

Quality Improvement Report

**NOBTS Unit Assessment
2024-2025**



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 to Mission Statement and Strategic Plan: This Outcome supports the mission of the institution and the strategic plan in that the long-term financial well-being of NOBTS and Leavell College is dependent upon an increase in the donor base and the contributions of new and current donors.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Host donor events designed to cultivate new donors and encourage current donors to increase giving	1. Six to eight donor events during the 2024-2025 academic year.	1. The president hosted seven donor events through the academic year. Including four donor and friends event to cultivate new donors; the President's Christmas Dinner to thank and encourage current donors, and the NOBTS Foundation Board to encourage and strategize new donor opportunities. Additionally, the president participated in two overseas donor trips.	1. The events have been successful in cultivating new donors and current donors. A continuation of the strategy is appropriate.

President's Office

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

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

1. None

Provost's Office

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

Outcome: 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.

Alignment to Mission Statement/Strategic Plan: This outcome aligns well with the overall mission of the school and specifically aligns with the goal to increase mentoring and hybrid enrollment (strategic plan 2.2)

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase credit hours in the Prepare Here hybrids by at least ten percent.	1. In the 2023-24 academic year, we sold 1,059 credit hours in the Prepare Here hybrids. So, we hope to sell at least 1,165 hours.	1. In the 2024-25 academic year, we sold 1,218 credit hours in the Prepare Here hybrids. That represents a 15% increase in credit hours sold through this format.	1. The action plan from last year's QIR was to experiment with two separate weekends in 2024-25. Thus, last year was the first year we divided into two separate weekends as an attempt to offer more opportunity for growth in the hybrids. We are very pleased with the 15% increase last year in hybrid credit hours. We will continue with this approach this year and keep the target at 10% growth. Also, we have found students are responsive to

Provost's Office

<p>2. Increase credit hours in mentoring courses by at least ten percent.</p>	<p>2. In the 2023-24 academic year, we sold 1,346 credit hours in the mentoring format. So, we hope to sell at least 1,481 hours.</p>	<p>2. In the 2024-25 academic year, we sold 1,404 credit hours in the mentoring format. That represents a 4.3% increase.</p>	<p>giveaways, and will do this at each weekend in the coming year. We have added a hybrid fee to the student cost this year and will be using that to purchase some giveaway material.</p> <p>2. Unfortunately, we were not able to grow at the rate we hoped in the mentoring format last year. However, we are grateful for some progress in this format. During the October monthly dean meeting, I will be working with the graduate and undergraduate deans to discuss how we can grow this format more effectively in the coming year. At this point, the primary way to impact the numbers is working with the cycle of classes. This is a complex process because these classes can compete with both online and on-campus offerings. We will leave the 10% growth target in place.</p>
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Provost's Office

Outcome #2: Maintain Solid Relations with Accreditors.

Rationale: While maintaining accreditation is always an important part of what we do at NOBTS and Leavell College, the next two years are a crucial time in the accreditation cycle. The 10-year visit for SACSCOC is March 9-12, 2026, and the 10-year visit for ATS is November 9-12, 2026.

Alignment to Mission Statement/Strategic Plan: While the seminary's relationship to the accreditation bodies is not explicit in the mission statement or strategic plan, this goal relates to Goal 1 in the strategic plan "Increase quality and quantity of students" as well as the overall focus of the school. Accreditation is an important part of being able to do all that we do.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Update and verify all faculty files in the Provost's office by May 2025. 2. Complete a solid draft of the SACSCOC compliance report by May 2025.	1. By the end of May 2025, the administrative assistant in the Provost's office will report to the Provost progress on this goal. While much work has been done to maintain quality files for full-time faculty. Now is the time to be sure all of them are updated appropriately. 2. By the end of May 2025, Dr. Vandercook will have a draft of the compliance report which can then be edited and adjusted for our submission in September.	1. The administrative assistants in the Provost's office were able to update and verify all faculty files in the Provost's office by May 2025. This included updated CVs. While much of this material was already present, we were able to make sure it was easily accessible and locate anything that was missing. 2. We had a great year working on the SACSCOC compliance report, but we were not able to get the draft complete by May 2025. We had many aspects	1. This is a task that needed to be done, and the staff in the office was efficient in getting the work accomplished. Having these complete and ready to go equips us for the accreditation reports in the coming year and a half. 2. We are continuing to work on the compliance report until we submit it on September 8 th . We will also have continued work after the off-site report and

Provost's Office

<p>3. Complete QEP SLOs and assessment plan to send to our consultant by May 2025.</p>	<p>3. The QEP is a major part of the SACSCOC visit in March of 2026. We have a QEP committee working, but we need to be sure and get the SLOs and assessment plan developed by the end of the spring semester. This will give time to write the document and tweak as needed.</p>	<p>of the compliance report finished by December, but several parts were not completed by May. We had a completed draft closer to the end of summer. I think setting this ambitious goal was helpful in making the progress we did.</p> <p>3. The QEP committee worked hard all year, but we were not as far along as I had hoped. We were able to send the consultant the SLOs in May, but since we were not making as much progress as we wanted, we brought in Dr. Mark Tew to work as a consultant with the QEP team. He met with the team along with the assessment leaders and me to discuss the QEP on April 25th. The QEP team continues to work hard in anticipation of turning in a good QEP in January of 2026.</p>	<p>campus visit. The focus has broadened to include preparing for the ATS self-study while getting ready for the SACS visit in March of 2026. Having the draft done by the end of the summer has allowed us to have a consultant work through it, have multiple personnel check links, and to continue to work to improve the narrative.</p> <p>3. As we were working to complete the QEP, SACS announced that we would not be required to do one. I have worked with the QEP Committee to reimagine how we can do the work they imagined without the complexity of the QEP process. We hope to come up with a plan that can be implemented right away and expanded over the next few years.</p>
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Provost's Office

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

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

1. Increasing the number of credit hours through Prepare Here Weekends helps the seminary's FTE report and fuels cooperative program increases. Moving students from online to the hybrids is helpful in a variety of ways. In the same way, growing the Mentoring format is helpful for the seminary's FTE report. These classes count as on-campus for the SBC formula regardless of where the student is serving. We feel like this is a good model of delivery, so it makes sense to emphasize it. We did not anticipate budget requests, but after seeing that students were responsive to giveaways at the hybrid meetings, we added a hybrid fee to help cover the cost of doing this consistently.
2. As part of the QEP work, we included a place holder in this year's budget of \$50,000. The new task force will be working through whether or not all of this needs to be spent and how it might be used most effectively.

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 to Mission Statement/Strategic Plan: “prepare servants” (mission statement); “increase quality and quantity of graduating students” (strategic plan goal 1: assessment is critical in maintaining strong academic programming)

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<p>Measures</p> <p>1. The Compliance Certification Team will submit full drafts with documentation of their assigned standards by January 31, 2025.</p> <p>2. Complete new degree program, substantive change, and closure reports as needed.</p>	<p>1. 100% of writers will submit their full drafts with documentation by January 31, 2025.</p> <p>2. 100% of the reports submitted will be accepted by the relevant accrediting entities.</p>	<p>1. Not Met--Only 14.2% (1 of 7) submitted full drafts with documentation by the January 31 deadline. By the second deadline in April 2025, only 42.8% had submitted full drafts with documentation.</p> <p>2. Met--Submitted IPEDS, SACSCOC Institutional Profile, LAICU, and ATS ARF reports. Submitted and received approval for the following sub changes to SACSCOC:</p> <ul style="list-style-type: none"> ○ Doctor of Ministry: Program closure at NGA OCIS – 8/9/2024 [SC027595] ○ Master of Arts in Worship: Program closure at NGA OCIS 	<ul style="list-style-type: none"> • Note: not all of the measures for this outcome had an action plan. • Although the initial due dates were not met by most of the writing team, all drafts were submitted in time for the IE office to send a solid draft to two consultants for feedback. That feedback was given to writers, who revised and resubmitted narratives. Eventually, completed narratives for all standards were submitted in time for

Office of Institutional Effectiveness

<p>3. Revise the NOBTS substantive change policy to reflect our current context.</p>	<p>3. Submit a revised sub change policy to the AOC for review on the first AOC meeting of the spring semester.</p>	<p>– 8/9/2024 [SC027597]</p> <ul style="list-style-type: none"> ○ Graceville Extension Center, Graceville, FL: OCIS closure – 9/6/2024 [SC027940] ○ South Georgia Center, Albany, GA: OCIS closure – 9/6/2024 [SC027941] ○ Warren Baptist Church, Augusta, GA: OCIS closure – 9/6/2024 [SC027942] ○ Whitworth Women’s Facility, Hartwell, GA: OCIS closure – 7/18/2025 [SC032011] <p>Submitted renewal applications to and received approval from GNPEC for approval to operate our two physical extension centers in Georgia</p> <p>Submitted renewal application to and received approval from MCCA for approval to operate our four extension centers in Mississippi</p> <p>Submitted renewal application to and received approval from Florida Commission for Independent Education to operate our one extension center in Florida</p> <p>3. Met--Revised sub change policy as presented to AOC on 2.17.25 and approved by AOC on 3.24.25.</p>	<p>the IE office to edit and submit the full Compliance Certification on Sept. 8. 2025.</p> <ol style="list-style-type: none"> 1. Action plan 1: the IE office will conduct an annual policy audit to ensure that NOBTS is up-to-date for all policies required by SACSCOC and ATS. The annual review should be completed by July 31 each year. 2. Action plan 2: explore a revision of the sub change matrix for ease in record keeping of all sub changes submitted to SACSCOC and ATS. <p>Of the measures for goal 1, only item 2 will carry forward to the 2025-2026 QIR. The 100% benchmark will be maintained.</p>
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Office of Institutional Effectiveness

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 to Mission Statement/Strategic Plan: “prepare students” (mission statement); “increase quality and quantity of graduating students” (strategic plan goal 1: assessment is critical in maintaining strong academic programming)

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<p>Measures</p> <p>1. Improve institution-wide assessment by completing the Quality Improvement Report in 2024-2025 in a timely manner.</p> <p>2. Demonstrate institution-wide assessment by posting a completed NOBTS Quality Improvement Report (QIR) on the NOBTS Institutional Effectiveness webpage.</p>	<p>1. 85% of acceptable QIR units to close out 2023-2024 submitted by 10/1/2024. 85% of acceptable 2024-25 QIR units submitted by 10/1/2024.</p> <p>2. Posting of the acceptable QIR by 12/15/2024</p>	<p>1. Not met--32 of 39 units (82%) submitted 23-24 close-out reports on time. 29/40 (73%) submitted 24-25 reports on time. While QIR due dates are mentioned in faculty meetings, not all QIR writers are faculty members, so not all writers received reminders. Additionally, we have had some turnover in director positions on campus, and some divisions have appointed new faculty to write QIRs.</p> <p>2. Not met—full QIR posted in August as many units did not submit completed reports on time. The IE office had to track down several units because we needed the completed QIRs for the Compliance Certification.</p>	<ul style="list-style-type: none"> Per last year’s QIR, Dr. Wang was to start meeting with unit heads to help them complete the QIRs. He met with all unit heads. We will maintain the benchmarks of 85% submission rate. Also, the due date will change to October 20 for the 25-26 academic year Action plan 1: Hold a meeting of all QIR directors by the end of September to ensure their assessment grids meet the expectations. Also, he will begin sharing with them the results of the AOC meta-analysis of QIR reports. Action plan 2: revise the list of QIR contributors so that we are collecting data for student

Office of Institutional Effectiveness

<p>3. Increase the culture of assessment by providing significant assessment training opportunities for AOC members and key stakeholders at accreditation meetings.</p> <p>4. Increase the culture of assessment by NOBTS/Leavell College faculty and full-time staff participating in accreditation visits, presenting at accreditation conferences, or doing assessment consultations for other institutions.</p>	<p>3. A duplicating headcount of ten faculty and full-time staff occurrences of attendance at noted meetings. (SACSCOC Annual Meeting and other accreditation meetings deemed necessary by the AVPAA.)</p> <p>4. Complete at least five accreditation visits, presentations at accreditation/assessment conferences, and assessment consultations.</p>	<p>3. Met--The following faculty and staff members received training by attending accreditation meetings:</p> <ul style="list-style-type: none"> • Assessment Institute: Michael Wang • SACSCOC Annual Meeting 2024: Sandy Vandercook, Michael Wang, Norris Grubbs, Jessica McMillan, Cory Barnes, Greg Wilton, Tommy Doughty. • SACSCOC Summer Institute 2025: Sandy Vandercook, Michael Wang, Norris Grubbs • LAIR 2025: Sandy • ATS Student Personnel Administrators Conference 2025: Michael Wang <p>4. Met--The following presentations were made:</p> <ul style="list-style-type: none"> • Assessment Institute 2024: Michael Wang • SACSCOC Annual Meeting 2024: Sandy Vandercook and Michael Wang • LAIR 2025: Sandy Vandercook • ATS Student Personnel Administrators Conference 2025: Michael Wang <p>The following accreditation visits were made:</p> <ul style="list-style-type: none"> • ATS Reaffirmation Visit October 2024: Sandy Vandercook 	<p>support services units. Some of the units submitting QIRs (as in some of our research centers and institutes) did not fall neatly into administrative or student services support units. Move research centers under the purview of the appropriate graduate divisions. Add Serve NOLA and the Center for Discipleship and Ministry Leadership to the list.</p>
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Office of Institutional Effectiveness

		<ul style="list-style-type: none">• SACSCOC Reaffirmation Visit March 2025: Michael Wang• SACSCOC off-site committee March 2025: Jamie Dew <p>The following consultation visits occurred:</p> <ul style="list-style-type: none">• DTS:: Sandy Vandercook and Michael Wang provided consultation to DTS regarding the overhaul of their assessment processes	
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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.

1. None

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 with excellence.

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 to Mission Statement: This outcome aligns with the NOBTS Mission Statement by assisting faculty to fulfill the mission of the school with excellence.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. 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 permission from the Dean to teach 6 more hours. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Faculty Teaching Load.	1. No more than 6% of the faculty will exceed max load.	1. 0% of Graduate Faculty thought overload. C. Ray was approved by Provost to do so, but had a course in the summer which did not make.	1. Will continue monitoring.

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 to Mission Statement: This outcome aligns with the NOBTS Mission Statement by assisting faculty and students to fulfill the mission of the school with excellence.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <p>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.</p> <p>2. NOBTS seeks to schedule courses in intensives (formerly “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 intensives</p>	<p>1. 5% reduction in the number of cancelled courses and Small Classes in both classroom and internet formats.</p> <p>2. Reduce the number of small and cancelled intensives and special event courses by 5%.</p>	<p>1. 59% reduction in cancelled and small classroom and online courses.</p> <p>2. 6% reduction in small and cancelled intensives and special courses.</p>	<p>1. We have made significant progress in cancelled and small class courses.</p> <p>2. For Measures 1 and 2 we will combine measures and continue monitoring.</p>

Graduate Dean

and special event venues.			
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.	3. Increase enrollment in NOLA2U format courses by 10%.	3. 10% increase in enrollment of NOLA2U format courses.	3. Measure 3 stabilization of FLEX/Online cycle means this growth may be close to stable. We will reduce growth expectation to 5% next year.

