

Measure: Time to generate reports for security threat detection and audits.

Benchmark: Time to generate reports for security threat detection and audits will be reduced by 25%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The firewall report server was	This increased the ability to identify and track security threats to our network.	Being able to identify threats will lead to being

Information Technology Center

successfully upgraded. This resulted in a 50% decrease in time to produce report on network traffic.		able to address them and secure the network.
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Outcome 4: Provide and support voice/video communication services for the NOBTS campus.

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

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

Strategy: Upgrade hardware, software, and support services for the phone system to support effective voice communications.

Measure: Number of extensions successfully migrated to the new system & number of major departments consulted with to review and improve the use of the new system.

Benchmark: All office extensions migrated. Minimum of 4 departments consulted with.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The telephone system was successfully upgrade in November of 2018.	The new equipment allows for voice communication to occur successfully to support student, faculty and staff interactions.	

Institutional Advancement

Institutional Advancement Office

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

Outcome 1: Providence Fund (Annual Fund)

Rationale: The Providence Fund (annual fund) will see constituent increase over last fiscal year by 10%.

Alignment: Strategic Plan – 5d: Increase annual gifts to the Providence Fund

Strategy 1: Timothy Plan Matching Gift Challenge: increase alumni recurring monthly giving

Measure: Review weekly the alumni who join the Timothy Plan.

Benchmark: 100 alumni donating to the Timothy Plan

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
75 new Timothy Plan donors	We promoted the matching gift challenge in 90 percent of all our alumni-focused Providence Fund direct mail communication.	A direct campaign utilizing multichannel communication could have been employed beyond direct mail such as peer to peer and email to increase participation.

Strategy 2: Legacy Brick Project: track donors to the project.

Measure: Utilize donor totals – review monthly.

Benchmark: 150 legacy brick donors

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
24 new Legacy Brick donors	We did not promote heavily and therefore did not see the desired results	Build intentional communication then add it to our cycle of Providence Fund communication.

Institutional Advancement Office

Outcome 2: Enhance the strategy for Personal Donor Contacts

Rationale: Track personal donor contacts through Raiser's Edge data base increasing accuracy of recorded actions. This will help our donor development efforts by keeping them on track through each development phase.

Alignment: Strategic Plan – 5b: Launch a successful Centennial Campaign.

Strategy 1: Major Gift Donor Prospect Management.

Measure: Review monthly our success at engaging these prospects – submitting campaign proposals and major gift acquisition.

Benchmark: 12 major gifts secured

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
36 major gifts received	We have had a significant response to our solicitation efforts this year. The Centennial Campaign has been postponed until we gather our new President's vision and qualify the initiatives that he would like to focus our campaign upon.	Request our key donors remain engaged at or above the level that they gave this past year. We will also ask for personal introductions to those they believe may have interest in the work of the Seminary.

Strategy 2: Move non-donors and single gift donors into a recurring monthly gift giving status.

Measure: Develop a specialized solicitation of non-donors and donors that give once a year to consider a recurring gift to one of the 4 campaign pillars.

Benchmark: 50 individuals to recurring gift status

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
42 donors have joined as a recurring gift donor.	We are communicating with our donors and alumni that their monthly recurring gift is one of the best ways to support NOBTS.	Continue to communicate gift impact to alumni and friends expressing the combined power when they join one another in the good work through NOBTS.

Outcome 3: NOBTS Fundraising Events

Rationale: Creation of an NOBTS footprint for all fundraising events, producing a uniform approach, generating increased revenues.

Institutional Advancement Office

Alignment: Strategic Plan – 5a: Increase the Seminary endowment

Strategy 1: NOBTS Foundation Weekend (Annual Meeting)

Measure: Enhanced fundraising experience with current Foundation members. Communicating the power of the Foundation corpus with the intent of increasing their annual contributions.

Benchmark: 10% increased contributions to the foundation over last year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
18.2% increase	Our intentional focus on gifts to the corpus is working and we need to continue communicating the power of Foundation members giving.	We need to provide increased transparency to our Foundation members so they are better equipped to introduce their friends and family to NOBTS.

Strategy 2: Off-site fundraising events

Measure: Key, mass market - (FL, GA, AL, MS, LA, TN) fundraising events.

Benchmark: 5 major gift donors contribute to NOBTS

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
36 major gift donors	We were unable to execute off-site events due to a major transition of administrative leadership along with the retirement of our President.	The Development team members will work closely with Foundation members and other major gift donors next year to schedule small gatherings in off-site locations next year.

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

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

1. New laptop computers for each development team member interfacing with major gift prospects (3)

Institutional Advancement Office

2. *Increase is Blackbaud modules to support fundraising efforts – Blackbaud Net Community, Everyday Hero, and Major Gift Prospecting modules.*
3. *Increase budget for the NOBTS Foundation weekend to host the dinner fundraising event in the city of New Orleans, not on the NOBTS campus.*
4. *Increased print costs to communicate to alumni and donor community our fundraising activities.*

Alumni Relations

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

Outcome 1: Strengthen connections between alumni and the institution.

