

Quality Improvement Report

**NOBTS Unit Assessment
2021-2022**



NEW ORLEANS
BAPTIST THEOLOGICAL SEMINARY



LEAVELL
COLLEGE

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President's Office

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

Outcome: Increased Giving to the Institution

Rationale: Develop a Robust Giving Strategy

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

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

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

Benchmark: Six dinners in the 2021-2022 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Six unique dinners or events were held.	270 individuals attended six events and contributed \$960,950. (See attached spreadsheet for more details.)	Better data tracking for various events would be helpful. The IA Office and the President's Office have discussed ways in which we might better track individual donor's contributions related to the various events.

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 events have clearly financially benefited the institution. The current system is working with the one note regarding tracking of donor contributions related to the specific events.

Provost's Office

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

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

Rationale: Like most schools, NOBTS is consistently trying to do more with less financial resources. In light of this, we must work to become as efficient as possible in every aspect of the seminary. We must continue to look for areas where we can utilize our resources better. A primary degree for the seminary is the Master of Divinity. Since the faculty voted in August to approve the revisions to the MDiv, much of the coming year will be spent getting ready to implement this degree change well.

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

Strategy I: Evaluate and Revise the Mdiv Specializations in time for the April trustee meeting.

Measure: The Provost will work with the graduate dean and divisional associate deans to facilitate the curriculum proposals necessary to revise each Mdiv specialization.

Benchmark: The trustees will approve the Mdiv Specialization changes as a group in the April trustee meeting.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the October 2022 trustee meeting, the trustees approved the changes to the MDiv. At that point, the various divisions began to work in earnest on the specializations. Each division was responsible for examining every specialization in their area to determine if it should remain and if so what it would look like. Part of the larger MDiv revision was setting a	The Dean and Provost were able to lead the divisions to approve over 20 specialization revisions in an effective manner. In addition, a handful of MDiv specializations were eliminated since they overlap significantly with other areas. I was particularly encouraged with the overall morale of the faculty in thinking through these changes. Lots of work remains to be done to implement the changes, but the process of revision was a good one.	The overall results are significantly cleaner from an administrative standpoint. The seminary has a clear "core" for each MDiv as well as a clear understanding of what a specialization might entail. Creating space for free electives in each specialization was important as well.

Provost's Office

<p>policy about how many hours each specialization would contain and a requirement for at least 6 hours of free electives in each iteration.</p> <p>The divisions worked hard and each specialization was approved by the February curriculum committee meeting so it could be voted on in the March faculty meeting. Then, the trustees finalized approval in April. This allowed for time to communicate the changes to students in an effective manner before they were implemented.</p>		
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Strategy 2: Evaluate and Revise the MA degrees in time for the April trustee meeting.

Measure: The Provost will work with the graduate dean and divisional associate deans to facilitate the curriculum proposals necessary to revise each Mdiv specialization.

Benchmark: The trustees will approve the Mdiv Specialization changes as a group in the April trustee meeting.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>In the October 2022 trustee meeting, the trustees approved the changes to the MDiv. At that point, the Provost and Dean worked with the MDiv Revision Task Force to develop recommendations for each MA degree regarding the core, length, etc. These recommendations were then discussed and approved by the Curriculum Committee, establishing a structure to develop the MA</p>	<p>The Dean and Provost were able to lead the division to approve 18 MA degrees including several academic and several practical MA degrees. In addition, faculty members performed a thorough evaluation of which courses were offered in each MA. The process of the revision was positive, and faculty worked hard to carefully evaluate the MA curriculum.</p>	<p>The overall results are significantly cleaner from an administrative standpoint. The seminary has a clear “core” for each MA as well as a clear understanding of what classes every student at NOBTS is expected to take. We have subsequently lengthened the MA degrees, but I think this was a necessary step to accomplish the goals of the revision.</p>

Provost's Office

<p>degrees. At that point, various divisions began to work in earnest on the MA degrees in their area. Each division was responsible for examining every MA in their area to determine if it should remain and if so what it would look like. The divisions worked hard and each MA was approved by the February curriculum committee meeting so it could be voted on in the March faculty meeting. Then, the trustees finalized approval in April. This allowed for time to communicate the changes to students in an effective manner before they were implemented.</p>		
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<p>Outcome 2: Increase Enrollment in Leavell College.</p>
<p>Rationale: While Leavell College has always been an important part of the seminary, our new president Dr. Dew has made this program priority number one. One aspect of growing Leavell College is expanding the curriculum in a significant way.</p>
<p>Alignment: This outcome aligns with strategic goals two (enhance our institutional image) and especially three (increase student enrollment and retention).</p>

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Leavell College hired a new Dean who began	While we were not able to start new majors, I do not think that's a bad thing.	We were not able to accomplish a new major,

Provost's Office

<p>serving along the existing Dean in January. As a result, the administration made the decision to delay beginning any new majors for at least a semester. Soon after the Dean arrived, we began conversations about a through revision of all Leavell College degrees. That work began with initial conversations at the end of the 2021-22 academic year.</p>	<p>We certainly need to gather input from the new dean before we continue to just add. The faculty will need to consider how many new majors are needed and appropriate in the new curriculum as that work progresses.</p>	<p>so there was no demonstrable improvement in this area last year.</p>
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Strategy 2: Develop strategic partnerships with local colleges to enhance the options for Leavell College students.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>We were able to develop a new partnership with Louisiana Christian University. The new partnership has a good bit of focus upon the master's program since LCU is an undergraduate institution, but Leavell College students who plan well can benefit from this partnership as well. Portions of the agreement with LCU involves the new MBA program at LCU. Leavell College students can take up to 9 hours at NOBTS that will transfer into the</p>	<p>We were only able to work out one of these agreements last year, and it focused more on NOBTS than Leavell College. We continue to pursue possible teacher education partnerships as well as possible partnerships with Delgado. Hopefully, we'll be able to complete one or more of these in the coming year.</p>	<p>Developing the partnership with LCU is beneficial to students. The seminary should continue to pursue further partnerships in the future.</p>

Provost's Office

LCU MBA program as a “track” once they finish their bachelor’s degree. These classes will effectively count at NOBTS and LCU saving significant time and money. In addition, students at NOBTS can work on their MSW while earning their MA in Church and Community Ministries.		
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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.

- *Creating the Mdiv specializations and MA degrees efficiently could allow us to have fewer small class and less adjunct pay.*
- *Developing new majors in Leavell College is pretty simple now that we have a template, but we need to be sure we don’t create too many and have to offer classes that we are sure won’t make.*
- *The partnership agreements remain a valid avenue for increasing student population, but we will need to dedicate some time to promoting them once they are ready.*

Office of Institutional Effectiveness

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

Outcome 1: Complete needed reports for accreditation agencies.

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

Alignment: Aligns with the Mission Statement by demonstrating that graduates prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. It also reflects the Strategic Plan Goals 1 (e) & (f) about completing the SACS Fifth Year Review & the CACREP application, and Goal 2 (g) to “Improve the quality of instruction.”

Strategy 1: Complete writing and submit the SACSCOC 5th Year Review by the assigned due date.

Measure: The IE staff will help facilitate teams to write & submit an acceptable SACS Fifth Year Review by March 14, 2022, and support the any further work needed toward CACREP and NASM accreditation.

Benchmark: Submitting the 5th Year Review to SACS by March 15, 2022.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark achieved (1) SACSCOC Report submitted on time and received by SACSCOC on time. (2) CACREP report submitted and on-site visit completed (3) NASM report	(1) The IE office staff (Drs. Lemke, Vandercook, and McGehee and Angela Ray) collated information from other stakeholders to write the report. Documents were obtained and loaded into Google Drive folders arranged by standards. Editing happened over a period of weeks. We hired Patton Osborn to create our final document with all attachments linked correctly. (2) We assisted CACREP report writers at their request, providing information as needed. (3) We assisted NASM report writers with	(1) For future reports, namely the 2026 decennial report, the IE office (AVPAA) should create a more specific timeline for completion. Many of the sections can be completed even a year prior to the due date. (2) and (3) We will continue to be available to CACREP and NASM constituents as needed for any future

Office of Institutional Effectiveness

submitted and visit planned for October 2022.	reviewing policy wording, providing information as needed, and assisting with editing the final report and the accompanying document file.	accreditation needs.
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Strategy 2: Complete new degree program, substantive change, and closure reports as needed.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Benchmark achieved</p> <p>Eight SACSCOC reports were submitted and accepted. Eleven approval letters were received for items submitted the previous year.</p> <p>Five ATS reports were submitted and accepted.</p>	<p>Dr. McGehee typically handled the SACSCOC reports and Dr. Lemke the ATS reports. All reports were submitted by the dates required by SACSCOC and ATS, and acceptance/approval letters were received at the will of the accreditors. With Dr. McGehee's resignation in March, the petition status matrix has not been updated regularly, though letters of acceptance/approval have been received and filed appropriately in the IE office.</p>	<p>Continue to submit reports in a timely manner, including updating the petition status matrix as soon as responses/approvals are received.</p> <p>Future SACSCOC and ATS reports need to be started early to provide time to edit them, procure necessary signatures, and mail or email them on time.</p>

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

Measure: Seven faculty juries for degree program assessment are scheduled in May 2022.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Benchmark achieved</p> <p>We actually conducted 8 juries: PhD, DMin,</p>	<p>Although juries were conducted within the May time frame, the paperwork was not submitted to the IE office in a very timely manner for some of the programs.</p> <p>At least one representative of the IE office attended each jury.</p>	<p>The assessment cycle, currently at a 3-year cycle, will now move to a 2-year cycle.</p> <p>Programs need to be notified of the changes. Also, the IE office is in</p>

Office of Institutional Effectiveness

DEdMin, EdD, DMA, MA in Counseling, MA in Worship Ministries, and AA		the process of reviewing all program assessment plans, and those plans could change after program coordinators and deans meet with the IE office.
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Outcome 2: Oversee the completion of in-house data and reports.

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

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

Strategy 1: Improve institution-wide assessment by completing the Quality Improvement Report in 2021-22 in a timely manner.

Measure: Have acceptable QIR unit reports by 10/15/21.

Benchmark: Have 84% of the acceptable QIR unit reports submitted by 10/15/21.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark not achieved 72% of the units submitted QIR reports, though not all were received by 10/15/21	Despite the IE office being available for consultations during back-to-school workshop dates or by appointment at any time, few units requested meetings. Also, despite numerous emails following up with units, not all units submitted reports. NOTE: We no longer want core values mentioned in the alignment sections of the outcomes.	To encourage more timely submission of QIRs, the IE will continue sending follow-up emails. The AVPAA will send individual emails to units who have not submitted QIRs by the due date. Consider requiring units to meet with the IE office in August rather than offering units time to meet.

