

Annual Report 2016



Contents

SBC Mission Statement	1
The SBC Seminaries Mission Statement	1
The NOBTS Mission Statement	1
Core Values and Target	2
Executive Summary	3
Academic Executive Summary	5
Office of Institutional Effectiveness	9
Graduate Dean	12
Associate Dean for Research Doctoral Program	14
Associate Dean for Professional Doctoral Program	16
Regional Associate Dean for Louisiana and Mississippi	19
Regional Associate Dean for Alabama and Georgia	21
North/Central Florida Regional Coordinator	23
South Florida Regional Coordinator	25
Online Learning Center	26
Baptist Center for Theology and Ministry	29
Baptist College Partnership	31
Caskey Center for Church Excellence	34
Center for Archeological Research	36
Center for Discipleship and Spiritual Formation	39
Center for New Testament Textual Studies	42
Global Missions Center	45
Innovative Learning	46
Institute for Faith and the Public Square	48
Institute of Christian Apologetics	49
Leavell Center for Evangelism and Church Health	53
Leeke Magee Christian Counseling Center	55
Supervised Ministry and Mentoring	57
Youth Ministry Institute	58
Dean of Leavell College	61
Dean of Students	66
Registrar	76
Dean of Libraries	84
Student Enlistment	86

Contents

Business Executive Summary -----	88
Executive Director of Facilities and Safety -----	89
Associate Vice President for Information Technology -----	91
Financial Services -----	95
Human Resources -----	99
Auxiliary Services -----	101
Institutional Advancement Executive Summary -----	103
Alumni Relations -----	107
Church-Minister Relations -----	110
Public Relations -----	113

SBC Mission Statements

SBC Mission Statement

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

SBC Seminaries Mission Statement

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

The NOBTS Mission Statement

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

Core Values and Target

Doctrinal Integrity

Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

Spiritual Vitality

We are a worshiping community, emphasizing both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

Mission Focus

We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

Characteristic Excellence

What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

Servant Leadership

We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

Our Target: Healthy Churches

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

Seminary Executive Summary



Dr. Chuck Kelley

Dear Trustee,

Greetings from Louisiana and the Campus of New Orleans Baptist Theological Seminary! The entire NOBTS family sends its regards and gratitude to you, the church you serve, and every Southern Baptist you represent through your service as a trustee of the seminary. Your prayers, participation in the cooperative spirit of Southern Baptists, along with your work as a trustee are an important part of the story of this School of Providence and Prayer.

This past year was a fruitful year for NOBTS. We had one of the largest enrollments in our history. Every ten years we navigate the intense process of reaffirmation of our accreditation with our regional accreditor (SACSCOC) and our national accreditors (ATS/COA). This was our year for that process. As a result of the intense process, we have been strengthened by the review and encouraged in the pursuit of our mission. In December 2016, our regional accreditor (SACSCOC) gave formal approval for another decade of accreditation. In February 2017, our national accreditor (ATS/COA) followed suite and granted another decade of accreditation. At every level of the institution, from trustees to students, members of the NOBTS family played a significant part in the process.

We remain focused on access, with a view toward making every program we have accessible for both residential and non-residential students through multiple delivery systems. We believe strongly in the distinctive value of residential programs, but we have also implemented your decisions to make undergraduate, graduate, and all doctoral programs, including the PhD, available to students who are called but unable to relocate to New Orleans. These programs are offered through on-campus programs, off-campus programs, mentoring programs, online programs, and hybrid programs combining more than one delivery system. Our goal is to make it possible for anyone God calls to receive some form of theological education, whatever their particular circumstances might be.

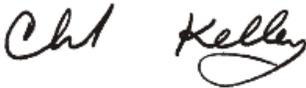
This coming October will be the start of the 100th anniversary year of NOBTS. As we prepare to celebrate our first century and move into our second century of ministry, we do so with joy, excitement, and gratitude. The biggest opportunities are the many paths available for theological education and the tremendous need for both ministers and lay leaders to be prepared to serve the Lord. The biggest challenges are the need to keep theological education affordable for anyone God calls, the changing culture of the United States and its effects on the church, and the decline that is gripping more and more SBC churches. We must do the best job we have ever done in

Seminary Executive Summary

theological education and ministry preparation, because our churches will need the best leaders we have ever had. Thank you again for your partnership in the gospel.

As you read our report, please know we are fully aware that the Cooperative Program is the engine that pulls our train, and that we seek every opportunity to teach our students of its significance. You should also be aware that your personal financial support of NOBTS is crucial to the fund-raising efforts that must complement the CP investment of all Southern Baptists. Thank you again for the role you, your church, and the Southern Baptists you represent have played in our seminary this year. May the Lord bless and keep you!

Yours and His,

A handwritten signature in black ink that reads "Chuck Kelley". The signature is written in a cursive, flowing style.

Chuck Kelley

Academic Executive Summary



Dr. Steve Lemke

Improvements/Accomplishments in 2016

- High enrollment – Enrollment in our academic programs was, overall, successful in 2015-16, with a total enrollment of 3,898, the second highest enrollment in the Seminary’s history. This places NOBTS among the five largest institutions accredited by ATS, in which enrollment in many institutions has declined in recent years. Student enrollment is tracking closely with those numbers in 2016-17. It is particularly encouraging to see extension center enrollment stabilizing, and internet enrollment increasing.
- Record student fee income – The academic programs also produced a record student fee income of about \$8.3 million in 2015-16, surpassing Cooperative Program receipts again this year as a source of income. Student fee income for 2016-17 appears to be on track to set a new record of about \$8.4 million.
- Record scholarship support – All Southern Baptist students already have a significant scholarship provided through the Cooperative Program. However, with the Caskey scholarships added to our existing scholarships, an additional 36 percent of our student fees are being paid by some form of scholarship aid beyond the Cooperative Program.
- Accreditation reaffirmation – Both SACSCOC and ATSCOA have reaffirmed accreditation for NOBTS for another decade, the maximum length of time an institution can be accredited without a further visit. Although both accreditation agencies are requiring follow-up reports, as normally happens after an accreditation visit, the ATSCOA report in particular was the most positive accrediting report the institution has ever had.
- Nonresidential options for doctoral programs – NOBTS has had a large DMin and DEdMin program in part because it is accessible to nonresidential students. One of the challenges NOBTS has faced is recruiting PhD students to the New Orleans campus because there are comparatively few ministry positions in the area. ATSCOA approved an experiment to deliver doctoral seminars via synchronous internet delivery, allowing students anywhere in the world to participate live online in seminars. This option promises to offer increased enrollment in our PhD program.
- The stampede to internet delivery – Students counted primarily as online students are increasing each year. Online credit hours are increasing in credit hours each year. At this point in 2016-17, over 500 NOBTS students are taking internet classes, which could

Academic Executive Summary

challenge last year's record of 9,140 credit hours taught online. This allows NOBTS to train ministers anywhere in the world. Online degrees are also offered in Spanish and Korean.

- Better enrollment management – The fruit of applying the recommendations of the Enrollment Management Task Force has brought revolutionary changes to the enrollment management of the graduate program. At least \$100,000 a year is being saved because of more efficient enrollment.
- The Writing Center – The centerpiece of the Quality Enhancement Plan (QEP) is the “Write Stuff” Writing Center, which was launched last year. Students in some classes are required to have an assignment read for form and style by a mentor in the Writing Center. Student writing has shown significant improvement through this process.
- Progress toward an assessment ethos – Although NOBTS has not “arrived” at having a long track record to document the sort of institution-wide, integrated assessment program that our accreditation agencies desire, we have made incredible progress toward that goal. Appointing and training assessment liaisons within each academic division has contributed significantly toward that goal, as has the deployment of the Assessment Oversight Committee. The basic structure for this more robust assessment program is in place; we now need to build upon it and demonstrate a track record of excellent assessment that meets or exceeds accreditation standards.
- The mentoring revolution – Mentoring classes almost doubled from 2015-16 to 2016-17 (with the summer Mentoring classes not yet counted this year). Student enrollment went from 69 last year to 114 already this year, and from 290 credit hours last year to 484 credit hours already this year, not counting summer classes. The Mentoring courses appear to be becoming a significant part of the Seminary's work.

Key Challenges and New Initiatives in 2017

- Following through on reaccreditation – Having secured reaffirmation of accreditation from both SACSCOC and ATSCOA, there are follow-up reports to write for each of these agencies, along with reporting progress to SACSCOC in implementing the QEP on the Writing Center. The Seminary will also be seeking CACREP accreditation for our Counseling program.
- Celebrating the Seminary's Centennial – Faculty members have been involved in a number of efforts building toward the Centennial celebration next year, including writing a Centennial history of the institution, and planning a number of events to highlight the Centennial year.
- The challenge of fewer credit hours – Across theological education broadly, students are taking fewer credit hours per year, mostly because of their limited time and money. Even schools in which student enrollment is increasing are experiencing lower student credit hours. Also, many students are attracted to degrees with fewer credit hours. Lower credit hours

Academic Executive Summary

produce lower student fees and SBC FTE income. Even student scholarships do not eliminate this challenge.

- *The challenge and blessing of our prison programs in Leavell College* – God is doing some life-transforming things in our prison programs. With the addition of Hardee Prison in Florida last year, our prison program enrollment and credit hours are at an all-time high. However, these programs produce little income, and stretch our supply lines. We must find consistent sources of income to support these valuable programs.
- *Increased conference opportunities on the New Orleans campus* – NOBTS is blessed with good conference facilities and guest housing. A number of conferences are scheduled each year, which attracts students, Southern Baptists, and the community to informative events each year, including the following:
 - Xcellerate Discipleship Conference (September)
 - Faith and the Public Square Conference – Racial Reconciliation was this year’s theme (September)
 - Women’s Conference (October)
 - Recalibrate Conference on Sexual Purity (October)
 - Christian Counseling Conference (November)
 - Defend ’17 Christian Apologetics Conference, sponsored by the Institute of Christian Apologetics (January)
 - Greer-Heard Point-Counterpoint Forum (March)
 - Crescent City Praise Music Conference (March)
 - SeniorFest Senior Adult Conference (April)
 - The No Restraints Conference for bivocational and small membership church ministers, sponsored by the Caskey Center for Church Excellence (April)
 - MissionLab (all year, particularly in the Summer)
 - Preschool Children’s Ministry Conference (July)
- *Improving online courses* – As a pioneer in online learning, our first online classes were created in 2000. Therefore, many of the existing internet courses are a bit “long in the tooth,” having been created over a decade ago. We have been systematically upgrading all the internet courses on a multiyear rotation to meet best practices, particularly the core courses. We are also monitoring faculty interaction with students to assure high quality instruction. NOBTS now has 139 graduate online courses, 67 Leavell College courses, 22 Korean courses, and 10 Spanish courses. We offer the MDiv, MACE, and MTS degrees entirely online, as well as the MTS in Korean and Spanish.
- *Publicity initiatives* – NOBTS once competed with just one or two SBC seminaries; now we compete with dozens of seminaries and Baptist colleges with master’s degree programs. The Seminary has committed the most money ever to publicity to reach students in a variety of settings. Unfortunately, merely advertising in denominational periodicals is not as effective as it once was. NOBTS is now also advertising in various periodicals such as *Christianity Today* and *Preaching* magazines. In addition, NOBTS is co-sponsoring the Pastor’s Conferences at several Baptist state conventions, and the Caskey Center is sponsoring the

Academic Executive Summary

SBC Pastor's Conference in Phoenix this year, which will be the single largest such publicity opportunity NOBTS has ever had.

- *Taking Mentoring to the next level* – Students taking Mentoring courses have already doubled over the last couple of years. However, with more room in our curriculum for electives due to curriculum revisions, there is still room for the Mentoring program to increase. In particular, the Mentoring courses would seem to be most attractive to extension center and online students.
- *Implementing new PhD initiatives* – NOBTS has offered nonresidential options for some PhD majors for several years, with four focused weekend meetings per semester. Now the new synchronous live online delivery of seminars to nonresidential PhD students offers seminars to students who cannot afford to travel four times to New Orleans each semester. Also, two new PhD majors (in Christian Leadership and in Christian Apologetics) will be launched in Fall 2017. In addition, the new EdD program is doing well, and the DMA program has the highest enrollment in recent memory.
- *The creation of the Adrian Rogers Center for Expository Preaching* – Expository Preaching is one of the most attractive interest areas for our students. The creation of the Adrian Rogers Center for Expository Preaching in Fall 2016 will provide NOBTS with a synergy of several efforts to attract pastors and preachers to NOBTS.
- *Moving toward reaching new student enrollment records* – There was a time not so long ago that having 4,000 students at NOBTS seemed impossible, but that goal now seems to be within reach in the next few years. NOBTS is also nearing 10,000 credit hours per year being taught online, and moving toward a new record \$10 million in student fee income. Although none of these goals are going to be reached this year, all of these goals seem attainable over the next few years.

Office of Institutional Effectiveness



Dr. Steve Lemke

Introduction

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

Dr. Jimmy Dukes served as the Director of Accreditation and Assessment in the Office of Institutional Effectiveness through most of last year until his return to retirement in October. Dr. Bob Cole, who provided technology assistance to the Institutional Effectiveness Office, has also retired. Dr. Steve Lemke has assumed the role of Acting Director of Accreditation and Assessment, ably assisted by Ms. Karla McGehee, Mr. Chris Schaffer, and Ms. Angela Ray.

Achievements in 2016

1. **Successfully hosting two accreditation visits** The Institutional Effectiveness Office oversaw the writing of the Compliance Report, the development of the Quality Enhancement Plan, and related documents in preparation for the SACSCOC onsite visit March 8-10, 2016. The result of this visit was reaffirmation of the institution's accreditation at the SACSCOC annual meeting in December 2016 for the maximum allowable time of ten years, with the requirement of six follow-up reports. At the same time, the IE office worked with the graduate faculty to write the decennial self-study in preparation for an ATSCOA visiting team October 17-20, 2016. The report of this visiting committee was among the most positive ever received by the Seminary, resulting in the reaffirmation of the Seminary's accreditation for ten more years by the ATSCOA in early February 2016, with just two follow-up reports to write.
2. **Helping heighten "buy in" for assessment throughout the institution** Effective institutional assessment requires that the leaders of every aspect of Seminary life be involved in assessment, including staff, faculty, administration, and trustees. Much progress was made in increasing the awareness of assessment throughout the year. Faculty assessment liaisons were named in each academic division of the Seminary. These faculty liaisons were provided with training, and became members of the institution's Assessment Oversight Committee. Several

Office of Institutional Effectiveness

experts in assessment were brought to the campus to educate the faculty and administration about the best practices in assessment. Faculty juries were formed and scheduled to assess individual degree programs. An Assessment Manual was written to outline the policies and procedures of assessment at NOBTS. Every effort was made to involve as many faculty and staff as possible to stress the need for continual assessment and improvement throughout the institution.

3. **Getting software to assist the assessment process** The software assessment product Performance Cloud (now known as Weave Assessment) was purchased and installed by the Seminary to store and produce reports on thousands of pages of assessment data, because storing hard copies of all this data was not practical. The Weave software provides a platform for posting faculty credentials, embedded assignments as evaluated by assessment rubrics, and the actions of various faculty degree program “juries.”
4. **Producing a number of annual reports for the Seminary’s publics** Each year the Institutional Effectiveness Office initiates and edits numerous reports as required for various publics of the Seminary –
 - The Institutional Effectiveness Annual Report was adjusted this year to meet best practices
 - The President’s Annual Report
 - The IPEDS (Integrated Postsecondary Education Data System) report required by the federal government
 - The SBC Ministry Report and SBC Book of Reports
5. **Coordinating course evaluations** Every course offered at NOBTS is evaluated by the students taking that course. The evaluation forms are generated and processed by the Office of Institutional Effectiveness.
6. **Submitting Substantive Change Prospectuses** Our accreditation agencies require substantive change prospectuses whenever a new teaching site, a new degree, or any similar significant change is approved by the institution. The Office of Institutional Effectiveness has submitted a total of six prospectuses to SACSCOC and nine to ATS. Three of the prospectuses were related to the establishment of new extension centers, six were related to new degree programs and six were related to the establishment of new certificate sites.

Future Directions

Complete Follow-up Reports and Petitions The Office of Institutional Effectiveness will be coordinating the production of eight reports required by SACSCOC and ATSCOA in the next few years (arising from the visits on campus of their respective visiting teams), plus required follow-up reports on the QEP, the nonresidential PhD delivery system, and substantive change petitions as needed.

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

Office of Institutional Effectiveness

Church and Community Ministries Division in petitioning for and receiving CACREP accreditation.

Determine Future Leadership With the retirement of Dr. Dukes and other staff changes in the IE office, the future leadership for this work needs to be decided and implemented by August 2017.

Further the Achievement of Institution-wide Assessment All accreditation agencies, driven by the federal government, are insisting that each accredited institution consistently practice institution-wide assessment. The Office of Institutional Effectiveness will lead NOBTS in that effort.

Graduate Dean



Dr. Mike Edens

Overview for 2015-16

The NOBTS Graduate Program is one of the largest and most complex programs of theological education in America. In the 2016 academic session, 60 Trustee-elected faculty and 139 adjunct faculty taught 1,692 Masters level students and 539 doctoral students who were enrolled in 19,669 and 3,411 credit hours respectively. Although both Masters and doctoral enrollments for 2016 remained stable when compared with the previous year (-54 and +20 respectively), the Masters level cumulative credit hours continue to decline (-1266 for 2015-16). These numbers demonstrate the opportunity and challenge the faculty and graduate studies program are facing today.

The Graduate Program is under the supervision of Dr. Michael H. Edens, Dean of Graduate Studies, working under Dr. Steve W. Lemke, Provost. Dr. Harold R. Mosley serves as the Associate Dean of Graduate Studies. The graduate faculty is organized into six academic divisions: Biblical Studies, Christian Education, Church and Community Ministries, Church Music Ministries, Pastoral Ministries, and Theological and Historical Studies. During the 2015-16 academic year, a division chair facilitated the activity of each division as follows: Dr. Dennis Cole, Biblical Studies; Dr. Randy Stone, Christian Education; Dr. Ian Jones, Church and Community Ministries; Dr. Michael Sharp (Acting Chair), Church Music Ministries; Dr. Preston Nix, Pastoral Ministries; and Dr. Jeff Riley, Theological and Historical Studies. Academic matters relating to the Graduate Program are considered in the Graduate Dean's Council, division meetings, and faculty meetings. Curricular matters are discussed in division meetings, the Curriculum Committee, and faculty meetings.