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 to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. 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	1. 3% reduction in the downward trend of numbers of both student enrollment and credit hours for the MDiv program over the previous academic year.	1. We saw a 13.65% increase in loss in the MDiv program.	1. This is a poor measure of the overall health of the Graduate Program. We will revise this measure to focus MDiv growth.

Graduate Dean

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.			
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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.

1. None

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: Enhance Research for PhD

Rationale: PhD 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 to Mission Statement: 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.

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<p>Measures</p> <p>1. 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.</p>	<p>1. We hope to have 1/3 of our students have present papers at academic conferences during the 2024-25 academic year.</p>	<p>1. We had 30 total students for the 2024-25 academic year.</p> <p>We had 17 students who presented in the 2024-25 academic year, which means 57% of students presented this year.</p> <p><u>Out of 17 Students:</u> Proposals (Accepted): 22 Proposals (Rejected): 7</p> <p>Presentations: 22</p>	<p>I. We plan to keep the 1/3 benchmark for this academic year.</p> <p>II. We had regional ETS here, which provided a local chance for students to present. This meeting will not be held here this year, so we will keep the 1/3 benchmark.</p> <p>III. The seminary offers \$400 dollars for students who present at the national ETS meeting. We will work to make sure students are aware of this at the time of presenting proposals to ETS.</p>

Biblical Studies Division

Outcome #2: To enhance the recruiting efforts for our Biblical Studies Program.

Rationale: Our number of students enrolled is lower than desired.

Alignment to Mission Statement: This Outcome fulfills the seminary's mission statement: to prepare servants "to proclaim His truth."

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Our faculty will host dinners in their homes and other recruiting events for students interested in the Biblical Studies Masters program at NOBTS	1. We hope to host one Masters recruiting dinner per semester.	I. An interest meeting was held for the MDiv program and research MAs in the fall of 2024. II. The meeting did not generate as much turn out/interest as desired	I. Most of our Leavell College students who are pursuing masters work are already in our BA + MDiv program. II. Based on this, the focus for next year will primarily be on doctoral recruiting. III. Special focus will be given to recruiting online students for doctoral studies. IV. Adjuncts will be enlisted to recruit to doctoral interest meetings using videos recorded of faculty members

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. None

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 degrees housed in the Division of Church Ministry

Rationale: NOBTS prepares servants for ministry in the local church through formal theological training dedicated to developing future leaders to carry on the work of the SBC. Since the CMD intersects most holistically and foundationally with these institutional values, it must seek to increase the number of students pursuing the degrees in concentrations that relate to the CMD.

Alignment to Mission Statement: This outcome assists in fulfilling our NOBTS Mission Statement by preparing servants academically and theologically to walk with Christ, proclaim His truth, and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Gather and monitor division concentration numbers using reporting at the end of each semester.	1. Maintain growth of at least 3% in the headcount within any doctoral program within the CMD disciplines.	1. Doctoral Data: Incomplete EdD a. Headcount: 61 b. Hours: Unavailable DMin a. Headcount: 265 b. Hours: Unavailable DMA a. Headcount: 26 b. Hours: Unavailable PhD (Including Exposition, Education, Leadership, Missions, and Evangelism) a. Headcount: 74 b. Hours: Unavailable	1. Due to changes in the way data has been recorded, data is incomplete and should be excluded. Two primary issues exist. First, though not a large population, when students transfer from one doctoral degree to another, no system exists to be able to exclude the duplication thus resulting in inflation in numbers. Second, related to hours, because students from other concentrations can take coursework within the seminars related to CMD as a minor or elective, no method

Church Ministry Division

<p>2. Collect recruiting reports from CMD faculty as needed.</p> <p>3. Revise assessment measures as needed.</p>	<p>2. Maintain growth of at least 3% in headcount within at least 3 of the CMD master's degree programs.</p> <p>3. Foster an overall increase in student hours for the academic year within all CMD master's programs.</p>	<p>2. Student Headcount in CM Disciplines Overall Headcount 7.87% Pastoral Min: 15.42% a. Campus: 27.56% b. Ext/Online: 16.41% Christian Ed: 1.33% a. Campus: 0% b. Ext/Online: 0.91% Missions: 7.89% a. Campus: -15.52% b. Ext/Online: 19.64% Music: 6.82% a. Campus: 5.41% b. Ext/Online: 9.68%</p> <p>3. Student Hrs in CM Disciplines Overall 7.25% Pastoral Min: 12.69% a. Campus: 17.65% b. Ext/Online: 10.11% Christian Ed: -1.17% a. Campus: -2.12% b. Ext/Online: -0.79% Missions: 13.51% a. Campus: -10.87% b. Ext/Online: -20.32% Music: 3.96%</p>	<p>exists to gather accurate information.</p> <p>Future CMD QIR's should exclude doctoral studies from this measure due to lack of data.</p> <p>2. In the headcount measure for master's degree concentrations related to the CMD, the benchmark of 3% was exceeded by three of the four main areas with the fourth area reporting 1.33% growth. The overall growth of concentrations within CMD fields of 7.87% should be cautiously celebrated and not greatly impact revision of the benchmark due to a number of recent revisions.</p> <p>3. In the hour measure for master's degree concentrations related to the CMD, no specific benchmark was given, but rather a description of "overall increase." With a 7.25% increase, the benchmark was met but should be revised in subsequent QIRs to include specific measures. Caution should be exercised in revising due to recent</p>
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Church Ministry Division

		a. Campus: 1.10% b. Ext/Online: 8.60%	revisions in various degree programs.
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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 instructions in witnessing as well as hands-on field experience in verbally presenting the Gospel.

Alignment to Mission Statement: This outcome aligns directly with our NOBTS Mission Statement to prepare students to proclaim Christ's truth and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Compile total number of gospel conversations each semester (Caskey, Leavell Center, mission trips, faculty) 2. Collect faculty participation data using an anonymous online questionnaire.	1. Report at least 10,000 gospel conversations. 2. Increase CMD faculty participation in leading students in evangelism by 5%.	1. Gospel Conversations a. Leavell Center: 10,983 b. Global Mission Center: 253 c. Caskey Center: 14,915 d. Total: 26,151 2. Faculty Leading Evangelism Survey Responses a. Fall 2024: 12 b. Spring 2025: Incomplete data c. Summer 2025: Incomplete data	1. In the task of aiding students to proclaim Christ's truth and fulfill His mission, the benchmark of 10,000 gospel conversations was greatly surpassed. Future QIRs should be adjusted accordingly but reasonably to best measure fidelity in this. 2. Due to insufficient data, the measure of growth of 5% of faculty leading in evangelism is unable to be evaluated. To remedy the insufficient data, two measures should be enacted. First, the CMD office should set scheduled

Church Ministry Division

<p>3. Revise assessment as needed.</p>	<p>3. Increase CMD faculty participation in leading students in mission trips by 5%.</p>	<p>Results</p> <ul style="list-style-type: none"> a. Fall 2024: 202 occasions b. Spring 2025: Incomplete data c. Summer 2025: Incomplete data <p>3. Faculty Leading Missions Information</p> <ul style="list-style-type: none"> a. Total: Incomplete data 	<p>reminders for 2 weeks after the conclusion of a semester to send out the survey. Second, in the first CMD meeting of each semester, a reminder should be issued. For the summer months, an email may be warranted depending on participation.</p> <p>Though insufficient data prevented a full measure (and will do so on next year's QIR since comparable data is unavailable, in the 12 responses received in the Fall 2024, the average times faculty lead evangelistic opportunities was 16.83 over the course of a semester which seems to account for once per week during the semester; this seems to point toward a supporting of the objective.</p> <p>3. Due to insufficient data, the measure of growth of 5% of faculty leading in mission trips is unable to be evaluated. To address the insufficient data, new questions will be added into the survey to provide necessary data. Additionally, two other measures should be enacted to ensure accurate data collection. First, the CMD</p>
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Church Ministry Division

			office should set scheduled reminders for 2 weeks after the conclusion of a semester to send out the survey. Second, in the first CMD meeting of each semester, a reminder should be issued. For the summer months, an email may be warranted depending on participation.
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Budget Implications: To continue to meet and exceed Outcome 1, continued and perhaps additional resources will be needed for recruiting efforts. However, such expenditures should yield a return on the investment proportional to the increased number of credit hours sold.

1. None

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 to Mission Statement: This outcome aligns with the mission statement to prepare students to walk with Christ, proclaim His truth, and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measure 1. Students will answer questions asking their ability to explain the integration of theology, psychology, and spirituality in New Student Orientation and then again near the end of their time in the program in COUN6331/6332 Professional Issues in Counseling, as a part of their capstone portfolio.	1. Students will show a markedly better understanding of integration and an ability to explain the relationship between Christian beliefs and mental health science.	1. No data available yet. This new timetable of assessment was implemented last semester. Results will not be available until the students who completed the assessment take COUN6331/32. We will continue with this new timetable for this assessment. Students who took the assessment at NSO should be taking COUN6331/32 in the 2027/28 academic year. This will be scored on a rubric to show students'	1. Through the material and assignments in COUN5310 Practical Integration of Psychology, Theology, & Spirituality as well as other courses that are helping students integrate clinical knowledge and practice with theological belief and practice, students will show marked improvement in the way they answer the prompts in the assessment.

Counseling Division

		growth in their ability to address the two questions in the assessment. The first set of students have taken the assessment at the point of Orientation and will over the course of their degree take COUN5310 to provide the second set of answers to complete the assessment cycle.	
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Outcome #2: Utilize the cultural humility framework in our multicultural instruction increasing students’ conceptualization of culture, awareness of their own culture, and level of cultural comfort using the Cultural Humility and Enactment Scale and the Multigroup Ethnic Identity Measure.

Rationale: Multicultural awareness is an important skill in counseling and the missional purpose of Christian counseling, as such, this is an area where students need to have a strong understanding of multicultural issues that can affect counseling.

Alignment to Mission Statement: Outcome 2: The call to fulfill His mission includes a call to go to all peoples with truth.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. The Cultural Humility and Enactment Scale examines counselors’ ability to approach cultural differences and issues with their clients. The Multigroup Ethnic Identity Measure identifies	1. Both measures will be administered in COUN5331 Social and Multicultural Issues in Counseling as a pre- and post-test to determine students’ growth in knowledge and application of the content of	1. No data available yet. These assessments will be given for the first time in Spring of 2026. They are given as a pre- and post-test in the course. Determination of their effectiveness and student’s progress with	1. The department will use the measures in COUN5331 Social and Multicultural Issues in Counseling in the Spring semester of 2026 and will have results on the students’ improvement of scores between the pre- and

Counseling Division

students' knowledge and awareness of their own ethnic and cultural background.	the course.	knowledge and ability with Cultural Humility and Identity will be seen in Spring of 2026. These assessments are scored as tests and will be given for the first time in Spring of 2026.	post-tests of the two assessments chosen.
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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.

1. None at this time.

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 (Christian Apologetics, Christian Ethics, Philosophy of Religion, and Theology).

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 to Mission Statement: Increasing T&H PhD student enrollment will increase the number of students and enhance the quality of their preparation to walk with Christ, proclaim His truth, and fulfill His mission. This outcome also aligns with Strategic Plan, 2, Increase student enrollment and retention, and section (e), Increase doctoral student enrollment.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Engage Prospective PhD Students. Trustee-elected T&H Faculty members contact prospective PhD students annually via recruiting events, graduate elective courses, and personal conversations. Faculty will track the student contacts and self-report at the end of each academic year. 2. T&H full-time faculty will submit proposals to present	1. Trustee-elected T&H Faculty will contact 20 prospective PhD students (total contacts for T&H). 2. 100% of T&H full-time faculty will submit	1. <u>Total</u> : 42. <u>Fall 2024</u> , campus lunch discussions, 4; personal conversations, 7; recruiting events, 3. <u>Spring 2025</u> , campus lunch discussion, 10; private conversations, 11; graduate elective courses, 2. <u>Summer 2025</u> , personal conversations, 5. 2. 100% submitted proposals.	1. Clarify that measure concerns prospective students in T&H. Bump up criteria for success. 2. Add to "Full-Time" 3. Bump up to 30.

Theological & Historical Studies Division

research as articles and book reviews in peer-reviewed journals, chapters, books, or presentations at professional and public organizations, such as the Evangelical Theological Society, Evangelical Philosophical Society, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, universities, theological fellowships, and apologetics conferences.	proposals for presentations, articles, or books or publish book reviews in peer-reviewed journals. Also, 40% of full-time T&H faculty will present papers at academic or professional conferences or publish books, book chapters, or articles in peer-reviewed journals.	100% presented or published.	Discussion: Faculty added and subtracted items from the list of proposals, presentations, and publications during the period being assessed. Increase presentation/proposal to 60%.
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Outcome #2: T&H students 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 to Mission Statement: Engagement with the academy nurtures the value of preparing students to proclaim His truth because engagement with the academy requires faculty and students to enter public conversations with informed and intelligent contributions.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. T&H master's and PhD students will propose, submit, present, and publish papers and book reviews through professional and public	1. T&H master's students and 10 T&H PhD students will propose, submit, present, and publish papers and book reviews through internal or	1. Totals: 1 master's student and 16 PhD student presentations and book reviews.	1. Add "At least 1" at the front of criteria. Remove Student

Theological & Historical Studies Division

<p>organizations, such as (internal to NOBTS) the Student Theological Fellowship and Journal for Baptist Theology & Ministry, and (external) the Evangelical Theological Society, Evangelical Philosophical Society, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, universities, theological fellowships, apologetics conferences, and digital and print journals and books. T&H Faculty will gather information on presentations and publications from professional organizations and students on publications and presentations by T&H master's and PhD students.</p>	<p>external professional and public organizations.</p>	<p>Fall 2024: 4 PhD presentations Fall 2024: 1 PhD book review Spring 2025: 7 PhD and 1 master's student presentation Spring 2025: 4 PhD book reviews</p>	<p>Theological Fellowship and internal and external phrases from the measure.</p>
<p>2. T&H full-time faculty will submit proposals to present research as articles and book reviews in peer-reviewed journals, chapters, books, or presentations at professional and public organizations, such as the Evangelical Theological Society, Evangelical Philosophical Society, American Society of Church History, Baptist History &</p>	<p>2. 100% of T&H full-time faculty will submit proposals for presentations, articles, or books or publish book reviews in peer-reviewed journals. Also, 40% of full-time T&H faculty will present papers at academic or professional conferences or publish books, book chapters, or articles in peer-reviewed journals.</p>	<p>2. 100% submitted proposals.</p> <p>100% presented or published.</p>	<p>2. Increase the benchmark on presentations and publications to 60%.</p>

Theological & Historical Studies Division

Heritage Society, national and state convention organizations, universities, theological fellowships, and apologetics conferences.			
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Outcome #3: T&H faculty will be actively engaged with our disciplines in church-related venues.