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

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

Strategy: Communication with alumni. – We notify alumni of various regional and national events for alumni. This office also sends birthday cards to alumni and sympathy cards to them or their families. Regional chapters organize annual meetings for alumni. We provide annual training for these regional and national alumni officers at our New Orleans campus. We also work with the Public Relations team to communicate with alumni through Vision magazine.

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

Benchmark: Increase in attendance by 5%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2018 = 314 2019 meetings begin this month & continue thru Feb 2020	11 regional chapters met for Reunion gatherings	Continue to promote and resource regional Reunions; attendance influenced by geographical location and local leadership

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

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

Alumni Relations

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2018 = 450 (Dallas) 2019 = 650 (Birmingham)	National Luncheon moved back to our geographical region (Birmingham), held on Tuesday pm, & included celebration of Kelley legacy and retirement	2020 will be in Orlando and first one for new president; we expect attendance of approx. 600

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

Benchmark: Alumni contributions and Number of Alumni contributing

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Jan 2018 thru May 2019 = \$690,700.55 from 914 alumni	Alumni support of NOBTS remains strong, leading the percentage of alumni supporting their alma mater compared to the other SBC seminaries (according to ATS reports submitted to the SBC Executive Committee)	Continue to strengthen the sense of affinity between alumni & NOBTS, with multiple opportunities & platforms for financial support

Outcome 2: Expand Participation Among Alumni Supporting Their Alma Mater

Rationale: The Alumni Relations Office is the primary contact between alumni and NOBTS. The Centennial Celebration has ended. However, efforts continue to develop increased participation among alumni to support their alma mater.

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

Strategy 1: Increase total number of alumni participating in regional alumni Reunions and the summer National Alumni and Friends Luncheon.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<u>Regional:</u> 2018 = 314 2019 meetings begin this month & continue thru	<u>Regional:</u> 11 regional chapters met for Reunion gatherings	Continue to promote & support regional chapter Reunions & the National Alumni & Friends Luncheon during the

Alumni Relations

Feb 2020		annual SBC
<u>National:</u> 2018 = 450 (Dallas) 2019 = 650 (Birmingham)	<u>National:</u> National Luncheon moved back to our geographical region (Birmingham), held on Tuesday pm, & included celebration of Kelley legacy and retirement	

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Jan 2018 thru May 2019 = 914 alumni contributed to NOBTS	This reflects an emphasis on the Centennial Celebration, as well as the announced retirement of Dr. Kelley	Use the installation of the new president as an opportunity to generate new participation and support

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Jan 2018 thru May 2019 = \$690,700.55	This reflects an emphasis on the Centennial Celebration, as well as the announced retirement of Dr. Kelley	Use the installation of the new president as an opportunity to generate new participation and support

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

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

Alumni Relations

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

Re-fund the printing, labeling, and mailing of alumni birthday postcards: *currently, alumni (especially alumni who do not use email or for whom we do not have active email addresses) receive no “soft” celebration and unique affirmation annually from their alma mater; the ability to provide a quick, “soft” relational touch on each alum’s DOB is not currently possible with the vendor for the alumni database; a birthday postcard provides a “non-financial” contact with alumni*

Evaluate the current computers in use by the Alumni Relations and Church-Minister Relations Team for replacement: *the current technology in the office has been rebuilt several times over the past 8 years; the printers and desktop computers are outdated*

Church-Minister Relations

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

Outcome 1: To increase student awareness of the ministry opportunities which exist within our churches and denominational entities.

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

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

Strategy 1: We will host the Annual Life Beyond Seminary event in the HSC with representatives from churches, Associations, State Conventions, and NPO's.

Measure: We will provide tracking sheets to each representative to track student/alumni interactions.

Benchmark: Our goal is to have at least 15 representatives participate in Life Beyond Seminary, and 100 student connections.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We had 9 organizations represented at Life Beyond Seminary	It is becoming increasingly difficult to get organizations to attend LBS due to budget cuts.	We will continue to expand our reach efforts.

Strategy 2: Promote the services our office provides by spending time in the Student Center connecting with students.

Measure: The monthly CMR Report tracks new activations.

Benchmark: An increase of 20% in student/alumni activations from the previous year.

Church-Minister Relations

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We had a significant increase in student activations, but the exact percentage is not known.	We spent more time in the HSC interacting with students and has a table set up during the Student Ministry Fair, both of which helped raise awareness of our office resources.	None at this time.

Outcome 2: To increase student awareness of ministry opportunities which exist within driving distance of the main campus.

Rationale: The CMR office will emphasize the importance of ministry experience to our students and seek to inform them of the myriad of ministry opportunities which exist within a driving distance of the seminary.

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

Strategy: We will use the Gatekeeper to highlight job postings within a 2 hour driving time from NOBTS and connect with students to make them aware.