The Graduate Program had review processes with three accrediting agencies during the 2015-16 academic year. The NASM accreditation process was completed during the year. With SACSCOC, the process included the completion of the initial report and the hosting of the visiting committee in the spring of 2016. For the ATS accreditation process, we submitted a self-study in the summer of 2016, in anticipation of the onsite visit in the following fall 2016. Work with these accreditation agencies is helping our graduate faculty enhance a culture of assessment and improvement in all of our graduate educational programs (degrees).

Innovations

1. **Mentoring**. The NOBTS graduate mentoring program moved out of its pilot phase into full development and promotion under the leadership of Associate Dean Dr. Bo Rice. As the year closed over 100 students had been approved for this program in over 100 mentoring sites. The director provides training throughout the program.

Graduate Dean

2. **“NOLA2U”**. Both the PhD and Masters programs completed plans to pilot the use of “BlueJeans” synchronous internet technology to expand the impact of faculty and enhance the fulfillment of the NOBTS vision and mission. The PhD program submitted a petition for experimenting with the technologies which ATS granted across the board for PhD seminars. An initial pilot of four Masters level courses will occur in the spring of 2017. These adjunct-led BlueJeans classes will be married to normal class room lecture courses delivered by trustee-elected faculty.
3. **Enrollment Management (EM)**. The first year the 3 year EM graduate pilot program was developed during this session for implementation in 2016-17. While the process will help deliver the courses needed for degree completion more efficiently the increase in effectiveness from the student’s prospectively will not be achieved until both the Internet and classroom 2-3 year rotations are publicized and promoted late in the spring of 2017.

Future Directions

Building on the progress made in previous years in graduate curriculum creation and revision, degree programs and enrollment, course delivery systems innovation and addition, faculty acquisitions, and development of new centers for study and research, future plans for the Graduate Program include the following in 2016-17:

1. **Continued Improvement of Internet Courses**. The graduate faculty will revise current online courses to include more media and faculty instructional videos. Dr. Craig Price, Associate Dean of Online Learning, will review the progress of such online course revisions and will report the progress made to the Graduate Dean, the Online Review Committee, and division chairs in the spring 2017 semester.
2. **Master’s Courses and Cycles**. The ongoing work of the Enrollment Management Task Force (EMTF) will result in the entire Master’s program cycles being managed more closely. In the coming year, the workshop and extension center offerings will also be revised to conform to EMTF principles.
3. **Quality Enhancement Plan**. Since preparing its QEP (Quality Enhancement Plan), NOBTS has been continuing work on carrying out and assessing improvements in its academic programs and services. The graduate program will continue preparation for upcoming accreditation visits and reviews by ATS (Association of Theological Schools) and SACS (Southern Association of Colleges and Schools).
4. **Professional Instructional Development**. Further implementation and expansion of a new training curriculum for graduate faculty and adjunct faculty in graduate course delivery systems will continue in 2016-17. The Leeke Magee Christian Counseling Center opened for training students and for offering counseling services in the fall 2014 semester. During the fall 2015 semester, the Counseling Center provided invaluable Christian ministry to the faculty, staff, and students, as we dealt with the loss of faculty member, Dr. John Gibson.

Associate Dean for Research Doctoral Program



Dr. Charlie Ray

Overview

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

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

Achievements in 2016

- 1) *PhD majors*. Two new major areas of study were approved for Spring 2017 application for Fall 2017: Christian Apologetics and Christian Leadership. In addition, the major in preaching was renamed Biblical Exposition.
- 2) *Synchronous video delivery*. ATS approved participation in a three-year experiment that allows distance PhD students to interact with students on campus in seminars and reading colloquia through real-time synchronous video. This new delivery option has generated interest among students who feel called to do PhD work while ministering in a setting outside New Orleans. To assess the effectiveness of campus and synchronous video delivery systems, ReDOC is evaluating the quality of major papers and survey responses of students to see whether the delivery system correlates with achievement of student learning outcomes and overall seminar quality.
- 3) *Program Composition*. Of the 114 students enrolled in the Spring 2016 semester, 12 were new admissions; 3 received a master's degree at an institution other than NOBTS. Of the 121 students enrolled in Fall 2016, 12 were new students; 5 received master's degrees at institutions other than NOBTS. The 12 students added in Spring 2016 brought the 2016-2017 nonrepeating headcount to 133, which is the highest to date.

Associate Dean for Research Doctoral Program

- 4) Graduates. May graduation included 4 PhD graduates and 10 ThM graduates. In December, 7 students graduated with the PhD degree, and 10 received the ThM.
- 5) Research. Three students presented papers at the Southeast Regional ETS meeting in March, and 3 doctoral students and 3 faculty presented at the Southwest Regional ETS meeting in April. Two graduates and one faculty member presented papers at the April BACE conference, which focused on discipleship. Two PhD students and 6 faculty participated in the May-June Tel Gezer Water System Project, and one former visiting student presented a paper at the international SBL meeting in July.

In September, one faculty member presented a paper at the AACCC national conference. Four students, 5 faculty members, and 5 alumni presented papers at the November national ETS meeting; and 2 faculty, 3 students, and 2 alumni presented at the national SBL meeting.

- 6) Robert S. Magee Fellowship. Cory Barnes (Old Testament) and Robby Ridgeway (Great Commission Studies) are recipients of the 2016-2017 Magee Fellowships. Due to growth of the fund, each student now receives \$750 per semester for the academic year.

Future Directions

The ReDOC staff are working with the Registrar's Office to implement an online application process. Software has been installed in one office computer to allow staff to access PowerCampus, which will enable them and the applicants to track applications materials as they are submitted. In addition, ReDOC staff will be able to perform registration and record-keeping functions related to ThM and PhD students.

Associate Dean for Professional Doctoral Program



Dr. Reggie Ogea

Faculty Administrators:

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

The ProDoc Administrators retain annual membership in the Association for Doctor of Ministry Education (ADME). Dr. Ogea serves on the ADME Board of Directors and will complete his third term as President of ADME in April 2017.

Support Staff:

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

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

Enrollment

Cumulative Enrollment as of December 16, 2016 = **357** (296 D.Min., 51 D.Ed.Min., 10 Professional Graduate Certificates).

Note: Current Cumulative Enrollment is calculated weekly by the NOBTS Registrar's Office utilizing the academic calendar year (August 1 – July 31). The cumulative enrollment figure represents the period of August 1 – December 31, 2016.

Program Expansion

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

Associate Dean for Professional Doctoral Program

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

The top five **D.Min. specializations** for 2016 were Non-specialization, Expository Preaching, Strategic Leadership, Evangelistic Church Growth, and a tie between Pastoral Counseling and Church Revitalization.

The top five **D.Ed.Min. specializations** for 2016 were Non-specialization, Church Growth and Church Health, Leadership and Administration, Pastoral Ministries, Age Group Ministries, and Family Ministry.

The DMIN in Korean program remains steady, under the leadership of Dr. Jonggil Lee as Director. 2016 enrollment of Korean D.Min. specialization students was **66**.

The NOBTS ProDoc program continues to expand globally, with increasing numbers of students serving as military chaplains, international missionaries, and churches in countries outside of North America.

Program Strengthening

The ProDoc administrators completed recruiting efforts in the following areas in 2016:

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

These efforts resulted in the admission of **60** new D.Min. students and **11** new D.Ed.Min. students for the three 2016 admissions entry points (April/May, August/September, December/January). The Korean D.Min. students are included in these enrollment numbers.

At the **May 2016** graduation, **18** ProDoc students (14 D.Min. and 4 D.Ed.Min. students) received their degrees. These graduates included 10 Pastors, 1 Associate Pastor, 1 Army Chaplain, 1 Director of Faith-based Ministry, 1 Teaching Pastor, 1 State Convention Director, 1 Youth and Education Minister, 1 Small Groups Pastor, and 1 Counseling Center Director.

At the **December 2016** graduation, **15** ProDoc students (12 D.Min. and 3 D.Ed.Min. students) received their degrees. These graduates included 9 Pastors, 1 Singles Pastor, 1 Minister of Community Support, 1 Pastor of Leadership Development, 1 Minister to Children, 1 Vice-President of Chaplaincy Services, and 1 Team Leader for the Arkansas Baptist Convention

Total Graduates = 33 (26 D.Min, and 7 D.Ed.Min)

ProDoc launched a new **Strategic Leadership** D.Min. specialization in 2016.

Associate Dean for Professional Doctoral Program

Perry R. Sanders Center for Ministry Excellence

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

Regional Associate Dean for Louisiana and Mississippi



Dr. Jody Dean

A transition in the Regional Dean for LA/MS occurred on November 1, 2016. Dr. Jody Dean is the new regional dean for the LA/MS extension centers. Dr. Grubbs is currently training and working with Dr. Dean to lead this area of the extension system for the spring semester. Dr. Dean is not new to the extension center system since through the cafeteria model at NOBTS he took courses at three different extension centers in Alabama and Georgia through undergraduate and graduate work. He also taught in the certificate program at the Pike location in Mississippi before joining the faculty.

This region was consistent with stable enrollment in the fall and with a decrease from the previous year in spring enrollment. Lafayette has rebounded to a more stable enrollment. We have seen a positive increase in enrollment and credit hours with the director transition at the Lafayette center. We continue to see good enrollment at the Clinton, Blue Mountain, and Shreveport extension centers. We are resourcing these centers to continue to recruit and even have more students in the future. We desire to be more stable in Mid-South, Jackson, and Monroe as enrollment continues to wane in these three centers. We continue to pray for the Baton Rouge region as they recover from the flooding which has impacted their enrollment. As you recall this region was greatly impacted with massive flooding impacting many churches and ministers. This center will take time to grow again as people rebuild from their “Katrina” experience of being devastated with a natural disaster. We continue to reach out to that community with our prayer support and many trips were taken to assist as well. As time moves further beyond the disaster we trust that the center will also rebound with enrollment.

As the new Dean I have made communicating and meeting adjunct professors, directors, and students at these extension centers a priority. I have traveled to North Louisiana and Clinton. I have a trip planned for Mid-South and Blue Mountain during the spring semester. We continue to send communication through email of information about events and opportunities for their centers and work on the main campus. We are seeing some of our students at our extension centers take the mentored delivery course options that we now offer. Also the annual directors meeting is a great time to interact and invest into our centers from the main campus about the many aspects in the NOBTS system. Please pray for this time with the directors at the end of April this spring as we invest in them and their hard work. Each director will be exposed to staff from enlistment, student services, ITC, alumni, and other academic leaders to resource our directors even more to do well serving at their center and also being a part of sharing the story of the main campus of NOBTS for potential students, alumni, and other ministers.

Regional Associate Dean for Louisiana and Mississippi

We are updating the websites for mobile readiness and communication to be consistent with the revised website. We are striving to maintain accurate information with our students and centers. We are also working on new informational recruiting pieces for each state in our region. These pieces will be utilized by the directors for associational meetings and state events. We continue to pray for NOBTS and the extensions as we strive to equip our students for ministry in the local church and her ministries.

Regional Associate Dean for Alabama and Georgia



Dr. Peter Kendrick

Report on 2016

Reaching and Servicing Students. Attendance at our extension centers is becoming but one of the delivery options in the NOBTS “cafeteria” plan. Extension center classroom surveys have indicated that students are selecting the extension centers for two compelling reasons: (1) cost and (2) the preference to synthesize high tech and high touch pedagogies. Fifty Alabama students received the Caskey Scholarship in 2016 (28 graduate and 22 undergraduate recipients).

To reach and service new student, the Columbus Extension Center was launched at Wynnbrook Baptist Church, Columbus, GA with Dr. LeBron Matthews as director. Dr. Matthews has begun an aggressive marketing campaign and we expect students to enroll in Fall 2017.

To enhance the student’s extension center experience, Georgia and Alabama implemented the following three successful strategies:

1. **Networking with Convention Officers and Agency Leaders (NGA).** Throughout the 2017 year, several Georgia Convention Officers and Agency Leaders were invited to a lunch-and-learn, which included: James Haskell (NAMB City Coordinator, Atlanta, Ga), Jerry Baker (GMB Intercultural Church Planting and Missions), and Larry Wynn (GMB Church Revitalization and Evangelism). The purpose was twofold: (1) to expose students to convention and agency leaders and their ministries and (2) to encourage students to connect and engage with the convention and agencies.
2. **Enhanced Preview Day (Alabama).** All Alabama extension centers met in Birmingham for Alabama Preview Day to engage with Dr. Kelley and selected on-campus faculty. The agenda included a special chapel service and on-campus faculty were given the opportunity to teach classes. Furthermore, current and prospective students received special gifts, introduction to the Caskey program, as well exposure to other NOBTS opportunities.
3. **Preaching Conference (NGA & Alabama).** Three hundred participants attended the first North Georgia Preaching Conference. Conference plenary leaders included Dr. Robert Smith (Narrative Preaching), Dr. Craig Oliver (Exegetical Preaching), and Dr. Dennis Phelps (Evangelistic Preaching). Conference breakout leaders also included Dr. Jerry Barlow (Preaching the Great Doctrines), Dr. Allen Jackson (Preaching to

Regional Associate Dean for Alabama and Georgia

Millennials), Dr. Ken Weathersby (Spiritual Preparation for Preaching in the African American Context), and Rev. Gary Green (Ministry Spouses).

Reaching the Local Church. Over the last few years, we have discovered an increasing interest on the part of church members and bi-vocational pastors in the Church Leadership Certificate Program. Currently, there are 27 Church Leadership Certificate Centers in Alabama and Georgia teaching in English, Spanish, and French-Creole. Five new center applications are pending approval. There were 47 North Georgia certificate program graduates including 18 Hispanics, 6 Haitians, 21 African-Americans, and 2 Anglos.

Reaching the International Community. Our extension centers currently provide the following languages programs/classes: Korean (undergraduate, graduate, and professional doctorate) and Spanish and French Creole (Church Leadership Certificate programs).

1. Korean Professional Doctorate (KDMin) – KDMin had 64 students enrolled with 9 new students.
2. Korean Theological Institute (KTI) – KTI had 70 students enrolled in the following programs: 36 (Traditional graduate), 14 (traditional undergraduate), and 20 (online)

Staff Changes. Alabama and Georgia Extension Centers have experienced the following staff changes.

1. Dr. Angie Bauman who served for many years as NGA Student Services Director resigned to serve as the Director of Christian Life for King's Ridge Christian School. She continues to serve with NOBTS as an adjunct professor.
2. Dr. Judi Jackson who served many years on the main campus as Associate Dean of Students and Coordinator of Women's Programs has joined NGA as the part-time Student Services Director. She is already having a positive impact on our extension center student moral.

North/Central Florida Regional Coordinator



Dr. Delio DelRio

The New Orleans Baptist Theological Seminary extension center North/Central Florida Region includes five extension centers (i.e., Jacksonville Center, Orlando Hub, Pensacola Center, Tallahassee Center, and Tampa Center) and six active Leadership Certificate sites through Leavell College. The approval process for two of these certificate sites (Halifax Baptist Association and Northeastern Florida Baptist Association) were completed during the calendar year of 2016 and class are scheduled to begin during the 2017 spring semester. These classes are designed to provide basic training for local church leaders and bi-vocational ministers. The certificates are eight credit hours and often can be applied to associate degree study programs. These certificate programs provide training in partnership with churches, Baptist groups, and associations in Florida. We continue to provide non-credit certificates in two specialized areas in Florida through our partnership with Providence Learning Center at NOBTS.

In the North/Central Region, students wishing to pursue an accredited undergraduate degree may do so through the Leavell College Tampa center, which offers the Associate in Christian Ministry. Students who hold the appropriate undergraduate degree may pursue an accredited master's degree through the seminary's graduate program. Classes are offered in Pensacola, Tallahassee, Orlando, and Jacksonville. We offer classes in a variety of delivery forms including live broadcasts through compressed interactive video (CIV), extension center classes with local NOBTS professors and qualified adjuncts, online classes, and academic workshops. Most courses utilize the hybrid delivery format, requiring students to attend four or eight classroom sessions in the sixteen-week semester. In addition, hybrid courses require a significant amount of work on the internet. This delivery format provides the student the opportunity to spend more time in ministry or other jobs, while still finishing their master's degree on a time schedule that fits their needs. The highest level of accredited theological education offered in Florida is the professional doctorate. The Doctor of Ministry and Doctor of Educational Ministry degrees may be pursued through the Professional Doctorate Office in New Orleans, with most courses being available in Florida. We also approved a new mentoring site at Calvary Baptist Church in Clear Water, FL set to launch in Fall 2018 with at least 6 online and mentoring students.

In reference to enrollment numbers, the four North/Central Florida Graduate level centers (Pensacola, Tallahassee, Orlando, and Jacksonville) had a total of 77 students in fall 2017 semester and 50 students in the spring 2017 semester, compared to the previous academic year of 74 students in fall 2016 and 62 in spring 2016. The Leavell College Tampa center had 5 students in the fall 2017 semester and 6 students in the spring 2017 semester, which remains the same from the previous academic year of 2016.

North/Central Florida Regional Coordinator

We continue to be grateful to First Baptist Church of Orlando for their generous hospitality in providing the space we need for our Florida hub offices. We are also thankful for our partnerships with Olive Baptist Church in Pensacola, Thomasville Road Baptist Church in Tallahassee, First Baptist Church Jacksonville, and First Baptist Church in Brandon.

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

South Florida Regional Coordinator



Dr. David Lema

The year 2016 marked the first year that the South Florida Center did not operate with the full subsidy and support of the Florida Baptist Convention. On January 1, 2016 the Center began operating as an NOBTS fully supported extension center. While the financial shortfall was hard and felt at many levels, the numbers for the center remained steady and on course. No new initiatives were started during this year. One certificate site was transferred from one church to another. The Haiti Certificate was started for another cycle in partnership with the Florida Baptist Convention. One hundred and five students are enrolled in the two year program.

Online Learning Center



Dr. Craig Price

Program Overview

The Online Learning Center was created in 2008. This creation was driven by the vision of NOBTS President, Dr. Chuck Kelley who desired for NOBTS to offer theological education to anyone in the world who had a connection to the internet. Hurricane Katrina provided impetus for expansion of the pre-disaster internet offerings into a fully orbbed program that would meet the demands of a post-Katrina student population. The online program has grown and developed dramatically since the Katrina disaster.