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

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

Benchmark: Post an acceptable QIR with all units reporting on the IE website by 11/1/20.

Office of Institutional Effectiveness

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark achieved	The IE office (namely Angela Ray) reviewed QIRs as they were received and reached out to units if any changes were needed. Those changes were made, and the individual unit QIRs were merged to create on report, which was uploaded the IE website.	Continue reviewing QIRs to assure compliance with requirements. Requiring all unit coordinators to meet with the IE office should aid in first-time approval of the reports.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark exceeded A total of 11 faculty members attended one or more of these events (Barnes, JDean, Doughty, Grubbs, Lemke, McGehee, Rice, Riley, Strong, Vandercook, Wang)	The provost and those associated with the IE office naturally attended more than one of these meetings. Additional faculty members attended in relation to their specific needs (i.e., new deans and associate deans). Informal debriefing meetings were held during free times of the meetings.	Continue sending IE staff to both SACSCOC meetings and the biennial ATS meeting. Work with the provost to determine necessity of others attending the meetings.

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

Measure: Measure the number of NOBTS/Leavell College faculty participating in accreditation visits, presenting at accreditation visits, or offering assessment consultations for other institutions.

Benchmark: Send at least 5 participants in accreditation or assessment activities beyond our institution.

Office of Institutional Effectiveness

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Benchmark exceeded: 6 faculty participated</p> <p>Accreditation visits (either offsite or on site): McGehee, Lemke, JDew, Grubbs</p> <p>Presenting at accreditation conferences: Vanderook (SACSCOC and IUPUI), McGehee (SACSCOC and IUPUI x2), Strong (SACSCOC)</p>	<p>Drs. McGehee and Vandercook have been repeat presenters at SACSCOC annual meetings, including conducting a 3-hour workshop at the 2021 virtual annual meeting; they have focused primarily on General Education assessment.</p> <p>Drs. McGehee and Vandercook also presented at a national assessment conference, IUPUI, which reaches more than those in our region. Again, they focused on general education assessment.</p>	<p>Be conscious of calls for proposals for the SACSCOC annual meeting and reach out to faculty who may have expertise in any of the areas to see if they want to submit a proposal.</p> <p>Be proactive in maintaining records of any assessment - or accreditation-related consultations provided by faculty and/or IE staff.</p> <p>Ask Dr. Dew to recommend Michael Wang as a team member for accreditation visits.</p> <p>Follow up with new SACSCOC VP regarding NOBTS people who are approved for visits.</p>

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

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

- 1. Be aware that national accreditation meetings have all been virtual rather than in-person the last two years. Therefore, do not reduce the amount for accreditation training, since it is likely to return to in-person meetings next year.*
- 2. Adjust financially for the transition plan for the retirement of the Vice President for Assessment.*

Graduate Dean

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

Outcome 1: Graduate Faculty

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met. None of the faculty exceeded their maximum teaching load (0 out of 64 faculty).	Management of the faculty teaching load was more successful this year in keeping faculty from teaching over their maximum hours. This is the second year in a row that no one on the faculty exceeded their maximum teaching load.	The Dean of Graduate Studies will continue to manage the workload of faculty and adjust scheduled classes accordingly. The benchmark for 2022-23 will continue at 6% for now. A few more years of data is needed before an accurate benchmark can be set.

Graduate Dean

Outcome 2: Graduate Program Course Management

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was not met. The total number of cancelled and small classes in the classroom and Internet formats increased by 20 (+23.8%).	From academic year 2020-21 to academic year 2021-22, the following changes in cancelled and Small Classes were noted. The number of cancelled classroom courses increased by 17 (89.5% increase), while cancelled Internet courses increased by 2 (100% increase). Small classroom classes decreased by 5 (9.6% decrease). Small Internet classes increased by 6 (66.7% 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 intensives (formerly called “workshops”) and special event venues to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings in intensive and special event venues.

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

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

Graduate Dean

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was not met, as the combined number of cancelled and small classes in intensive and special event venues increased by 13 (44.8%).	From academic year 2020-21 to academic year 2021-22, the following changes in cancelled and small classes were noted. Cancelled intensive & special event courses increased by 16 (320% increase), due to several trips and conferences (and their respective courses) being cancelled during the pandemic. The number of Small Class intensive & special event courses decreased by 3 over the previous year (1.3% decrease). Careful management in the scheduling of these intensive & special event courses will still be necessary to encourage Made classes, especially as the pandemic era continues to impact enrollments.	The Dean of Graduate Studies will continue to monitor the offerings of classes in intensive and special event formats. Since a few more years of data is needed before an accurate benchmark can be set, the benchmark will remain at 5% reduction in intensive and special event classes.

Strategy 3: NOBTS seeks to schedule courses in the NOLA2U format to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings and enrollments in the NOLA2U format.

Measure: The record of the past 5 years of course offerings and enrollments in the NOLA2U format will be reviewed to seek more effective scheduling. Effective matching of student needs with course offerings should be reflected through increased enrollment in these classes.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark of increasing enrollment in NOLA2U courses was not met. There was only a 4.2% increase in NOLA2U enrollment for 2021-22 over 2020-21.	The number of NOLA2U courses decreased from 80 courses in 2020-21 (total enrollment of NOLA2U was 573 students) to 76 courses in 2021-22 (but total enrollment of NOLA2U increased to 597 students in 2021-22). This 4.2% increase in enrollment may demonstrate better management of course offerings.	The 2022-23 benchmark for this strategy will remain at 10% increase in enrollment for NOLA2U format courses. Although the 10% growth benchmark was not reached in 2021-22, the Fall 2022 enrollment has already reached last year's total enrollment, so a big increase is expected for 2022-23.

Graduate Dean

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 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 not met in either the total number of MDiv students or the total number of credit hours taken.	<p>For the academic year 2021-22, the enrollment of MDiv students at NOBTS dropped from the previous year by 75 students to 655 (10.3% decrease). The MDiv credit hours reduced by 732 hours to a total of 8,480 hours (9.5% decrease from the previous year).</p> <p>NOBTS has instituted several initiatives to seek to slow the trend toward shorter degrees. (1) Instituted a tuition cap to allow more hours to be taken without additional financial cost to students. This should increase the credit hours taken per student. (2) Trustees approved the Accelerated MDiv, which prioritizes the MDiv by allowing for the completion of the MDiv in a shorter time frame. The shorter degrees are not eligible for the accelerated option. (3) The orientation of new students by the Dean of Students office promoted the benefits of the MDiv degree.</p> <p>The current global pandemic of COVID-19 seems to have impacted students' decisions</p>	<p>The Graduate Dean of NOBTS continues to monitor the MDiv degree, seeking ways to slow the downward trend of numbers. The implementation of the tuition cap and the approval by the trustees of the Accelerated MDiv option hopefully will improve the numbers for the MDiv. Because the trend for the MDiv is downward, a benchmark of 5% reduction in the downward trend of numbers seems appropriate for another year. In 2022-23 we will work more closely with the Director of Enrollment to develop</p>

Graduate Dean

	about higher education, including seminary education.	new initiatives that should result in strengthening the MDiv program.
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Academic Divisions

Biblical Studies Division

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

Outcome 1: Presentations

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

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

Strategy 1: We will host a meeting for our PhD students, and for Graduate students interested in the PhD program. We will cover tips and guidelines for making paper proposals and for writing for publication.

Measure: Based on the content of this meeting, we will put together a resource for our students for use in preparing their own paper proposals and presentations.

Benchmark: We hope to have 75% of our PhD students attend these meetings in person or online.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
33% of our PhD students attended these meetings in person or online.	Though we did not reach our benchmark, many of our students who did not attend the meetings are already in their dissertation phase. Many of our students in their seminar phase attended the meetings.	The guidance provided by these meetings will take place through faculty/student mentoring in the new PhD format. Therefore, this strategy is no longer needed.

Strategy 2: We will continue, in seminar settings and through mentoring relationships, to encourage our PhD Biblical Studies students to make paper proposals and presentations during the 2021-22 academic year. These will include the contexts of the annual and regional meetings of ETS, SBL, ASOR, et al. In seeking to provide better tracking data we will begin to track the number of proposals as well as presentations and assess those differences.

Biblical Studies Division

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

Benchmark: We hope to have 40% of our students submit paper proposals and 20% of our students have proposals accepted during the 2021-22 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
35% of our students submitted paper proposals and 30% presented papers at an academic conference.	Many students submitted proposals to regional academic meetings, one of which was hosted by NOBTS. Though regional academic meetings typically have a higher acceptance rate than national meetings, we desire more students to submit proposals to national academic meetings in the future, even if this leads to a lower acceptance rate.	We intend to maintain this benchmark due to the travel required for students going to this year's regional ETS meeting and the increased emphasis on submitting proposals to national academic meetings.

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

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

Alignment: This Outcome fulfills the seminary's mission statement: to prepare servants "to proclaim His truth" by preparing the development of the curriculum in accordance with sound education pedagogy, via mapping.

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

Measure: Complete the Biblical Studies curriculum map by May 2022.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The MDiv curriculum was revised over the course of the year.	Through the process of revising the MDiv curriculum, we already reevaluated and enhanced our elective cycle (distribution efficiency) and our embedded assignments.	This outcome will not be pursued moving forward because the MDiv curriculum revision accelerated the curriculum mapping process.

Biblical Studies Division

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

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

Outcome 1 will not have any significant budget implications. Faculty can use monies already provided by the seminary for hosting students in their homes.

Outcome 2 will not have any significant budget implications.

Church Ministry Division

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

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

Rationale: Since the Master of Divinity degree is the degree offered by NOBTS that trains students the most holistically and foundationally for ministry, in order to prepare servants for ministry in the local church through formal theology training and to develop future leaders to carry on the work of the SBC, the Division must seek to increase the number of students seeking the Master of Divinity Degree in concentrations that relate to the CMD.

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

Strategy: Recruit students for the various concentrations in the MDiv program, especially the ones that relate directly to preparation for ministry in the local church. Division members will seek to recruit potential MDiv students at denominational conventions as well as other meetings and events on the local, state, and national levels. Further, Division members who teach and interact with Leavell College intentionally will seek to recruit students who are in their Bachelors courses as well as recent Leavell College graduates who are potential students for concentrations offered by the CMD in the MDiv Program.