Rationale: T&H faculty will 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 to Mission Statement: NOBTS Mission Statement: New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. Faculty will only be able to prepare servants to fulfill God's mission, which occurs primarily through church-related venues, if those faculty are engaged in those ministry contexts.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Full-time T&H faculty will engage in church-related venues, such as churches, Baptist associations, state and national conventions, the SBC annual meeting, and college ministries, on issues in the T&H disciplines. Full-time T&H faculty will prepare and deliver topical sermons, lecture series in churches or para-church organizations, and at similar events. Faculty will self-report their participation in these events at the end of the academic year.	1. 100% of full-time T&H faculty will engage in multiple church-related venues.	1. 100% engaged in multiple church-related activities.	1. Discussion of what counts within the measure. We could divide efforts between local and other churches. We will adjust the measure to include the local church, as intended. Remove "topical" and add "studies."

Theological & Historical 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.

1. None

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: Equip Students for Success in their Field

Rationale: According to ATS Program goals, graduating PhDs should be ready for employment in academic fields and participation in the guild.

Alignment to Mission Statement: The colloquia discussed here support the mission of preparing students to teach in undergraduate and graduate institutions. Furthermore, instruction in academic administration prepares students to serve prospective educational institutions, and participation in publishing provides venues for proclaiming Christ's truth.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. NOBTS will offer optional colloquia for students in which they will learn about academic administration, publishing, and getting hired in academia	1. 3 events per calendar year.	1. The PhD Office hosted two events with these goals: - 9/12/2023 (Barnes) - 1/24/2024 (Belmore & Barnes)	1. These events were beneficial to the students who attended. Due to inconsistency in the office, the desired total number of events was not met. For the next year, we plan to meet the total of three events and to increase attendance.

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."

Research Doctoral Program

Alignment to Mission Statement: Maintaining healthy learning communities is key to preparing servants for a variety of ministerial and educational contexts. Community is a major factor in theological education.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Rewrite fellowship process so divisions, current students, and incoming students are aware of what fellowships are available and can be offered 2. Establish learning communities in the majors of Missiology, Ethics, and Philosophy by recruiting students specifically in those majors 3. Hold multiple interest meetings, both program wide and within divisions, throughout the year to recruit new students	1. Have divisions consider students for every open fellowship each admissions cycle 2. At least 5 active students per major by beginning 2025-2026 academic year 3. 2 interest meetings per academic year	1. Document was created and shared with divisions to clarify the process. 2. See Chart A at the end of the document. 3. Divisions have hosted multiple PhD interest meetings in the past academic year. Biblical Studies: 2 Live, 2 Online (15 prospective students total) Theology & History: No interest meetings. Counseling: No recorded interest meetings. Church Ministry: 1 Missiology interest meeting (7 prospective students); 1 Church Ministry	1. Development of the document was a major step toward clarifying fellowship processes. 2. While Christian Ethics and Philosophy of Religion still have less than 5 students, there are current applicants for each program. So, progress is being made toward this goal for the 2025-2026 academic year. 3. Success has been uneven across divisions. Future goals will involve consistency across divisions for holding PhD interest meetings.

Research Doctoral Program

		PhD interest meeting (5 prospective students)	
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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 to Mission Statement: The mission of our PhD program is to prepare graduates, so improving our retention rate is essential to helping as many students graduate as possible. Furthermore, timely progress through the program will help them more effectively serve churches, denominational ministries, and educational institutions in the longterm.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Consistent communication from the ReDoc Office to current students and faculty 2. Allow students to plan out their degree/seminar schedule multiple semesters in advance 3. Shorten degree completion time	1. Establish calendar of communication of deadlines, events, etc. For internal use to ensure communication from ReDoc to applicants, current students, DADs, and Faculty 2. Establish rotation of seminars offered 3. 68% of students graduate within 5 years by the end of the 2026 school year	1. This goal was not met for the 2023–2024 academic year due to office turnover. 2. Progress made, asking DADs for schedules further and further out. 3. 33% of academic year 2023–2024 graduates finished within 5 years.	1. Improving communication is a high priority for academic year 2024–2025. 2. While progress was made, we have not yet established a consistent cycle of seminars from each division to help students plan in advance. 3. More data will be needed moving forward to see how we are making progress for this goal.

Research Doctoral Program

Chart A: Active Students per PhD Major

PhD Biblical Exposition	18
PhD Biblical Interpretation	8
PhD Biblical Theology	3
PhD Christian Apologetics	5
PhD Christian Education	13
PhD Christian Ethics (1 current applicant)	1
PhD Christian Leadership	16
PhD Counselor Education and Supervision	20
PhD Evangelism	5
PhD Missiology	5
PhD Missions	2
PhD New Testament	17
PhD Old Testament	8
PhD Philosophy of Religion (2 current applicants)	2
PhD Theology	19
PhD Theology (History Concentration)	2

Professional Doctoral Program

Unit Purpose Statement: The Doctor of Ministry is a professional degree providing qualified students with the opportunity to achieve a high level of excellence in the practice of ministry. The degree is built on prerequisites including a master's degree in a ministry related area, high intellectual achievement, professional capability, and substantial professional experience in ministry between completion of a master's degree in a ministry related area 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 to Mission Statement: Outcome 1 aligns with the NOBTS Mission “to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.” Since 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.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <ol style="list-style-type: none"> 1. Track student progress from the Mid-Career workshop to the Project in Ministry phase. 2. Within one year of taking the Mid-Career workshop, students will complete the remainder of their seminars. 	<ol style="list-style-type: none"> 1. Each student will receive a tracking sheet at the Mid-Career workshop and individualized advising. 2. Within one year after the Mid-Career workshop, 50% of the students will complete the remaining seminars. 	<ol style="list-style-type: none"> 1. Fall 2024- 8 Spring 2025- 16 Summer 2025-13 Total: 37 students received a tracking sheet and individualized advising. 2. Fall 2024- Out of 8 students, 7 completed seminars within one year, one student in their last seminar (Fall 2025). Spring 2025- Out of 16 students, 5 completed their seminars within one year, 4 students are in their last seminar (Fall 2025), 5 are on track to finish all seminars 	<ol style="list-style-type: none"> 1. Each student who attended Mid-Career workshops (3) in 2024-2025 academic year received a tracking sheet and individualized advising resulting in the achievement of the benchmark. 2. One year elapsed only for the Fall 2024 students in Mid-Career workshop; therefore, they are the only group of students that can be assessed fully. The benchmark was achieved for measure #2. Spring 2025 and Summer 2025 are on track to achieve the benchmark.

Professional Doctoral Program

<p>3. Monitor student progress for the duration of the Project in Ministry phase.</p> <p>4. Provide Training for Project Mentors.</p>	<p>3. 50% of the students who take the Project in Ministry Design Workshop will get approval for the Final Project Proposal within one year.</p> <p>4. 70% of qualified Project Mentors will participate in the training administered by the ProDoc Office.</p>	<p>with the 2025-2026 academic year. Summer 2025- Out of the 13 students, 2 completed their seminars, 10 are on track to finish seminars within one year of taking the Mid-Career workshop. On average, the students are on track in their 5th seminar to complete their seminars within one year after the Mid-Career workshop.</p> <p>3. Fall 2024-Out of 36 students who took Project in Ministry Design, 13 had their proposals approved and 5 are on track to graduate in December 2025. Spring 2024-Out of 24 students, 5 have an approved proposal with 5 on track to graduate in December 2025. Summer 2025-out of 14 students, 0 had their proposals approved.</p> <p>4. 82 % of Project Mentors participated in the training.</p>	<p>3. Only the students attending Fall 2024 Project in Ministry Design Workshop can fully be assessed within the time frame measure. 36% of the students received their project approval. In the 2023-2024 academic year, only 22% of the students had their proposals approved at the same point. Even though the benchmark was not achieved in the 2024-2025 academic year, the number of students submitting their proposals has grown substantially within the proposed timeframe.</p> <p>4. During the faculty workshop (August 1, 2024), the Associate Dean of Professional Doctoral Programs provided training for</p>
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Professional Doctoral Program

			the faculty involved in the supervision of ProDoc students. The recording of the training was made available for all project mentors who are not residential faculty members and who were not present at the faculty workshop.
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Outcome #2: Increase Program Enrollment

Rationale: To replace graduates with new student enrollment.

Alignment to Mission Statement: Outcome 2 aligns with the NOBTS Mission “to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.” The intent 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 ProDoc enrollment ensures that more students are given opportunities for ministry excellence as they “walk with Christ, proclaim His truth, and fulfill His mission.”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Increase overall ProDoc Enrollment.	1. A 2% increase in the overall ProDoc enrollment.	1. Total Enrollment 2023-2024: 340 2024-2025: 328 Decrease: 12 Hours Sold 2023-2024: 1766 2024-2025: 1875 Increase: 109 New Students: 2023-2024: 75	1. The total enrollment decreased by 2.5%. The benchmark was not met. The hours sold increased by 2.6%. New student admissions decreased by 2.2%. The benchmark was not achieved. For the next academic year, an increase of 2% in the overall enrollment is to be as maintained as the benchmark.

Professional Doctoral Program

<p>2. Conduct ProDoc recruitment trips to strategic areas with potential doctoral students.</p> <p>3. Continue to implement and improve the Ambassador Program.</p>	<p>2. ProDoc administrators will take 14 trips including the SBC annual meeting, 6 state conventions, and 7 additional trips to other events with high concentration of prospective doctoral students.</p> <p>3. Provide at least one training event for ambassadors and implement reporting systems for potential doctoral students.</p>	<p>2024-2025: 72</p> <p>2. ProDoc administrators were able to host 15 interest meetings with 144 participants. The total number of participants increased by 32 or 28.6% from the previous academic year.</p> <p>3. Zoom Ambassador Orientation and Training Program, held September 23-25, 2024, consisted of 8 individual state training sessions, with 56 ambassadors in attendance from 11 states.</p>	<p>2. The benchmark was achieved. Each trip had an average of 6 prospective ProDoc students present at an inquiry/informational meeting. With the success of informational meetings, we were able to add a ProDoc inquiry meeting in the context of the rehearsal for NOBTS May graduation.</p> <p>3. The sessions covered topics such as an overview of the ambassador role, expectations, recruitment strategies, receiving NOBTS materials for events, and guidance on speaking opportunities. For those unable to attend live due to scheduling conflicts, a condensed 17-minute video recording was emailed. With the departure of the previous DMin Director and the hire of the new DMin Director, the Ambassador Program is to be reevaluated.</p>
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Professional Doctoral Program

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

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

1. Continue to allocate financial resources for recruitment travel by the ProDoc administrators.
2. Monitor competitive pay for support staff.
3. Consider hiring DEdMin associate (a current doctoral student).

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 offered in the online curriculum.

Alignment to Mission Statement: Engaging students who take online courses with quality content and pedagogy is essential for fulfilling the mission of NOBTS.

Measures	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The Office of Distance Learning will develop an undergraduate cycle to update the online curriculum, ensuring every class is considered for a development or revision every four years.	1. The undergraduate online revision cycle will be completed by the end of the 2025 summer semester.	1. The graduate and undergraduate online revision cycles have been completed and approved. The ODL has presented the new cycle to the Academic Leadership Council along with a five-step review process, which will govern how each course will be reviewed when it comes up in the cycle.	1. The creation of a revision cycle was a critical step in guaranteeing that online courses at the graduate and undergraduate level are assessed regularly to ensure that all online courses are up-to-date and consistent with quality standards. The creation of the revision cycle and the development of a process are critical first steps, but future efforts should be directed toward an implementation of the revision process in the 25/26 Academic year. 26 courses are up for review in the 25/26 academic year. The plan for

Office of Distance Learning

			the next year should be to review all 26 courses.
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Outcome #2: Increase extension center enrollments.

Rationale: The extension center enrollment includes undergraduate and graduate enrollment not including the prisons.

Alignment to Mission Statement: Extension centers equip NOBTS to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission in an environment that encourages student to student community and in person mentoring.

Measures	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase average class sizes at extension centers. (see attached spreadsheet Extension Center Enrollment SP25)	1. Increase Average Enrollment at Extension centers from 8 to 10 students by the Spring of 2025.	1. Birmingham- The average enrollment per class for Spring 25 was 8.2, which is a 0.1 increase from the previous year. Clinton- The average enrollment for Spring 25 was 11.5, which is a 0.7 increase from the previous year. North MS- The average enrollment for Spring 25 was 5, which is a 1.0 decrease from the previous year. North GA- The average enrollment for Spring 25	1. The Spring 2025 enrollment averages demonstrate that the Birmingham, Clinton, and North GA extensions have experienced slight growth in enrollment averages. Notably, North GA's enrollment average was skewed downward because a special course was offered for Leavell college students who needed doctrine. Only two students enrolled in the course, lowering the overall average from 9.3 to 7.5. This suggests that North GA is moving toward a healthier average enrollment per class. However, the North MS extension has had some

Office of Distance Learning

		<p>was 7.5, which is a 0.3 increase from the previous year.</p> <p>Summary- The average enrollment for all four extension centers in Spring 25 was 8.05.</p>	<p>decline in its enrollment average since the previous Spring. This indicates that continued effort is needed to increase the average enrollment per class at the North MS extension.</p> <p>Therefore, while some improvement has occurred the overall average per class enrollment has not reached 10, Clinton is the only location that has exceeded the 10-student goal, and North MS has lowered its average. The goal for the next year should continue to be increasing the overall average from 8 to 10. Additionally, the ODL should strive to increase the average per class enrollment at the North MS from 5 to 7, which would mark a significant improvement. The ODL will contribute to increased enrollment in the following ways: sending weekly reports to the directors (noting current numbers and students that have not enrolled), working with the directors to update and improve the cycle and schedule to meet student needs, assisting director in getting courses posted in</p>
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Office of Distance Learning

			registrations system, and helping directors to plan and coordinate recruiting events.
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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 to Mission Statement: 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.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Finalize graduate course cycle for prison programs.	1. Finalize graduate prison cycle by the Spring of 2025.	1. The graduate prison cycle has been completed and approved for the Angola campus, which is the only prison campus that offers a graduate degree.	1. The completion of the graduate course cycle for prison programs is an important step in assuring that courses are offered in an orderly fashion to facilitate timely graduation of inmate students. The last two QIRs have centered on creating cycles for the prison locations. Future effort should go toward improving the current prison cycles. The directors of the MCIW and LCIW extensions have made multiple requests

Office of Distance Learning

			for cycle adjustments over the last academic year, suggesting that the cycles for these locations need adjustments to create a more permanent and stable cycle. Therefore, the future goal for this outcome should be to review, revise, and approve the cycles for the MCIW and LCIW locations, giving special attention to the issues raised by previous cycle adjustments.
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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.