In summer of 2011, Dr. Kelley initiated the Rubicon Project calling for tenured faculty to develop all MDiv courses and a substantial number of undergraduate courses for the online delivery system. This insight positioned NOBTS to offer two complete online MA degrees. Dr. Craig Price serves as Associate Dean of the Online Learning Center. He is assisted by Mr. Matthew Bryant, a current Master's student at NOBTS.

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

- To assist faculty in the development of new online course offerings
- To assist the Information Technology Center in the maintenance of current and new online course offerings
- To track and encourage the training of instructors who teach online
- To offer support for internet instructors through weekly training announcements
- To communicate information vital to the functioning of the online delivery system
- To assist students who have questions pertaining to online courses and processes
- To promote and encourage prospective students to choose NOBTS as their ministry training school
- To support the hybrid delivery system by providing internet services through Blackboard for associated internet courses
- To assist full-time and adjunct faculty in any and all needs that arise related to online learning

Online Learning Center

Internet Summary Report for the 2015-2016 Academic Year*

- 1. Internet Courses (Students Taking Other Courses): Duplicating Headcount**
 - A. Graduate = 2,651 students (Last year: 2,624)
 - B. Undergraduate = 837 students (Last year: 826)

 - 2. Internet Courses (Students Taking Other Courses): Non-duplicating Headcount**
 - A. Graduate = 1,046 students (Last year: 1,059)
 - B. Undergraduate = 326 students (Last year: 338)

 - 3. Internet Credit Hours Taught**
 - A. Graduate Duplicating = 6,790 hours (Last year: 6,984)
 - B. Undergraduate Duplicating = 2,342 hours (Last year: 2,329)

 - 4. Internet Courses Taught**
 - A. Graduate = 193 (Last year: 174)
 - B. Undergraduate = 70 (Last year: 72)

 - 5. Internet Classes Available for Online Use**
 - A. Graduate = 146 grad + 25 Korean + 10 Spanish = 181 (Last year: 130**)
 - B. Undergraduate = 43 undergrad + 25 women's min = 68 (Last year: 63)
- Total Graduate Hours Taught = 6,790** (Last year: 6,984)
Total Undergraduate Hours Taught = 2,342 (Last year: 2,329)
Total Credit Hours Taught = 9,132 (Last year: 9,313)

* Report Excludes Non-Degree Students

*Statistics Were Reported by the Registrar's Office

**Count excludes Korean & Spanish from last year

Summary of Statistics

The overall picture of online learning shows that our program was plateaued for the 2015-2016 academic year as compared to the previous year. This year we included the number of available course for both the Spanish and Korean online programs.

Future Directions

The following recommendations are offered by the Associate Dean of Online Learning for future directions for Online Learning. I offer these recommendations in response to our plateaued numbers and report results from Student Teacher Evaluations:

Online Learning Center

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

Regular monitoring of the online courses is currently being conducted by the Online Learning office. Reports are currently being sent to the appropriate Deans and Provost.

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

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

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

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

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

Baptist Center for Theology and Ministry



Dr. Adam Harwood

Overview

The purpose of the Baptist Center for Theology and Ministry (BCTM) is to develop, preserve, and communicate the distinctive theological identity of Baptists by providing theological and ministerial resources that enrich and energize ministry in Baptist churches. In pursuit of this mission, the BCTM has sponsored several conferences on topics related to Baptist theology and ministry and publishes online the *Journal for Baptist Theology and Ministry* (JBTM). The BCTM is funded by both NOBTS funds and private donations. Dr. Adam Harwood directs the center and edits the journal.

BCTM and JBTM - 2016 in Review

- In April, the BCTM **co-hosted** with the T&H Division Dr. Chad Thornhill from Liberty University School of Divinity. He addressed about 100 students, staff, and faculty about his new book, *The Chosen People* (IVP Academic). The presentation was archived on and distributed through the NOBTS Events YouTube page.
- In September, the BCTM **co-sponsored** with the Institute for Faith and the Public Square a dialogue titled “Talking About Race.” The speakers included Andrew Young, Jr. The presentations were streamed online and described in a Baptist Press article.
- In October, Wipf & Stock **published a book** co-edited by Harwood titled *Anyone Can Be Saved A Defense of “Traditional” Southern Baptist Soteriology*, which was a revised version of two previous issues of JBTM. The book includes chapters from ten authors, including Drs. Steve Lemke and Preston Nix. All book royalties will benefit the BCTM.
- The JBTM released two issues during the year. The **Spring 2016** issue features seven articles (from authors representing four seminaries) on the theology of youth ministry as well as nineteen book reviews. The issue was co-edited with Dr. Allen Jackson. The **Fall 2016** issue, co-edited with Dr. Dennis Phelps, is part one of a two-part series on preaching the Bible. The issue features articles and sermons on preaching various Old Testament books; its authors are pastor-scholars from Hannibal-LaGrange University, Shorter University, Wheaton College, SEBTS, and Gateway Seminary. This issue includes thirty-five book reviews submitted by PhD students and PhDs from a variety of institutions and churches. Announcement emails for each of the issues were sent to 15,000 email addresses of NOBTS students, faculty, alumni, and Baptist college and seminary professors.

Baptist Center for Theology and Ministry

Future Initiatives

Future initiatives of the BCTM and JBTM include publishing **two issues** of JBTM in 2017, which will follow the regular publication cycle of two issues per year. The Spring 2017 issue will be part two of **preaching the Bible**, co-edited with Dr. Dennis Phelps. The Fall 2017 issue will feature articles on the **NOBTS centennial**.

Baptist College Partnership Program



Dr. Archie England

Overview

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

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

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

Baptist College Partnership Program

Personnel

Over the last year, the Baptist College Partnership Program has enjoyed the faithful and excellent work of Jonathan Patterson (Aug 2012–present). Jonathan received his B.A. in Public Relations from The University of Alabama (2003) as well as his M.Div. in Biblical Languages (2008) and Th.M. (2011) from New Orleans Baptist Theological Seminary. In December 2016, Jonathan graduated from NOBTS with his Ph.D. in Old Testament and Hebrew. Jonathan brings with him a wealth of administrative experience, having worked as an administrative assistant for a law firm in Mobile, AL prior to attending seminary as well as serving as the assistant for the chair of the Biblical Studies department at NOBTS, Dr. Dennis Cole, for the past three years.

Additionally, Jonathan has worked as a TA for Dr. Walter Brown and Dr. Dennis Cole, and now works as a TA for Dr. Archie England. He is also employed as an Adjunct Instructor for NOBTS, having taught a number of courses since 2012, including Introductory Hebrew Grammar, Intermediate Hebrew Grammar, Exploring the Old Testament, and Introduction to Biblical Hermeneutics. Jonathan's experience in general, combined with his profound knowledge of seminary life (having been a student here since 2004), have made him an excellent representative of NOBTS and allowed him to build rapport with prospective students.

Achievements

There are several “highpoints” from 2016 that have continued to solidify the efficiency and effectiveness of the BCPP. Always in search of new and better ways that we can benefit our students, the BCPP added a new test in 2016 in World Religions: Islam. Dr. Mike Edens oversaw the production of the test and study guide and the test went live in Fall 2016.

Recruiting for the BCPP was down in 2016 due to turnover in the Office of Student Enlistment, with which the BCPP works closely in scheduling recruiting trips. That, combined with the BCPP Director, Archie England, being on sabbatical during the Spring meant that no recruiting trips were taken during the Spring. However, the BCPP did manage to make a recruiting trip to Baptist College of Florida in October, where we hosted roughly 30 students and faculty at a luncheon.

The Baptist College Partnership Program has partnered with the Office of Student Enlistment and the Institute of Christian Apologetics in recent years to offer special discounted rates to undergraduate college students and their professors/BCM directors for both the Greer-Heard Point Counterpoint Forum and the Defend Apologetics Conference. In January 2017, nearly sixty students from eight different schools traveled to New Orleans for Defend. For Greer-Heard, the BCPP and OSE have offered groups the opportunity to come to campus for Campus Preview (Mar 23-25) and stay for Greer-Heard (Mar 25) for one low rate.

Recruitment efforts at other “feeder” schools have proven to be a worthwhile endeavor for the BCPP, but our strongest focus has been, and will continue to be, on keeping our Leavell College students at NOBTS should they feel called to pursue graduate degrees. To that end, the BCPP has sought to work with Leavell College to keep their students apprised of all of the benefits and opportunities available to them through BCPP here at NOBTS. Part of our regular routine is to provide refreshments to Leavell College students during exam weeks in the form of coffee and cookies. The BCPP is also looking forward to working with Dr. Sandy Vandercook as she fills in

Baptist College Partnership Program

for Dr. Strong while he is on sabbatical. Already we have begun planning specifically Leavell College recruiting events for 2017.

Future Directions

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

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

Finally, the BCPP is committed to working with the KTI program at NOBTS to provide Korean language tests for KTI students. Over the course of 2017 the BCPP will contract NOBTS faculty to update any English tests not updated within the last two years. Based on the needs of KTI, Korean translators will then be hired to translate the English tests into Korean for our KTI students. The BCPP will work closely with Dr. Harold Mosley, Associate Dean of Graduate Studies, Dr. Peter Kendrick, Director of the North Georgia extension center, and Dr. Bong Soo Choi, Director of the Korean Theological Institute to determine which BCPP tests ought to be offered in Korean.

BCPP Statistics

January 2016 – December 2016

Total students contacted by the BCPP:	2819 (Dec 2016) (111 increase) 2708 (Dec 2015)
Total students actively involved in the BCPP:	1989 (Dec 2016)
Current Leavell College Students:	243
Changes from year 2014 to Present:	212 (31 increase)
Different States Represented in BCPP:	27 (no change from 2015)
Different Countries:	6 (no change from 2015)
Different Institutions:	211 (6 increase from 2015)
Tests taken from September 2015 to August 2016:	94 (76 tests taken 2015)
Seminars taken from January to August 2016:	23 students (32 students in 2015)

Caskey Center for Church Excellence



Dr. Mark Tolbert

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

HIGHLIGHTS

June 2016

The Caskey Center was asked to consider a partnership with the President of the Southern Baptist Convention Pastor's Conference for the SBCPC 2017 in Phoenix, Arizona, for June 2017. After consulting with Dr. Chuck Kelley and the Caskey donors, Dr. Tolbert agreed to begin a conversation concerning such a partnership.

July 2016

Dr. Tolbert met in Chicago with Dr. Ed Stetzer (who initiated the conversation) and Dave Miller, President of the SBC Pastor's Conference for 2017. A possible partnership between the officers of the SBCPC2017 and The Caskey Center were explored. A proposal for a partnership was discussed with Dr. Kelley and a representative of the Caskey donors. Additional discussions and a meeting in Nashville at the Executive Committee Building followed. A revised proposal was forged and presented to the SBCPC2017 President. The proposed partnership was approved by both parties.

September 2016

237 recipients registered for class. Scholarship awards for Fall Semester 2016 totaled \$555,124.10.

At a breakfast meeting on campus, Caskey donors informed Dr. Tolbert of a desire to increase the number of scholarships in Louisiana. Soon after, approval was granted to increase the number of LA scholarships to 175 over the next several semesters.

January 2017

251 full-tuition scholarships were granted in our three core states. Scholarship awards for Spring Semester 2017 totaled \$504,199.18.

Total Caskey scholarship awards to-date total \$2,760,338.88.

Caskey Center for Church Excellence

February 2017

The Robert and Janet Whitehead Scholarship is a Caskey Partnership Scholarship. This scholarship provides limited scholarships for Pastors/Church Planters and Wives/Women serving in Wyoming. Classes are taken on-line and students are active in evangelism and reports. For 2016-17 The Whitehead Scholarship awards totaled \$8,145. Robert Whitehead notified The Caskey Center that effective January 2018 this partnership will be expanded to include not only Wyoming but also additional scholarships in Montana with identical guidelines and benefits.

Evangelism Activity by Caskey Students

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

2016-2017 (Fall only)	1879 gospel conversations	892 included call for response	303 professions of faith in Jesus Christ
2015-2016	4283	2611	613
2014-2015	3319	2179	456
Caskey Center Totals	9481	5682	1372

GOALS FOR 2017

Follow-up of SBCPC

Monitoring, equipping and encouraging contacts and evangelism commitments from the 2017 SBCPC will be conducted throughout the year. Availability to assist in the 2018 SBCPC in Dallas will be explored with the new officers of the SBCPC.

Alliance with The Billy Graham Center for Evangelism

The Caskey Center has been invited to partner with the BGCE at Wheaton College in a Small Church Alliance. We will prayerfully explore this invitation.

Assisting Centennial Committee with 100,000 Gospel Conversations

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

Exploration of future expansion opportunities

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

Center for Archeological Research



Dr. Jim Parker

The **Michael and Sara Moskau Institute for Archaeological Research / Center for Archaeological Research/** continues to operate under the leadership of the Executive Director, Dr. James Parker, as well as the Associate Directors, Drs. Daniel Warner (Associate Professor) and R. Dennis Cole, (Chairman of the Division of Biblical Studies).

Gezer Water System Participants In May 22 - June 10, 2016, NOBTS participated in the 7th season of the Tel Gezer Water System Excavation Project, under the direction of Dr. Tsvika Tsuk of the Israel National Parks Authority and Dr. Daniel Warner of NOBTS. The Summer 2016 program involved thirty-five staff and volunteers, including 5 NOBTS professors (Drs. Warner, Cole, Parker, Rex Butler, Harold Mosley), NOBTS PR staff Gary Myers, Madeline Pruitt (staff), current & former NOBTS trustees John and Margaret James, Trustee Chairman Dan Wilson, Liberty University Prof. Chet Roden, in addition to more than 20 students and lay persons. Cory Barnes (Asst. Registrar & PhD student) and Shaun Grunblatt participated with the support of the Cunningham Fund for Bible Lands Travel.

2016 Accomplishments The 2016 excavation season built upon the accomplishments of the previous 6 seasons in the following goal areas: (1) Expansion of our water tunnel excavation in the lower basin of the angled and descent, (2) removal of more than 100 additional tons of dirt, rock, and other debris, (3) probing and documenting the structure and special features of the cave, (4) continuing excavating in the “collection pool” in the area east of the bottom of the steps below the “causeway” paving stones placed there by R.A.S. Macalister during his earlier excavation. Extensive wet sifting utilizing specially designed metal sifting trays of the excavated debris was carried out during the season, with positive results. The pottery derived from the material excavated from beneath Macalister’s “causeway” has been conclusively dated almost exclusively to the Late and Middle Bronze Age, which would date the *terminus ad quem* of the water system as ca. 1200 BC. It is now becoming clearer that the water system was dug during the mid-to-late Middle Bronze II era (2000-1550 BC).

Additionally, excavations were expanded in the buildings adjacent to the MB gate system on the West side. These had been partially excavated by the Hebrew Union College excavations under Dr. Joe Seger (MSU). Outstanding finds were uncovered in this area in the vicinity of the MB gate complex, with wall-foundation jar deposits that included a disk-horn pendant with an eight-pointed star (symbol of the goddess Ishtar) and a gold-rimmed Hyksos period scarab seal. In the gate area, the inner walls of the gate building were clarified and excavations into the substructure of the gate uncovered a child-in-jar burial, a practice known from several Middle Bronze Age excavations. These and other finds contributed to the Tel Gezer Water System VI excavations being ranked as one of the Top 10 Excavations in Israel in 2016.

Center for Archeological Research

In November 2017, Drs. Parker and Warner journeyed back to Tel Gezer to help oversee with Drs. Tsvika Tsuk and Eli Yannai, the continued work in the Water System with our crane operator, Asi Gino. Probes were made into the still descending tunnel beneath the newly exposed soft limestone shelf. This work continued until safety became a concern until shoring mechanisms could be installed.

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

Gath Excavations Drs. Parker and Warner also participated in the full season of the Tel es-Safi/Gath excavations, located in the western Elah Valley region. Areas on the West and North sides of the “gate” building were excavated, exposing several walls previously unknown.

Annual Reports The 2015 Annual Reports (for the IAA and NPA) were recently completed, presented, and accepted, and 2016 Annual Reports are currently under review for presentation to the respective permit departments of the two government authorities.

Museum The construction of the new Bible and Archaeology Museum was completed in early 2016 with the Grand Opening in Spring 2016. The new museum can now house significantly more artifacts from archaeological and biblical resources, and includes interactive computer kiosks to enhance visitor experience. NOBTS is now working with the Israel Antiquities Authority to procure a study collection of pottery for museum display and student research.

Scholarly Presentations Dr. Cole presented the research from the results of the 2012 -16 Gezer Water System project at the Annual Meeting American Schools of Oriental Research in San Antonio in November. Other presentations were made in local churches in Louisiana, Florida, Mississippi, and the classes of NOBTS. Gary Myers of the PR dept. continued with outstanding regular updates of the excavation via the blog site, “Can You Dig It?”

Gezer Water System 2017 The Tel Gezer Water System Project will continue its work with a 8th season in May 21 - June 19, 2017 with the following goals and objectives: (1) continuing the excavation of the base of the water tunnel to the lower steps near the entrance to the lateral tunnel that leads to the cavern, expanding the research in the horizontal shaft of the system, (2) probing and documenting the structure and special features of the cave, (3) opening more probes in the cavern, including the wall areas that could possibly yield an opening to an external access, (4) providing the opportunity for students to gain academic credit for their work in archaeology and study of the Land of Israel, (5) open probes outside the South perimeter of the water system access area in the vicinity of the Middle Bronze Age Canaanite gate system, (6) and completing reports for the eight seasons of excavation.

Funding The funding for the Center for Archaeological Research has come through the funding provided by the Michael and Sara Moskau Institute of Archaeology, and it will continue the

Center for Archeological Research

support for the ongoing excavation program of NOBTS and the CAR at Tel Gezer. Additional funding resources are being pursued this year for the Center for Archaeological Research.

Manuel Family Lectureship This Fall 2016, the Manuel Family Lectureship hosted Dr. James Strange of the University of South Florida who lectures on the New Directions and Discoveries in the Archaeology of Galilee. Dr. Strange has worked in excavations in the Galilee region for more than 40 years.