Measure: Number of students entering concentrations in the MDiv program that are housed in the CMD during the 2021-22 academic year.

Benchmark: There are currently 210 total students enrolled in concentrations in the MDiv Program that are housed in the CMD. The goal is for 6 more students to enter these various concentrations for a total of 216 students during the 2021-22 academic year. This represents a 3% increase in enrollment in these concentrations from the previous academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
207 total students enrolled in MDiv with CMD concentrations.	We revised all of our MDiv programs. Additionally, the CMD is not primarily responsible for recruiting students to specific MDiv concentrations.	Partner with admissions to clarify strategy and measurement.

Church Ministry Division

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

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

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

Strategy 1: Challenge all students in all graduate evangelism courses to engage unbelievers in Gospel Conversations and invite those with whom they share the Gospel to respond to the Gospel message by placing their faith in Jesus Christ for salvation during the 2021-22 academic year.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
7,000 Gospel conversations and 900 decisions.	NOBTS encourages evangelism, however tracking evangelism conversations and results is hard to do.	Continue to challenge Graduate students to engage unbelievers with the Gospel.

Strategy 2: Encourage and Equip student to participate in at least one of NOBTS's community outreach events as a part of the president's strategic initiative during the 2021-22 academic year. The Division of Church Ministry will set the example by being represented by Division Faculty members at each of these events.

Measure: Record number of CMD faculty leading and as well as number of students participating in each of these community outreach events during the 2021-22 academic year.

Benchmark: The goal is 8 CMD faculty and 50 students total participating in at least one event for the 2021-22 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
N/A	None due to hurricane Ida.	Clarify strategy to be more reflective of the CMD.

Church Ministry 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.

N/A

Counseling Division

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

Outcome 1: Integration of Christian beliefs with mental health science

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

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

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

Measure: Integration paper and rubric.

Benchmark: 85% percent of students will score greater than or equal to 3.0 on each criterion in the rubric for the integration paper by the time they write the second paper.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
85%	85% of the students (N=7) scored 3.0 or higher on each criterion in the integration paper rubric.	Raise the benchmark to 90% of students scoring 3.0 or higher.

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

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

Alignment: This outcome aligns with NOBTS mission statement, the core value of Characteristic Excellence, and the Ministry Competency of Interpersonal and Intercultural Skills.

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

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

Counseling Division

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	By the end of Internship 2, 100% of the students scored above 95 (N=38) on the case conceptualization and treatment plan rubric. The average score was 98.9.	Last year the benchmark of 85% of students would score greater than or equal to 95 on the Case Conceptualization. The new benchmark was 95% of students. Benchmark achieved.

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

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

There are no additional budget considerations needed for these outcomes.

Theological & Historical Studies Division

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

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

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

Alignment: Strategic Plan, 2. Increase student enrollment and retention, (e) Increase doctoral 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: Engaging Prospective Students – We will track the number of individual student contacts by Trustee-elected members of the division regarding interest in our PhD (T&H major). The division office will track data regarding these contacts.

Benchmark: Number of personal contacts by Trustee-elected members of the division regarding interest in the PhD program – 20 contacts

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
21. Riley met with Andrew; Butler met with Karen; Stewart met with 1 student; Wittman spoke with 6 students, and Dew spoke with 12 in Zoom event.	Faculty has conversations with prospective PhD students in person, at conferences, and by email.	Revise the measure to reflect student engagement regarding the PhD program with a benchmark of 20 students

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 T&H majors in our doctoral program and subsequently apply. The division office

Theological & Historical Studies Division

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 – 15%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Between Sept. 1, 2021 and Aug. 30, 2022, there were: 18 inquiries into the T&H PhD program. 9 of them applied, or 50%.	We were pleasantly surprised by the results. During the calendar year of 2021, there were: 31 inquiries into the T&H PhD program. 8 of them applied, or 26%. New systems and staff were implemented in the PhD office in 2021 and early 2022. Perhaps those changes resulted in a higher application rate.	No suggestions for improvement. The new benchmark will be 25% for the next academic year.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
80%	We discussed the types of social media engagements by T&H faculty. Four of the five faculty at the table have engaged in this way during the past year.	New benchmark: 80% of T&H Faculty will engage in wise social media engagement without appearing to provide commercials for NOBTS.

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

Theological & Historical Studies Division

organizations, Baptist universities, Student Theological Fellowship, Defend Conference, Journal for Baptist Theology & Ministry, and so forth.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
ETS 2021 Annual Mtg. T&H Student Presenters: Adams, Chung. 2022 Regional Mtg: Benson, Evans, Waller. Also, Wendel (PhD Theology minor) published in an academic journal. 6 of 91 students (23 MA, 41 MDiv, 27 PhD), or 7%.	-We recognize the value of PhD students submitting proposals, even if their paper is not accepted (not only paper presentations) -Profs should coach PhD students on how to write proposals -Profs should encourage students to submit excellent seminar papers	Work to meet the 10% benchmark percentage by encouraging MA and MDiv students to submit papers. All of last year’s presentations were made by PhD students.

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 – 65% 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>
100% of full-time T&H faculty proposed, published, or presented one item, but we cannot require ministry-based	-We cannot require ministry-based faculty to engage the academy, so we eliminated that element from the benchmark. -We judged the benchmark of engaging in five or more academic venues as excessive. Publication or presentation in one academic venue is a respectable and attainable result.	To improve, the new benchmark will read: “80% of full-time T&H faculty will propose, present, or publish in one or more academic venues.”

Theological & Historical Studies Division

faculty to do more than teach their courses.		
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Outcome 3: T&H faculty will be actively engaged with our disciplines in church-related venues.

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

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

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

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

Benchmark: Percentage of 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>
100% of full-time T&H faculty engaged in multiple church-related venues, but we cannot require ministry-based faculty to do more than teach their courses.	-We cannot impose requirements on ministry-based faculty beyond teaching their courses, so we eliminated them from the benchmark. - We judged the benchmark of engaging in five or more church-related venues as excessive and unclear. For example, does a 4-week teaching series at a church count as one or four venues? The aim is for all full-time faculty to be involved in those venues. To clarify, the benchmark should state: “in multiple church-related venues.”	-To improve, the new benchmark will read: “70% of full-time T&H faculty will engage in multiple church-related venues.”

Academic Programs

Research Doctoral Program

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

Outcome 1: Improve applicant satisfaction

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

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

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

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

Benchmark: Have an online application available.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Near completion	The ReDoc office has continued to work toward an online application for the past year. The online application for the PhD is near completion and we are hopefully it will be implemented by the end of October.	This goal will be completed once the online application is active. We are in the final steps before launching the online application.

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

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

Research Doctoral Program

Benchmark: Satisfaction of 3.75 on the Student Orientation Survey.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3.0	We were 0.75 from reaching our goal. No students completed the survey in Fall 2021. Two students completed the survey in Spring 2022. One student marked excellent and one student marked fair.	<p>We will continue to work on communicating efficiently with applicants and clarifying standards and requirements for program entrance.</p> <p>In order to increase participation in the survey, students will now be required to complete the survey during their Introduction to Research and Writing Course at the beginning of their first semester.</p>

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No data to indicate results	It is safe to assume that many incoming students had the opportunity to meet with professors during their PhD orientation, although proper records were not kept to support this assumption. Therefore, it is unclear whether the benchmark of 80% was met.	We are moving to a supervisor model in our program. With this move to a more hands-on, intentional supervisor system, supervisors will be highly encouraged to connect with their students during their first week of the semester.

Research Doctoral Program

Outcome 2: Increase enrollment

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

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

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

Measure: Percentage of students contacted who enter the program

Benchmark: 5% of students contacted enter the program

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No data to indicate results	The Associate Dean reported that he did not keep record of any students he called, therefore it is unknown if we met our 5% benchmark.	The Associate Dean does not believe this is the best approach to increasing enrollment, therefore we will be exploring new strategies in the 2022-2023 year.

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

Measure: Number of students from sites visited who apply

Benchmark: For every 10 students contacted, 1 applies

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No data to indicate results	Throughout the year the ReDoc office hosted two BlueJeans recruiting events (one per semester). Although, due to insufficient data, it is not clear whether these events resulted in any students applying for our program.	We will continue to hold Blue Jeans recruiting events throughout the year. To improve our data tracking we will make sure to keep a list of participants and

Research Doctoral Program

		cross-reference that list with any applications submitted to our office.
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Outcome 3: Improve retention-graduation

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

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

Measure: Annual retention rate

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Goal Met	Our retention rate for the 2021-2022 school year was 93%. During the academic year we had eight students withdraw and three students were terminated from the program.	<p>The ReDoc Office will continue current strategies to maintain a high retention rate.</p> <p>Supervisors will be encouraged to maintain close contact with their students to ensure that each student feels supported in their program. The Associate Dean will contact any student that has requested to withdraw from the program.</p>

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

Measure: Number of events held each school year.

Research Doctoral Program

Benchmark: Hold minimally 2 events during the academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Goal Met	The ReDoc office exceeded their goal of hosting two events per year by hosting three events throughout the 2021-2022 academic year.	The ReDoc Office has received positive feedback from students regarding the events. The ReDoc office will continue to plan and host student events, with the goal increasing to four events per academic year.

Strategy 3: The Office of Research Doctoral Programs will revise the PhD program, addressing some concerns in a recent survey of students and alumni, that are areas of risk that lead to withdrawal. One main focus will be on increasing the quantity and quality of supervision of doctoral students.

Measure: Implementation—The Office of Research Doctoral Programs will obtain a faculty approved plan of revision for the PhD program that contains an increase in doctoral supervision.

Benchmark: Have a revised PhD program for 2022-23.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Goal Met	The proper revisions have been made to the PhD program and will be implemented in January 2023. The main revision of the program will be the move to a hands-on supervisor model which should increase student support and satisfaction.	The ReDoc office will monitor the implementation of the new program revisions and put systems in place to hold supervisors accountable for the amount of support they offer to students.

Research 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.

The ReDOC budget should allow for providing lunch during PhD orientation to RDOC9300 Introduction to Doctoral Research and Writing for professors to dialogue with students coming into the PhD program in their divisions each semester. A travel budget should provide for professors and staff to travel to recruitment sites. In addition, the travel budget should provide the resources needed to hold annual or semi-annual meet and greet events with current and prospective students on campus.