1. All outcomes assessed measures recommended are budget neutral.

Mentoring Programs

Unit Purpose Statement: The Office of the Mentoring Program exists to equip mentors and students to walk with Christ, proclaim His truth, and fulfill His mission.

Outcome: To develop a Mentoring Community at NOBTS

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

Alignment to Mission Statement: By growing the mentoring program, all aspects of the Mission Statement are strengthened as servants, both students and mentors, are engaged to walk with Christ, continue to grow in proclaiming His truth, and ultimately become more effective at fulfilling His mission

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Maintain the current increase of credit hours completed by students through the Mentoring Program.	1. The goal is to maintain at least a 2% increase in the number of credit hours taken through the Mentoring Program.	1. Credit Hours by semester: 1. Fall 2023: 276 2. Spring 2024: 435 3. Summer 2024: 240 4. Total: 951 1. Fall 2024: 414 2. Spring 2025: 447 3. Summer 2025: 147 4. Total: 1,008 Analysis: 1. Fall a. Hours Growth:138 b. Percent Growth: 33.3% 2. Spring a. Hours Growth: 12	1. Based on the data, student hours related to the Mentoring Program have continued to grow, albeit at a slower pace than the previous QIR. In the last QIR, the overall increase was reported at a 32% growth. This QIR's report of 5.65% growth seems to indicate a stabilization from previous years. Since measures were met but trends suggest a slowing, the standard of 2% growth should be maintained in the next QIR. Additionally, the staff associated with the Mentoring

Mentoring Programs

		b. Percent Growth: 2.68% 3. Summer a. Hours Loss: 93 b. Percent Loss: 63.27% 4. Totals a. Hours Growth: 57 b. Percent Growth: 5.65%	Program should continue streamlining and clarifying the process for students and mentors so that students will continue to take additional courses in this format. One approach to accomplish this by the Mentoring program staff could be intentionally reviewing all portions of the process one month before the beginning of each semester as well as utilize email communication with students and mentors to determine efficacies (or lack thereof) of current system.
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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.

1. None

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: Improve current application process for the Accelerated Program

Rationale: The current application process, though workable, requires students to contact many different offices and send redundant information. A new process will improve interaction with the student as well as increasing the effectiveness of our operations.

Alignment to Mission Statement/Strategic Plan: This Outcome will help us in our interaction with students, thereby fulfilling the mission of the seminary “to prepare students to walk with Christ, proclaim His truth, and fulfill His mission.”

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. The program will work with the Registrar’s office to create a new process for evaluating transcripts and accepting students into the program.	1. We will create a new application process that streamlines student communication by limiting the number of offices they have to contact to apply.	1. Slate detects transcripts from Christian schools and uploads an additional supplemental item to submit the paper required for Accelerated Program entrance as a part of the new student orientation process. 2. Once accepted, new students fill out an accelerated application in the orientation phase. 3. Once new students complete their accelerated application, the request	I. This new process better serves students, because they have one place to apply for accelerated credit and it is much more effective. II. This new process creates a more efficient line of communication between the Accelerated office and the Registrar’s office. III. One issue: applicants that are accepted before they graduate could have additional eligible

Accelerated Programs

		populates in a shared portal between the Accelerated office and Registrar's office. Once the Accelerated office completes the new student's accelerated evaluation, both the new student and registrar's office are notified via the portal.	credits. We need to continue to think about how to evaluate their transcripts before and after graduation, without placing too much on the student, registrar's office, and accelerated office.
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Outcome #2: Improve transition from Leavell College to graduate program for BA+MDiv students.

Rationale: Because the BA+MDiv Program was created a few years ago, the first students are graduating and entering the graduate program. This means that students are entering into a new phase of the program and we want to ensure they are continuing their education.

Alignment to Mission Statement/Strategic Plan: This outcome will help students transfer from the undergraduate into the graduate level, thereby fulfilling the college's mission statement: to prepare servants "to proclaim His truth" and to serve in a ministerial capacity as trained and prepared ministers of the gospel.

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. We will create a system for contacting graduating LC students in order to evaluate their LC transcripts for Accelerated Program credit	1. Check graduation lists at each graduation for BA+MDiv students and establish communication patterns with graduating students.	1. The system of emailing students on the graduation list has proved ineffective. We are unable to evaluate transcripts of students until after their final grades and	1. We have begun communications with the Registrar's Office to work toward a better solution for students who graduate from Leavell College, since the

Accelerated Programs

		in, and the new portal system does not work for these students since they do not go through new student orientation when they graduate from Leavell College (they have already done this when they applied for the BA + MDiv program).	system we have been using is not effective.
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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.

1. None

Research Centers and Institutes

Baptist Center for Theology & Ministry

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

Outcome: Provide Resources through the *Journal for Baptist Theology & Ministry*

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

Alignment to Mission Statement: NOBTS/Leavell College Mission Statement

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <ol style="list-style-type: none"> Publish two journal issues of <i>JBTM</i> in Academic Year 2025: Fall 2024 (21.2) and Spring 2025 (22.1) Include a special feature and Baptist “introduction” in each <i>JBTM</i> issue. 	<ol style="list-style-type: none"> Both issues will be released by December 1 / May 1 with a word count of 50-70k words, including articles and book reviews. At least one issue will lead with an author interview or like feature and conclude articles with a 5-10k word biography/background paper on a major Baptist figure/idea 	<ol style="list-style-type: none"> Issue 21.2 (Fall 2024) was 62k words and released on Amazon on December 3, 2024. Issue 21.2 (Spring 2025) was 68k words and released on Amazon on May 6, 2025. Issue 21.2 (Fall 2024) was a themed issue honoring the legacy of the Greer-Heard Point-Counterpoint Forum. It contained “Reflections from the Director” by Distinguished Professor Robert Stewart. Because of the invited articles on the subject of major historical and philosophical issues, there was no Baptist 	<p>AP: This academic year, the Director will press contributors to an earlier deadline so that <u>materials will be submitted to the typesetter by November 10 and April 10.</u></p> <p>Benchmark #1 will remain the same.</p> <p>New Benchmark #2: Because themed and unthemed issues differ in opportunities and costs, broader language will be clearer to assess. Next year's benchmark will read: <u>“Unthemed issues will contain at least one essay or interview pertaining</u></p>

Baptist Center for Theology & Ministry

		<p>background.</p> <p>Issue 22.1 (Spring 2025) was an unthemed issue but contained several essays on Baptist backgrounds in consideration of the centennial anniversary of the <i>BFM</i> and Cooperative Program.</p> <p><u>Reflection on Results:</u></p> <ol style="list-style-type: none"> 1. Last year's issues were both in the expected length but released a few days after the objective date. Amazon and the school website can lag behind for reasons outside the Director's control, but an earlier timeline is still preferable. 2. Themed and unthemed issues carry different strategic opportunities. objective was met even though mixed methods were used. <p><u>Previous Action Plans:</u> The Director inquired with potential copy editors, but none offered a budget-friendly benefit to the publication process or timeline. The Director has enlisted guest editors for two themed issues in calendar year 2026.</p>	<p>to Baptist life or heritage. <u>Themed issues will contain a guest Editorial Introduction from a scholar in the field giving attention to <i>JBTM</i>'s Baptist audience."</u></p>
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Baptist Center for Theology & Ministry

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. The Director/Editor has approached the Provost with the request to hand off *BCTM/JBTM* to another leader. While the institution gauges strategy and potential replacements, the Director is not hiring new personnel or making purchases outside the maintenance of book review components.

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 majority membership churches

Rationale: We have a mission and passion to be a champion for those serving in majority (250 or less) membership churches.

Alignment to Mission Statement: This outcome aligns with the mission of NOBTS and Leavell College to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Conduct our annual Caskey Conference in April (New Orleans) for ministers and spouses.	1. Achieve record goal of over 200 in attendance at the LA Caskey conference.	1. The Caskey Conference was held April 25-26, 2025. Attendance was 185 men and women, who participated in the conference. The speakers were Sam Greer and Jeff Iorg. We also disbursed 3 books per attendee.	1. The conference was held the weekend after Easter. Some of our regular attendees who did not attend this year stated that they were unable to participate due to being tired from the week before. The conference will be two weeks after Easter in 2026.

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 to Mission Statement: This outcome aligns with the mission of NOBTS and Leavell College to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.

Caskey Center for Church Excellence

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Visit Indiana, Wyoming, and Montana in Fall/Spring and pray and additional opportunities to visit additional states.	1. As resources allow, visit additional states for Pathfinder promotion and recruitment in the spring 2025.	1. The director and associate director visited Indiana, Montana and Wyoming for the annual meetings in the fall. The director also made three visits to Indiana in the fall and spring. The director also visited Tennessee several times in the fall and spring.	1. The Caskey Center will continue to promote the Caskey scholarship and Pathfinder in Wyoming, Montana, and Indiana. We will continue to pray for opportunities to visit additional states.

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. We do not anticipate a need to adjust our budget.

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 to Mission Statement: The Biblical Archaeology programs and the CAR support the mission of the New Orleans Baptist Theological Seminary and Leavell College which is to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Staff, faculty, students, and volunteers – List of staff, volunteers, faculty, staff, students and laypersons	1. Maintain previous benchmark of 50 staff and volunteers 2. 4 new MABA students	1. This benchmark was not reached as we had 35 due to the war 2. This benchmark was not reached as we have 3 new students.	1. We have determined that this is the program's annual goals and benchmarks and will continue with these metrics another year.

Center for Archaeological Research

Outcome #2: Tel Hadid Financials

Rationale: Manage Tel Hadid Excavation Budget and Raise Endowment Funds for the CAR to carry out its goal of financial viability and responsibility.

Alignment to Mission Statement: Fulfilling the mission of NOBTS and Leavell College, to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission, the CAR will work to curb costs and implement a long-range plan for responsibly using the CAR funding.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Financial report submitted after the end of the excavation season	1. Reduce institutional (NOBTS-CAR) net expenses to \$65,000	1. The benchmark was met. The report has been submitted and approved.	1. In view of the increase in hotels and food, the budget was still met. We intend to apply further budget reductions for 2024-2025, but raise net expenses to \$75,000

Outcome #3: MA Biblical Archaeology Students

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

Alignment to Mission Statement: Fulfilling the mission of NOBTS and Leave3ll College, to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission, the CAR will work to recruit students

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous
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Center for Archaeological Research

			cycle's action plans)
Measures 1. Enrollment figures –list of MA Biblical Archaeology students	1. 4 new MA Biblical Archaeology students	1. 3 new students were added to the program	1. We will continue to recruit students through all means. Blanca Montero has joined our team as a logistics and communications expert

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. None – We are funded outside of the normal budget processes of the Seminary

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 and visiting scholars will be trained in the field of NT textual criticism and actively involved in the Research Projects being coordinated and realized at the CNTTS.

Alignment to Mission Statement: "Prepare students"

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Recruit additional students and visiting scholars for training in the CNTTS in 2024, with a record kept in the CNTTS office regarding this.	1. The goal is to have at least 5 additional students and 1 visiting scholar trained at the CNTTS in 2025.	1. During the 2024-25 academic year we trained 9 and two visiting scholars at the CNTTS.	1. We will continue to recruit students & scholars so that this success continues. This will include promoting the CNTTS at ETS and SBL meetings and recruiting there.

Center for New Testament Textual Studies

2. Involve students and visiting scholars in the current research projects being realized at the CNTTS.	2. The goal is to have at least 10 students and 2 post-doctoral research scholars involved in the various projects being realized at the CNTTS in 2024.	2. During the 2024-25 period, we had 11 students and 2 post-doc research scholars (not including the CNTTS director) as well as several other short-term volunteers involved in the CNTTS projects.	2. We will keep the previous goal in place for students since some shifted away from the CNTTS due to visa issues and job changes. The student group is having to be substantially rebuilt for the coming year. The goal for post-doc researchers will be increased to 3 for the 2025-26 period.
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Outcome #2: Funds for Student Fellowships

Rationale: The director and others will seek to raise at least \$50,000 in funds for student fellowships and CNTTS research by way of grants and donations.

Alignment to Mission Statement: “Prepare Students”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<i>Measures</i> 1. The business office will provide the information on the amount raised and the sources of the funds (grants, etc.).	1. The goal will be to have at least \$50,000 in grants and \$20,000 in donations.	1. The grant total for 2024-25 year was about \$140,000, and the donation total was about \$35,000.	1. The current goals will be shifted due to needing to find new grants and donors (one is unlikely to give a large amount again). Overall, the goals will be close to the 2024-25 ones.

Center for New Testament Textual Studies

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. The only budget impact might be with regard to some lodging in VIP apartments for visiting scholars.
2. The desired outcome #2 strengthens the CNTTS budget and keeps the seminary budget stable with regard to the CNTTS.
3. No adjustments should be needed to the CNTTS budget.

Global Missions Center

Unit Purpose Statement: The purpose of the Global Mission 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 faculty by providing local, national, and international mission opportunities. These mission opportunities will also focus on core missionary task components.

Rationale: Increase the number of mission trip opportunities.

Alignment to Mission Statement: This aligns with the mission of NOBTS in preparing servants to proclaim His truth and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Record the number and location of ST mission trips, student participants, and Great Commission data 2. Record number of faculty participants and leaders (non-GMC)	1. Increase the number of ST mission trip opportunities with the goal of 85 student participants 2. 25% 1 st time participants 3. Cultivate at least 3 new faculty/staff trip leaders	1. Created Excel sheet to document STM opportunities and numbers of participants. 46 mission participants went on a STM trip. Multiple trips postponed, and field dictated smaller teams. (Not met) 2. Did not use a formal process to capture information. (Not tracked) 3. 3 new leaders were prepared for a STM trip, but only 1 participated due to trip cancellations. (Not met)	1. GMC Admin will maintain existing processes for documenting trips. New goal needed based on number of trips. 2. GMC Admin will create process to capture information (ask about 1 st time participation in entrance interview). 3. GMC Director will work together with administration to foster continual growth in this area.

Global Missions Center

	4. Develop a Great Commission Data Rubric for each trip leader to utilize on their respective trip. Place in Leader's Trip Handbook.	4. Each leader followed up on the statistics for their trip, but a specific rubric was not developed. (Not met)	4. GMC Admin will follow up on creating a rubric with important STM trip data.
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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 to Mission Statement: This aligns with the mission of NOBTS in preparing servants to proclaim His truth and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Maintain a record of total number of connection events and people engaged 2. Diversify opportunities by connecting through IMB and other recruiting events	1. At least 15 IMB-related recruiting events/connections 2. 5 or more recruiting and speaking events per semester 3. Engage 2000+ people through speaking/recruiting events	1. Criteria for success were unclear, though several of our inward/outward-facing events related to the IMB. (Met) 2. 5+ recruiting/speaking events throughout the year. (Met) 3. Criteria met though not tracked effectively. (Met)	1. GMC Team will set a clearer goal to reflect inward or outward-facing events. 2. GMC Director will maintain goal for the next academic year. The focus will be placed on connection events rather than people engaged. 3. GMC Director will reassess the best method of tracking engagement.