Center for Discipleship and Spiritual Formation



Dr. Hal Stewart

Overview

The Center for Discipleship and Spiritual Formation of New Orleans Baptist Theological Seminary (NOBTS) was created in 2014 under the leadership of the Christian Education Division at NOBTS. The Center for Discipleship and Spiritual Formation was created to equip, support, and engage seminary students and church practitioners to fulfill the mandate to make disciples (Matthew 28:18-20).

Brief History

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

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

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

Xcelerate 2016 was cancelled due to an unexpected, terminal health diagnosis of Dr. Robert Coleman's wife. Dr. Coleman – Senior Professor of Discipleship and Evangelism at Gordon-Conwell Theological Seminary – was scheduled as the Xcelerate 2016 keynote speaker. Xcelerate 2016 was planned in partnership with the Leavell Center for Evangelism and Church Health. Dr. Coleman intended to speak as a Gurney lecture presenter in Chapel as a one-day event.

Center for Discipleship and Spiritual Formation

Achievements in 2016

- **Academic Training:** During the 2016-2017 academic year, The Center for Discipleship and Spiritual Formation will aim to send NOBTS-educated individuals to present on disciple making and ministry leadership. Graduate and PhD students will be publishing articles on disciple making and leadership online.
- **Local Church Ministry Training:** The Center for Discipleship and Spiritual Formation helps connect churches with speakers, leaders, and coaches for various training events. Training includes topics related (but not limited) to Christian Education, Adult Ministry, Parent Ministry, Disciple Making/Discipleship, Leadership Development, Administration, Volunteer Ministry, Volunteer Management, Church Connectivity, and Missions.
- **Website Development:** A website for The Center for Discipleship and Spiritual Formation launched in 2016. The website offers links to *Resources*, *Articles*, *Events*, and a future link will allow site visitors to request a speaker/presenter for an upcoming event.
- **Social Media Presence:** Social media accounts were launched in 2016 for The Center for Discipleship and Spiritual Formation. As of February 21, 2017, Twitter followers number 305 and Facebook followers number 182.

Future Direction

The Xcelerate 2017 event will take place on campus at NOBTS October 19-20, 2017.

Confirmed speakers for this event are:

1. Dr. Robert Coleman

Dr. Coleman is the Distinguished Senior Professor of Discipleship and Evangelism at Gordon-Conwell Theological Seminary and a prolific author, having written hundreds of articles and 21 books. He directed School of World Mission and Evangelism at Trinity Evangelical Divinity School for 18 years. Dr. Coleman currently serves on the Mission America Facilitation Committee and several international mission boards and is also the President of Christian Outreach. From 1989 to 2001, he led the Institute of Evangelism in the Billy Graham Center at Wheaton College and served as Dean of the Billy Graham International Schools of Evangelism. He is also a founding member of the Lausanne Committee for World Evangelism and is a past President of the Academy for Evangelism in Theological Education.

2. Dr. Max Anders

Dr. Anders is a graduate of Dallas Theological Seminary and earned his doctorate at Western Seminary (Portland, OR). He is the author of over 25 books, including the bestselling *30 Days to Understanding the Bible* (approximately 600,000 copies) and his most recent book, *Brave New Discipleship* (Thomas Nelson, 2015). Dr. Anders is also the creator and general editor of the 32-volume *Holman Bible Commentary Series*.

3. Michael Kelley

Michael Kelley serves as the Director of Groups Ministry for LifeWay Christian Resources. He is also the author of *Wednesdays Were Pretty Normal: A Boy, Cancer, and God* and *Boring: Finding an Extraordinary God in an Ordinary Life*.

Center for Discipleship and Spiritual Formation

A fourth speaker for the event, pending confirmation of his availability, is Dr. Chuck Kelley. We expect Xcelerate 2017 attendance to grow from the Xcelerate 2015 numbers, and this anticipation inspired us to schedule the Xcelerate 2017 event to take place in Leavell Chapel.

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

Center for New Testament Textual Studies



Dr. Bill Warren

Overview

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

With about 1400 digital copies, microfilms, facsimiles, and edition copies of New Testament manuscripts, the HCNTTS has one of the largest collections of New Testament manuscript images in North America. Besides these holdings, collaborative work with the INTF in Münster, Germany, provides online access to almost all known Greek NT manuscripts.

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

Center for New Testament Textual Studies

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

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

Achievements in 2016

1. Major Project Updates

- a. Building upon the 2014 major update of the CNTTS Critical Apparatus, work is ongoing on the next major update that will include significant changes to the layout of the database, the addition of more manuscripts to the database, the first phase of a major undertaking to include accurate Latin manuscript information, and the inclusion of other user-interface improvements. This update will be released in 2017.
- b. A major update for the iPad/iPhone Manuscripts App was released in June 2016.
- c. A large number of transcriptions were produced both for the CNTTS work and for the IGNTF Paul Project work, with our school being one of the two top participants in 2016 for this project.
- d. The indexing of Greek NT manuscripts for the Virtual Manuscript Room coordinated by the INTF (Univ. of Münster, Germany) continues at a very solid pace, with the HCNTTS being a leader (if not the leader) in North America on this work.

2. New Project Progress

- a. More refining of the new analysis program built in sync with the Critical Apparatus database is ongoing, with this program now being used in the HCNTTS. Work has also been done on researching the background information of the various artifacts in both the HCNTTS and the NOBTS Bible and Archaeology Museum.
- b. A grant was applied for and received by Dr. Warren from the National Museum of the Bible for the IGNTF Paul Project in the amount of \$17,500, with this being renewable for at least 3 years (the overall total counting some direct grant funding to one worker in the HCNTTS last year will be \$59,000). This grant helps to fund two regional coordinators for this project who work with the project director, Dr. Andrew Smith, with the mentorship help of Dr. Warren. This past year about 20 NOBTS students were involved in this project, with 6 to 8 of them having done enough work so as to qualify for a possible two-week paleography workshop at Oxford University, UK.

Center for New Testament Textual Studies

- c. A grant from the Lockman Foundation was applied for and received by Dr. Warren for the amount of \$150,000.
 - d. Multiple PhD dissertations in the area of NT textual criticism are being undertaken by NOBTS NT PhD students, with us now being a leader in this area of research.
3. **NOBTS Bible & Archaeology Museum**
- a. The NOBTS Bible and Archaeology Museum has moved into its new location on campus and the displays have been completed, including all of the videos and presentations for the video kiosks. The HCNTTS played a vital role in that development and the planning and setup of the new museum.
 - b. The HCNTTS has helped coordinate the tours of the Museum and guided some of them, with those working in the HCNTTS having been trained for leading the tours. This work now has been passed on substantially to the Museum Director, Dr. Matt Solomon, with assistance from the HCNTTS when needed.

Future Directions

The CNTTS Critical Apparatus will continue to be augmented and improved. Additional electronic Bible software tools will continue to be developed to supply helpful Greek and English-based helps for use by scholars, ministers, and church members. The Center will continue to be involved in promoting NOBTS through scholarly contributions.

A new international project on the Euthalian Apparatus in NT Greek manuscripts has been started. This project will be coordinated at the HCNTTS and done in coordination with Dr. Simon Crisp who works with the textual criticism group at the University of Birmingham, UK. The project will take place over at least three years, and more likely will be a five-year project, with the goal of a critical apparatus of the Euthalian Apparatus (there has not been one done in the past 300 years).

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

Global Missions Center



Dr. Philip Pinckard

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

Dr. Mike Edens, Dean of the Graduate School of NOBTS and Professor of Theology and Islamic Studies, preached in chapel for the Missions Commissioning Chapel on Thursday, May 5, 2016. A prayer guide was distributed and a special prayer time was held for people serving in different missions avenues of service. A total of eleven missionary units with ties to NOBTS were appointed by the IMB since May 2015. A number of students are serving with NAMB including SEND New Orleans.

Professors and students were involved in numerous short-term mission opportunities and summer camps in North America and internationally. Examples of international ministry included Canada, Cuba, Mexico, and East Asia. A new partnership has begun with Amazon Hope for ministry to people groups on the Amazon River. Some professors taught overseas through Advance International.

A Global Missions Day was held on Sept. 6, 2016. Dr. David Platt, President of the IMB, preached in chapel and had a luncheon with students and faculty. Missionaries participated in various events including meals and breakout sessions with NOBTS students.

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

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

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

Innovative Learning



Dr. Donna Peavey

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

Achievements in 2016

- **Revised course.** *Teaching Strategies* was redeveloped and now addresses the flipped classroom, online learning, and problem based learning. To best meet the needs of faculty this course is offered over three sessions.
- **Created and delivered new seminars.** Faculty members of Leavell College and the Division of Christian Education created and delivered the following new seminars: *The Triadic Brain*, *Using Feedback to Improve Student Learning*, *Developing Creative Learning Assignments*
- **Increased online course offerings.** All faculty are enrolled by the Office of Innovative Learning in an Innovative Learning Course, developed on Blackboard to contain video recordings of seminars offered by NOBTS and Leavell College faculty. This makes the seminars available to faculty members who are unable to attend the seminar. The following were posted to Blackboard in 2016: *Facilitating Learning in Higher Education*, *Teaching Strategies*, *The Millennial Learner*, *The Triadic Brain*, *Using Feedback to Improve Student Learning* and *Developing Creative Learning Assignments*.
- **Expanded participants.** Expanding the participants to adjuncts and PhD students was one of the initiatives noted in our ATS report/assessment. Adjunct faculty and PhD students attended training in 2015. The training now includes students pursuing the Ed.D. An increased number of adjunct faculty and doctoral students interested in pursuing teaching positions attended the professional development opportunities. *The Millennial Learner* (1 doctoral student, 13 faculty), *Teaching Strategies – Flipped Classroom* (1 doctoral student, 5 faculty) *Teaching Strategies – Online* (2 doctoral, 6 faculty), *Teaching Strategies – PBL* (1 doctoral, 5 faculty), *Creating Online Classes* (7 doctoral, 2 faculty), *Feedback with Excellence* (3 faculty)
- **Quality Enhancement Plan.** The course *Feedback with Excellence* was developed to address the QEP. This course was taught by Dr. Sandy Vandercook, Associate Dean of Leavell College.

Innovative Learning

- **Developed and promoted a calendar of professional development opportunities.** Faculty members were provided a calendar of opportunities for the academic year so that they could plan accordingly.
- **Increased communication with doctoral students.** The ReDoc and Ed.D. offices communicate the professional development offerings to their respective doctoral students through monthly newsletters.

Future Directions

- Establish a more effective delivery method of professional development opportunities throughout the year for faculty and doctoral students.
- Continue to communicate opportunities to faculty and doctoral students and increase the visibility of the Office of Innovative Learning with the goals of increasing participation in professional development and enhancing the level of teaching at NOBTS.
- Continue to investigate the viability of a system for eLearning.
- Increase communication with adjunct faculty to increase their participation in professional development, enhancing the level of teaching at NOBTS.
- Dr. Donna Peavey, Director of Innovative Learning, has included a study of effective faculty development programs in her proposed sabbatical plan. Her findings will be used to enhance the faculty development of NOBTS.
- Consider a name change to better reflect the mission – considering Center for Teaching and Learning.

Institute for Faith & the Public Square



Dr. Lloyd Harsch

The Institute for Faith and the Public Square held its annual conference on 27 September 2016 on the topic, “Talking About Race: Moving from Racism to Reconciliation.” There were three speakers representing different ethnic communities. The session speakers were: Andrew Young, Jr., Former Ambassador to the United Nations and Georgia Congressman; Noel Castellanos, Executive Director of the Christian Community Development Association; and Raymond Bakke, Founder and Executive Director of International Urban Associates.

The Institute budget ended the year in the black. The seminary’s generosity in providing facility use is greatly appreciated. The Institute received a \$20,000 grant from the Charles Koch Foundation to help defray costs of the conference. A video of the entire conference is posted online at <http://faith-publicsquare.org/past-events.html>. The event drew approximately 500 people in person. One of our great disappointments, especially in light of the money we spent on advertising, was that only 108 persons viewed the live stream on the Internet. This was fewer than last year. As a result, we negotiated a discount on our advertising fee. A recording of the event has been posted online and more than 150 persons have viewed it. This was our most successful conference to date.

Project 219, a prayer ministry which matches a volunteer with a State Legislator during the legislative session had its inaugural year. Inroads into both the Republican and Democrat parties have been made in promoting this initiative.

The Board of Directors added one new member and two additional prospects are considering the position. The confirmed new member is Jack Hunter, a lawyer and Executive Director of the New Orleans Baptist Association. The quality and diversity of our Board is one of our greatest strengths.

Planning for next year’s conference is progressing. It will be held on 26 September 2017 and address, “Rights and Sexuality: Where Individual Freedoms and Civil Rights Meet.” There will be four speakers, representing the left and right of the political and religious arenas. The invited speakers are: Jay Sekulow, American Center for Law and Justice; Marjorie R. Esman, Louisiana American Civil Liberties Union Executive Director; Anthony Bradley, Associate Professor of Religious Studies at The King’s College, New York City; and Jim Wallis, Director of Sojourners. Carrollton Presbyterian Church has promised a \$10,000 grant to help defray conference expenses.

The purpose of the Institute is to explore the role that people of faith can have in the public square and to provide a forum where issues of concern to people of faith can be discussed.

Institute for Christian Apologetics



Dr. Robert Stewart

Purpose of the Institute of Christian Apologetics

The Institute for Christian Apologetics exists to...

- 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.
- To serve as a resource for Christians as they seek to develop **apologetic skills**.
- To assist in coordinating and implementing regular **special apologetic events** and special event courses in apologetics, such as weekend and workshop courses directed toward students and ministers.
- To serve churches as consultants as they seek to **develop apologetic ministries**.
- To assist in coordinating and implementing the **Master of Divinity in Christian Apologetics**.
- To assist in coordinating and implementing the **Greer-Heard Point-Counterpoint series**.
- To enunciate how the implications of Christian apologetics apply to **the life and ministry of the local church**.
- To produce an online **apologetics journal** and host an **apologetics website**.
- To assist in coordinating and implementing **evangelistic mission trips** expressly involving apologetics, e.g., an evangelistic mission trip to Utah to share the Gospel in a predominantly Latter-day Saint culture.
- To provide a setting within which Christian scholars can research and write on topics and issues related to apologetics while on sabbatical leaves, semester breaks, etc.

What is the Need for ICA?

- The need for Christian apologetics has never been greater than it is today in our pluralistic culture. The Christian faith is challenged by relativism, naturalism, world religions, cults, and various other worldviews that compete with the Christian worldview. Scripture commands us “to make a defense at all times to everyone who asks you to give an account for the hope within you” (1 Peter 3:15). The world today desperately needs the hope that only Jesus Christ truly offers.

Institute for Christian Apologetics

Partnership with NOBTS Students and the Local Church

How Does the ICA address the needs of students and scholars?

- Christian scholars comprise some of the brightest thinkers in the world today. The ICA provides a service to them through which they can network with other scholars working in areas of similar interest. The ICA also provides a forum through which outstanding scholars from various evangelical institutions can not only teach our students and others but also meet, work, and network with one another—including scholars from a variety of disciplines.

Degree Programs for Students

- NOBTS offers 3 graduate degrees in Christian Apologetics and 2 degrees at the Doctoral Level. They are:
 - MA Christian Apologetics 36 hours
 - MA (Apologetics) 50 hours
 - MDiv Christian Apologetics 87 hours
 - DMin in Christian Apologetics
 - PhD Christian Apologetics Newly Approved
- All of these degrees can be earned either residentially or non-residentially. NOBTS currently has over 90 students enrolled in the various apologetics degree programs.

How Does the ICA address the needs of lay people?

- The ICA provides an outlet for outstanding apologists and scholars from apologetics-related disciplines to instruct not only NOBTS students but also lay leaders in local churches who would come to special events at NOBTS and Christian lay people as well.

How Does the ICA relate to local churches on an ongoing basis?

- Far too often apologetics is viewed as something that individual Christians engage in but that the church as a community does not. The ICA helps to assist local churches in developing an apologetic dimension to and strategy for their ministries. To this end, the ICA serves as a consulting resource for local churches in addressing various apologetic challenges and opportunities. Additionally the ICA sponsors events and courses designed to equip the professional minister serving in the field.

Current Work with the Local Church

- The ICA continues to produce Christian Apologetics resources for use in churches and student ministry, or for individual edification.
- ICA speakers frequently speak on apologetics-related topics in churches, on university campuses, and in apologetics conferences.

Conferences and Events

Defend the Faith Conference

- Every January the ICA sponsors the Defend the Faith Apologetics conference (Defend). This year the dates for Defend were January 2-6, 2017. Attendance was very strong with

Institute for Christian Apologetics

roughly 300 attending. Among the speakers were Braxton Hunter, David Calhoun, Craig Hazen, Andrew T. Walker, Abdu Murray, Robert M. Bowman Jr., Greg Koukl, James Walker, Sean McDowell and a host of other Christian apologists and NOBTS faculty, including but not limited to, Steve Lemke, Robert Stewart, Michael Edens, Jeff Riley, Page Brooks, and Rhyne Putman.

- Among the NOBTS courses that could be taken for credit via the Defend conference were:
 - The Historical Jesus
 - The Problem of Evil
 - Issues in Contemporary Theology: Destiny of the Unevangelized
 - Christian Ethics
 - Pulpit Apologetics
 - Word of God in Christianity and Islam
 - Issues in Baptist Life (ProDoc Course)
 - Christian Apologetics Institute (Leavell College Course)
- It was decided by the leadership team of ICA (Director Robert Stewart, and Associate Directors Michael Edens and Rhyne Putman) that Rhyne Putman would continue to direct future Defend conferences in consultation with Robert Stewart and Michael Edens.
- Next year's Defend conference dates are January 8-12, 2018.

Greer-Heard Point Counter Point Forum

What is it?

- The Greer-Heard Point-Counterpoint Forum in Faith and Culture is a program of NOBTS, hosted by the ICA, designed to provide a venue in which respected scholars of differing opinions dialogue on critical issues in religion, science, philosophy, and/or culture from their differing perspectives.
- The Greer-Heard Point-Counterpoint Forum is made possible by the generosity of Mr. and Mrs. William and Carolyn (nee Greer) Heard. It is named in honor of their parents.
- The Inaugural Greer-Heard Point-Counterpoint Forum took place in 2005 as a five-year pilot program. 2016 was its 12th year.