Professional Doctoral Program

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

Outcome 1: Increase Graduation Rate

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

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

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

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

Benchmark: 75% of the students who take the Project in Ministry Design Workshop will get approval for the Final Project Proposal within one year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
55% of ProDoc students received approval for their Final Proposal within one year of taking the Project in Ministry Design Workshop.	This is a 9% decrease from 2020-2021. Due to not meeting the Benchmark, we will consider reducing from 75% to 70 %.	Results did not meet the Benchmark.

Professional Doctoral Program

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

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

Benchmark: Within one year after the Mid-Career Assessment Workshop, 60% of the students will complete their remaining seminars.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
68.9% of the ProDoc students completed their remaining seminars within one year after Mid-Career Assessment Workshop.	The results indicated an increase of 13.4% from the 2020-2021 result of 55.5%. Benchmark will be increased for next year's QIR.	Benchmark of 60% exceeded.

Outcome 2: Increase Program Enrollment

Rationale: To replace graduates with new student enrollment.

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

Strategy: Implement the DMin Revision

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

Benchmark: A 20% increase in DMin enrollment, keeping account of the number of applicants with MDiv degrees and the number of applicants with other ministry related master’s degrees.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
59 new DMin students were admitted in the 2021-2022 academic year: 40 MDIV and 19 MA applicants.	There was a 58% increase in DMin enrollment from the 37 new DMin enrollments in 2021-2022. Increase due to reestablishing traction after the COVID-19 downturn.	Benchmark met.

Professional Doctoral Program

Outcome 3: Improve Writing Skills

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

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

Strategy: Engage the functions of a Writing Assessment Coordinator.

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

Benchmark: 60% of the ProDoc Workshops and Seminars will utilize the Writing Assessment

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
For the 2021-2022 academic year 61% of the ProDoc Workshops and Seminars did utilize the Writing Assessment Coordinator.	The results indicated an increase of 11% from the 2019-2020 result of 50% as well as 1% above the benchmark.	Results exceeded benchmark.

Office of Distance Learning

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

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

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

Alignment: The alignment of this outcome is with the NOBTS Core Value of Spiritual Vitality in the content and quality of our online courses.

Strategy: Apply the Online Course Development Rubric to all existing online courses for New Orleans Baptist Theological Seminary and Leavell College.

Every graduate and undergraduate online course will be reviewed and evaluated by the Online Course Development Rubric. A list of courses that do not meet the standards of the rubric will be referred to the appropriate Dean and Divisional Associate Dean for remediation. Course maintenance will be defined as (1) updating an online course to the standards of the Online Course Development Rubric; and (2) passing the content standards as determined by the Graduate Dean, Leavell College Dean, and Associate Vice President for Distance Education. All revised and updated courses will be reviewed by the Internet Review Committee.

Measure: Online Course Development Rubric (see artifact below) will be employed to evaluate each the format and required items for a revised course. The content will be evaluated by the Undergraduate Dean and/or the Graduate Division Chairperson.

Benchmark: 100% of courses in the Bachelor of Arts and Master of Divinity Core will be evaluated using the above measure.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the 2021-22 Academic Year, NOBTS changed the structure of the Distance Learning Team. One of those changes was to re-organize the team in a way that eliminated the position Associate Dean of Online Learning and	While the outcome was not assessed using the strategy in the 2021-22 QIR, the changes to the distance learning team was made to facilitate the quality enhancement of online courses.	Be on the lookout for how any future changes in personnel impact measuring QIR outcomes in the future.

Office of Distance Learning

<p>created the position of Coordinator of Online Programs. Due to this change, the evaluation of online courses was not completed in the 2021-22 academic year.</p>		
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<p>Outcome 2: Increase extension center enrollments.</p>
<p>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%.</p>
<p>Alignment: Extension centers are one avenue for achieving the institution’s mission and core values through theological education.</p>

Strategy: Use “Prepare Here” weekend hybrids to increase registration and retention at NOBTS extension centers.

Measure: Over the next two academic years, offer a weekend hybrid class at the five largest NOBTS extension centers: Orlando, Birmingham, North Georgia, Clinton, and Blue Mountain.

Benchmark: Offer weekend hybrid courses at North Georgia, Birmingham, and Clinton in the 2021-22 Academic year. Schedule weekend hybrid courses for Orlando and Blue Mountain in the 2022-23 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>NOBTS offered prepare here weekends at all five extension centers in the 2021-22 Academic year, placing the strategy for this outcome well ahead of the target.</p>	<p>Offering weekend hybrids at extension centers is a popular option for distance learning students. The popularity of the format is reflected in the enrollment in the courses where we offered the courses in the 2021-22 academic year.</p>	<p>NOBTS will continue to offer weekend hybrid courses at extension centers. The marketing of “Prepare Here” will not be used in the future to avoid confusion with similar weekend hybrids offered on the main campus. Future classes will be offered using a cycle developed for these courses (see attached).</p>

Office of Distance Learning

Outcome 3: Standardize course cycles at prison extension centers.

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Each cycle was reviewed to evaluate ways to accelerate or refine students to be able to complete their course of study.	The courses offered at the prison extensions complete the requirements for the degrees offered. The cycles are consistent with the degree plans at each location.	The process of helping students track their control sheet during their course of study would be helpful for the student and their onsite director to be able to track more closely their progress.

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

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

N/A

Mentoring Programs

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

Outcome: To develop a Mentoring Community at NOBTS

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>25% decrease from previous Academic Year</p> <p>298 total students (32 NAMB/SOM students) took</p> <p>839 credit hours in the mentoring format in the 2021-2022 academic year.</p> <p>1111 credit hours were taken in the mentoring format in the 2020-2021 academic year.</p>	<p>For the academic year 2021-22, a 25% decrease was noted from the previous year. The primary reason was a decrease in the enrollment of MDiv students (75 students less from the previous year) and a decrease in the total number of hours (reduced by 732 hours from the previous year).</p>	<p>A revision of the MA and MDiv curriculum in the 2021-2022 Academic Year now requires at least one mentoring course for the majority of our student body.</p>

Accelerated Programs

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

Outcome 1: The Accelerated Programs will build awareness of the programs at Baptist Colleges.

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

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

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

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

Benchmark: Over the course of this year, we will seek to have 75 unique contacts with prospective students at these colleges. We will seek to contact faculty and administrators at 10 Baptist colleges.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Accelerated MDiv program, along with representatives from the Office of Admissions, had contact with 80+ prospective students from various Baptist colleges along with faculty and/or administrators from 11 different schools.	We were pleased with the number of opportunities provided this year for contact with prospective students from Baptist colleges via recruiting trips and on-campus recruitment events such as the Defend apologetics conference and Campus Preview days. We were actually able to expand our recruiting footprint this year, making a trip to Missouri Baptist University for the first time where Dr. Patterson was able to introduce NOBTS and the Accelerated MDiv program to their students for the first time.	N/A

Accelerated Programs

Outcome 2: Develop promotional and advising materials to help BA + MDiv students understand the structure and details of the BA + MDiv program and to understand how to properly schedule courses to complete both degrees in as little as 5 years.

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

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

Strategy: Update our recruiting and advising materials to account for our new MDiv curriculum.

Measure: We will also expand control sheets for the BA + MDiv to include new Leavell College majors, and update all existing advising materials to fit the new MDiv curriculum.

Benchmark: Complete control sheets for all Leavell College majors, and update all other advising materials in light of the new MDiv curriculum.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We began the process of implementing this strategy but did not complete it.	We did not complete the implementation of this strategy due to the upcoming revisions to the Leavell College curriculum and the new process by which all control sheets come from the registrar's office.	We believe that these recent changes will prove beneficial to students. We will develop our recruiting material in light of the Leavell College curriculum revision and will no longer seek to expand and complete control sheets.

Research Centers and Institutes

Caskey Center for Church Excellence

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

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

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

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

Strategy 1: Conduct 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>
attendance of 137	The pandemic is still negatively impacting gatherings for church leaders.	While the goal wasn't met, conference attendance increased from previous years.

Strategy 2: Promote at SBC Annual Meeting.

Measure: Provide resources for smaller membership church staff members.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No distribution	Due to the location of the annual convention and anticipated low turnout of messengers, including potential Caskey recipients, the director elected not to provide resources.	We did not meet the stated goal but anticipate greater opportunities at the annual meeting in New Orleans, 2023.

Caskey Center for Church Excellence

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

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

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

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

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

Benchmark: As resources allow, visit Florida and Georgia for Pathfinder promotion and recruitment in the spring 2022.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Montana visit in February 2022	The director decided not to visit Wyoming.	We did not meet the goal of visiting WY, so we will seek to do that in the future.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The full number of scholarships was not awarded.	Since the pandemic, the total number of scholarships awarded has decreased annually.	There was no improvement in this area.

Caskey Center for Church Excellence

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

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

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

Center for Archaeological Research

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

Outcome 1: Tel Hadid Educational Programs

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

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

Strategy 1: Recruitment of Biblical Archaeology Students and volunteers: The Center for Archaeological Research will take a more proactive approach to recruitment in 2022-2023 via more (1) social media, (2) professional society meetings displays & outreach, (3) church presentations and other venues for our excavation & education program.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Average 35 persons in the field daily. 4 MABA students included +1 grad Total NOBTS-	First year back in the field after COVID – recruiting began slowly. Need to be more proactive in 2022-23.	Reduced numbers after COVID (2020-2021) but planning for increase in 2023.

Center for Archaeological Research

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

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

Benchmark: Revised Benchmark: 10 Presentations in various venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1. ETS Annual – Dr. Dennis Cole 2. Classroom – 3+church = 4 3. Dr. Jim Parker -7	We will continue to expand our presentations in both church and academic venues Parker: Melbourne, FL BC; Lee Conference, Greenwell Springs, Williams Blvd, Grace BC Springfield, Indiatlantic BC (2)	Will continue to expand # presentations in 2022-23

Outcome 2: Gezer Financials

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

Alignment: Characteristic Excellence.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2022 Expenses increased by approx. 20% due to worldwide inflation	Closer management needed due to ever increasing costs, with hotel expenses for 2023 increasing by 15%	none

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

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

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

Center for Archaeological Research

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Raised \$110,000 from several sources	Very successful year in fund raising. We will need to continue to expand our fund raising due to the steadily increasing costs in every aspect of our excavation program.	More than 2X the previous goal.

Outcome 3: MA (Biblical Archaeology) Students

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

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

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

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

Benchmark: 4 MA (Biblical Archaeology) Students

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3 new students	Will continue to seek/recruit new MABA students – one will graduate this year	Needed to maintain recruitment goals

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.