Global Missions Center

	4. Develop a survey for missions students volunteering in local missions/outreach	4. Survey developed for students/faculty/staff serving over the summer but not for local contexts. (Not met)	4. GMC team will reassess the need for a survey of this kind.
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Outcome #3: Increase global engagement through increased awareness, training, and prayer related to missions at NOBTS.

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

Alignment to Mission Statement: This aligns with the mission of NOBTS in preparing servants to walk with Christ and fulfill His mission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Record # of events and # of participants at global awareness and prayer opportunities 2. Involve both NOBTS and Leavell College students 3. Emphasize and expand the Pipeline training pathway	1. 5 events per semester focused on awareness, opportunities, and prayer 2. Have a 55/45% ratio of Leavell College/NOBTS students at GMC events 3. 25 students involved in the Pipeline training	1. 5+ events offered each semester including Lunch & Learn, Nations Night, LMCO Awareness, etc. (Met) 2. Did not establish a formal means of tracking this information. (Not tracked) 3. 30+ students involved in IMB pipeline training. (Met)	1. GMC Team will maintain goal in the next academic year. 2. GMC Admin will develop a method to track information for mission trips rather than events. 3. GMC Team and IMB Pipeline Liaisons will maintain measure and update criteria for success.

Global Missions Center

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. GMC dedicated banner/s for use on-campus and off-campus – 2 feather banners and possibly 2 hanging banners for missions week
2. GMC Office polo shirts to wear for general recruiting and for other events
3. New merchandise for NOBTS/Leavell College student body
4. Serve Anywhere Journals for NOBTS/Leavell College students going on ST mission trips
5. Raise and continue to increase specific funding toward ST mission trips and student mission trip opportunities. This will help keep trip costs affordable and enticing
6. Raise funds to provide a Trip Leader Stipend in addition to the cost of the trip
7. Dedicated FT Assistant Director/Adjunct Missions Faculty

Institute for Christian Apologetics

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

Outcome #1: Increase Christian Apologetics student enrollment

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

Alignment to Mission Statement: Prepare students to proclaim His truth (mission statement); Increase student enrollment (strategic plan Goal 2)

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Compile and maintain database of students enrolled in Ph.D. (Apologetics). 2. Increase enrollment in Apologetics Masters programs (combined) by 10% per year for 3 years. 3. Increase enrollment in Apologetics Ph.D. program by 10% per year for 3 years.	1. Submit updated database of Ph.D. students by May 1, 2025. 2. Record increase of 10% in Apologetics Masters degree students from 2023-2024 to 2024-2025 academic year. 3a. Record increase of 10% in Ph.D. (Apologetics) degree students from 2024-2025 to 2025-2026. 3b. Submit database of prospective Ph.D.	1. Completed. 6 students in the program. 2. Decreased enrollment by 10% (from 38 to 34) in Apol and (from 55 to 45) in combined Apol & Phil degrees. 3a. Decreased enrollment by 14% (from 7 to 6). Offset by 100% increase in PhD(PhilRel), from 2 to 4. 3b. Completed. 11 students in the prospective pipeline.	1. Continue to compile and submit database of PhD-Apol students. 2. Measure doesn't include Apologetics <i>and</i> Philosophy of Religion, and hence is not fully accurate. Discontinue measure. 3. Continue tracking and interacting with prospective PhD students. Broaden from just Apologetics, to include Philosophy of Religion.

Institute for Christian Apologetics

	apologetics student pipeline conversations.		
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Outcome #2: Engage in popular, congregational, and academic Christian apologetics

Rationale: Apologetics students & faculty must practice what they study and teach. Apologetics exists for the benefit and flourishing of the Church, the academy, and our culture – hence our apologetic practitioners (students and faculty) strive to be engaged in apologetic endeavors to reach all three audiences.

Alignment to Mission Statement: Prepare students to proclaim His truth and fulfill His mission (mission statement); Enhance NOBTS's institutional image among our various publics (strategic plan Goal 1).

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Apologetics Faculty will present papers at regional and national academic conferences and/or colleges and universities. 2. Apologetics Faculty will present papers at regional and/or national academic conferences or other academic institutions. 3. Apologetics Faculty will publish book reviews or articles in recognized journals, and/or publish monographs with	1. Submit faculty reports with a combined 10 apologetic presentations in the academic year. 2. Submit faculty reports with a combined 2 paper presentations in the academic year. 3. Submit faculty reports with at least 1 academic publication in the academic year.	1. 13 faculty presentations in the 2024-2025 academic year 2. 2 faculty paper presentations at regional/national conferences or academic institutions 3. 3 academic publications (journal guest editor; chapter in a book; edited book with an authored chapter)	1. Records only collected for one faculty (Dr. Anderson) (for each of the first three measures. It is difficult to collect a list of such presentations and publications by Drs. Dew and Stewart. In light of that difficulty, we will no longer utilize measures 1-3.

Institute for Christian Apologetics

recognized academic publishers.			
4. Apologetics students will make presentations at church and/or academic conferences.	4. Compile anecdotal records of at least 2 student presentations in the academic year.	4. Multiple students presented at Defend 2025 and the Spring 2025 regional EPS meeting.	4. Compiling anecdotal records proves to be harder than anticipated. Measure will no longer be utilized.

Outcome #3: Expand NOBTS's and ICA's exposure and profile in North American apologetics

Rationale: As the seminary's apologetics face, the ICA strives to become a known entity in the national scene, both to raise NOBTS's profile and to broaden our student recruitment pool

Alignment to Mission Statement: Enhance NOBTS's institutional image among our various publics (strategic plan Goal 1).

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. ICA sponsorship of external conferences. 2. ICA faculty and students interviews with external parties and/or presentations at external apologetics events.	1. At least 1 sponsorship before June 2025. 2. At least 2 faculty interviews /presentations and 1 student interview/presentation before July 2025.	1. Satisfied. Sponsored the annual WIA conference, and Abre mis Ojos in September 2024. 2. 2 faculty interviews recorded; two different faculty members, both with Watchman Fellowship in January 2025.	1. Keep criteria in place. Continue exploring sponsorships and ongoing relationships 2. Record-keeping on this measure and criteria was lacking. Discontinue measure.

Institute for Christian Apologetics

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. The ICA would like to provide scholarships or stipends for apologetics students who have papers accepted for presentation at regional or national academic conferences. That would require new dollars accessed from the available annual distribution of the Calhoun Endowment. Conversations have now happened to ensure the availability of funds from the Calhoun Endowment for this purpose. In 2025-2026, we will pursue a scholarship application process for regional/national academic conference presenters.

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: Plan to Host a Successful Annual Conference

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

Alignment to Mission Statement: This event will help students walk with Christ

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <ol style="list-style-type: none"> 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. 2. Quantitative Analysis – Attendance will be taken at the event giving a Quantitative Measurement of the conference. Final evaluation will occur after the conference. 	<ol style="list-style-type: none"> 1. 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. 2. 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. 	<ol style="list-style-type: none"> 1. 100% of responses were positive regarding the quality of the conference but were disappointed by the low level of promotion and subsequent attendance. 2. There were 14 people in attendance. A link to post online was not available until 7 months after the event. 	<ol style="list-style-type: none"> 1. Explore additional means of promotion for future conferences. 2. Difficulties with promotion and advertising severely impacted attendance. The long delay in getting a web link had impaired online access. More aggressive attention will be paid to these matters in the future.

Institute for Faith and the Public Square

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.	3. Raise \$5,000 annually to fund the conference budget – Funding is needed to pay speakers, transportation, and publicity.	3. All expenses were covered with sufficient reserves remaining.	3. Continue to solicit funds as needed.
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Outcome #2: IFPS Website

Rationale: A website up-to-date with past and future events

Alignment to Mission Statement: To proclaim Christ's truth

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 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. 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	1. 100% review of website by the Board – To ensure continued usefulness and accuracy of the website. 2. 5% increase in Web site and social media traffic – The website and social media are used to publicize and promote events	1. 100% of responses regarding the website were positive. 2. Google analytics reports that active users increased 19.5% over last year with page views increasing 75.3%.	1. Maintain the quality of the site. 2. There is continuing interest in the type of activities in which the Institute is engaged. We need to maintain an up-to-date site and explore ways of

Institute for Faith and the Public Square

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.			building on this interest.
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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 to Mission Statement: To prepare students to fulfill Christ's mission

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Project Effectiveness – The measurement will be the matching of at least 25% of legislators with a volunteer prayer partner. The IFPS Board will determine the effectiveness of this outcome. Evaluation will occur after the legislative session.	1. Enlist prayer volunteers for at least 25% of the Louisiana State Legislature – Legislatures need and desire prayer.	1. There are 27 volunteers for 144 Louisiana State Legislators, which is 19%	1. While this is shy of the goal, it represents the largest percentage to date. Look for additional ways of promoting the Project.

Institute for Faith and the Public Square

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. From its inception, the IFPS has raised or secured its own funding and will continue to do so.

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 to Mission Statement: 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.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Conduct a LC Conference during the Spring 2025 semester to encourage and equip students, pastors, and other church leaders relating to the growth and health of the local church.	1. 25 participating in the Seminar	1. A LC Conference promoted as the Leavell Center Lectures with the theme “The Great Commission Journey of the SBC” was conducted on March 13, 2025, in LSC 224 to inform and equip students, pastors, and other church leaders concerning critical issues related to the fulfillment of the Great Commission in our denomination and	1. The content of the lectures was excellent and the exact benchmark of 25 participating in the Conference was met. The promotional material from our PR Department through the various social media platforms went out in a timelier manner than for the last Conference to the seminary family and the churches and their pastors and

Leavell Center for Evangelism and Church Health

<p>2. Conduct Evangelistic Outreach Projects in the community during both the Fall 2024 and the Spring 2025 semesters in conjunction with Serve Day.</p> <p>3. Partner with a local church to take students into the surrounding neighborhoods doing door-to-door outreach and evangelism and street witnessing during the academic year.</p>	<p>2. 50 students and faculty participating in the Projects</p> <p>3. 20 participants, 200 Gospel conversations, 40 salvation decisions</p>	<p>churches. Dr. Chuck Kelley, President Emeritus and Distinguished Research Professor of Evangelism at NOBTS, was the guest speaker for the Conference Lecture Series. The topics Dr. Kelley addressed were “How to Build a Great Commission Powerhouse” and “The Big 5 Questions Facing the SBC.” Twenty-five individuals were in attendance for the lectures.</p> <p>2. During the two Serve Days in the Fall and Spring semesters of the 2024-2025 academic year approx. 100 students and faculty did door-to-door and street witnessing in the community. Several professions of faith were recorded.</p> <p>3. During the Fall and Spring semesters of the 2024-2025 academic year, we partnered with Franklin Avenue BC in New Orleans East. We had 25 participants, approx. 225 Gospel Conversations, and 50</p>	<p>staff. Also, this was the first time that a Leavell Center Conference was made available online through Microsoft Teams, which allowed some to view the lectures remotely.</p> <p>2. The benchmark for the Evangelistic Outreach Projects in conjunction with Serve Days was surpassed greatly with double the benchmark number set for participation. The Office of Spiritual Formation and Student Life added several more teams to do door-to-door evangelism and street witnessing for the two Serve Days which contributed to the much higher number of participants.</p> <p>3. The benchmarks for the evangelistic outreach endeavors with a local church were exceeded. Part of the reason for these results was that the evangelism minister and a few FABC members</p>
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Leavell Center for Evangelism and Church Health

		salvation decisions.	went out with us into an apartment complex near the church each week and helped us to connect with the residents who were very responsive to the Gospel.
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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 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 to Mission Statement: 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.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. 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.	1. 150 Demographic Reports provided for churches, students, faculty, and other entities	1. A total of 122 customized Demographic Reports were provided through the LC for churches, students, faculty, and other entities during the 2024-2025 academic year.	1. Most of the requests for Demographic Reports come from students needing them for projects in evangelism, revitalization, and discipleship classes as well as ProDoc students needing the reports for their research projects. The benchmark of 150 Demographic Reports will be maintained for the next academic year. In order to

Leavell Center for Evangelism and Church Health

			increase awareness of the availability of this helpful Demographic tool to assist in developing evangelism strategies for the local church and church planting to the larger seminary family, we plan to create flyers with QR codes and place them in highly trafficked areas on the campus.
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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.

1. Outcome #1: Measure 1. Conferences/Seminars/Lecture Series will require funds for travel, honorariums, and possible accommodations for the speakers conducting the events. Some funds for promotional purposes may be required as well.
2. Outcome #1: Measures 2 & 3. Gospel tracts will need to be ordered from NAMB for the evangelistic outreach efforts.
3. Outcome #2: Measure1. Some funds for the flyers to promote the Demographic Reports may be required.

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 to Mission Statement: Outcome 1: Training, is related to the NOBTS mission statement regarding preparing students to “fulfill His mission” by training students to enter the work of professional counseling.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. The Counselor Competencies Scale 2017 is used to assess knowledge and application of counseling skills and professional dispositions. Counselors’ ability to complete all weekly record keeping activities correctly and promptly is assessed i 3.C: Record Keeping.	1. The Accreditation Standards-Group Analysis Report of student scores on the Counselor Competencies Scale 2017 Part 3.C will demonstrate that 95% of students meet minimal acceptable standards established by NOBTS Counseling Program for item Part 3.C.	1. Results demonstrated that 99% of students met the minimal acceptable standards established by NOBTS Counseling Program for CCS item Part 3.C.	1. The Counseling Department, clinical support staff, and clinical supervisors will continue to monitor counselor competencies related to timely task completion and proficient record keeping.

Leeke Magee Christian Counseling Center

Students are evaluated by the Individual Supervisor at the beginning of Practicum and at the end of each clinical practice component.			
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Outcome #2: Counseling

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

Alignment to Mission Statement: Outcome 2: Counseling, is related to the NOBTS Mission Statement regarding preparing students to “proclaim His truth” by developing skills in confrontation.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. The Counselor Competencies Scale 2017 is used to assess knowledge and application of counseling skills and professional dispositions. Counselors’ ability to challenge clients to recognize and evaluate inconsistencies is assessed in Part 1, Question H: Confrontation. Students are evaluated by the Individual Supervisor at the beginning	1. The Accreditation Standards-Group Analysis Report of student scores on the Counselor Competencies Scale 2017 Part 1.H will demonstrate that 95% of students meet minimal acceptable standards established by NOBTS Counseling Program for item Part 1.H.	1. Results (95%) for this item did meet the minimal acceptable standards established by NOBTS Counseling Program for item Part 1.H.	1. Improvements will continue to be implemented through greater emphasis on confrontation skills in coursework and clinical supervision to maintain current progress.

