

NOBTS and Leavell College Strategic Plan 2024-2029

Goal 1: Student Cultivation: Increase quality and quantity of graduating students.

- 1.1 Student Success: Move students from matriculation to graduation.¹
 - 1.1.1 Increase and maintain undergraduate fall *graduation* rates to 35%.
 - 1.1.2 Increase and maintain MDiv fall *graduation* rates to 60%.
 - 1.1.3 Increase and maintain MA fall *graduation* rates to 70%.
- 1.2 Spiritual Formation: Cultivate genuine devotion to Christ.
 - 1.2.1 Increase faculty, student, and staff in service activities to 1,000 by 2029.
 - 1.2.2 Increase and maintain student perception of spiritual growth to an average of 4.0 on a 5-point scale in the annual spiritual formation survey.²

Goal 2: Enrollment: Increase enrollment at a sustainable rate in strategic programs and delivery formats.

- 2.1 Residential: Increase residential enrollment.
 - 2.1.1 Increase campus residential credit hours for the undergraduate program by 2% year over year.
 - 2.1.2 Increase campus residential credit hours for master's level students by 2% year over year.
 - 2.1.3 Increase residential headcount in the doctoral program enrollment by 2% year over year.
- 2.2 Distance and Online: Increase mentoring and hybrid enrollment.
 - 2.2.1 Increase mentoring credit hour enrollment by 2% year over year.
 - 2.2.2 Increase one-time weekend hybrid enrollment by 2% year over year.

Goal 3. Financial Development: Operate from a position of financial strength by maximizing the generation of resources.

- 3.1 Providence Fund: Meet or exceed the Providence Fund goal.
 - 3.1.1 Reach the Providence Fund annual goal established by the Cabinet and approved by the Trustees.
 - 3.1.2 Increase membership within the Providence Society by adding ten members annually for the next five years.
- 3.2 Alumni Philanthropy: Increase alumni giving.
 - 3.2.1 Increase alumni financial engagement to 7%.
 - 3.2.2 Increase alumni association membership to 1500 by 2029.
- 3.3 Foundation Board: Increase impact of and membership in the Foundation Board.
 - 3.3.1 Reach the Giving Tuesday Matching Gift established by the Foundation Board.
 - 3.3.2 Increase the membership of the Foundation Board by adding ten members annually for the next five years.

¹ *Graduation rate* = students who completed the degree they started in 200% of the prescribed time

² See survey draft in Appendix A.

Appendix A

Spiritual Formation Survey—Draft

To be given every fall during the term check-in process.

Actions (1-Never, 2-Not Often, 3-Occasionally, 4-Often, 5-Regularly)

1. I take steps to engage my community (needy or marginalized people).
2. I share my faith with lost neighbors, coworkers, and family members.
3. I practice spiritual disciplines like prayer, Bible reading, study, community worship, and fasting.
4. The fruit of the Spirit (love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control) is more evident in how I treat others.
5. I am actively involved in a local church community.

Emotions (1-Strongly Disagree, 2-Disagree, 3-Neither Agree/Disagree, 4-Agree, 5-Strongly Agree)

1. I am content with serving others in ways that may never be seen or applauded.
2. I am more aware of my identity being found in Christ and the implications that has upon the way I view myself.
3. I have grown in my affection for Christ and in my intimacy with Him.
4. I am more aware of sin in life and quick to repent/confess sin.
5. I understand God's mercy towards me, and it leads me to forgive others who have wronged me.
6. I am more aware of the power of my words to both uplift and tear down others.

Approval Timeline:
Trustee Approval 4.17.24
Presented to Faculty 3.6.24
Presented to ALC 2.28.24
Cabinet Approval 2.1.24
Final draft compiled 1.19.24
Second Draft Submitted to IE 1.15.24
Cabinet Discussion 11.29.23
Faculty Focus Group 11.29.23
First Draft Submitted to IE 10.1.23
Cabinet Discussion 5.5.23
Exploration Committee Feb. 22. 2023