Funding for The Michael and Sara Moskau Institute of Archaeology and the Center for Archaeological Research comes primarily through funds raised by its constituents, and not from the NOBTS budget. Due to inflationary increases in costs, additional fund raising is need for 2022-2023.

Center for New Testament Textual Studies

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

Outcome 1: Academic Research and Projects

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

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

Strategy 1: We are in the initial stages of launching a new project on the value of non-original textual variants as early commentaries on how to understand the NT text. The hope is to enlist one student to work with the director on the initial outline and oversight of the project within the CNTTS and one additional student to work on the implementation of the project. Also, the director of the CNTTS will work on a NT book for this project.

Measure: The project evaluation will be measured by the recruitment of students for the project and the realization of the commentary work within the project for at least 2 NT books.

Center for New Testament Textual Studies

Benchmark: The benchmark for this is the recruitment of the 2 students by the end of the 2021-22 academic year and the realization of the commentary work for 2 NT books.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1 student has been recruited and is realizing substantial work on this project and another one has started in a minor way on the project from late summer 2022. Also, one shorter NT book is nearly complete and a longer NT book is about 50% done.	The project is moving forward at a steady pace and is taking shape so that at least some results may be ready for presentations and releases within the upcoming year or so. The need for quality work that is comprehensive in scope means that results for this project will be slow at the beginning and then should pick up speed later after several examples of completed NT books are available as models for future work.	Fortunately, work on this project may get some help from a new project for the CNTTS, with this commentary project tying in nicely with some of the goals of the new project.

Strategy 2: A major update of the CNTTS Manuscript App for iOS and Android devices will be undertaken with 2 students involved in that project on the data entry side and 1 involved in the overall coordination of the data into an Excel file, all under the guidance of the CNTTS director.

Measure: The measure will be the realization of the work for the updated Manuscript App in an Excel file and then the publishing of the App on the respective App sites.

Benchmark: The benchmark is the publication of the updated Manuscript App on the respective App sites/stores.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This update has been published and is currently available via the App store.	We were able to stay on track with the project overall and have had a very solid resulting product come forth.	What remains is some more advertising about this wonderful App.

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.

Center for New Testament Textual Studies

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The goal was reached of \$40,000 in gifts and grants.	This has been a very good year for raising funds for the CNTTS, with a bit over the \$40,000 goal being realized.	With some new projects on the horizon, more funds will need to be raised in the coming years.

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

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

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

Global Missions Center

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

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

Rationale: Increase the number of mission trip opportunities.

Alignment: This aligns with the mission of NOBTS in preparing servants to proclaim His truth and fulfill His mission. Missions is a core value of NOBTS.

Strategy 1: Provide 4-8 mission trip opportunities for students with at least half of those being international. Additionally, gospel and disciple-making training provided for each trip in conversation with each mission partner to ensure effective cross-cultural ministry.

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

Benchmark: 100* student participants on mission trips. Record gospel conversations and relevant ministry data associated with each trip.

*Assuming no pandemic

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<ul style="list-style-type: none"> • 1 Mission trip to Central Asia • 1 Mission trip to Italy • 20 Students participated on mission trips 	<p>We were still adjusting to the global pandemic, and it was also a time of transition in the Global Mission Center and for the new mission trip framework.</p>	<p>Offer more mission trips and lead more students to participate</p>

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

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

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

Global Missions Center

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<ul style="list-style-type: none"> • 3 Trips: Italy, Central Asia & Nehemiah Teams • 75% of trips were working with NOBTS graduates • 100% of trips were partnered with IMB 	Due to the global pandemic, and the Global Mission center going through a transition and revamping, we had a strong start for mission trips and student participation.	Continue to cultivate mission trip opportunities with the IMB and NOBTS field personnel

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

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

Alignment: This aligns with the mission of NOBTS in preparing servants to proclaim His truth and fulfill His mission. Missions is a core value of NOBTS.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Had 2 or more recruiting opportunities each month, and fulfilled the benchmark	We participated in every preview day, met students throughout the year, and connected with the New Orleans Baptist Association.	Continue to build on the foundation

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

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

Global Missions Center

Benchmark: Establish 3 core partners for NOBTS students to gain cross-cultural experience while on campus.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<ul style="list-style-type: none"> • Hosted 6 interest & training events highlighting cross-cultural ministry in NOLA and beyond • Deepened partnership with Port Ministry, local church planters, and IMB students 	<p>This was a good foundation and start to helping our student’s ministry and find opportunities to minister cross-culturally.</p>	<p>Continue to develop cross-cultural opportunities in New Orleans with our students.</p>

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

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

Alignment: This aligns with the mission of NOBTS in preparing servants to walk with Christ and fulfill His mission. Missions is a core value of NOBTS.

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

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

Benchmark: 3 events each semester related to raising global awareness and providing avenues for students to pray for global missions.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<ul style="list-style-type: none"> • Started weekly missional prayer moments in Chapel. 	<p>Due to Ida, there were not as many opportunities to host events but we were able to do more in the spring.</p>	<p>With the opening of the GMC, we will continue to think strategically about prayer opportunities and creating an ethos for</p>

Global Missions Center

<ul style="list-style-type: none"> • Had 2 events in the fall and 4 in the spring. 		praying for missions for the students.
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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.

An increased budget for the Global Missions Center is in line with the opening of a larger Global Missions Center, new personnel, and a renewed emphasis to increase global missions fervor and participation in line with the NOBTS mission statement.

Institute for Faith and the Public Square

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

Outcome 1: Host a Successful Annual Conference

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
There were no negative responses	Board members are pleased with the quality of speakers	Continue pursuing quality speakers. Our reputation now has people seeking us out

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
83	Attendance was close to the minimum goal. The initial fall 2021 conference date was moved to spring 2022 which put it close to Mardi Gras, prohibiting the FBI speaker from attending at the last minute.	Set dates for future conferences 9-12 months in advance

Institute for Faith and the Public Square

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Raised less than \$100	With a healthy reserve of funds and a very low cost conference, there was no need to raise additional funds, which allowed primary donors to support other NOBTS endeavors	Monitor costs for upcoming conferences

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 made to the website.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Planned redesign did not happen	Hurricane Ida interfered with secretarial help for several months and disrupted focus from the Institute	Redesign and update the website

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Google analytics show there were	Interest remains high for resources related to Religious Liberty. Engaging, relevant topics	Continue selecting relevant, timely topics

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1300 unique users, an increase of 18.1% over last year	attracts people to the site	
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Outcome 3: Increase Participation in Project 219

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

Alignment: Core Value: Mission Focus

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
N/A	Initial contacts moving into fall 2021 were disrupted by Hurricane Ida. Other time commitments limited energy available for this project	Give higher priority to this project

Leavell Center for Evangelism and Church Health

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

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

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

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

Strategy 1: Conduct a Demographics Seminar during the Spring 2022 semester to inform and equip students, pastors, and other church leaders in the utilization of demographics for evangelistic strategy and outreach to their communities.

Measure: Number of people participating in the Seminar

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Demographics Seminar was not conducted.	Due to scheduling conflicts during the Spring 2022 semester and because the offices and the entire operations of the Leavell Center were moved from the Leavell Center building to another location during that same time frame, the seminar had to be postponed to a later date.	The Demographics Seminar will be rescheduled for the Spring 2023 semester.

Leavell Center for Evangelism and Church Health

Strategy 2: Conduct an Evangelistic Outreach Project to the community during the Spring 2022 semester.

Measure: Number of students and faculty participating in the Project

Benchmark: The goal is to see a total of 50 students and faculty participating.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Evangelistic Outreach Project was not conducted.	The Evangelistic Outreach Project originally was to be conducted in conjunction with a campus-wide Serve Day during the Spring 2022 semester. Because Serve Day was rescheduled for the Fall 2022 semester, the Evangelistic Outreach Project also was rescheduled to coincide with the campus-wide Serve Day.	The Evangelistic Outreach Project will be rescheduled to be held in conjunction with Serve Day during the Fall 2022 semester.

Strategy 3: Partner with a local church to take students into the 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: 5 participants, 100 Gospel conversations, 20 prospects, 10 salvation decisions

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
9 participants, 85 Gospel conversations, 6 prospects, and 7 salvation decisions	Due to COVID, rather than doing door to door evangelism, the participants engaged in street witnessing at bus stops on Chef Menteur Hwy and on area college campuses. There were more participants but fewer Gospel conversations. However, the same amount of prospects for the local church were discovered and more salvation decisions were made.	1 more participant, 65 less Gospel conversations, same number of prospects and 3 more salvation decisions than last academic year. As a result the Benchmark for participants was exceeded by 4 while none of the other Benchmarks were achieved.

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

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

Leavell Center for Evangelism and Church Health

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

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

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

Measure: Number of Demographic Reports developed

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A total of 88 Demographic Reports were provided through the Leavell Center.	Due to the departure of Dr. Bill Day, Associate Director of the Leavell Center for Evangelism and Church Health, the Leavell Center was no longer able to provide Demographic Reports for two years. Beginning in July 2021, the seminary contracted with Dr. Josh Dryer, a Demographic Specialist, to provide Demographic Reports through the Leavell Center once again.	Even though the Benchmark of providing 100 Demographic Reports was not reached, the number of Demographic Reports steadily increased in 2022 as word began to spread that the Leavell Center has resumed providing Demographic Reports.

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

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

N/A

Leeke Magee Christian Counseling Center

Unit Purpose Statement:

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

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

Outcome 1: Training

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

Alignment: NOBTS Core Value of Characteristic Excellence.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
98%	Benchmark goal met by incorporating counseling skills practice in supervision.	None at this time

Outcome 2: Counseling

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

Leeke Magee Christian Counseling Center

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	Benchmark goal met by assessing and addressing levels of rapport in supervision using recordings of counseling sessions.	None at this time

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

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

N/A

Youth Ministry Institute

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

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

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

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

Strategy 1: Interact with youth ministers, NOBTS students, and Baptist State Conventions, attending the 2022 Southeast Youth Ministry Conclave to network with potential attendees and potential leaders.

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

Benchmark: 40 contacts and 10 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
40+ Contacts (650 Impressions) The Enlistment office counts impressions as an opportunity to get NOBTS in front of an audience either verbally or visually 4 Students took the course	It was great to be back at Conclave. The number of overall participants was still down from previous years (lingering impacts of Covid-19). But we had great conversations with potential students.	Continue to offer the course for graduate and doctoral students.