Leeke Magee Christian Counseling Center

of Practicum and at the end of each clinical practice component.			
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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.

1. None at this time.

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 occurred at the North Georgia extension center on October 5-7, 2017. The YMI staff spent the 2017-2018 academic year planning and completing the tasks needed to create another YMI off-campus workshop. From 2018 to 2019, the YMI staff conducted a workshop with the Southeast Youth Ministry Conclave in Chattanooga, TN. YMI continues offering a Conclave conference course for graduate and doctoral students.

Alignment to Mission Statement: This outcome supports the mission of the seminary to equip leaders to fulfill the Great Commission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The number of students taking the seminary course for credit. The number of impressions (The Enlistment office counts impressions as an opportunity to get NOBTS in front of an audience either verbally or visually) the YMI and NOBTS enlistment staff accumulates at the Southeast Youth Ministry Conclave annual event – The YMI staff will maintain a record of the	1. 750 impressions and seven students taking the course.	1. Students Taking the Course: -- 6 Graduate -- 3 DMIN -- 9 Total Impressions: 1500 We made both hard and soft impressions at the conference. We also had a great group of students in the class this year.	1. Increase the number of impressions and class participants.

Youth Ministry Institute

personal contact information of individuals we speak with at the NOBTS booth the Southeast Youth Ministry Conclave annual event.			
2. The course will be added to the Spring 2026 Course Schedule, and the number of students taking the course will be measured.	2. 5 students taking the course		

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 2024-2025 academic year planning and completing the tasks needed to conduct the research.

Alignment to Mission Statement: This outcome supports the mission of the seminary to equip leaders to fulfill the Great Commission.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. 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	1. 800 users	1. 778 users to date Youth leaders around the country continue to use the assessment tool to evaluate their youth ministry in the three arenas of teenagers in the youth group, teenagers	1. Continue to promote the assessment tool through social media and email marketing. Launch two new assessments called the Student Spiritual Growth and Influence and Parent Spiritual Growth and

Youth Ministry Institute

evaluating youth ministry success. Number of people who use the assessment tool		in families, and teenagers in the congregation.	Leadership surveys
2. A “Ministry Team” version of the Youth Ministry Arenas Assessment for youth ministry staff members is being developed. The YMI staff will complete the development and testing of the team assessment and make it available to churches. The number of churches using the team assessment will be measured.	2. 5 churches using the team assessment.	2. The Ministry Team version of the Youth Ministry Arenas Assessment releases this year.	

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

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

1. None

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: Improve BA Program-Specific Assessments

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

Alignment to Mission Statement: Leavell College Unit Purpose Statement and NOBTS/Leavell College Mission Statement

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Review the Leavell College assessment map to align courses in the Leavell College revised curriculum to the courses for each major, ensuring that the SLOs of each program are being taught, reinforced, and mastered. 2. Approve new courses required for BA program completion to fulfill schedule cycle.	1. 100% of Leavell College BAs, AAs, and GenEd core will align courses to program SLOs on the Leavell College assessment map. 2. Leavell College faculty will prepare and process approval for 3 remaining new courses that are required in a BA program in time for them to be offered according to the schedule cycle.	1. Leavell College faculty approved a new curriculum assessment map in its divisional meeting April 2, 2025. 2. Leavell College faculty approved three new courses to complete the LC New Orleans and Online schedule cycle: NT Interpretation: James Classroom Management and Organization Teaching Diverse Learners	1. <u>Remove Measure #1</u> 2. <u>New Measure #2</u> : Approve new courses required for BA Language Programs to fulfill schedule cycle after 2023 curriculum revision.

Leavell College

		<p><u>Reflection on Results:</u> All Leavell College Program Coordinators were involved in the construction and faculty was involved in the review of the curriculum map.</p> <p><u>Previous Action Plans:</u> Last year's action plan was to create the curriculum map which was completed on time.</p>	<p><u>Action Plan:</u> By September 1, 2025, Associate Dean Tommy Doughty will notify Language Program Directors Bong Soo Choi and Fabio Castellanos of recent Core Course Titles changing: <i>English Composition</i> - > <i>English Composition 1</i> and <i>Research & Writing</i> -> <i>English Composition 2</i>. As a result, the Language Directors will need to develop new course syllabi for <i>Written Composition 1</i> and <i>Written Composition 2</i>. By December 31, 2025, the Associate Dean will work with the Language Directors to get courses approved by the full faculty and implemented on their schedule cycles.</p>
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Outcome #2: Maintain and improve new Undergraduate assessment strategies.

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

Alignment to Mission Statement: Leavell College Unit Purpose Statement and NOBTS/Leavell College Mission Statement

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <p>1. Distribute assignments and rubrics of new embedded assignments to pertinent units.</p>	<p>1. Leavell College will produce the semesterly "embedded assignments per term" file and distribute to</p>	<p>1. Leavell College Associate Dean distributed the "embedded assignments per term" file for Fall 2024 on</p>	<p>Measures #1 and #2 will be carried over into the new academic year.</p>

Leavell College

<p>2. Collect embedded assignments in preparation for 2024 program assessments.</p>	<p>program coordinators and staff in Distance/Language units as necessary.</p> <p>2. 100% of required artifacts will be collected and assessed within the academic year.</p>	<p>5/22/24; for Spring 2025 on 11/11/24; and for Summer 2025 on 4/21/25.</p> <p>2. Only two sections of artifacts, both at prison extensions were not collected.</p> <p><u>Reflection on Results:</u> Prison sites are still the hardest to collect all assessment materials from, especially because they do not utilize Canvas for submission.</p> <p><u>Previous Action Plans:</u> Both ongoing action plans last year were fulfilled by the completion of assessment this academic year. The goals of timely distribution of lists <i>and</i> the centralization of assessment materials have helped us maintain more consistent records.</p>	<p><u>Action Plan:</u> By March 31, 2026, Associate Dean Tommy Doughty will work with Michael Wang in Institutional Effectiveness to compile assessment grids for each BA major so that LC faculty can complete their assessment juries according to the cycle timeline before June 30, 2026.</p>
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

1. None.

Academic Services

Spiritual Formation and Student Life

Unit Purpose Statement: The Office of Spiritual Formation & Student Life 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: Cultivate a community committed to spiritual growth.

Rationale: To see students regularly involved in activities focused on growing in Christlikeness and spiritual maturity.

Alignment to Mission Statement: This outcome aligns with the NOBTS Mission Statement.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The number of students participating in groups such as those listed above which are coordinated by our department.	1. 40 students	1. 25 students (target unmet) <ul style="list-style-type: none"> Fall 2024: 7 students in mentoring relationships, 5 students in Conquer groups Spring 2025: 8 students in mentoring relationships, 5 students in Conquer groups 	1. We did not meet the criteria for success. Over the course of the 2024-25 academic year, the VP for Spiritual Formation & Student Life and the Assistant Deans of Students reevaluated how we might be most effective in cultivating spiritual growth. As a result, we will edit our first measure for this outcome to make it clear that we desire to increase participation in mentoring groups, Conquer groups, and Bible studies. Additionally, the VP for SF&SL and the ADOS for Spiritual Formation will begin to offer a Bible study group specifically for new male students each semester.

Spiritual Formation and Student Life

2. The number of individuals participating in service opportunities such as those listed above which are coordinated by our department.	2. 675 individuals	2. 705 individuals (target met) <ul style="list-style-type: none"> • Fall 2024 <ul style="list-style-type: none"> ○ 3 House System Serve Programs: 15 each time ○ Fall NSO Serve Day: 120 ○ Fall Serve Day: 240 • Spring 2025 <ul style="list-style-type: none"> ○ 3 House System Serve Programs: 15 each time ○ Spring NSO Serve Day: 40 ○ Spring Serve Day: 225 	2. We exceeded the criteria for success. In an effort to continue growing this number, the ADOS for Student Life will work with House System leaders to encourage more service programs and greater participation. Additionally, the ADOS for Spiritual Formation will explore a more effective way to incorporate distance students into Serve Days.
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Outcome #2: Improve student services across delivery systems.

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

Alignment to Mission Statement: This outcome aligns with the NOBTS Mission Statement because it is aimed at improving the quality with which we prepare servants in New Orleans and around the world.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The number of programs which are oriented toward academic excellence and service.	1. 40 programs	1. 43 programs (target met) Service Programs: 10 <ul style="list-style-type: none"> • 6 House System service opportunities (3 in Fall, 3 in Spring) 	1. We exceeded the criteria for success. In an effort to continue growing this number, the ADOS for

Spiritual Formation and Student Life

		<ul style="list-style-type: none"> • 2 serve times during New Student Orientation (1 each semester) • 2 Serve Days (1 each semester) <p>Academic Programs: 33</p> <ul style="list-style-type: none"> • 28 Scholar Hours events (weekly each semester) • 2 House System academic events (1 each semester) • 1 Student Life Study Break 	<p>Student Life will work with House System leaders to encourage more service programs. The ADOS for Student Life and the Campus Life Coordinator will also consider adding additional study break events to our program calendar.</p>
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Outcome #3: Help NOBTS students, faculty, and staff develop and maintain a healthy and active lifestyle.

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

Alignment to Mission Statement: This outcome aligns with the NOBTS Mission Statement because cultivating a healthy spiritual life involves caring well for the physical body.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <p>1. The number of equipment and facilities updated.</p>	<p>1. 5 equipment and facilities updates</p>	<p>1. 9 updates (target met)</p> <ul style="list-style-type: none"> • Weight Room Updates: 2 new weight benches, 1 new treadmill • Pool Updates: Refinished the concrete pool deck • Equipment Updates: 2 	<p>1. We exceeded the criteria for success.</p> <p>In light of feedback from the Assessment Oversight Committee, the ADOS for Student Affairs and the Rec Life Coordinator will change the measure for this outcome.</p>

Spiritual Formation and Student Life

		new basketballs, 3 new volleyballs	As it stands, the current measure does not tell us anything about student behavior. In order to evaluate trends in behavior, we plan to measure the number of individuals who are participating in Rec activities. We will identify this number by combining the total number of Rec check-ins and the total number of intramural participants for a given year. We will use the 2024-25 academic year as a baseline for setting our first benchmark. Any improvements we make to Rec facilities/equipment and Rec programming will be aimed at increasing the number of participants.
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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.

1. None

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 to Mission Statement: In keeping with the NOBTS mission statement to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission, the library will provide library resources that foster critical thinking skills and exposure to multiple theories, practices, and theologies of successful Christian ministry.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase in the 2024 EbscoHost Religion and Academic eBook Collections – The EBSCO annual collection report is in the annual report from the Director of Technical Services.	1. Increase the net EbscoHost Religion and Academic eBook Collections by 150 titles annually.	1. Over 100 eBooks were purchased, including Spanish titles. The Ebscohost subscription databases added more than 50 additional titles to meet the benchmark. Present holdings number just over 4,000 items.	1. Faculty suggestions for eBook purchases have been most helpful. Professors that are particularly helpful are Drs. Warren, Wittman, and Jones. Continued eBook purchases in the coming year are within the library budget.

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 to Mission Statement: In keeping with the NOBTS mission statement to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission, the library will provide access to rare theological writings and hymnology to facilitate awareness and appreciation for both the past and present spiritual climate of the Church.

Library

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. 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.	1. Process 5 linear feet of archival materials or 25 rare items or books annually.	1. Between 5 and 6 feet of photographs and papers were sorted and filed. In addition, the Frost building upstairs hallway display is not complete. Other exhibits included the 100 th anniversary of the Cooperative Program and the Early Years of the BBI presented for the fall Trustee meeting.	1. Amy Williams assistance in archival efforts of the past year have significantly helped our efforts to reach the benchmark.

Outcome #3: Increase Student Satisfaction of Library Services

Rationale: Increase the student satisfaction scores in the annual Graduation Ministry Survey Questionnaire.

Alignment to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. An average of each of three questions from the Graduation Ministry Survey: (1) Were you given training	1. Question 1: 75% yes Question 2: 90% satisfied or very satisfied Question 3: 75% satisfied or	1. Question 1: 75% yes Question 2: 90% satisfied or very satisfied Question 3: 92% satisfied or	1. It's discouraging that graduates do not respond more positively to question 1. Certainly the goal was

Library

and resources on how to use the library services? (2) The library staff is courteous and helpful. (3) Library materials are sufficient for distance learners.	very satisfied	very satisfied	met, but students apparently forget (1) new student orientation training and (2) the online videos on the library website.
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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.

1. The library budget needs to add \$25,000 annually for several years to help the library recover from loss of purchasing power due to inflation and budget cuts of recent years.
2. Bringing Elizabeth Holt to full-time status would significantly help address career staff workload stress.

Media Services

Unit Purpose Statement: The purpose of Media Services is to enhance the process of equipping servant 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: Complete Sanders Studio AV Solution.

Rationale: The Media Services Department will provide audio-visual integration assistance to the Sander music studio project. This studio will be a centerpiece of the music division facilities. The audio-visual component of this facility will be critical to the function of the space.

Alignment to Mission Statement: The institution exists to “prepare servants”. By improving the music division facilities, we provide more capacity for the faculty to teach and communicate effectively. Therefore, completing the integration of audio-visual systems in the new studio directly correlates to the core mission of the institution.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<i>Measures</i> 1. We will measure the completion of the studio and the efficiency in number of days it takes to complete the work assigned.	1. We seek to fully integrate the studio and limit the integration period to six business days. Four will be used for terminating cables, and another two will be used for the installation of equipment.	1. Targets are incomplete. Only two days of integration have been completed and 60% of the terminations are complete. Both days were completed in the fall semester of 2025. The project was delayed due to uncontrollable factors such as delays in subcontracted HVAC work.	1. Now that work has begun, we still seek to follow an efficient timeline and complete the project by the end of the year. Thomas Johnson and Will Warren will complete the terminations the first week of November, and will seek to be integration equipment as soon as possible in the month of December.

Media Services

Outcome #2: Enhance our organizational systems across campus to create more efficiency in the work being done.

Rationale: Efficiency in our work saves the institution time and money and allows for more effective implementation of our strategic goals. If we can improve our organizational structures, we can more effectively complete our missional assignment.

Alignment to Mission Statement: The institution exists to prepare students to fulfill God's mission. Part of preparing students is modeling healthy systems and structures. The increased efficiency and effectiveness obtained by building out a more robust organizational structure for the office can directly correlate to the organization of a local church and its ministries. Therefore, this initiative will model healthy church organization for the students seeking to serve their local church.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. We will create multiple organizational zones around campus. Each zone will be fully supplied with its needed equipment and all equipment will be logged into a newly created inventory database.	1. We seek to see one database created with every piece of equipment logged and accounted for. We will also complete four well labeled and organized zones of equipment for the Seminary.	1. This target was not met. The database was started, but has not been completed; approximately 40% of the inventory has been cataloged. The four zones have been established, but labeling and final organization is incomplete. This project was sidelined due to turnover and shortage of staff throughout the year. Also, the task turned out to be much larger than expected. However much work has been done, especially in building such as the Nelson	1. Thomas will assign Will Warren and Jacob Kinberger one building a month to organize, label, and database until all spaces are complete. November- Nelson Price December- Leavell Chapel January- Martin Chapel February- Cafeteria March- Sellers April- LSC Studio

Media Services

		Price building. Equipment was identified and organized in such as way as to be used later resulting in the school saving money.	
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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.