Greer-Heard 2016

- The 2016 Greer-Heard Forum was on the theme "When Did Jesus Become God?" It featured a Friday night, February 12 dialogue between Bart Ehrman and Michael Bird. Other scholars who spoke at the forum on Saturday, February 13 included:
 - Larry W. Hurtado
 - Jennifer Wright Knust
 - Simon Gathercole,
- Over 500 people registered for the conference and many more viewed it live through our live-streaming of the event.

Greer-Heard 2017

- This year the ICA will host two Greer-Heard events, one March 24-25, 2017 and another November 10-11, 2017.

Institute for Christian Apologetics

- The March Greer-Heard will feature a debate between Ben Witherington III and Amy-Jill Levine on the subject, “Christians Jews, and Jesus.” The March Greer-Heard Dialogue will focus upon understanding Jesus as a first-century Jew. In addition to discussing the “Jewishness” of Jesus, the speakers will dialogue on Jesus’ uniquely Jewish understanding of eschatology, as well as presenting their views concerning Jesus’ resurrection.
- The November Greer-Heard will feature a debate between N. T. Wright and Simon Gathercole on the subject, “The Meaning of Atonement.” Other speakers include Michael Horton, Douglas Moo, and Edith Humphrey.

Leavell Center for Evangelism and Church Health



Dr. Preston Nix

Overview

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

Accomplishments in 2016

1. "Safer Houses/Saved Souls" Servanthood Evangelism Project

In partnership with Gentilly Baptist Church, the Leavell Center for Evangelism and Church Health conducted a Servanthood Evangelism Project in the neighborhoods surrounding the seminary campus during the Spring 2016 semester. On Thursday afternoon April 21 and Thursday afternoon May 5 several teams of faculty members and students handed out free 9 volt batteries for smoke detectors and shared the love of Jesus with our neighbors in the community near the seminary. Over thirty professors and students participated in the Project on those two days and a couple of salvation decisions were recorded. This Servanthood Evangelism Project was a local mission endeavor in accordance with the 2015- 2016 academic year Core Value emphasis of Mission Focus.

2. Master Plan of Evangelism Seminar with Dr. Robert Coleman

The joint seminar with the Center for Discipleship and Spiritual Formation scheduled for September 22 was cancelled due to the health crisis of Dr. Coleman's wife who was diagnosed with pancreatic cancer and was given only a few months to live. Because of such short notice, another seminar could not be scheduled for the Fall 2016 semester. Dr. Coleman stated that he would be willing to reschedule the Master Plan of Evangelism Seminar with us sometime in the future.

Leavell Center for Evangelism and Church Health

3. Demographic Services

During 2016 the Leavell Center provided several churches as well as other entities with its demographic and psychographic products and services. These services date back to 1994. The Customized Strategy Studies provided by the Leavell Center are designed to help a church understand its community and to develop a tailor-made strategy to reach the individuals who live there. Basic demographic studies were also provided to students as a part of their class assignments.

4. Ministry to the NOBTS Academic Community

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

5. Ministry to Agencies and Institutions within the SBC

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

Future Directions

The Leavell Center plans to.....

1. Expand the definition of a healthy, growing church as it relates to missions giving particularly through the Cooperative Program.
2. Continue to conduct a major research project described as “The Wall” to determine the primary factors responsible for the plateau of baptisms in the SBC since the 1950s and to discover possible courses of action to address the problem.
3. Update the Leavell Center website to provide improved descriptions of the services and products available to assist churches in reaching their communities.
4. Develop demographic resources to help churches determine the most advantageous locations to plant new congregations.
5. Encourage NOBTS sponsored mission trips with emphasis on evangelism.
6. Sponsor church growth/health conferences each year.
7. Reestablish the main campus Prayer Center.
8. Work with NAMB and student interns for the Evangelism Response Center.
9. Submit a book for publication on principles of church revitalization.
10. Promote the publishing of a book on the impact of different kinds of natural disasters upon the decline and growth of churches.
11. Conduct a major research project in an attempt to answer the question of how to turn around churches with zero baptisms.
12. Focus on church revitalization as well as spiritual awakening and renewal desperately needed in our SBC churches.

Leeke Magee Christian Counseling Center



Dr. Ian Jones

The Leeke Magee Christian Counseling Center opened on August 1, 2014. The Leeke Magee Christian Counseling Center provides an array of biblical, evidenced-based counseling services that are affordable, accessible and address the diverse mental health and relational counseling needs of individuals, couples, and families in the greater New Orleans community, including children, adolescents, elders, and, in particular, the Bethel Colony and Women at the Well ministries. The Center is a training facility for graduate student interns at New Orleans Baptist Theological Seminary. Practicum students are provided a supervised experience in the use of biblically sound models and are prepared to qualify for the licensure process as professional counselors or marriage and family therapists. Counseling services are available to students and the seminary family.

Students begin their training at the Leeke Magee Christian Counseling Center, but also serve at a variety of 34 external sites where they provide counseling. These sites vary from community mental health centers, church sponsored counseling centers, psychiatric units at hospitals, and private practice sites. The Clinical Practice program averages 45 students in clinical practice either at the Leek Magee Center or at various external sites. Across the past year, the following numbers of hours were provided to the NOBTS community and to the greater New Orleans community. Additionally, individuals, couples, and families from churches all over the region come to the LMCCC for assistance with mental health issues.

January 1 – December 8, 2016		Number of People Served	Total Hours of Counseling
Student Counselors	Leeke Magee: 49	Leeke Magee: 583	LMCCC: 4,822 hours
PhD Counseling Hours	Five PhD Students		1,138 hours
Faculty Counseling Hours	Five Faculty		396 hours
Students at External Sites- Counseling Hours	12 Sites: 28 Students		2,921 hours
Total Counseling Hours			6,356
Total Ministry Hours (Counseling + Supervision)			9,297

Leeke Magee Christian Counseling Center

Leeke Magee not only serves as a ministry that serves individuals, couples and families, but as a training center for students and counselors across Louisiana. In 2016, the following special training opportunities were offered:

- EMDR Training: EMDR is an evidence-based model that focuses primarily on trauma treatment. 35 individuals were trained in 2016.
- Prepare-Enrich: Prepare-Enrich is an evidence-based model that provides a framework for premarital and marital work for counselors, as well as ministers and lay people who have a calling for working with marriages. 21 individuals were trained to use Prepare-Enrich in 2016.
- NOBTS Christian Counseling Conference: The Counseling faculty and staff from LMCCC offered a continuing education workshop to train counselors and ministers in the area in best practices. 85 people received continuing education at the conference.

Supervised Ministry and Mentoring Programs



Dr. Bo Rice

In the 2017 academic year, the mentoring program at NOBTS has grown from an enrollment of 69 students in 2016 to 114. Students earned a total of 290 credits hours in the Mentoring format during its enrollment period in 2016. It grew to having students earn 484 total credit hours throughout the 2017 enrollment year. This is a growth of 194 credit hours earned. There are 255 approved mentors, 76 approved sites, and 250 students participating in the program.

During the Spring semester of 2016, the Supervised Ministry program at NOBTS saw 1,867 total evangelism encounters. These evangelism encounters included 127 total confessions of faith and 395 assurances for Salvation, which comes out to a total of 522 decisions.

The Supervised Ministry program at NOBTS saw 3,433 total evangelism encounters during the Fall semester of 2016. These evangelism encounters included 188 total confessions of faith and 773 assurances for salvation, which comes out to a total of 961 decisions. Among this program, students participated in 29 total baptisms.

Total for Supervised Ministry for the year saw 5,300 evangelism encounter with 315 first time confessions of faith. There were 1,168 assurances of salvation.

Youth Ministry Institute



Dr. David Odom

Overview

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

The new director of YMI is Dr. David Odom. Dr. Odom is Associate Professor of Student Ministry at NOBTS. He holds a B.A. from Liberty University along with an M.A.R.E. and Ph.D. from Southwestern Baptist Theological Seminary. Before joining the faculty, Dr. Odom served for over 20 years as a youth minister in churches in Texas and Alabama.

Brief History

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

Today, the vision to equip leaders remains the same. Along with Dr. Odom, the YMI support staff currently includes Ree Reinhardt (pursuing a Ph.D. in Christian Education) as YMI Administrative Assistant and Joshua Boucher (pursuing a M.Div.) as YMI Research Assistant.

Ongoing Work

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

Youth Ministry Institute

On Campus

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

Online

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

Workshop

The workshop courses are offered in a weekend format throughout the year and a week-long format as part of the January 2017 Apologetics conference at NOBTS. The workshops focus on specific aspects of youth ministry. Courses include: Communication and Evangelism for Youth Audience and Leadership Development in Youth Ministry. Every workshop features discussion-oriented classroom time including dialogue with YMI staff, other youth leaders serving in local churches, and leading experts in the field of youth ministry.

Achievements in 2016

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

Youth Ministry Institute

Future Directions

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

Quality Training

The Institute will extend the YMI weekend workshops beyond the campus of NOBTS. Plans are being made to lead a workshop at the North Georgia Extension Center (NGA). The NGA Extension Center has the largest student attendance in the NOBTS family of extension centers. Dr. Allen Jackson now pastors Dunwoody Baptist Church and has agreed to assist Dr. Odom and provide leadership for the workshop. Future workshops at other NOBTS extensions are being considered.

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

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

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

Advanced Research

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

Practical Resources

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

Dean of Leavell College



Dr. Thomas Strong

Overview

Leavell College was organized to provide quality theological education to non-traditional students for the purpose of preparing them for ministry in the present and for graduate work in the future. The Leavell College Faculty has adopted the following purpose statement: “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.”

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

Leavell College offers other degrees and programs as well. The *Bachelor of Arts in Music* is offered to help prepare men and women to lead in worship in the local church. Currently, four *Associate degrees* are offered: the Associate in Christian Ministry, the Associate in Music and Worship, the Associate in Children’s Ministry, and the Associate in Women’s Ministry. The *Diploma Program* provides an opportunity for those students who have not completed their high school education or received a GED. The Diploma in Christian Ministry is currently the only diploma being offered.

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

The *Church Leadership Certificate Program* was developed to provide short-term, supplemental training for local church leaders and bi-vocational ministers. These courses are offered in formats to provide access to these courses for the majority of individuals (such as weekend courses and 8

Dean of Leavell College

week terms). The following certificates are currently being offered through LC: Certificate of Excellence for Student Wives, Biblical Teaching Certificate, Christian Education Certificate, Church Ministry Certificate, Church Music Certificate, Pastoral Ministry Certificate, Preschool and Children's Ministry Certificate, Advanced Preschool and Children's Ministry Certificate, Women's Ministry Certificate, and Advanced Women's Ministry Certificate.

A Comparison of End of Year Reports Leavell College Cumulative Enrollment

	2014	2015	2016	<i>Difference Btwn 2015 and 2016</i>
New Orleans Campus (excluding certificates)	254	277	267	-10 (down 4%)
<i>BA On Campus (included in number above)</i>	232	266	237	-29 (down 11%)
Internet Only	9 (Plus 29 LC Certificate Students but counted on official enrollment forms as certificate*)	60 (Plus 40 LC Certificate Students)	87 (Plus 31 LC Certificate Students)	+27 (up 45%)
Off Campus (Not including prisons or certificates)	326	344	334	-10 (down 3%)
Prisons	216	285	293	+8 (up 3%)
Certificates (Included in this final number are the LC Certificate numbers*)	637	677	686	+9 (up 1%)
<u>GRAND TOTAL**</u>	1442	1643	1657	+14 (up 1%)

*LC Certificates are 18 semester hour certificates that most students are taking as a means towards the BA degree or to earn a minor.

**LC Certificates are counted under the "Certificate" category

CONCLUSIONS/OBSERVATIONS:

1. Leavell College enrollment shows mixed growth between 2015 and 2016, considering the positive growth in every category in previous years.

Dean of Leavell College

2. On-campus BA student enrollment is down 29 students, a decrease of 11%. Contributing factors could include the strong growth in Internet-only enrollment (AA, BA, and non-degree), which is up 27 students (45%); the spring flooding which affected a large number of our commuter students, resulting in withdrawals or few classes taken; and the reduction in Louisiana TOPS funding for our younger students.
3. Certificate enrollment and prison system enrollment increased slightly, but with lower gains than in the previous year.
4. Overall, Leavell College numbers are stable, due largely to the increase in online student enrollment.

Achievements in 2016

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

1. Addition of New Faculty Members. With the hiring of Dr. Brooke Osborn as Associate Professor of Psychology and Counseling, we have increased our on-campus faculty presence. In addition to teaching a full course load, Dr. Osborn is available to advise students, to counsel students, and to assist with other Leavell College responsibilities as needed. She also provides oversight to our Psychology and Counseling minor, one of our largest minors.
2. Adjunct Training and Support. Leavell College relies on support through adjunct faculty members. We are grateful for the support of many NOBTS graduate faculty members to fill some vacancies, while other vacancies are filled by qualified adjuncts. Adjuncts not trustee-elected receive support through an orientation (attended in person or viewed online) and through regular email contact from the Associate Dean.
3. Assessment. The assessment maps for Leavell College have been completed and approved. With specific benchmarks included in the assessment maps and with the creation of two rubrics to be used to assess embedded assignments, we have a sustainable, effective means of assessment of our degree programs. In addition, we have developed a sustainable means of assessing our General Education core, a requirement of SACSCOC. An integral part of that assessment is the ETS Proficiency Profile exam, a commercially produced test measuring student performance in four core areas: critical thinking, reading, writing, and mathematics. We piloted the test in the fall of 2016: the test was administered to all on-campus new students, new students at our hub extension centers and at Angola prison, and all graduating students who attended the on-campus graduation. The results from our initial offering of the exam are being evaluated, and we will use these results as a baseline from which to measure growth.
4. Mentoring Minor. The faculty approved a mentoring minor, enabling students to earn credit through ministry experience with a qualified and approved mentor. Students can take 3-hour or 6-hour courses consisting of ministry experience, dedicated meetings with mentors, and online discussions regarding current topics and writings. The mentoring

Dean of Leavell College

courses, offered to students on campus, online, and at extension centers, are facilitated by Dr. Thomas Strong. We have seen a steady increase in the number of students taking the mentoring courses and earning the 18-hour mentoring minor.

5. Online BA. Students can now complete the entire BA online, with options for several minors also available online. With the degree completely online, we have seen a strong increase in our online enrollment. We continue to develop new online courses so that students have options for electives. During the 2015-2016 academic year, nearly 65% of our online courses were taught by trustee-elected faculty members. We also employ loyal online adjuncts who have taught courses for us for several years, ensuring effective teaching and engagement with students.
6. Prison Programs. The Joan Horner Extension Center, housed at the Louisiana State Penitentiary in Angola, Louisiana, was the subject of an extensive study by researchers at Baylor University. In November, Dr. Strong and Dr. Vandercook traveled with other NOBTS folks to attend the dedication of the book *Angola's Prison Seminary: Effects of Faith-Based Ministry on Identity, Transformation, Desistance, and Rehabilitation* and to honor Dr. John Robson, who for 21 years led the Leavell College program housed at Angola.

Future Directions for 2017

The Leavell College faculty looks toward the future with great anticipation of what God is going to do in and through the faculty and students. The past has been an indication of God's hand of blessing upon the program: stability, increased effectiveness, and intensification of community. Though the year has provided challenges, the ministry is strong and the faculty is determined. As we continue to be effective, we will strive to achieve the following objectives during the upcoming year of 2017:

1. Accreditation. In response to the SACSCOC recommendations, Leavell College created specific assessment measures which are effective and sustainable. This year, we will be implementing the use of specially created assessment rubrics—piloted last year—to assess our degree programs and our general education competencies. This year, we will also require all incoming students and all graduate students to take the commercially produced, nationally recognized ETS Proficiency Profile (EPP) exam. The hard work of our assessment team and our faculty have led to a sustainable process which will provide information leading to positive changes in our curriculum. We now have two subcommittees for Leavell College assessment: the program assessment team and the general education assessment team. These committees will meet as needed in preparation for our yearly assessment of degree programs and general education competencies.
2. Apologetics Minor. Dr. Thomas Strong is working with Dr. Bob Steward to develop and present to the faculty an apologetics minor for consideration and adoption. Included in the proposal will be a plan for the development of these courses to be offered both in class and by means of BlackBoard so as to be accessible to all students. Leavell College

Dean of Leavell College

students increasingly request more courses in Apologetics, which led to the proposed minor.

3. Curriculum Discussions. A task force has been created to discuss the possibility of a 3+2 program by which highly qualified Leavell College students could complete their BA and their MDiv in five years of specific, concentrated study. Currently, the task force (Dr. Thomas Strong, Dr. Sandy Vandercook, Dr. Norris Grubbs, Dr. Mike Edens, and Dr. Harold Mosley) is studying similar programs to determine the feasibility of such a program here at NOBTS. The task force members have conversed with several knowledgeable people regarding accreditation requirements for such a program. The task force is in the early stages of discussion, but the ongoing discussions should lead to a decision this year. Any proposal would need approval through the regular NOBTS approval process. Approval would also be needed from SACSCOC and ATS as the 3+2 would require undergraduate students to take graduate courses once they have complete 90 hours of undergraduate coursework.
4. Faculty Needs. Adding Dr. Osborn helped our on-campus faculty presence, but we would like to fill other pressing needs and increase the number of Leavell College faculty members who can be a presence in the office suite and teach a full load. The most pressing need is in the area of Biblical Studies/Old Testament or Theology/History.
5. General Education Requirements. In response to the SACSCOC recommendations related to general education, we will monitor our assessment process in order to ensure that our general education courses lead to proficiency in our general education competencies. Having changed the nomenclature in Leavell College from Life Skills to General Education, our students are more aware of the purpose of our General Education core courses. Because the General Education core now includes more elective choices for students, our faculty will be more involved in advising students to make sure that they take the courses needed.
6. Revitalization of Online Course Offerings. Recognizing the need to revise some of our online course offerings, the Leavell College faculty is systematically revising online courses, adding new content and uploading high-quality videos to enhance the online learning experience for students. We will continue with our revision cycle (five courses per year) and are identifying new courses to create to meet the needs of our fully online students. Additionally, we are monitoring our online courses to ensure best practices, specifically in the areas of faculty engagement with students and appropriate and timely feedback. The Associate Dean, working in conjunction with Dr. Craig Price, will contact faculty who may need support maintaining contact with students and providing timely, appropriate feedback.