Youth Ministry Institute

Strategy 2: YMI staff created a graduate syllabus for a for-credit, NOBTS DMin seminar that incorporates the attendance at the 2022 Youth Specialties National Youth Workers Conference. The course was added to the ProDoc course schedule for Winter 2021.

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

Benchmark: 3 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Conference was canceled	Youth Specialties is retooling their conference in conjunction with the Orange Conference and Download Youth Ministry.	Consider a seminar that incorporates attendance at the new conference

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

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

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

Strategy 1: The YMI staff received the Lenaz Grant to fund research on the effective integration of adolescents into the local church after high school. The grant funds have allowed Dr. Odom to develop an instrument to assess how well youth leaders integrate students into the life of the church.

Measure: Administer phase three of the research project that involves development of an online assessment tool for youth leaders called the Youth Ministry Arenas Assessment.

Benchmark: 200 individuals taking the online assessment

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
601	Phase three of the project concluded with the development of an online assessment tool for youth leaders. The YMA assessment is now available at ymarenas.com. It is an effective means of evaluating youth ministry success.	Continue to promote the YMA at conferences and on social media

Strategy 2: Develop a “Ministry Team” version of the Youth Ministry Arenas Assessment for youth ministry staff members.

Youth Ministry Institute

Measure: Online Team version of the Youth Ministry Arenas Assessment.: *the assessment will be available online at ymarenas.com*

Benchmark: 5 churches participating in the team assessment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1	The YMA Team Assessment is still in development.	Continue with development and testing of the team assessment

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

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

N/A

Leavell College

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

Outcome 1: Evaluate the Need for Separate BA Program-Specific Assessments

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

Alignment: Leavell College Unit Purpose Statement

Strategy: Review the SACSCOC degree program assessment policy to determine if individual, unique assessments are required for BA program majors.

Measure: Request that the Leavell College Assessment Committee (LCAC) review the SACSCOC degree program assessment policy and determine if individual, unique assessments are required for our BA majors.

Benchmark: The SACSCOC policy will be reviewed and determination made by the LCAC who, in turn, will bring before the LC faculty for their information and action, as required.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>100% Completed</p> <p>The LCAC found the following information: Per the SACSCOC Resource Manual, page 167, “An educational program is a coherent set of courses leading to a credential (degree, diploma, or certificate) awarded by the institution.”</p>	<ul style="list-style-type: none"> • The reviewers of our SACSCOC 5th-year report accepted our explanation as to why we don’t assess each major, and the school did not get “dinged” on that issue. • Discussion with Larry Earvin after receiving the SACSCOC Action Letter: “If you give a credential, it’s a program.” • If we followed the letter of the law with SACSCOC and removed the 30-hour Gen Ed core before calculating the percentage of the degree that is the major, then we probably would have been dinged. • We are not doing anything specific to any of our majors to assess the effectiveness of our majors, so it would make sense to assess them separately. • With the completion of the curriculum revision, we will have to assess each 	<p>As the curriculum is revised and approved, each major will have to create a specific assessment plan in conjunction with the IE office.</p> <p>Also, with the transition in the Leavell College administration, the LCAC will need to change members from Drs. Strong, Vandercook, and McGehee to Drs. Wilton, Doughty, and Vandercook.</p>

Leavell College

<p>Also, on p. 68 (Standard 8.2), the manual indicates that “a degree with a defined major is clearly a program.” Note, however, that we have an email thread from Dr. Larry Earvin, our SACSCOC VP, that we would be ok to assess our majors as one BA</p>	<p>major separately anyway.</p>	<p>**at our LC QIR meeting on 8/5/22, the LC faculty voted to approve Drs. Wilton, Doughty, and Vandercook as the new LCAC.</p>
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<p>Outcome 2: Create and Pilot the BA Entrance/Exit Exam - Program-Specific Questions to Address the Individual Majors</p>
<p>Rationale: Provide a direct measure to assess the student learning outcomes in relation to Leavell College’s individual majors.</p>
<p>Alignment: Leavell College Unit Purpose Statement</p>

Strategy 1: Create a Leavell College task force to draft a separate BA Entrance/Exit Exam—Program-Specific Questions for each one of our majors (specifically, Biblical Studies, MDiv Track, Pastoral Ministry, Psychology and Counseling, Worldview and Apologetics, and Women’s Ministry).

Measure: BA Entrance/Exit Exam for the following majors: Biblical Studies, MDiv Track, Pastoral Ministry, Psychology and Counseling, Worldview and Apologetics, and Women’s Ministry).

Benchmark: 100% of the Entrance/Exit Exams will be created for each of the majors noted in the measure (above). The new exams will be brought before the LC faculty for review, approval, and adoption.

Results	Reflection on Results	Improvement
<p>Not accomplished. The Task Force was never created.</p>	<p>With changes in the LC administration, with Dr. Vandercook on sabbatical in the spring, with Dr. McGehee moving, and with the coming undergraduate curriculum revision, this outcome dropped off the radar.</p>	<p>Once the new curriculum has been approved, we should create the task forces and write major-specific questions.</p>

Strategy 2: Review the current (1) BA Entrance/Exit Exam and the (2) BA Music Entrance/Exit Exam, revising as necessary to stand alone as a (1) BA with a major in

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Christian Ministry Exam, (2) BA in Music with an Emphasis in Worship and (3) BA with a Worship Ministry major Exam.

Measure: Program-specific Entrance/Exit Exam for the following majors: Christian Ministry, Music with an Emphasis in Worship, and Worship Ministry major.

Benchmark: 100% of the Entrance/Exit Exams will be reviewed and revised for each of the majors noted in the measure (above). The revised exams will be brought before the LC faculty for review, approval, and adoption.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This strategy is 2/3 complete. We already had program specific questions for the BACM and the BAM. We never created any for the BA in Worship Ministry.	With changes in the LC administration, with Dr. Vandercook on sabbatical in the spring, with Dr. McGehee moving, and with the coming undergraduate curriculum revision, this outcome dropped off the radar.	Once the new curriculum has been approved, we should create the task force and write major-specific questions for the BA in Worship Ministry.

Strategy 3: Pilot the separate program-specific Entrance/Exit Exams during the Fall 2022 term.

Measure: Pilot of the newly adopted BA Entrance/Exit Exams for the specific majors, as applicable, during the Fall 2022 term.

Benchmark: 100% of the BA Entrance/Exit Exams for the specific majors, as applicable, will be piloted.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not accomplished in part or in whole	With changes in the LC administration, with Dr. Vandercook on sabbatical in the spring, with Dr. McGehee moving, and with the coming undergraduate curriculum revision, this outcome dropped off the radar. Since the questions were never created (strategies 1 and 2), we could not deploy them to students.	Once the new curriculum has been approved, and the task force should members write the major-specific questions, we will deploy them to incoming and graduating students.

Outcome 3: Create the AA Entrance/Exit Exam – Program-Specific Questions

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Rationale: Create the program-specific Entrance/Exit Exam for the Leavell College Associate of Arts program.

Alignment: Leavell College Unit Purpose Statement

Strategy 1: Continue effort from the 2020-2021 QIR by finalizing and administering an AA Entrance/Exit Exam, which will consist of program-specific questions to highlight our Program Student Learning Outcomes (Biblical Interpretation, Service and Leadership, and Historical and Theological).

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% accomplished	We decided to use the same questions as the current BACM questions but require a lower benchmark.	As the new curriculum is approved, these questions may change if the BACM questions change.

Strategy 2: Pilot the AA Exit Exam to graduating students in the spring 2022 semester.

Measure: Pilot of the newly adopted AA Entrance/Exit Exam to spring 2022 AA graduates.

Benchmark: 90% of the AA Spring 2022 graduates will participate in the program-specific exit exam.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50% Complete Only 3 of 6 graduating AA students completed the exit exam.	3 on-campus AA grads completed the test. Two others signed up to take it online but never took it. One student never responded to the request to take the test.	<ul style="list-style-type: none"> • Explore ways to incentive students to take the test. • Put the exit exam in a required course so students have to take it. • Send email to AA grads as soon as graduation application has closed. Email students again at the mid-semester point with instructions on how to sign up with IE for the exit exam. • Set up a longer window

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		of time for students to take the test.
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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.

Software program that is suitable for the dissemination of the program-specific exams as well as automatically calculating the results. (Presently done by hand.)

Academic Services

Dean of Students

Unit Purpose Statement: The Student Services/Student Life 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 mission statement and core values of NOBTS and Leavell College.

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

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

Benchmark: 10 academic/service oriented programs.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
15 events and 6 study hours/per week during the semester	Targeted events of this nature stem from the Leavell College House System, other student organizations, and collaboration with the Office of Student Success.	We had 5 more events than the number set as the benchmark.

Strategy 2: Develop a one-stop-shop course shell for all students with pertinent resources for student services and student success.

Measure: The percentage of active students enrolled in the new student services/student success course shell.

Benchmark: 100% of active students enrolled in the new student services/student success course shell.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This did not happen.	Changes within institutional strategy for retention and student information systems eliminated the need for this goal last year.	We did not achieve the benchmark.

Outcome 2: Help NOBTS students, faculty, and staff develop and maintain a healthy and active lifestyle.

Dean of Students

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

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

Strategy 1: Update current REC Equipment and Facilities.

Measure: The number of equipment and facilities updated.

Benchmark: 3 equipment and facility updates.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3 purchases or facility updates	Purchases: CrossFit equipment. Upgrades: Roof repairs, electrical repairs to improved lighting and power supply	We achieved the benchmark.

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

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

Benchmark: Increase yearly usage of the REC by 1,000 check-ins. From August 1, 2020 to July 31, 2021 the REC had 5,113 check-ins.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
9,343 check-ins	The sharp increase is largely due to the return of pre-pandemic events and schedules without COVID-19 restrictions.	We exceeded our benchmark by more than 3,000 check-ins.

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

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

1. N/A

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

Library

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

Outcome 1: Increase collection of eBook resources

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

Alignment: 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 2021 EbscoHost Religion and Academic eBook Collections – The EBSCO annual collection report is in the annual report from the Director of Technical Services.

Benchmark: I Increase the net EbscoHost Religion and Academic eBook Collections by 500 titles. – Increase the net EbscoHost Religion and Academic eBook Collections by 150 titles annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Religion and Academic Collections in 2021 were unchanged from the previous year. Apparently, Ebscohost has decided, to cap these two databases at 9,300 and 210,000 respectively due to inflation.	In early 2022, several thousand dollars was authorized for purchasing significant eBook holdings.	No improvement.