1. We will need to purchase some tools for the completion of the Sanders studio. These should be able to be purchased with the within the designated budget allotment.

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 to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<i>Measures</i> 1. On a monthly basis the Admissions office reports the number of campus visitors for all Preview Days and campus tours.	1. Our goal for the 2024-2025 academic year is to have 600 campus visitors come for Preview Day or on a campus tour.	1. We had 590 campus visitors for the 2024-2025. 347 individuals visited our campus through a personalized tour. 234 individuals attended Preview Day.	1. To meet the benchmark next year, Admissions will enhance outreach to churches, conferences, and alumni.

Outcome #2: 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 to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<i>Measures</i> 1. Monthly Admissions	1. The goal for admitted	1. The total number of admitted	1. Graduate and doctoral admits

Admissions

Reports- Undergraduate, Graduate, and Doctoral admits will be reported on at the end of each month. These reports will provide data that will allows us to execute our strategy.	students for the 2024-2025 Academic Year is 875. 2. (UG=300 Grad=450 Doctoral =125)	students for 2024–2025 was 867 , broken down as follows: <ul style="list-style-type: none"> • Undergraduate: 257 • Graduate: 474 • Doctoral: 136 	exceeded goals, but undergraduate admits fell short. Admissions will enhance outreach to high schools, churches, and youth conferences to boost future UG admits.
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Outcome #3: 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 to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Monthly Admissions Reports- Undergraduate, Graduate, and Doctoral inquiries will be reported on a monthly basis and progress will be monitored on a monthly basis.	1. The goal for prospective student inquiry forms for the 2024-2025 is 1,900. (UG= 400 Grad= 1,200 Doctoral=300)	1. A total of 1,036 inquiries were received during the 2024–2025 academic year: <ul style="list-style-type: none"> • Undergraduate: 358 • Graduate: 475 • Doctoral: 203 	1. Inquiry totals were below target, indicating a need for broader outreach. Admissions will expand digital marketing, improve website visibility, and launch referral efforts through students and alumni to increase prospective leads.

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.

1. None

Registrar & Student Success

Unit Purpose Statement: The Office of the Registrar and Student Success's 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: Increase and maintain degree-seeking student persistence, retention, and graduation rates.

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 to Mission Statement: This outcome connects to the mission statement as our primary task is preparing students (servants). This outcome aligns with our goal to produce the quantity of equipped students.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase and maintain undergraduate and master's level fall persistence rates to 93% 2. Increase and maintain undergraduate and master's level fall retention rates to 80% and 85% respectively. 3. Increase graduation rates (200%) of undergraduate and master's level students to 30% and 55% respectively.	1. 77% (UG) and 82% (M) 2. 65% (UG) and 63% (M) 3. 30% (UG) and 44% (M)	1. 87% (UG) and 93% (M) Great increases in both program levels. Still have not reached the target with UG program but improving 2. 79% (UG) and 77% (M) Again, still haven't reached goal, but we have movement in the right direction. 3. 27% (UG) and 47% (M) Same as above	1. Continue in proactive advising structure. Increase training and awareness for New Student Advisor to equip new students to help persistence/retention rate. 2. Implement Stellic degree planning software in an attempt to help graduation rates by equipping students to build and plan degree pathways.

Registrar & Student Success

Outcome #2: Create student degree plans and course offering documents for both graduate and undergraduate programs.

Rationale: The Office of the Registrar and Student Success 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. Student advising assists the institution in serving and preparing students.

Alignment to Mission Statement: 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.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Create a hybrid advising system for upper-class undergraduate students and master's students by offering course rotations in a consumable format for all degree programs at the undergraduate and master's level.	1. Initial plans built for BA, MDiv, and vocational MA degrees. Starting work on making them presentable and able to be distributed.	1. Plans are built for the BA core, MDiv, and vocational MA programs. Advisors are using these plans in their advising appointments. These plans are beginning to help students make more informed decisions on scheduling courses.	1. These plans will serve as the base and foundation for developing and implementing Stellic Degree Planning software in the coming semesters.

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. None

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 to Mission Statement: This outcome aligns with the NOBTS Mission Statement to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. We believe that being good stewards in all areas of life, including finances, is essential in maintaining a healthy relationship with Jesus and the freedom to act obediently in all He may call students to do.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. 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.	1. 50 students will complete the entire His Part, Our Part course.	1. The goal of the previous cycle was successfully met. 56 total students and student spouses completed His Part, Our Part in the 2024-25 academic year by attending at least six of the seven meetings and being an active participant in discussion of the material. Student completion is detailed by term below: <u>Fall 24</u> : 20 online, 9 in person <u>Spring 25</u> : 11 online, 3 in person <u>Summer 25</u> : 13 online	1. Including promotion of His Part, Our Part courses in emails to the entire student body helped to increase completion of the course. We would like to have 60 students and student spouses complete the His Part, Our Part course in 2025-26. This could be accomplished by Financial Aid staff members being intentional to encourage students to participate in the course when discussion other financial aid resources

Financial Aid

2. Number of students who meet with financial aid office or TruWealth Advisor for individual advising meetings.	2. 10 students participate in individual meetings	2. The goal of the previous cycle was successfully met. 64 students meet with a Financial Aid worker to receive guidance in the process of taking out a private student loan.	with them. 2. Requiring students to meet with a financial aid team member before receiving a private student loan gives opportunities to counsel the student regarding this particular financial decision. In the future, it would benefit us to explore how to utilize the partnership with TruWealth to assist students with more comprehensive financial advising. This goal can be raised to 75 student meetings for 2025-26.
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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.

1. Nine

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 to Mission Statement: All communications and marketing efforts will be aligned with the seminary's mission statement and Dr. Dew's four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2022-2023 academic year.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Continue to work with administration to focus our marketing messaging.	1. After identifying major advertising outlets for 5 major states, develop strategy (with budget) for these states. Also, develop a strategy for marketing to AMS & DOMs in these states.	1. Benchmark not met – The major advertising outlets were identified for AL and MS. Some opportunities were identified for FL and LA. No opportunities were identified for GA. Some strategies were executed for AL, MS, and FL. No strategies were executed for LA and GA. A budget was created for AL but not for any other states. No specific marketing strategy for AMS & DOMs were developed. REFLECTION: Not enough work was completed for this	1. A) Identify the major advertising outlets for FL, LA, and GA (complete by Q1 of 2026). Our Social Media Coordinator will conduct the research. B) Integrate advertising opportunities with state convention meeting marketing for one cohesive strategy (complete by Q2 of 2026 with eye toward fall state convention meetings). The Director of Communications will integrate the

Communications and Marketing

<p>2. Continue to work with administration on developing MDiv and Pastoral Ministry-focused marketing.</p> <p>3. Continue to work with administration on highlighting our ministry partnerships.</p>	<p>2. Messaging by 1/1/25; Materials ready to be implemented by SBC25.</p> <p>3. Develop specific content for co-marketing and co-branding with IMB & NAMB. Goal: 3 collaborations each over the next year.</p>	<p>measurement. I assigned research for this task to a member of my team that no longer works for my department. Without the research, we were not able to build more than we did. I still think this is an area of growth for our comms strategy, so we are going to try again this year.</p> <p>2. Benchmark partially met – Messaging and materials were created for pastoral ministry but not for MDiv. Messaging: Place for Pastors. Content: Proclaimer’s Scholarship information & Place for Pastors SBC banners. REFLECTION: We need to let the pastoral ministry marketing run its course. Nothing is needed there for now. MDiv communication is imbedded in many of our promotions (Proclaimer’s). I do not think we need to develop any new “messaging” anymore. New materials? Yes.</p> <p>3. Benchmark not met – No collaborations were created. REFLECTION: While our relationship with these entities is strong, our focus on partnering with them for communications has shifted. I</p>	<p>strategy. C) Develop budget for communication plan with administration. The Director of Communications will work with Director of Admissions, VP of Enrollment and SVP of Business Admin to develop budget.</p> <p>2. Create MDiv stand-alone promo material for SBC2026. This may be printed or digital. The Director of Communications and Graphic Designer will create these.</p> <p>3. No longer a criteria for success.</p>
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Communications and Marketing

		do not think this is a direction we need to consider for now.	
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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 to Mission Statement: All communications and marketing efforts will be aligned with the seminary's mission statement and Dr. Dew's four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2022-2023 academic year.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Over the next five years (began 2022-2023), the Office of Communications and Marketing will focus on raising average followership of Twitter by 8-10 percent (increased 8% in 2021-22), Instagram by 20 percent (increased 22% in 2021-22), and Facebook by 4 percent (increased 3.25% in 2021-22) each year. The growth will be accomplished primarily through organic rather than paid means.	1. Target: approximately 14,000 total Twitter followers & total Instagram followers within the next 5 years, and approximately 38,500 Facebook followers within next 5 years.	1. Benchmarks partially met - Total Twitter: increased from 9,786 to 9,894 (1.1% growth); Total Instagram: increased from 7,277 to 8,837 (21.4% growth); Facebook: increased from 33,114 to 33,976 (2.6% growth). REFLECTION: A) Twitter's growth is non-existent. The biggest reason for this has been a shift in the platform since transitioning to "X." The platform is now "pay-for-play." For example, we do not have access to analytics or advertising like we used to because we have a free account. We are not planning on purchasing a paid account for Twitter, so its	1. Develop digital content calendar separate from conference/event promotion. Implement by Q2 of 2026. Our social Media Coordinator will maintain this calendar.

Communications and Marketing

<p>2. Improve the average Twitter followership for this year. *We are keeping this, but it will be based on conversations regarding Twitter Premium as noted in 2023-2024 report.*</p> <p>3. Grow external monthly newsletter subscribers to 150 (currently 31).</p> <p>4. Develop strategy for YouTube channel to be a</p>	<p>2. 2022-2023 growth = 2.5%. Goal = 6-8%.</p> <p>3. Develop external monthly newsletter strategy. Implement strategy by May 1, 2025, leading up to SBC25.</p> <p>4. Develop strategy for content to be implemented by</p>	<p>growth will no longer be a metric we judge. B) Instagram met its mark. Leavell College especially has increased. Giving Leavell College its own voice has proven to be effective. C) Facebook grew moderately but did not reach the benchmark. We still have a retention problem, but we have identified a way to tackle it. Our content has become too “corporate.” We are always selling an event or conference. We need to return to telling the story of the institution and let the conference communication support that.</p> <p>2. Benchmark not met – see reflection from measure one</p> <p>3. Benchmark not met – We transitioned the platform we are using to send our monthly newsletter, so we do not have that data. Additionally, we rebranded the entire newsletter this summer. Even so, the measurement seems high. We will adjust this with the new platform in mind.</p> <p>4. Benchmark met – total subscribers increased from</p>	<p>2. No longer a metric we will use to judge success.</p> <p>3. Create a subscription form for new newsletter by Q2 of 2026. The Director of Communications will work with ITC to build this form. Acquire 50 subscribers in first year.</p> <p>4. Develop 3-4 more long-form video series to support</p>
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Communications and Marketing

major piece of our social media brand. Increase subscribers to 2,750 (currently 2,347). This is a 403 increase (50% higher than the 268 increase from 23-24).	January 1, 2025, specifically regarding YouTube shorts. Develop strategy for highlighting CCW content through NOBTS YouTube.	2,347 to 5,648. REFLECTION: Our YouTube subscriptions have skyrocketed with the introduction of Jamie's new podcast and with intentional promotion of shorts. Success on YouTube will lead to a change in strategy for the 2025-2026 QIR report.	our YouTube channel (at least 2 by Q2 of 2026).
5. Develop strategy for stabilizing NOBTS podcast streams.	5. Work with administration to determine the ownership of NOBTS podcast streams. Podcasts will not improve without this step.	5. Benchmark met – We have identified which podcasts we are keeping, which ones we are merging, and which ones we are discontinuing. REFLECTION: Our podcast platforms are now in a position for growth. Jamie's new podcast is doing very well. Caskey's podcast has a recording schedule. Other plans are in development for new podcasts.	5. Expand podcast platform to include a faculty podcast/video series by Q2 of 2026.

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. Enhancement of the NOBTS YouTube will create a greater need for expedited video content; however, Jonathan is currently at max capacity. As the need for video content grows across the institution, my budget will need to reflect this increase in either 1) an additional part-time or full-time videographer or 2) a contract employee. .

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 to Mission Statement: Improving processes to minimize institutional risk and increase efficiency aligns with NOBTS Strategic Plan 2020-2025: Improve the Seminary’s long-term financial stability.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Improve the percentage of payroll/HR changes made by the employee vs. their supervisor or payroll/HR staff	1. A percentage of 96.5% or higher of all payroll/HR changes listed to be completed by the employee rather than by a supervisor or payroll/HR staff	1. The annual average was 96.88% for 2024-2025. We reached our goal, and the major contributing factors were that payroll/HR staff have been directing employees to make changes on their own, as well as reiterating to supervisors that best practice is for employees to request time punches rather than supervisors making manual changes on behalf of employees.	1. We will continue to encourage our employees at every opportunity to make changes when applicable to their personal information, rather than our team making these changes on their behalf. We will also continue to teach our supervisors that best practice is for employees to request punches in the time system, rather than anyone making manual adjustments. By continuing these steps, we are

Human Resources

			confident we can reach a goal of 96.5% again next year.
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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.

1. None

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 to Mission Statement: This outcome aligns with point 4 of the NOBTS Strategic Plan 2020-2025: Improve the Seminary’s long-term financial stability. 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.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Cross-train employees dealing with student account related issues to improve customer service when dealing with students.	1. Often, employees in the Business Office are dealing with high volumes of emails and phone calls. We strive to solve this issue and move on to the next issue. Sometimes, moving too quick with a student or individual will cause the student/individual to call/email again because they have not fully understood the situation. We need to improve on our customer service relationships where we	1. We successfully cross-trained every employee dealing with student accounts (Purchasing Manager, Accounts Payable, and Bookkeeper, in addition to the main SA workers: Student Accounts Manager, Cashier, and BO Clerk. We were able to include all these employees in the call-loop for the Business office. However, even though we successfully cross trained those employees, we had	1. We successfully cross-trained every employee; however, employee turnover has caused this to be an issue again this year. Yet, in the training process, we were able to, from the beginning, allow those training start the training process with the idea of dealing with student account issues for every employee. So, the idea of every employee being cross-trained to deal with student accounts has

Business Office

	go above and beyond in helping solve issues with students or others. Success will be defined as training six Business Office employees with greater customer service initiatives.	three of the employees leave due to completing their students. Thus, we have to aim for this goal again for the new employees that have joined our team.	been implemented from the start. Although, we still have to get the newer employees up to speed in dealing with SA situations.
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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.