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

Benchmark: Connect with at least 10 students per week to share information about our services in the CMR office.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We connected several students with area churches. Some paid, and some volunteer.	This is an important part of what we do, so we will continue making this a forefront priority.	N/A

Public Relations

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

Outcome 1: Enhance Brand Awareness for NOBTS

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

Alignment: All marketing efforts will be aligned with the seminary's mission statement and core values, with special emphasis on doctrinal integrity during the 2018-19 academic year.

Strategy: Expand Marketing Efforts – For so long, NOBTS received much of its branding exposure from the Southern Baptist Convention. Just being owned and operated by the SBC provided enough marketing to meet the needs of the day. With the rise of social media, digital platforms and an increasingly competitive theological training market, the passive approach is not enough. NOBTS will expand its digital marketing efforts through digital ads and select print ads. The goal is to increase brand awareness and locate potential students.

Measure: Responses to the marketing efforts will be used to guide future marketing efforts and hone the message. Each marketing effort with a solid measurable will be assessed periodically during the campaign through A/B testing. The PR office will utilize analytics data from each digital platform as well as additional measures in the NOBTS enrollment system when available. Data will receive thorough analysis at the end of each campaign. Relevant data along with analysis will be provided to the seminary's Academic Council (President, Provost and Senior Administrators). The analysis also will appear in the President's Annual Report.

Benchmark: Run 1 national digital ad per month to either increase (Facebook) page likes or to draw clicks to an event or action (e.g. register now, enroll now, etc.). Reach approximately 120,000 people and capture approximately 2,000 clicks per month. Run about 4 national print ads.

Public Relations

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>We ran numerous national campaigns</p> <p>Generated 2,045 clicks per month</p> <p>Reached</p>	<p>While we were able to reach the goal, we don't believe goals like this will continue to accomplish our overall social media expectations.</p>	<p>With a new president and the PR/communication office's reassignment to enrollment, it is time to implement a comprehensive communications and marketing plan. Our goals for next year should</p>

Outcome 2: Building Brand Trust

Rationale: Brand awareness is not enough to successfully draw and retrain students and to grow a base of engaged alumni. Brand trust is essential to make students and alumni ambassadors for the school. Building brand trust requires more time and interaction than building brand awareness.

Alignment: All social media posts and online articles will be aligned with the seminary's mission statement and core values, with special emphasis on doctrinal integrity during the 2018-19 academic year.

Strategy 1: Fostering Social Media Interaction – The PR office will keep the seminary brand and core values of the seminary in front of students, potential students, alumni, and the general public through videos, posts, and interaction on social which make the seminary a trusted resource.

Measure: Social Media Analytics – PR will measure the success of individual posts to gauge trust-building activities on social media using analytics data such as "likes," "shares," "retweets," and "views." The data will be used to develop refined strategies to better connect with the target audience. Audience (following) growth also will be considered. PR will monitor social media on a daily basis to understand "what works" and "what does not work." The collection and analysis of impression and engagement data will be shared with the seminary's Academic Council (President, Provost and Senior Administrators) and the Office of Student Enlistment. The data and analysis also will appear in the President's Annual Report.

Benchmark: Targets engagement ratio: at or above 1:40, posts:engagements.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>We were able to maintain the 1:40 post:engagements</p>	<p>While we were able to reach the goal, we don't believe goals like this will continue to accomplish our overall social media expectations.</p>	<p>With a new president and the PR/communication office's reassignment to enrollment, it is time to implement a comprehensive communications and</p>

Public Relations

		marketing plan. Our goals for next year should include a comprehensive communications/marketing plan.
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Strategy 2: “Current” email newsletter – The PR office will produce at least 10 email-based newsletters during the academic help build brand trust and loyalty among seminary constituents. The email will serve as a vehicle of the core values and brand of the seminary with compelling features, news articles, giving opportunities, and events notifications. Current will have two segments for the first year – (1) alumni and donors, and (2) current students. The primary content will remain the same, however, the segment allows for portions of the email to be dedicated to a specific audience (i.e. giving asks, or student-related communication).

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

Benchmark: Produce at least 10 issues of Current for two segments with at least one new article per issue – (1) alumni and donors list; and (2) current student list. Generate an overall open rate of 30 percent or higher (22 percent is the industry average), and generate a click rate of 3.44 percent (2.63 percent is the industry average).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The student open and click rates exceeded our expectations – consistently 45% click rate and 5.1% open rate.</p> <p>Development and alumni list still generates a 30% open rate, but only a 3% click rate.</p>	<p>Current connects well with students. Which is very exciting.</p> <p>The development and alumni list is weaker on the raw percentages. The open rates and click rates are much less consistent.</p> <p>The overall percentages generate open rate of more than 35% and a click rate of more than 4%.</p>	<p>Continue to produce the same quality articles which are connecting with students.</p> <p>Improve alumni and development open rates by better email subject lines. If possible, produce segmented content geared toward alumni to increase click rate once the email is opened.</p>