Library

Outcome 2: Process the significant backlog of archival collections

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the last year, 20 ft. of the Kelley collection was processed. In addition, well over 100 Leavell Collection artifacts were stored in newly made archival boxes.	Erin Marsh continues to outperform all expectations. We are blessed to have her.	The Kelley collect now 50% complete. The new Leavell Legacy Room was completed May 2022.

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.

Library

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

Measure: 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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
6.20 (Q# 15) and 6.11 (Q# 54)	A slight decrease in both categories from the previous year (6.16/5.92).	The results are plus .04 and .19 compared to last year. The results show only a small 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.

Dr. Grubbs continues to support me and the staff in every way possible. His assistance with maximizing the library budget is especially appreciated.

Media Services

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

Outcome 1: Upgrade media equipping in Leavell Chapel.

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

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

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

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

Benchmark: We would see the installation of the new equipment with no lapse in production services. The equipment installed would allow for simultaneous manipulation of audio for both the Chapel sound reinforcement system and the livestream broadcast by two separate operators.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Accomplished. This summer we saw the integration of new audio components to the sound reinforcement system in our chapel building. These upgrades came with no disruption to production of chapel services and on campus conferencing events.	The integration of this new technology has been successful on both personnel and technical standpoints.	It is important that the team continues to be trained on the new equipment, to use it to its full potential. It is also vital that we continue to cross train employees on different elements of the A/V systems.

Media Services

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

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

Benchmark: By January, this team should be regularly producing the weekly chapel services.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We have built out a team of seven individuals. We were at eight but had a team member transition.	In building the team we found that some positions could be filled with volunteers. Three of the positions are held by volunteers currently.	We are still seeking to fill the final position. We hope to have it filled by this spring.

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

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

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

Strategy 1: The media team will clean up and clean out the studio for future renovations.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
At our high mark 75% of the studio was cleaned out. Since then, other departments have cleaned out their storage areas moving materials	Even missing this benchmark, we were able to provide space for other departments. This shows continued growth and improvement.	We would still like to see the benchmark of 80% usable space achieved.

Media Services

into our storage space. We currently sit at 40% storage and 60% usable space.		
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Strategy 2: We will seek to research and develop a long-term proposal for the space.

Measure: We will develop a design of a studio design which will serve as a proposal to the administration for the best use of the space.

Benchmark: The design will act as the benchmark for this strategy.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A General proposal was developed and presented to administration. The proposal was tabled due to lack of current funding.	The process for developing this design was helpful for the department. It has further educated department personnel on current products and equipment for studio use. It also provided inspiration for better utilization of current resources.	none

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

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

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

Enrollment Management

Admissions

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

Outcome 1: Increase Prospective Students Visits to Campus

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

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

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

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

Benchmark: The goal for visits the 2021-2022 academic year will be 700 prospective student visitors (400 Grad, 275 LC, 25 Doctoral). Last year’s result was 661 (377 Grad, 277 LC, 7 Doctoral) prospective student visitors.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100 LC, 328 Graduate, 5 Doctoral	Did not meet the goal. Campus tours were low.	More multichannel personal invites, create giveaways to draw attendees

Outcome 2: Increase Prospective student inquiries

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

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

Strategy: In addition to increasing the effectiveness of recruiting trips, Admissions is implementing a new web-based inquiry collection system which will increase the capability to collect and respond to inquiry requests.

Admissions

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

Benchmark: The goal for prospective student inquiry forms for the 2021-2022 academic year is 3000 inquiries (LC=900, Grad=1700, Doctoral=400). Last year's result was 2961 inquiries (LC=886, Grad=1700, Doctoral=375).

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

Outcome 3: Increase the number of admitted students

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

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

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

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

Benchmark: The goal for admitted students for the 2021-2022 academic year is 600 (LC=180, Grad=420). Last year's result was 590 admits (LC=148, Grad=442).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Grad = 426, LC = 138, Total = 564	Did not meet the goal of 600. We are hoping that new implementations and follow up will increase this in the future.	Increase and creation of follow up to walk applicants through completion of admittance process. Sending personalized emails, notes, and acceptance boxes.

Admissions

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

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

Utilizing our new software will allow the Admission's Office to be more strategic with our budget through travel and promotion. As we increase our recruiting and admitting, our budget will need to increase to keep up with the new avenues and leads where we can be with prospective students.

Registrar

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

Outcome 1: Evaluation of Application Process

Rationale: The Dean of Academic Records and Registrar's Office has converted the new Student Information System (SIS). The opportunity to hire another full-time employee to learn the system.

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

Strategy: Finding a second person who can become as knowledgeable about the SIS so that we can keep the continuity in the Registrar's Office when our one person is not in the office.

Measure: This person would have to be somewhat knowledgeable with the SIS so they can enhance the services of the Registrar's Office.

Benchmark: The person who is now the "go to" person is willing and able to teach a new person coming in the SIS.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Assistant and Associate Registrars are knowledgeable of the SIS.	Both assistant registrars and the associate registrar are knowledgeable in the day-to-day workings of the SIS in addition to the Registrar. While report building and technical troubleshooting still will come from ITC and the Registrar, progress has been made.	Continue in the "ownership" of the SIS by the Registrar Staff.

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 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 and one (1) academic advisor for Leavell College. The academic advisors would be trained and also have experience because they will be students or former graduates of New Orleans Baptist Theological Seminary and Leavell College. Because of the different degree

Registrar

programs and specializations, academic advisors would be familiar with degree requirements by being able to interpret the catalog and the different degree plans.

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

Strategy: To enlist academic advisors who are familiar with the new degree programs and the teaching out of degrees that will no longer exist.

Measure: Having academic advisors that are very familiar with the catalog, new degrees being offered and degrees that are being taught out.

Benchmark: Because of the changes that are occurring in the degrees, having one (1) new academic advisor trained by June 1, 2022.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We have hired two additional part-time advisors	Advisors were hired beginning the 2023 Academic Year, and they will begin training over this semester.	Continue to develop advisors and equip them for multiple program-level questions.

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 student body increases through the tremendous efforts of recruiting the funds will be available to increase the personnel in the Registrar's Office.

Student Success

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

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

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No distinct areas identified	The hurricane, restricting of the Registrar's Office, and the implementation of new software inhibited progress on this benchmark.	Continued investigation of the data to identify areas of improvement.

Outcome 2: Create student degree plans and course offering documents for the revised Masters curriculums.

Rationale: The creation of the Enrollment Division seeks to create improvements in the areas of enrollment including student retention, progression, and completion.

Student Success

Student Success is a priority for institutional administration and necessary in completing the mission of the institution. Student advising assists the institution in serving and preparing students.

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

Strategy: Work with the Graduate Dean and Divisional Associate Deans in order to create desired degree completion plans for our revised program curriculums (MDiv) and course offering schedules for masters level students.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
1 general curriculum has been created and sent to the Dean's Office	The hurricane and implementation of the curriculum changes did stall progress, but we have created a proposed degree pathway template for review of the Dean.	Continue to develop the degree pathway template for different entry points and delivery formats.

Financial Aid

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

Outcome: Educate and equip students to adequately manage their finances.
Rationale: To see financial stress alleviated in the lives of seminary students so they will be able to focus on serving the kingdom of God.
Alignment: This outcome aligns with the core value of doctrinal integrity. We believe the Word of God, and we want our students to submit their whole lives, including their finances, to what the Word says.

Strategy 1: Facilitate His Part & Our Part group.

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

Benchmark: 70 students participating in His Part & Our Part groups across various formats.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
29 students participated in Fall 2021 - Spring 2022	Because of new employees taking the position, advertisement methods likely changed.	<ul style="list-style-type: none"> – Have table/flyers at New Student Orientation. – Advertise in LSC atrium during beginning of school year. – Lean especially on flyers and verbal advertisement.

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

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

Benchmark: 40 individual meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2	There was no designated person with TruWealth for us to connect students with.	Now that we have a designated person, we can mention him and his contact information periodically in the HPOP classes.

Financial Aid

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.

Fortunately, we were able to secure funding for the His Part Our Part programs through the generous sponsorship and partnership with TruWealth Advisors allowing us to continue functioning at the same level of support as we did with the Lily Grant. If at any point we look to offer other delivery methods of this course, such as weekend workshops, we may need an increase in budget to help fund such programs.

Communications and Marketing

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

Outcome 1: Enhance Brand Communications and Marketing

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

Alignment: All communications and marketing efforts will be aligned with the seminary's mission statement, core values, and Dr. Dew's four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2020-2021 academic year.

Strategy: Work with a marketing consultant to develop a communication and marketing improvement strategy.

Measure: The Communications and Marketing Office will measure success of Strategy 1 by the completion of the communications and marketing improvement plan and endorsement by the Grow Team and the Vice President of Business Administration.

Benchmark: Completing the communication and marketing improvement plan, the shared action plans, and shared assessment tools will be a monumental task; therefore, completion and endorsement will be the benchmark. In future years, measurable benchmarks will flow from the yearly action plans.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We established a relationship with IDD Agency and began to implement the strategy on an initial scale.	The primary work completed for this initiative was highlighting emphases for IDD to target through their support of our marketing initiatives. From this work, we developed three focus areas through which we tailor our new marketing initiatives: doctrinal fidelity, practical relevance, and community.	<ol style="list-style-type: none"> 1. We need to further tighten our own marketing initiatives concerning the three highlighted focus areas. 2. We need to provide more feedback/support to enhance IDD's initiatives done on our behalf.

Communications and Marketing

Outcome 2: Building Brand Trust

Rationale: Brand awareness is not enough to successfully draw and retain students and grow a base of engaged alumni. Brand trust is essential to make students and alumni ambassadors for the school. Building brand trust requires more time and interaction than building brand awareness.

Alignment: All social media posts and online articles will be aligned with the seminary’s mission statement, core values, and Dr. Dew’s four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2021-2022 academic year.

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

Measure: The number of followers alone cannot measure brand trust, however, it is a strong indicator of brand buy-in. The Office of Communications and Marketing will focus on raising the Twitter followership by 5-7 percent, Instagram by 25 percent, and Facebook by 4.25 percent in the 2021-2022 school year. The growth will be accomplished primarily through organic rather than paid means. Attention will be given to follower retention in order to protect the gains.