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

Dean of Students



Dr. Craig Garrett

Mission and Overview

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

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

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

Achievements in 2016

1. PREP Initiative

The PREP Initiative, funded by a grant from the Lilly Endowment, has spent the past year implementing the programs outlined in the grant program. Significant staff transition occurred in 2016, two assistants graduated and moved out of their positions and another staff member was hired. In the midst of significant transition the PREP Initiative accomplished the following toward helping students navigate the economic challenges they might face as future ministers:

- Concluded successfully the initial three-year Lilly Endowment grant tasks and reporting
- Received a Sustainability Grant from the Lilly Endowment and ATS that will continue partial funding of the program for three more years

Dean of Students

- \$125,000 with matching funds provided by NOBTS
- Offered 10 financial training groups
 - 91 student participants
 - 63 students completed the financial training groups
- Offered free professional financial planning meetings to students
 - 51 students or spouses participated
- Continued the New Student Orientation Session, “Don’t Let Finances Send You Home”
 - 100 student participants
- Individual Financial Meetings provided by PREP Office Staff for students on-campus
 - 6 student participants
- Continued to collect data from new students utilizing our financial health survey during online orientation
 - 65 Students responded
 - Students entered seminary with an average of \$17,000 in educational debt
- Loan Certification Process (Began Fall 2016 for incoming Spring 2017 students)
 - 4 students were referred to the PREP Office as a part of the student loan certification process
 - Each student had three meetings with PREP staff

2. Associate Dean of Students

Mrs. Amy Morgan served as the Associate Dean of Students in 2016. In this position, Mrs. Amy Morgan now serves as a primary point of contact for current and prospective NOBTS students related to student service issues. She assists the Dean of Students in leading and supporting the student services team in areas related to policies and procedures, disciplinary issues, student concerns, and campus events. In 2016, the Associate Dean of Students’ main achievements were:

- Coordinating housing policy exemptions and extensions with housing director Julie Barentine, registrar Paul Gregoire, and Dean Craig Garrett to ensure adequate information collection;
- Meeting with students to hear their concerns and talking through next-step action points;
- Supervising the Dean of Students’ office staff in coordinating office schedules and activities; and
- Supporting the Student Life Director and Recreation Coordinator in the planning and implementation of various events as well as on-going policy and supervisory concerns.

3. Student Life

Mrs. Holly Barnette served as the Student Life Director during 2016. The Student Life Office assists the Seminary family by facilitating the development of relationships, spiritual growth, enrichment, and characteristic excellence. During 2016, the Student Life office accomplished the following achievements:

- Coordinated the campus-wide Crawfish Boil and combined this event with the Spring Fun Fest, which included a 5-K run and one-mile fun run/walk, cookout, and numerous games and carnival activities. The Recreation Department assisted in many of these activities, particularly in staffing needs. Approximately 400 students, staff, faculty, and their families attended this event.

Dean of Students

- Hosted the President's Ice Cream Social in conjunction with the President's Office and the President's Home.
- Assisted with the planning and implementation of Red Carpet Week non-academic activities.
- Worked with the Public Relations office on the annual updating of the Student Handbook.
- Assisted student organizations with leadership development and activity planning.
- Coordinated with the Retention Director to plan and implement New Student Orientations for both the spring and fall semesters.

4. Home School

Many families who choose to home school on the NOBTS campus network together through the Christian Home Educators Support System (CHESS). During 2016, this student organization accomplished the following achievements:

- Enrolled 29 families in the homeschooling network in August.
- Offered Physical Education, Choir, Chinese, Spanish, Sign Language, Writing, 20th Century Literature, and ACT Prep in weekly classes.
- Offered a bi-monthly family co-op in the Resource Center where all the families came to take and teach classes in their specialty. The following classes were offered Art, Science Lab, Public Speaking, and Math Games. Preschoolers enjoyed Show & Tell, Story Time, Games, Science and Art.
- Ministered to The Deaf Church of New Orleans and the Good Samaritan Nursing Home.
- Formed a partnership with Gulf Coast Bank where a representative came in 5 times in the fall and taught kids about money management.
- Classical Conversations Homeschooling Group that meets weekly in the new building and provides the assignments for students and accountability for parents. This group has 31 students enrolled.
- Administered the Stanford Achievement Test to 1st-12th graders.
- Held a graduation service for 3 seniors and promoted to the next grade those in K-11th grade.
- Held a weekly book club to encourage and train moms in the mission of motherhood.
- Offered age and interest driven workshops for students: **Safesitter** (a baby sitting workshop) for middle and high school students, **First Aid and CPR** for older students and parents, and **ACT Math Prep** for high school students.
- Supplied several new families with curriculum from the resource center.
- Offered a number of interesting field trips for home school students and families, including trips to the Institute for Marine Mammal Studies, Chick-Fil-A and the Pumpkin Patch.
- Hosted a homeschool convention in June 2016 for over 150 people for the annual Parent Practicum for Classical Conversations families in Southeast Louisiana and Southwest Mississippi.

Dean of Students

5. Financial Aid

The Financial Aid Office has made steady progress throughout 2016. We continue to offer many financial resources such as need-based grants, job listings, loan information, and financial counseling. During 2016, this office accomplished the following:

- Updated and maintained the job board with contact information for local businesses desiring to hire NOBTS students and spouses
- Distributed Tuition Opportunity for Public School (TOPS) scholarships to 38 students totaling \$100,799.20.
- Partnered with state conventions and foundations from Mississippi, Louisiana, Alabama, Georgia, Florida, Tennessee, North Carolina, South Carolina and Virginia to distribute scholarships to qualified NOBTS students.
- Administered Women's Auxiliary Scholarships to 16 students totaling \$12,930.
- Administered Presidential Scholarships to 13 students totaling \$30,785.
- Awarded New Student Scholarships to 50 students totaling \$33,200.
- Awarded Missionary Scholarships to 56 students totaling \$44,066.25.
- Awarded Music Scholarships to 85 students totaling \$54,360.
- Awarded African-American Student Scholarships to 240 students totaling \$136,705.
- Awarded African-American Students in North Georgia Scholarships to 38 students totaling \$38,950.
- Awarded Bi-Vocational Student Scholarships to 131 student totaling \$72,131.
 - Bi-Vocation Scholarship was not renewed for the Fall 2016 semester. Fall 2016 awards were remaining funds in the account.
- In Spring 2016, awarded 421 Current Student Scholarships (not counting the students who received Presidential, Women's Auxiliary, and New Student awards) totaling \$292,367.
- In Fall 2016, awarded 509 Current Student Scholarships (not counting the students who received Presidential, Women's Auxiliary, and New Student awards) totaling \$342,235.

6. Testing & Counseling

This office is directed by Dr. Jeff Nave. Dr. Nave leads this office in the mission of promoting academic, spiritual, and emotional health of the Seminary community. This mission involves evaluative, consultative and supportive services for students, staff, and their families. The Testing and Counseling Office provides Psychometric testing for incoming students and students in special programs on the main campus and each of the seminary's extension centers. Dr. Nave and doctoral student interns provide supportive counseling, crisis intervention, and referral for additional services when needed. Dr. Nave is a Nationally Certified Counselor, a Clinical Member of the American Association of Marriage and Family Therapists, a Louisiana Licensed Professional Counselor and supervisor, and a Louisiana Licensed Marriage and Family Counselor and supervisor.

In addition to regular testing and supportive counseling, the Testing and Counseling office provides pre-admission assessment procedures for prospective students with special needs and counseling interventions for students under disciplinary review. The Testing Coordinator is Mrs. Toni Collins. Mrs. Collins provides crucial assistance to students and the Director of Testing and Counseling and regularly oversees the administration of group testing and

Dean of Students

communication with applicants referred for pre-admission assessment. During the 2016 academic year, this office accomplished the following achievements:

- Successful incorporation of new practice management software in cooperation with the Leeke Magee Christian Counseling Center.
- Advanced training in security and safety procedures attended by the Director of Testing and Counseling.

7. Women's Programs

The Coordinator of Women's Programs position is designed to provide spiritual, social, and professional support and encouragement for women on the NOBTS campus, including women students, student wives, women serving as career staff, and faculty wives. Dr. Emily Dean served as the Coordinator of Women's Programs in 2016. She works closely with the Student Services Office, Dr. Rhonda Kelley, and Courtney Veasey in planning and scheduling events for all women of NOBTS.

During 2016, this office achieved the following accomplishments:

- Promoted the campus women's programs at the spring and fall Campus Life Fairs as well as NOBTS Campus Preview events
- Recruited and managed leadership teams for Student Wives Fellowship and the QUEST (Fellowship of Women Students).
- Supported the Student Wives Fellowship Council in its planning of monthly meetings, with attendance averaging between 20 to 40 ladies.
- Assisted Student Wives Fellowship Council in hosting special events such as Couples' Date Night, a campus-wide Holiday Market with over 60 vendors, and the Christmas Tour of Homes event which featured on-campus homes of faculty, staff, and students.
- Worked closely with the QUEST (Fellowship of Women Students) leadership in the planning and hosting of events including new/returning student welcome coffees and core-value-focused discussion luncheons.
- Assisted Heartbeat (Fellowship of Staff Women and Wives of Staff) leadership in the planning and promoting of monthly events.
- Coordinated with Dr. Rhonda Kelley and Courtney Veasey for the NOBTS Women's Conference *Who Can Find An Excellent Woman?:*
 - this event involved leadership from all the campus women's organizations
 - testimonies through word and song were provided by women students and student wives
- Coordinated with Dr. Rhonda Kelley and Courtney Veasey in the planning and implementation of the Ministry Wives meeting for the Caskey Conference *No Restraints:*
 - this event included messages by author, Jackie Kendall and a discussion panel featuring, Dr. Rhonda Kelley, Joy Tolbert, Judy Landry, Emily Dean, and Julie Stewart
 - a reception for the wives was held in the President's Home
 - the ladies participated *Ladies Lagniappe*, which included ministry opportunities and training in small group rotations
- Coordinated campus women's Brown Bag Book Clubs which met weekly through each semester studying two different Bible study books (one each semester).

Dean of Students

- Supported Profettes (Fellowship of Faculty Wives and Women Faculty) in its annual planning and monthly meetings.
- Promoted the various events and initiatives of the NOBTS Women's organizations through flyers, Facebook, email, and text messaging.
- Assisted the Director of the Women's Academic Programs under the direction of Courtney Veasey, which included (but was not limited to) sending promotional materials to prospective students, revising website information, updating student folders, assisting with workshop week details, and teaching classes as assigned.
- Traveled to LifeWay Women's Ministry Forum in Nashville to recruit for NOBTS programs and connect with present/past students.

8. Recreation

In 2016, The REC at NOBTS was directed by Mr. Brad Winter. He manages part-time, student-related recreation staff and oversees recreational programs for the entire seminary family. The REC accomplished the following during 2016:

- Added cameras to The REC facilities for an increase in safety and security. The camera system interfaces with the Campus Police system, includes active monitoring at the front desk of the REC, and maintains recordings on a rotating basis.
- Conducted staff training in child protection and safety utilizing the *Darkness to Light* program and updated child protection policies.
- Appointed a program director for Indoor Soccer and saw participation in the program increase to its largest number recorded.
- Began offering "Baby REC" monthly outings, such as Audubon Zoo, Easter egg hunt, a Halloween costume party, Christmas cookie exchange, and story time with Dr. Rhonda Kelley.
- Facilitated "Welcome Week" activities for the 2016-17 academic year. This included a cookout, wiffle ball, capture the flag, and a 3on3 Basketball tournament. Over 185 people participated.
- Coordinated intramural leagues, adding a spring ultimate frisbee league. The Rec partnered with imleagues.com and had over 100 total participants in the intramurals programs.
- Added a weekly show during the college football season, College Game Day, which featured students and NOBTS faculty and staff members throughout the season.
- Facilitated a weight loss program and saw 18 participants lose over 120 pounds total.
- Offered camping through our Adventure REC program with 14 students participating in an overnight trip to Buccaneer State Park.
- Offered swim lessons for campus families and Day Camp participants.
- Offered tailgating experiences in conjunction with the Student Life Office for the New Orleans Saints and LSU games and saw over 100 participants at the two games.
- Had the opportunity to see a guest at Indoor Soccer come to Christ through a relationship he and his mom had built with a campus family.
- Partnered with the Student Enlistment Office and offered capture the flag during the fall NOBTS preview weekend.

Dean of Students

- Updated facilities with a new paint job, new flooring, more outlets with USB ports, a new ping pong table, a new billiards table, and a small, five foot expansion of the weight room wall adjacent to the game room.

9. Retention

Mrs. Amy Morgan has served as Retention Director since 2013. This position is responsible for coordinating Online Orientation, contacting students who take time off from their studies, and coordinating push-advising efforts for the three graduate academic advisors. The main accomplishments in this area for 2016 included:

- 368 pre-scheduled academic advising appointments, which is a 48% increase from 2015.
- Piloting an appointment scheduling software for advising appointments. The software solved previous problems with google calendars, allowing students without gmail accounts to schedule appointments, auto-adjusting for time zones, sending automatic reminders to all parties involved, and collaborating with google calendars.
- Push advising to students at the opening of fall and spring registration.
- Continuing an early registration opportunity for new students. New students who completed Online Orientation, scheduled, and completed an appointment (by phone or in person) with an academic advisor were allowed to log into their Self-Serve accounts and register. This opportunity was began in spring 2015 and is in its second year of implementation.
- 209 graduate students and 109 undergraduate students completed Online Orientation in spring 2016.
- 296 graduate students and 121 undergraduate students completed Online Orientation in fall 2016.
- Coordinating contact of over 300 stop out students with North Georgia administrators for spring and fall.

10. Social Media

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

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

Future Directions for 2017

1. Future Directions for the PREP Office

- To continue to offer financial training opportunities on the New Orleans campus with intent to extend to all student through online services.

Dean of Students

- To begin integration into Student Services under the supervision of the Financial Aid Director.
 - To work with the Financial Aid Office to ensure NOBTS students graduate with a solid understanding of personal finances and to help minimize debt.
2. Future Directions for the Associate Dean of Students
- To encourage an “open-door” policy for students to voice concerns.
 - To continue to monitor the submission of housing policy exemptions.
 - To focus on enhanced customer service as we deal with student issues.
 - To support the initiation of new activities to build community among the student body, both on the main campus and throughout the extension center system.
3. Future Directions for the Student Life Office
- To continue to work to develop student organizations and encourage contact between organizations and the Student Life Office.
 - To continue to foster a “student-friendly” atmosphere in all Student Life Services.
 - To continue to serve as liaison between students and the administration.
 - To continue to utilize evaluative surveys to critique events and provide direction for the future.
4. Future Direction for Home School
- To continue offering elective classes and field trips for students according to the need and interest survey given each year.
 - To continue to offer holiday parties and field day to encourage social interaction between kids and their families.
 - To continue to offer standardized testing so that parents can assess their kids’ strengths and weaknesses and make changes accordingly.
 - To continue to offer several field trips each semester to encourage families to take advantage of learning opportunities in our city.
 - To continue to celebrate accomplishments by providing graduation and recognition ceremonies.
 - To purchase books to update the resource library so that needy families have the materials they need to homeschool.
 - To purchase needed technology to keep up to date.
 - To explore ways we can support family and marriage growth for the homeschool family.
 - To offer more one-time events according to interest: Lego Contest, Curriculum Fair, Music Camp and Workshop on Organizing Your Homeschool.
 - To continue to look for ways to organize the support group so that it easy to reproduce when families move to other parts of the country and find the need to organize a homeschool group.
5. Future Directions for the Financial Aid Office
- To work with the Institutional Advancement Office to ensure we are using all scholarship funds available to help our students through NOBTS grants.

Dean of Students

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

6. Future Directions for the Testing and Counseling Office

- To continue the ongoing development and maintenance of a list of community mental health resources as a referral source for seminary students, faculty, staff, and their families.
- To continue the development of written resources for issues that commonly affect members of the seminary community.
- To establish resources and procedures for providing crisis and enrichment counseling to extension students and their families.

7. Future Directions for Women's Programs- NOBTS Women

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

8. Future Directions for the Recreation Center

- To continue to offer various activities for students and campus families according to interest.
- To help make health and fitness a bigger priority on campus through health fairs, running clubs, weight loss competitions, cooking classes, events in the student center, and seminars on healthy living.
- To improve the profile and atmosphere of the REC through one-day events and activities, improved seating, padding on basketball walls to increase safety in basketball gym, sports-watching parties, and Wi-Fi capabilities.
- Offer more programs for children and teens on campus, such as Teen REC.

Dean of Students

- To offer more community centered events, such as Trivia Night, NOBTS Olympics, and video gaming tournaments and taking programs out in the city to share the gospel through fitness and recreation.
- Adding night shift managers and eventually an Assistant REC Coordinator.

9. Future Directions for Retention

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

10. Future Directions for the Social Media

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

Registrar



Dr. Paul Gregoire

Overview

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

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

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

The need for additional help with student advising has become more evident since we have gone to complete online degrees, the necessity for monitoring residence requirements has been

Registrar

eliminated. Mr. Cory Barnes is in his second year as the Assistant Registrar, has faithfully committed himself to the Registrar's Office and his knowledge of computers and Power Campus has made record keeping in the area technology a vibrant part of the office. Dr. Mark Foster is also in his second year as Admissions Coordinator. Mr. Shin Doak Ra has done a tremendous job especially dealing with our Korean students as a part-time Admissions Secretary. Mrs. Jacquelyn Cochran left to take a teaching position and was replaced by Mr. Andrew Bailey as Administrative Assistant to the Registrar.

The Registry Office is in need of additional personnel to fill the voids of Assistant Academic Advisor. The Assistant Registrar to Leavell College, Mr. Shaun Grumblatt is in his second year. The Registry Office experienced many turnovers last year due to graduation and those seeking higher paying jobs with benefits. Before Hurricane Katrina, the Registrar's Office employed seven (7) full-time and four (4) part-time personnel. After Katrina, the Registrar's Office has five (5) full-time and two (2) part-time employees not counting the Registrar in either case.