1. If we can serve students/employees/guests with outstanding customer service, not only are we serving the existing clientele, but we are potentially recruiting future students/individuals to come to NOBTS. This net effect should only be a positive for the institution

Operations and Auxiliary Services

Unit Purpose Statement: to faithfully steward the seminary's physical assets and resources by maintaining safe, functional, and welcoming campus facilities that support the institution's mission of preparing servants to walk with Christ, proclaim His truth, and fulfill His mission.

Outcome: Install New Asset Management System

Rationale: Installing this new asset management system will assist in tracking physical assets and their maintenance as well as provide better tracking for work orders across campus.

Alignment to Mission Statement: "prepare students" by maintaining safe, functional, and welcoming campus facilities.

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Purchase and Install New Asset Management System. 2. Train maintenance personnel on using new system.	1. New system is installed and ready to use by Fall 2025. 2. Maintenance personnel have received training on new system and are prepared to use it as the old system is phased out.	1. Over the course of approximately 6 months, the new system was installed and ready to use by Fall 2025. 2. Maintenance personnel were trained on the new system and are now using the new system.	1. With the new system in place, it will be easier to track the completion of work orders and primary maintenance of assets. 2. Now that maintenance personnel are using the new system, we will need to monitor data to insure proper entry.

Operations and Auxiliary Services

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. By precisely tracking maintenance and repairs of the Seminary's physical assets, we ensure safe, functional, and welcoming facilities for current and future students, faculty, and staff, while enabling informed financial planning and timely asset replacement.

Safety and Security

Unit Purpose Statement: The purpose of facilities and safety is to provide a well-maintained, secure, and safe campus for all students, faculty, staff, and guests.

Outcome: Provide safe and secure campus environment Strategies

Rationale: Ensuring that Safety and Security is maintained even during traumatic incidents.

Alignment to Mission Statement: “prepare servants”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Maintain Officer Safety <ul style="list-style-type: none"> a. Train Officers for duties conducted. b. Train for Emergency response: medical, fire, disaster, active shooter, etc. 	1. Officer Safety: <ul style="list-style-type: none"> a. 100% of Officers will perform their duties per procedures. b. 100% of Officers will secure and resolve scene. 	1. Officer Safety: <ul style="list-style-type: none"> a. We had one incident involving an officer where they irresponsibly pulled their firearm to practice unloading the weapon in the guardhouse. The weapon discharged and they had to be taken to the hospital. b. We also had a officer fall outside on the guardhouse, and then they required medical attention. c. When responding to emergency scenes there have been no serious injuries sustained by officers on campus. As well as no injuries or 	1. Officer Safety: <ul style="list-style-type: none"> a. The officer who pulled their firearm was written up, had the weapon taken away, and was required to go through firearms safety training with Director Young. As a result the whole department went through firearm safety training and the training was revised to provide more clarity. b. We moved traffic cones that were obstructing the path leading out of the guardhouse.

Safety and Security

<p>2. Maintain safety of roadways</p> <ul style="list-style-type: none"> a. Direct Traffic. b. Enforce traffic laws. c. Enforce Parking regulations. <p>3. Maintain safety of NOBTS campus.</p> <ul style="list-style-type: none"> a. Perform routine patrols. b. Regulate access to campus. c. Enforce ordinances: city, state, local, and private. d. Respond to emergency situations: fire, medical, criminal, natural disaster, etc. 	<p>2. Roadway Safety:</p> <ul style="list-style-type: none"> a. Officers will cite moving traffic violations. b. Officers will cite parking regulation violations. <p>3. Campus Safety:</p> <ul style="list-style-type: none"> a. Perform 100% of required patrols during shift. b. 100% verification of NOBTS affiliation of on-coming persons at entrance checkpoint. c. Ensure 100% of residents comply with all ordinances. d. 100% of Emergency situations are mitigated and handled according to Standard Operating Procedures. 	<p>amplified illness/medical conditions due to officers actions while responding.</p> <p>2. Roadway Safety:</p> <ul style="list-style-type: none"> a. Officers have been diligent in enforcing traffic laws. That being said speeding remains an issue on campus. This has lead to many delivery drivers getting banned from campus. b. Officers have been diligent in parking enforcement and there have been no serious situation in that area. <p>3. Campus Safety:</p> <ul style="list-style-type: none"> a. Officers have done their best to ensure campus safety throughout the year. b. An increase in our sign in policy has made the campus safer and allowed for our department to better control unexpected variables on campus. c. Over the past year we have worked to help residence and employees understand campus policies. This has been beneficial in compliance to the institutions rules. 	<p>2. Roadway Safety:</p> <ul style="list-style-type: none"> a. We added two solar powered traffic signs that alert drivers when they are speeding. As well as two sets of speed bumps. b. A gate was add the block off campus drivers to be able to be able to enter through the one-way exist after hours. <p>3. Campus Safety:</p> <ul style="list-style-type: none"> a. Overall we have been able to fulfill the safety goals this year.
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Safety and Security

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. The ability for Campus Police to do their task effectively and efficiently depend upon several factors some of which are equipment and training. Our officers require training to properly deal with situations of active shooters, combative persons, and medical emergencies. As such, seeking out further training in those areas would greatly improve the ability of officers to handle situations which may arise. The equipment needs of the department are – but not limited to – ammunition, uniforms, and medical supplies.

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: NOBTS/LC face ever-changing Cybersecurity threats and end users need to be educated/trained on how to avoid the dangers.

Alignment to Mission Statement: This outcome will allow us to continue to protect academic data and communication securely as we prepare students (servants).

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. During Oct 2024, the Center for Technology in Learning will lead in providing a series of educational training sessions and materials identifying Cybersecurity threats and what end users can do to avoid them.	1. Send out weekly educational communications to the NOBTS/LC environment on Cybersecurity Awareness. 2. Hold 2-3 training sessions for end users addressing this issue.	1. In October 2024, we sent out weekly emails for five weeks on the topics of phishing, passwords, MFA, AI, and software updates. 2. CTL held and recorded three trainings on the topics of Cybersecurity Awareness Month emphases, backing up files, and updates/phishing help.	1. End users are our biggest vulnerability in protecting NOBTS from cybersecurity events. As more attempts are encountered, we need to continue to educate our Faculty, Students & Staff on how to recognize attempts and avoid them. Unfortunately, this is an ongoing process.

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

Rationale: NOBTS/LC has decided to implement a new course evaluation survey system – Anthology Evaluate and support for the IE office, Faculty, and students is needed.

Alignment to Mission Statement: This outcome will allow us to evaluate the classes as we prepare students (servants).

Information Technology Center

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p><i>Measures</i></p> <p>1. Provide training for faculty and students on Anthology Evaluate</p>	<p>1. Successful deployment of all qualifying course surveys to students and Reports to Faculty and Academic Leadership</p> <p>2. Student Response Rate improvement by 15%</p>	<p>1. ITC Staff successfully trained staff on the system, created data feeds that would be imported into the Evaluate environment, and integrated Evaluate into the LMS environment for the surveys to be deployed. Students were contacted/reminded to complete the surveys through various means (email, LMS environment, etc.) The response rates were: Fall 2024: 57.36% Spring 2025: 55.09% Summer 2025: 41.08%</p> <p>2. Previous response rates were never over 40 or 45% - resulting in an increase for all 3 semesters.</p>	<p>1. The new survey tool/functions and its integration into the LMS seem to have been resulted in a successful implementation improving the usefulness of the data.</p>

Information Technology Center

Outcome #3: Provide a secure digital environment at NOBTS.

Rationale: To provide a more secure Microsoft Azure environment NOBTS/LC will implement additional security policies/configurations and raise the Microsoft Secure Score.

Alignment to Mission Statement: This outcome will allow us to continue to protect academic data and communication securely as we prepare students (servants).

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Review, assess, and implement the Microsoft recommended security tasks	1. Raise the Microsoft Secure "Score" from 30.07 to 43.0 per the Microsoft Defender Secure Score Card	1. Network staff reviewed the Microsoft-recommended security tasks to evaluate which could be implemented. Some of them required the purchase of additional licenses and could not be implemented. The score was lowered to 28.1% not including the items we could not purchase at this time.	1. Network staff are continuously looking for tools, policies, functions, and strategies that can improve the digital security of NOBTS.

Outcome #4: Provide and support voice/video communication services for the NOBTS campus.

Rationale: Nextiva is implementing firmware updates for their system and NOBTS/LC's contract with Nextiva is up for renewal.

Alignment to Mission Statement: This outcome will allow us to continue to provide VOIP voice communications as we prepare students (servants).

Information Technology Center

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Firmware upgrade deployment 2. Review and renew Nextiva Contract for continued services	1. 100% compliance of device installation 2. Any changes & renewal implemented by Jan 2025	1. All Nextiva phones were successfully upgraded. 2. The Nextiva contract was reviewed for changes and was renewed/signed in Jan 2025.	1. The VOIP cloud phone system is a good fit for NOBTS and gives us some flexibility for remote usage in case the need to evacuate occurs.

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. There are no budget implications at this time.

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 \$1,425,000.

Alignment to Mission Statement: “prepare students”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. We will measure our effectiveness with donor appeal and goal attainment rates.	1. We will meet our annual goal by maintaining a high level of donor retention.	1. As of July 31, we raised \$1,506,531 . The goal for 2025-26 is \$1,500,000. The results suggest that we should keep applying the approach we have been using. So, we intend to press on with the strategies listed.	1. Provide timely and emotionally captivating stories within direct mail appeals - We were able to do this 8x this last year, and this seems to work well. We will do the same thing this year.

Institutional Advancement Office

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 to Mission Statement: “prepare students”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<p>Measures</p> <p>1. We will utilize monthly donor reports to ensure our calls a letters help influence increase retention.</p>	<p>1. Donor retention rate of at least 60%</p>	<p>1. We ended the year at 62%. We are not where we want to be, but we are over our benchmark rate of 60%.</p> <p>2. The Fundraising Effectiveness Project data shows a national average of 42.9%. A decline of 3% from the previous year.</p>	<p>1. Increase donor retention to 65% over the next five years – In 2022-23, donor retention was at 54%. Last year, donor retention rate was at 62%, down one percent from the previous year.</p> <p>Strategies: We introduced a new 90-day “donor communication strategy” that introduced new donors to NOBTS and Leavell College. We will continue this in the coming year.</p> <p>We planned to implement presidential acknowledgement for gifts of \$5,000 or more. We shifted this threshold to \$25,000, but experimented with cabinet members writing thank you notes for gifts of</p>

Institutional Advancement Office

			\$5,000 or more. We will continue with this strategy this year.
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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 to Mission Statement: "prepare students"

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Record the responses of prospects who indicate that they have included NOBTS in their estate plans..	1. We added 4 new DeMent Society members.	1. We added 4 new Dement Society Members.	1. DeMent Society has been a part of the routine for the Foundation Board Members. 2. We are in the process of creating a solicitation plan for the DeMent Society.

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. None

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 relationships 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 to Mission Statement: 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.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase Alumni Association Memberships to 1500 active memberships from 2024-2029.	1. 600 Active Memberships by the beginning of the 2025 FY.	1. At the beginning of the fiscal year, there were 669 active Alumni Association memberships across all locations. We were changing our approach because our former system did not encourage recurring giving. We implemented new software that not only helped us retain current alumni association members but also gain new ones easier through special offers, discounts, and direct communication. We also trialed \$1 alumni association memberships at graduations,	1. Our previous cycle's success came from creative promotions encouraging alumni to join the Alumni Association through limited-time discounts and giveaways. These efforts produced measurable engagement increases and membership growth. Building on this success, we will continue offering special promotions throughout the year while developing 2–3 additional membership benefits catered toward continuing education, current help in their contexts,

Alumni Engagement

2. Strengthen Alumni Communication.	2. Increase Channels of Communication from 3 general channels (birthday/sympathy cards, email, Facebook group) to 4 Segmented Areas (All Alumni, New Graduates, Alumni Association Members, State-Specific) with their own communication	which led to a massive increase. 2. Membership engagement initiatives were implemented through email, social media, and SMS , focusing on four primary communication areas: Special Offers, New Graduate Journey Emails, and Event Invitations . While the communications showed a higher trend of an open rate, we have not built a consistent rhythm of communicating with these segments differently.	or cultivating personal engagement among alumni. 2. We have also strengthened targeted alumni communication by establishing specific pathways for key audience segments (e.g., recent graduates, long-term alumni, ministry leaders). In the next cycle, we will build a communications calendar to communicate with these segments at least monthly, if not more often.
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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 continue each semester.

Alignment to Mission Statement: The mission of NOBTS is not restricted to current students and faculty. Alumni present a constituency that can expand and support the work of NOBTS and help students, faculty, and staff continue its key activities.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Increase alumni financial engagement to 7% from 2024-2029.	1. 4.5% by beginning of 2025 FY.	1. During the reporting period, 5.8% of alumni contributed financially to institutional initiatives, reflecting a consistent baseline of	1. We will expand opportunities for alumni giving by creating new giving avenues , including the launch of a Parent Club and tiered levels

Alumni Engagement

<p>2. Increase Alumni Gatherings Both Virtually and In-Person.</p>	<p>2. Open webinars to all alumni; schedule meetings with alumni on-location (once per month on-average); create 3 new avenues for distance alumni to interact (mentoring, web-conference, cohort).</p>	<p>engagement while indicating potential for increased donor participation. This in part came as the Alumni Association membership grew to 669 active members, demonstrating measurable progress in connection and involvement and bringing in new donors.</p> <p>2. Alumni programming expanded through refined webinars and new regional and on-campus events in Chattanooga, TN, and Pinson, AL, effectively strengthening alumni relationships and institutional affinity. Although the planned virtual engagement avenues were not implemented, in-person visits and meetings conducted during alumni office travel fostered meaningful connections, albeit with limited reach. Communication efforts promoting mentoring and volunteer opportunities generated minimal engagement, underscoring a continued area for strategic improvement.</p>	<p>within the Alumni Association. In collaboration with Institutional Advancement, we will also develop targeted communication strategies to clearly cast the vision for new alumni support of designated and recurring funds. These initiatives aim to increase both participation and sustained giving rates.</p> <p>2. To further enhance connection and outreach, we plan to schedule 3–5 alumni events across key regions—Louisiana, Mississippi, Alabama, Florida, and Georgia—to provide greater geographic balance and accessibility. Additionally, we will explore the development of regional alumni chapters to establish consistent, localized engagement and leadership networks.</p>
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Alumni Engagement

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. None