Benchmark: Target of 9,145-9,305 total Twitter followers and 6,000 total Instagram followers, and 32,000 Facebook followers.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Total Twitter following: 9,433	We exceeded our goal for Twitter but did not reach our intended goals for Instagram or Facebook.	1. We have diversified the mode of our social media content to appeal to more audiences; however, we can do this even more to try and increase retention. 2. Take better advantage of big events (Preview Day, Conferences, etc.) for large bursts of social media gains.
Total Instagram following: 5,703	Instagram growth: 22%	
Total Facebook following: 31,670	Facebook growth: 3.25% One of our biggest issues is not gaining new followers but retaining them.	

Strategy 2: Continue producing and improving the “Current” email newsletter – The Office of Communications and Marketing will create 10 issues during 2021-2022. The email newsletter is sent to two segments (1) students and main campus faculty and staff; and (2) alumni and donors. This year Communications will increase collaboration with the Office of

Communications and Marketing

Alumni Engagement to provide additional tailored content for the alumni segment to boost alumni open rates.

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

Benchmark: Produce 10 issues. Generate an overall open rate of 35% and an overall click rate of 4% (within the opened emails).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Produced 10 issues 51% average open rate across student and alumni issues 4.16% click rate across student and alumni issues	We met or exceeded all benchmarks	1 Increase Current's recognizability

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.

Significant investment will be needed to grow social media at any higher rate than our current growth. A part-time social media assistant could help us build the Leavell College social media and provide additional content for our main social media stream. A highly-qualified videographer is needed to supply additional content as well. Funding would also help drive non-organic growth through more aggressive promotion on Twitter.

Business Affairs

Human Resources

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

Outcome: Improve Processes to minimize institutional risk

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
For the 21-22 academic year, 93.44% of payroll changes were completed by employees	The biggest factor that kept us from reaching our goal was being displaced because of Hurricane Ida. We had to process our payroll remotely. We continued to pay our employees that were not able to clock in which dramatically increased the number of changes made by HR staff.	We are continuing to look for ways to increase efficiency of employee changes. We look to improve by around 4% in the following year.

Business Office

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

Outcome: Improve Processes to minimize institutional risk

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

Alignment: This outcome aligns with 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. Directions on new systems should be incorporated in all employee manuals (student information software, new payment platforms, employee time system).

Measure: Meet with employees to review manuals and discuss processes – There will be a meeting with each employee to review manuals to ensure that they are up to date with current processes performed by each employee. There will also be discussion about the impact of new systems on employee procedures.

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>
100% completed	A meeting with each employee to discuss and review the specific job manual and processes occurred throughout the year.	Now that each positions’ manual has been updated, we can begin making sure the manuals are also in a digital format for safekeeping.

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

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

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

Business Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
58% of employees are cross-trained	Due to a high volume of turnover, only 58% of Business Office employees are currently cross-trained in two or more positions.	Continue pushing this metric to 100% while the office is fully staffed.

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 health care and health awareness for NOBTS students, faculty, staff, and their families

Rationale: The Clinic strives to be a valuable resource for 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>
Met 30% of goal.	The campus clinic was closed permanently on 12/31/21, so it was only in operation for five months of the academic year.	N/A

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 50% of goal.	Due to the nationwide labor shortage, we were only able to reopen two classrooms in the academic year 2021-2022. We reopened the non-mobile infant classroom in December 2021, and the older ones classroom in April 2022.	We plan to open the other two classrooms in academic year 2022-2023.

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

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

Early Learning Center

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	Due to labor shortage, we were unable to move up to the next classification. We maintained our current classification. We continue to model healthy behaviors and have no screen time for the children. We promote health and wellness for our staff and students.	We will continue to work towards obtaining a level 1 WellSpot distinction in the next 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

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 this goal.	With high turnover in the 21-22 academic year, it is important for us to continue to make sure every employee is trained on 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: The Post Office will begin accepting credit cards in the 21-22 year. This will be much more convenient for customers who do not carry cash or checks.

Measure: Implementation of credit card system will be completed in the 21-22 academic year.

Benchmark: Credit Card implementation will be 100% complete.

Post Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 100% of this goal.	We installed a new Square register system and now take credit cards.	Between ten and thirty percent of our daily transactions are card based. Our customers are appreciative of the convenience of our expanded service options.

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

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

N/A

Providence Guest House

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

Outcome: Provide great service at Providence Guest House.

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We were able to meet 100% of our goal	While we met our goal for the year, we have a number of rooms that we will continue to renovate as funds are available.	We aim to increase the number of renovated rooms next year by 20%

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

Information Technology Center

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

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

Rationale: Faculty training is necessary to assist in utilizing the functionality of the new 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: Offer 3 faculty trainings related to the NOBTS Learning Management System.

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

Benchmark: Attendance goal of 30 faculty members and a positive training feedback score of 80%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Over 40 faculty trainings were offered. Most of the trainings had 30 + faculty members in attendance. The training feedback score was 81.25%.	This was a large-scale project to retrain faculty on the new LMS system. Training services on a wide variety of topics were offered. Faculty had many opportunities to learn the system and there was a positive feedback score higher than anticipated.	After the 1 st semester of using the new LMS more advanced training will be needed.

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

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

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

Information Technology Center

Strategy: Upgrade NOBTS_PUBLIC/NOBTS_CAMPUS network equipment for better end user experience.

Measure: Improve the internet speed (upload & download) tests results by 50%.

Benchmark: Industry standards state that good download speed is 25 Mbps and good upload speed is at least 3 Mbps. NOBTS is already above that benchmark but we are looking to improve current speeds with this upgrade.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The NOBTS_Campus network upgrade was completed. The download speeds were improved from 25 to 302 and the upload speeds were improved from 50 to 330.	The improvement of speed calculates to be an increase of over 1000% for download speeds & over 560% increase for upload speeds.	The upgraded equipment has improved the experience for users tremendously. A larger area of coverage resulted as well as the speed of the network.

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 Firewall on the NOBTS_PUBLIC/NOBTS_CAMPUS network and implement a VLAN strategy.

Measure: The upgrade and new VLAN configuration should provide increased security of the network by segmenting and layering the network.

Benchmark: Improving security by adding 4 VLANs to the Network configuration.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The firewall for the NOBTS_Campus network was replaced/updated to a newer model and allowed us to address some Cybersecurity	The upgraded Firewall allowed us to improve the protection of the network overall. Older devices will need to be identified and replaced before the VLAN can be implemented.	The implementation of the VLAN will need to be rescheduled to another time.

Information Technology Center

issues. Unfortunately, the VLAN was unable to be implemented due to limitations of some older equipment on 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: Research and migrate to cloud based phone system.

Measure: Successful migration of current phone system to cloud based system, improving uptime by 25%, phone system personnel costs by 50%, and achieving an end user satisfaction rating of 85%.

Benchmark: The industry standard uptime for cloud phone systems is 99.9999%.

Results	Reflection on Results	Improvement
In March of 2022 we successfully migrated the voice communications system from on premise to the Nextiva Cloud service. Uptime was improved, Staff resources were a more customer focused support system.	The on-site technical support demand has been reduced 50% since the servers/service no longer resides on campus. Telecom Staff support the handsets only. Survey feedback indicates a satisfaction rating of 86.4 with the new system.	More training and further implementation of the new tools Nextiva offers will be scheduled for the Fall of 2022.

Information Technology Center

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

Institutional Advancement

Institutional Advancement Office

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

Outcome 1: Providence Fund (Annual Fund)

Rationale: The Providence Fund will meet the annual goal of \$1,200,000.

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

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

Measure: We will use the donor appeal rates goal attainment rates to measure our effectiveness.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$1,218,555	Pleased to have met the financial goal	Donor response was up 15.2%

Strategy 2: Focus on Giving Tuesday, starting a program with social influencers to raise \$250,000, in November, 2021. We have for the first time \$100,000, as a matching goal.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$273,000	Pleased to have met the financial goal	Refine the social media strategy

Outcome 2: Increase Donor Retention

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

Alignment: Strategic Plan – 4e

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

Institutional Advancement Office

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

Benchmark: Donor retention rate of 60%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
60%	We met the benchmark, but did not meet the goal. Inflation appeared to be a major factor, data shows that we lost nearly all of the donors that gave under \$100 in the previous year.	We need to improve in this area. Increase segmentation in direct mail appeals.

Outcome 3: Increase DeMent Society Estate Gifts

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

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

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

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

Benchmark: Add five new DeMent Society members.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
17 new members	Pleased to have met the goal	We need to get a copy of estate plans.

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 need an additional vehicle and additional staffing.

Institutional Strategies

Alumni Engagement

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

Outcome 1: Strengthen connections between alumni and the institution.

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

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

Strategy 1: Alumni Association – We developed and launched the Alumni Association to keep our alumni resourced with benefits that are designed to help them serve their locals churches and fulfill the Great Commission.

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

Benchmark: 340 total memberships, 175 new memberships.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We have over 400 current memberships.	Getting people to sign up when initially hearing about the association continued to be productive. Our retention rates are the harder sell. Adding some “free”/easy perks for members could help retention.	Start monthly webinars for association members only. Promoting this to non-members and expired members will hopefully lead to increased growth.

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

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

Benchmark: 500 total national attendees. 400 total regional attendees.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
468 attended	Travel costs drastically impacted attendance at	Most of our state

Alumni Engagement

state conventions. About 400 came to the national meeting	the luncheon in Anaheim, dropping us below our initial goal.	convention events will stay the same but we are changing it up in GA with a panel discussion this year.
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Outcome 2: Expand participation among alumni supporting their alma mater

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

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

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

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

Benchmark: 340 total memberships

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Over 400 current members.	A large percentage of our alumni still do not know about the association. As we grow that awareness and offer more exclusive perks to members, we hope to see our total memberships increase.	Goal is to exceed 500 current memberships at the end of FY.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2.63% hard and 5.41% soft	Working with IA to make sure we are telling our story well and inspiring people to contribute continues to be key.	We will continue to work with IA to increase those numbers.

Alumni Engagement

Budget Implications: How do the desired outcomes inform your area's future budget requests?
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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.
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<i>N/A</i>

Church-Minister Relations

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

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

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Comms team was consistently provided with the updated list of job openings to update the webpage for the Gatekeeper/This Week email.	Most of the CMR connections were with churches. Our alumni have a good understanding of the CMR office so they don't need to be informed. We had a steady flow of new student registrations throughout the year. Students and churches mainly use us as a job board at this time, though. Almost all of the people who contact us just need help posting a job. We need to get more pulpit supply rotations going.	Connect with local churches through DOMs/AMSs to become more of a resource to churches in our area.