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

Staff Responsibilities

Mr. Cory Barnes is in his third year as the Assistant Registrar. The Registry Office will continue to evaluate the possible need to replace a part-time twenty hours per week employee to a full-time person due to online courses and email registration. The Registry Office is being asked to reinstate the "Special Student Applications" due to the extensions needing the ability to have someone walk in off the street and register. The Registrar's Office also has a new application that puts the burden of getting the references to the Registrar's Office on the applicant. The difficulty in having "student workers" in the Registrar's Office is the discontinuity because of part-time people coming in and out of the office and services are disrupted. Also, finding help that can work on Tuesdays and Thursdays becomes more and more difficult due to these days are

Registrar

the most popular for students to attend classes. Workshops are also taken by part-time help and this means they are off the whole week.

Ms. Eun Kyng (EK) Seo an international student who was limited to only twenty (20) hours a week, has been very helpful due to her ability to speak Korean with our new Korean Programs. Dr. Seo has graduated and was replaced by Mrs. Taylor Lauderdale who then moved to Student Enrollment to have a full-time position. Ms. Lauderdale has been replaced by Mrs. Kayla Baker who does enrollment verifications and transcripts.

Mr. Jody Heneghan is our lone Academic Advisor and the Assistant Academic Advisor has not been replaced. Mr. Andrew Bailey replaced Mrs. Jacqueline Cochran as the Administrative Assistant to the Registrar in July 2014. Mrs. Rhonda Smith has been in the Registrar's Office as receptionist January 3, 2011. Mrs. Amy Morgan and Mr. Andrew Bailey have assisted some in academic advising.

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

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

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

Registrar

Mr. Andrew Bailey's responsibilities are assigning rooms, entering courses into the computer system, doing the schedule of all classes, assist in graduation and registration, and helps the Registrar with reports and applications. Mr. Bailey also schedules the staff meetings for the Registry Office and is in charge of office supplies.

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

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

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

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

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

Registrar

to gather statistics for a number of reports. Dr. Gregoire has conducted to date one hundred three graduations.

This year Dr. Gregoire has prepared reports for:

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

Dr. Gregoire spends considerable amount of time interviewing, completing immigration forms, and approving all seminary students at all levels. Dr. Gregoire attends meetings locally, state and nationally in order to stay abreast of the immigration laws for the near one hundred

Registrar

international students in New Orleans, Orlando, Atlanta, South Florida, and Birmingham Extension Centers. Due to the upcoming changes in Veteran Benefits, Dr. Gregoire will be required to attend meetings and be trained in the new concepts.

Graduation

The planning and execution of as many as four - five graduation exercises each year is a major undertaking for the Registry Office. The staff of the Registry Office works extra hours diligently and without complaint to prepare student records, diplomas, students, and faculty for graduation. They assisted 538 students to graduate in May 2016 and December 2016 graduation exercises.

	May 2016 Graduation	December 2016 Graduation
Certificate	44	85
Associate	8	30
BA in Music	1	2
BACMIN	50	52
MA(CE)	13	10
MMCM	2	2
MAMFC	10	5
MA Church Comm. Min.	1	0
MA (Christian Apologetic)	4	6
MA Discipleship	1	2
MA (Missions)	2	4
MA (Biblical Studies)	1	3
MA Pastoral Ministries	1	5
MA (Worship Ministries)	0	2
MA (Theology)	1	0
Master of Theo. Studies	9	6
Graduate Certificate	7	5
MDIV	55	44
THM	10	10
DMIN	14	12
DEDMIN	4	3
DMA	0	1
PHD	4	7

Registrar

Enrollment

The total non-duplicating head count enrollment does not include Continuing Education. The non-duplicating head count only reflects credit enrollment in which Full Time Equivalent (FTE) is counted. In 2015-2016 the total non-duplicating head count of credit enrollment was 3888 compared to 3955 in 2014-2015. These figures show a decrease in credit enrollment of 67 students or nearly 2%.

Five-Year Enrollment Comparison

	2011-12	2012-13	2013-14	2014-15	2015-16
PHD	127	136	143	128	64
DMA	8	8	8	16	17
DMIN	289	285	287	301	313
DEDMIN	63	61	64	56	55
EDD	0	0	0	6	7
THM	43	60	60	48	75
MDIV	1176	1185	1095	1096	1059
MA(CE)	166	149	137	172	171
MA	69	56	58	75	121
MTS	0	23	74	84	75
MAMFC	30	41	36	34	33
MMCM/MAWM	14	35	37	34	26
GRADCRT	70	150	173	159	133
NODEG (Grad)	103	87	81	102	82
ASSOC**	238	225	156	135	146
DIP	3	1	0	0	0
CET	667	675	637	677	687
BAC***	645	666	640	817	812
NODEG (UG)	21	6	9	12	12
INTERNET	214****	288****	373****	491****	540****
TOTALS*	3732	3849	3695	3952	3888

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

** Includes all associate level students.

*** Includes all baccalaureate level students.

**** Already counted in the degree programs.

Registrar

Academic Advisement Academic Advisor's Report of Office Visits

	Academic Conferences	Withdrawals	Student Requests
January	61	87	85
February	38	49	59
March	69	47	77
April	52	23	68
May	116	19	73
June	24	13	27
July	75	17	42
August	209	43	95
September	24	21	55
October	87	33	84
November	40	32	78
December	59	20	63
Totals:	854	404	806

Total Student Conferences in 2016: 2064

Dean of Libraries

The Seminary Libraries

John T. Christian Library

Martin Music Library



Dr. Jeff Griffin

Overview

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

Accomplishments in 2016

Library Collection & Circulation

- ✓ The library system added 2,651 print, serial, media, and microform items for a system-wide total of 352,631. This compares to 349,977 and 346,256 items in 2015 and 2014.
- ✓ Items in circulation totaled 57,064 items compared to 59,216 in 2015.
- ✓ Students accessed the LOUIS consortium databases and viewed 37,475 full-text documents compared to 39,285 in 2015 and 36,412 in 2014.
- ✓ Extension center students requested and received 1,107 items via postal mail compared to 945 and 791 items in 2015 and 2014.

Martin Music Library

- ✓ Received several hundred CDs from Tulane University music library. The sorting and cataloging of the items is ongoing.
- ✓ Clamshell archival boxes were made for approximately 850 rare hymnals. This represents roughly 20% of the rare hymnal collection.

Dean of Libraries

- ✓ Received a gift of approximately 100 piano and organ scores from Mills Music Library of the University of Wisconsin.

Extension Center Services

- ✓ An additional 1,245 items were added system-wide during the year. The collection total at the centers stands at 85,697 items compared to 84,452 items in 2014.
- ✓ Approximately 150 new books were purchased for the St. Gabriel Prison library to replace items lost during the August flood.
- ✓ An additional 188 Korean-language titles were purchased. These volumes, in addition to significant donations during the year, bring the Korean collection at the Atlanta campus to 2,748 titles compared to 2,473 and 1,707 over the past two years.
- ✓ A new library of nearly 1,400 volumes was delivered and arranged at Hardee Correctional Center, FL.

Technology

- ✓ Development of the EBSCO Discovery digital platform continues. Rollout of this service is expected in August 2017. Once fully operational, students will simultaneously search not only print and audio/visual resources, but all online databases via one interface.

Student Enlistment



Dr. Craig Garrett

Overview

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

To accomplish this mission, the staff of Student Enlistment:

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

Enlistment Staff:

Michael Reed, Associate Director

Trey Goodwin, Assistant Director

Taylor Lauderdale, Recruitment Coordinator

Irvin Wasswa, Regional Recruiter (LA)

Noah Madden, Regional Recruiter (AL, OK, TN and Midwest)

Kirsti Parks, Regional Recruiter (FL, TX, and East Coast)

Jordan McGonagill, Regional Recruiter (MS, AR, and West Coast)

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

Ben Hutchison, Doctoral Recruiter (DMin, DEdMin, EdD, DMA, and PhD)

Achievements

Staff: 2016 was a year of transition and development for Enlistment. Dr. Jonathan Key was promoted from Director of Enlistment to Senior Vice President for Institutional Advancement. Trey Goodwin was promoted to Assistant Director and the position of Recruitment Coordinator was retooled to provide better logistics for the office. Additionally, the position of Professional Doctoral Recruiter was enhanced to include all doctoral programs.

Student Enlistment

Software: In 2016 Enlistment implemented Ellucian's Recruit software for the purpose of systematically communicating with prospects and applicants concerning their options with NOBTS. At the point of inquiry or application, each prospective student is added to a multi-channel communication campaign that connects them to the recruiter for their state, informs them of visit opportunities, explains the application process, and provides information on scholarships and other opportunities.

New Venues: In 2016, Enlistment represented NOBTS at several new recruiting venues including The National Conference on Preaching, Mosaix Conference, and CROSS for the Nations. Enlistment also increased NOBTS presence at events like Glorieta Collegiate Week, Cutting it Straight Expository Preaching Conference, and Macedonia Project.

Campus Visitors: In 2016, Enlistment hosted over 350 prospective students on campus through various events including campus visits, Campus Preview, Defend the Faith, and Greer-Heard.

Preview Promotional Strategy: Enlistment utilized social media paid advertising to promote special events such as Campus Preview. This approach reached over 100,000 individuals.

New Preview Event: In 2016, Enlistment provided a unique opportunity for extension center prospects to consider NOBTS. A Racial Reconciliation conference was hosted in Birmingham where current extension center students were asked to bring prospective students. There were nearly 30 in attendance.

Future Directions

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

Business Executive Summary



Clay Corvin

Overview

The Business Affairs Office of the New Orleans Baptist Theological Seminary is committed to serve the needs of a growing and expanding community of Christian education. The Seminary is delivering theological education throughout the Southeastern United States. We continue to be the most cost efficient of the six Southern Baptist Seminaries. Our challenge is to provide the business structure within which this educational delivery system will continue to function efficiently and effectively in the future.

We are committed to accomplish this task with the resources at hand. One of the challenges that we face each year is matching the right people with the right job. Another challenge is the tremendous amount of turnover. This means that every year we face significant hiring and training issues. By the grace of God and the Lord's blessing we continue to make our office work.

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

We completed the July 31, 2016 year "in the black." Our investments earned 5 3/4+% for the year and we used all of the investment income that we had available for the operational budget during the year. Our FYE July 31, 2016 was a challenging year. We have up to date delivery systems in New Orleans and system wide.

Future Directions

Our management team, staff members, and employees in all areas of Business Affairs have done a superb job this year. We will continue to face the growing challenges of the future with the same level of commitment. With the good leadership of our trustees, wise counsel of our colleagues and faithful direction of Dr. Kelley, we will accomplish what will be required for 2017/18. Our commitment is to do what the Lord has called us to do in 2017 just as we did in 2016.

Executive Director of Facilities and Safety

Mr. Johnny Young

Department Achievements for 2016

1. Carey Hall South Bathrooms 1st and 2nd floors: Jan. – March 2016
2. Carey Hall 2nd floor laundry room: March 2016
3. Carey Hall 2nd floor kitchenette: March 2016
4. Price Building back flow preventer installed: April 2016
5. Lipsey Hall 1st and 2nd floor bathrooms: April – May 2016
6. 4213, 4305, 4326 Seminary Place - replaced carpet
7. 4331 Iroquois Street - replaced carpet
8. 3901 Mirabeau Avenue - replaced flooring in office
9. Built and installed the Museum of Bible and Archaeology display cases and covers
10. Leavell Center fire alarm and flow sensor installed: June 2016
11. Hardin Student Center (HSC) east and west 1st floor bathrooms: May – August 2016
12. Price Building - Siemens installed temperature and humidity sensors to control and monitor AC system: July 2016
13. 4330 Seminary Place - replaced carpet
14. Early Learning Center (ELC) drainage project: August 2016
15. 4217 Seminary Place - replaced carpet
16. Replaced FAA light on Leavell Chapel steeple: October 2016
17. Built and installed awning on President's Apartment: September 2016.
18. Installed gun locker in guard house: September 2016
19. Fabricated a gun clearing receptacle for guard house: September 2016
20. Painted rear stairwells of Lipsey St., Crutcher, & Dement St. apartments: September 2016
21. Removed playground equipment from the ELC: September 2016
22. Constructed two storage sheds at ELC: September 2016
23. Replaced nine (9) HVAC (R22 to R410A) systems in faculty homes and staff apartments: January – September 2016
24. Replaced carpet on 2nd floor Carey Hall: August 2016
25. Facilities resumed cleaning Carey Hall, Hamilton Hall, and Lipsey Hall: January 2016
26. Constructed barrier system for Guard House: August 2016

Executive Director of Facilities and Safety

27. Painted front porch of President's home: October 2016
28. HSC 2nd floor bathrooms
29. Sellers Music Building - water line repair
30. Price Building - Sealing of duct work
31. Price Building - remove and replace sheetrock, seal firewall penetrations
32. Frost 1st floor bathrooms
33. Completed 7,080 work orders out of 7,415 from January to September 2016
34. Re-sod ELC playgrounds

Current Projects

1. Frost 2nd floor bathrooms
2. Hamilton Hall west 1st and 2nd floor bathrooms. Demo scheduled for February 1, anticipated completion March 24, 2017
3. Hamilton Hall east 1st and 2nd floor bathrooms. Demo scheduled for March 27, anticipated completion May 11, 2017

Future Projects

1. Replace sand filters at pool with cartridge filters and automatic chlorinators
2. Gathering quotes for replacement of R22 refrigerant to the R410A refrigerant, (large HVAC units)
3. Future plans for the old museum space
4. Possible Cafeteria renovation
5. Centennial maintenance needs

Associate Vice President for Information Technology



Dr. Laurie Watts

The Information Technology Center (ITC) at NOBTS serves the seminary community by installing, implementing, supporting technology and the use of technology in the offices/classrooms located in New Orleans as well as resources used by those faculty, staff and students in the extension centers and online. The current ITC Staff consists of the following: Vernon Worley (Hardware & Software End User support), Michael Steinmetz (Center for Technology in Learning), Patton Osborn (Web Administrator and support), Paul Keating (Network Administrator and Support), Richard Sprayberry (Server Administrator and Support), Corey Cline (Faculty Support), Lauren Rippentoe (Student Support-Blackboard & Selfserve), Kris Towers (Blackboard Administrator and Support), Sarah Reed (Help Desk Coordinator), Micah Frink (Help Desk), Stephanie Dow (Help Desk) & Dr. Laurie Watts (Associate VP for IT). During the 2016 year, Chris & Bob Cole retired from the seminary after providing great IT support for many years to faculty, staff and students and will be greatly missed.

During the 2016 calendar year, the ITC took on initiatives and projects related to a variety of areas. The major accomplishments include enterprise application projects such as:

- Managed payroll migration project from Logos to GP Payroll
- Assisted with new Ellucian CRM installation
- Assisted with creating and publishing accreditation reports & visits
- Managed Report Exec migration/upgrade project
- Upgraded Great Plains Dynamics application
- Upgraded PowerCampus/Selfserve application & Selfserve hardware server
- Upgraded Raiser's Edge application
- Setup digital document Docuware service for Business Office
- Began risk assessment for the Information Technology Services at the seminary to create a secure digital environment
- Setup configuration to deliver 1098T to students via Selfserve
- NOBTS website was redesigned and published in preparation for the centennial year
- Other new & redesigned web sites include – Gatekeeper, Early Learning Center, Women's Ministry, Archeology, Events/jobs, Geaux Therefore, Center for Discipleship and Spiritual Formation, Faith in the Public Square, Recalibrate, Rogers Center Preaching website, and Leeke Magee Christian Counseling Center.
- Moved live streaming to YouTube
- Researched Office 365 for Students application

Associate Vice President for Information Technology

Major Initiatives by Area

Networking/Servers Projects:

- Expanded Administrative network to the museum office on the second floor of the HSC
- Installed a new fiber backbone to the Recreation Center
- Added new switches and replaced outdated models
- Tested line connectivity across the network
- Replaced damaged fiber line to the Preschool
- Expanded NOBTS_PUBLIC network coverage by running new lines in Frost, Dodd, Cafeteria, VIP building, Providence House, and Library
- Added new wireless access points to new areas and replaced outdated access points replaced
- Extended and installed camera network at the Recreational Center
- Moved and adjusted Cameras in Leeke Magee Counseling Center
- Performed troubleshooting work and trained of office staff across campus related to camera/surveillance operations
- Repaired intercom system installed in the preschool
- Installed and supported of the Library's BookEye system
- Installed a new metering and inventory system in the Post Office
- Supported registration and other campus events
- Installed firmware & updates to network equipment
- Supported the accreditation visiting team as they were here on campus including participating in an evaluation meeting
- Developed and updated baseline documentation and configurations on servers to provide easier, and more effective, monitoring and consulting
- Improved data center by installing new KVMS and reorganized cabling going to the server.
- Improved UPSs management and load balancing with servers
- Upgraded several servers throughout the year by increasing memory and replacing hard drives
- Dealt with Symantec Endpoint Protection's compatibility with Windows 10 anniversary edition
- Added three new servers and 4 older servers were decommissioned
- Repurposed two older servers
- Completed Windows Server updates/patched or upgraded the OS of all servers in March and December
- Rebuilt two servers due to RAID failure
- Future repurpose plans will be proposed in 2017 with the goal of removing all 2000 and 2003 machines from the network and improving the functionality and stability of hardware hosting current applications
- Upgraded Symantec Backup Exec
- Upgraded Carbonite
- Performed upgrade of Symantec Endpoint Protection required in November
- Upgraded Dell Open Manage across all of the servers
- Began focusing on security policies and created a test domain to test, plan, and implement bi-yearly password changes with strong password requirements

Associate Vice President for Information Technology

- Implemented settings that require a thirty minute screen saver lockout with password protection and a warning banner to inform the users of acceptable behavior when using NOBTS assets

Center for Technology in Learning & other Training projects included:

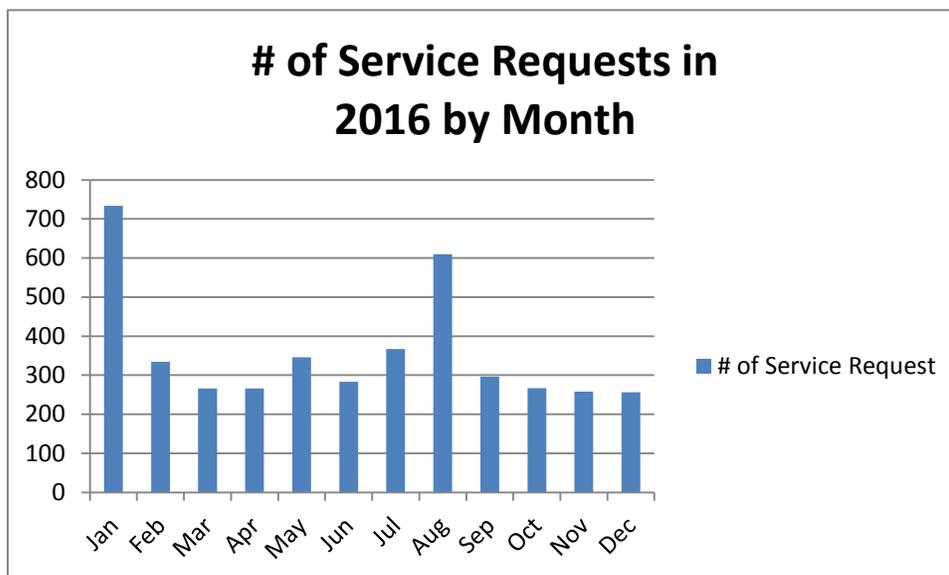
- Bob Cole led the CTL from January to June 2016 when he retired from the Seminary
- In June of 2016 Michael Stienmetz took on the role as Director of the Center for Technology in Learning
- Held the new Faculty Technology Workshop to get new faculty members up to speed
- Solicited Faculty feedback about training topics and schedules which was used to set up the fall semester schedules and training sessions
- Created new instructional materials to support faculty & instructors
- The CTL held Weekly Training events - Wednesdays training sessions, and sessions on Fridays as a “hands-on Q&A”
- Taught the “Basic Course Design” Blackboard class and for the first time was opened it up to PhD students
- Because NOBTS was over its contracted storage limits the CTL and Blackboard Administrator worked on a project to reduce the Blackboard course data sizes
- Taught faculty how to use programs like Snagit to convert Adobe Presenter files to YouTube videos
- Audited the Blackboard Development site for the most up-to-date copy of our online classes
- Held staff PowerCampus & Report writer training for the Registrar’s office, Leavell College office, & Business Office
- Produced and distributed weekly GAE (Google Apps for Education) Tips & Tricks series for faculty & staff
- Held new student training sessions for Selfserve & Blackboard during orientation sessions

Hardware & Software Support:

- Installed Microsoft Windows 10 upgrades for Windows 7 & 8 users - upgraded 151 computers, both desktops and laptops
- Purchased and installed new computers for accreditation, South Florida, Library, Phillips, Preschool, Clinic, PR, Development, new faculty, president home, Leavell College, Museum, Student Enlistment, Caskey, and the Business Office
- Installed new monitors and printers in various campus offices
- Properly disposed of 78 computers, 121 monitors, 3 scanners, 71 printers, 2 typewriters, 15 UPSs, 115 power supplies, and other random old equipment as part of clean up. The hard drives were saved so that we could securely erase the data in the near future.
- Maintained the 400 computers on and off campus, including their peripherals, while supporting staff with new and old software
- Rebuilt many computers which failed over the past year whether it was a result of a hardware problem or data corruption of the operating system
- Replaced, printer toners as well as drums, transfer kits, staples, and printing jams were cleared
- Replaced CRT Monitors with flat panel units in the Lab facility

Associate Vice President for Information Technology

- Faculty wide inventory was taken to help determine which faculty were still using Windows Vista for the purpose of replacement in 2017
- Updated addresses in PowerCampus and resetting student accounts in SelfServe
- Updated biographical information for students such as death dates, address changes and marital statuses were also updated
- Proposed Faculty desktop replacement project which was funded for the work to begin in 2017
- Assisted with EOY financial tasks (Closing fiscal year in sub ledger & General ledger, producing and filing W2s, 1098Ts, etc.)
- Assisted with new academic year billing setup
- Assisted with bulk email communications to students (Gatekeeper, Announcements, various event communications, etc.)
- Processed 4284 Annual Service Requests



Upcoming Strategic Projects for 2017:

- Faculty desktop replacement project – Jan-Feb 2017
- Continue reviewing and securing the digital environment
- Migrate Housing Director application to cloud solution
- Migrate Raiser's Edge application to cloud solution
- Upgrade/replace Administrative server hardware
- Upgrade/replace Docuware server hardware
- Migrate Horizon to hosted/cloud solution
- Participate in Financial Risk Assessment with auditors
- Replace IT Personnel/Staff
- Roll out Office 365 for Students
- Replace Internet provider at the NGA offices

Financial Services



Pattie Shoener

Achievements in 2016

- Semi-annual financial report to Executive Committee
- Processed all of the following:
 - Continued using Official Payments for student payments
 - Face-to-face payments
 - Online payments via personal debit and credit cards and E-check
 - Grants from Financial Aid to student accounts
 - Gifts from Institutional Advancement and Providence Educational Foundation
- Ensured timely deposit of all receipts
- Prepared all financial data for trustee meetings
- Prepared for distribution 3500+ 1098T forms
- Prepared for distribution 59 1099 forms
- Filed monthly tax reports to city and state
- Filed “litter abatement” documents for Sewerage & Water Board sanitation fee reduction
- Reconciled bank statements monthly - NOBTS, Foundation, Providence Housing and PEF
- Reconciled IA gift reports to account ledgers monthly
- Managed daily cash flow through auto sweep account
- Prepared monthly investment reports (Southern Baptist Foundation, Greenwich Investment Management, and Summit Wealth Management)
- Prepared year-end financial reports for audit
- Mailed audits to SBC Executive Committee and Trustees
- Emailed accounts receivable statements at the first of every month
- Processed statements for PEF monthly
- Prepared monthly financial statements and distributed to all departments
- Prepared invoices for all VA and State Rehabilitation, National Guard & other branches of the military for eligible students
- Processed all refunds on A/R accounts
- Setup the budget for 2016-2017 school year
- Cleared accounts for May and December graduation
- Prepared, balanced and posted data for all registrations
- Worked with other offices to facilitate online Self-Serve registration
- Issued 6,000+ checks
- Collection efforts have been successful via emails, phone calls, letters, and statements keeping outstanding balances to a minimum
- Provided necessary financial resource documents for SACS and ATS committees
- Perform our duties and responsibilities as though we are representing our Lord.

Financial Services

Future Directions

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

POST OFFICE

Overview

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

Achievements in 2016

- Continued to provide services to the seminary community as well as the community at large in the form of Postage Sales, Money Orders, Metered Mail and Packaging and Services of several vendors.
- Scored well on all 2015 US Postal Service audits
- Improved communication with local Postal Service contacts
- Executed daily audit reports with high degree of accuracy
- Improved post office organization and cleaning procedures
- Installed a new package tracking system which provides more communication, tracking and security for individuals and offices receiving packages
- Updated sever pieces of vital equipment for greater efficiency and function

Future Directions

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

Financial Services

CLINIC

Overview

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

Achievements in 2016

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

Future Directions

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

Financial Services

PRESCHOOL

Overview

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

Achievements in 2016

- Applied for and received the four star quality rating
- We promoted enrollment in the Preschool and the summer Day Camp with an emphasis on helping Seminary students qualify for Childcare Assistance
- We worked with Mission Lab personnel to provide assistance for summer Day Camp
- Encouraged and provide avenues for staff to obtain their Childcare Associates Degree
- Worked with the Department of Education to maintain excellence in Education and received academically approved certificate
- Completed the process to upgrade playground areas by upgrading current drainage system and adding new playground equipment
- Continued TS Gold assessments for children in our program
- Trained in CLASS observation tool and were observed by independent observers
- Managed transition from long-time director, Kim Craig
- Conducted and completed search for a new director, DeShannan Paddock, who began in January 2017

Future Directions

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

Human Resources



Pattie Shoener

Overview

In 2016, Pattie Shoener, Associate VP of Finance, continued to provide oversight to the human resources function. Scott Parks managed payroll processing for the hourly employees and managed the benefits administration function. Rebecca Scott, CPA, remained part-time for monthly payroll processing and assisting in compliance. The Associate VP of Finance also processed all compensation calculations for individuals and budgetary purposes for the VP for Business Affairs.

Achievements in 2016

- Prepared all biweekly and monthly payrolls timely and accurately
- Processed payroll for all teaching contracts
- Developed and implemented staff evaluation process
- Prepared 995 W2's and appropriate reporting
- Continually updated payroll forms that are available on NOBTS web site
- Prepared IPEDS, payroll data for SACS, ATS, HiLo and other required reports
- Preparation of all tax reports
- Worked through Affordable Care Act compliance including preparation of 225 forms 1095-C
- Facilitated GuideStone Representative group and individual visits with faculty and staff to discuss retirement planning
- Prepared and distributed compensation sheets for faculty and staff upon request
- Reconciled all payroll bank accounts monthly
- Compiled 2016-2017 payroll budget materials for faculty and staff positions
- Maintained nearly 1,100 personnel records in appropriate form
- Processed monthly benefit bills for all full-time career employees (active and inactive)
- Maintained effective and efficient use of the time management system
- Transferred processing of payroll from Logos to Great Plains

Future Directions

- Review and update evacuation plan in conjunction with the Business Office
- Continually review and revise Employee Personnel Guide ensuring adherence to applicable employment laws
- Review, update or create job descriptions for each full-time position

Human Resources

- Update emergency contact and demographic information on all current employees
- Develop and implement employee training program. Continued accuracy and timeliness of all payroll and benefit processing

Trustee Report

The Human Resources Department (the Department) will continue to strive for excellence and efficiency in its service role to the Seminary for 2017. The Department's day-to-day functions are performed by Scott Parks and Rebecca Scott who report to Pattie Shoener, Associate VP of Finance. The Department will continue to provide the highest level of timeliness and accuracy in preparing payrolls for our approximately 690 employees. The onboarding process will also continue to be evaluated to improve overall efficiency and helpfulness for new employees. In addition to improving payroll processes, the benefits administration function is constantly evaluated for improved effectiveness and helpfulness. The Department will continue to work closely with GuideStone to make the benefits administration function as smooth and seamless as possible. Continuing education must be a priority in a constantly changing HR profession and is an integral part of the HR staff at NOBTS. The Department's continuing education focuses mainly on payroll and employment law along with current trends in benefits administration. Listed below are groundbreaking areas that will be explored in the near future:

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

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

Auxiliary Services



Stan Watts

Department Achievements for 2016

Telephone Services

- Worked with ITC in the testing and repairing of ethernet lines (used by our phones as well).
- Worked on the implementation of new phone types.
- Replaced, distributed, and maintained all seminary cell phones.
- Switched many cell phones to the superior service of Verizon.
- Updated firmware for all office phones.
- Updated firmware for four servers.

CIV

- NOBTS currently utilizes more CIV based meetings and classes than ever before.
- We continue to utilize the internet based telepresence bridging system called BlueJeans, which continues to be our sole means of connecting our classes and meetings through our CIV network in over 40 classrooms system wide.
- In the Fall of 2016, CIV expanded to provide Ph.D. students the SYNC delivery option to join BlueJeans through their personal computers to the main campus for seminars and reading colloquiums.
- Updated and installed new room systems at Blue Mountain, Orlando (2), New Orleans (2), Miami, Clinton, and Monroe.
- Expansion of the CIV Department has equipped us to make over 2373 meeting connections and provide over 829 class meetings throughout all of 2016.
- 98% of class meetings had no technical issues.

Providence Guest House

- New Air Conditioning / Controls in Nelson Price Dormitory
- Renovation of Nelson Price Dormitory
- We have begun the process of upgrading TV service to HD in Hamm, Henry, and VIP.
- Completed purchases of all king mattresses in Hamm and Henry. Will begin with twins in Hamm 2017/18.
- Completed finished Farnsworth Apartments for Missionlab type housing. Built the beds, tables and furnished.

Auxiliary Services

Cafeteria

- The River City Cafeteria continued to offer food services for many special events.
- We have replaced the main stove and two ovens.

Cafe New Orleans

- Training programs have been implemented that break down operations into three main categories, and focus heavily on overall quality control (QC)
- Management training in workflow efficiency, quality control, and staff management have proven to be successful in the relationship between CNO management and staff, leading to a high staff morale
- Implemented staff leadership structures to incentivize staff desiring more responsibility to train with management in workflow responsibilities and staff supervision practices
- POS (point of sale) upgrades have led to state of the art technology in processing FOH payments that are user friendly, while increasing the type of payment we are able to accept (Credit/Debit Card, EMV Chips, Apple/Android pay)
- A KDS (Kitchen Display System) has been added to our operations by tying to our POS unit and distributing workflow efficient orders
- New espresso machine has become the central focus and workhorse of our department in regards to menu and customer engagement
- Layout changes in FOH (front of house) in regard to customer flow and staff/customer interaction have proven themselves successful with increased traffic and customer engagement opportunity
- Layout changes in BOH (back of house) have resulted in increased workflow, efficiency in order prep/delivery, with priority on customer engagement
- Consulting with industry experts, face-to-face training has increased our staff's ability to perform their duties in regard to customer education, product creation, and workflow efficiencies.

Institutional Advancement

Jonathan Key, Senior Vice President for Institutional Advancement
 Randy Driggers, Vice President for Major Gifts
 Jim Lee, Associate Vice President for Development and Director of Planned Giving
 Betty Lynn Campbell, Director of Development Services
 Wanda Gregg, Director of Donor Relations
 Nancy Whatley, Admin Assistant to the Vice President for Institutional Advancement
 Vanessa Shaffer, Data Entry Secretary
 Richard Harbison, Check Processing Secretary
 Myles Schutte, Part-time Office Assistant
 Brittni Winter, Part-time Office Assistant



Dr. Jonathan Key

Overview

During the 2016 calendar year, \$1,197,800 was received for the Providence Fund.

Activities & Achievements

1. Giving Report

A total of 1,704 constituents gave \$6,432,982 during the 2016 calendar year. Alumni once again made up the largest demographic group of donors with 695 individuals giving \$896,077 to their alma mater. The constituent database was increased by 878 new constituents. Of these, 421 new donors gave \$573,426.

Providence Fund Appeals

Appeal	No. Donors	Total Gifts
January 2016 (Phonathon only)	5	\$265
February 2016	59	\$5,320
March 2016	150	\$40,732
April 2016	57	\$11,263
May 2016 (Phonathon only)	1	\$20
June 2016	13	\$3,585
September 2016	202	\$42,553
October 2016	1	\$10
November 2016	182	\$53,765
December 2016	78	\$19,239
April 2015	1	\$50
August 2015	2	\$255
September 2015	6	\$725
November 2015	11	\$2,330
December 2015	9	\$2,400
Vision Appeal – Spring 2016	12	\$1,820
Vision Appeal – Fall 2016	24	\$2,331
Vision Appeal – Fall 2015	6	\$490
Reply Envelopes from Receipts	54	\$48,095
Indirect Appeal	237	\$962,552
	892	\$1,197,800

Institutional Advancement

2. Development

Women's Auxiliary

- Sixteen Student Wives received the Women's Auxiliary scholarship in 2016.
- (Spring Semester -- 10 students and Fall Semester -- 6)
- The Women's Auxiliary Endowment reached \$131, 312.32.
- On Thursday January 21, 2016, the Women's Auxiliary hosted their annual January Luncheon. Dr. Chuck Kelley, President, was the special speaker. Hannah Scarbro, Scholarship recipient, brought the student testimony and special music was presented by the NOBTS Ladies Ensemble, Rose & Thorn. There were more than 130 guests present.
- The Spring Coffee & Fellowship was held Thursday, April 21, 2016. The event was held in the Carey Hall Parlor with Dr. Bo Rice, Associate Dean of Supervised Ministry and Mentoring Programs and Assistant Professor of Evangelism and Preaching, brought the message on the Mentoring Program at NOBTS. Carly Fulmer, a Church Music student, presented special music and Vanessa Shaffer brought the Scholarship recipient testimony. Refreshments and fellowship were enjoyed by the ladies representing several area churches.
- On Thursday, October 13, 2016, the Women's Auxiliary hosted the Fall Coffee & Fellowship in Carey Hall Parlor. Karen Kennedy, student wife, brought the Scholarship recipient testimony and special music was presented by Diana Bondurant. Dr. Kevin Brown, who occupies the Caskey Chair of Church and Community Ministries and is the Director of Prison Ministries brought the special message. The ladies enjoyed the program, refreshments and fellowship.

Providence Fund

- The Providence Fund team worked with the Vice President for Institutional Advancement and together met and exceeded its goal of \$1.5 million. The entire Team continues working hard to help us reach the \$2,000,000 targeted for fiscal year 2016/2017.

Thanksgiving Card

- The Office for Institutional Advancement mailed 4,466 Thanksgiving cards to donors.

President's Christmas Card

- The Office for Institutional Advancement mailed 2,123 President's Christmas Cards.

The President's Christmas Dinner

- The Annual President's Christmas Dinner was held, Thursday, December 1 in the Cafeteria. There were more than 167 guests in attendance. The program consisted of a great dinner, special music provided by NOBTS students and a student testimony.

Additional Information and On-Going Activities

- In August, due to significant health challenges facing the VP for IA, Dr. Kelley provided medical leave for Mr. Randy Driggers. To provide regular oversight during the interim, Dr. Kelley then appointed Assistant to the President, Dr. Jonathan Key as Acting VP for IA.

Institutional Advancement

- In coordination with the President's Office and Dr. Kelley's schedule, IA launched a new methodology of entry level donor events referred to as "donor dinners." Building on three previous events in Shreveport (LA), Savannah (GA), and Pensacola (FL), continued this strategy using field representative, Dr. Jerry Barlow, to host a dinner in the Covington (LA) area. Plans also were put into motion for events in Metairie (LA) as well as Rogers (AR).
- The Vice President for Institutional Advancement continued his arrangement with PhilanthroCorp (PC), a leading Christ-centered estate planning firm. Although market conditions will fluctuate leading up to NOBTS receiving estate gifts, the estimate currently is about \$13 million planned with PC.
- NOBTS began a one-year consulting relationship with The Winkler Group as the seminary enters into the silent phase of our Centennial Capital Campaign.
- The Director of Donor Relations acts as liaison between the Pontilly Neighborhood Association and the Seminary.
- The Director of Donor Relations coordinates the efforts of the Women's Auxiliary of NOBTS.
- The Director of Donor Relations mailed cards and made phone calls to our existing donors and made visits with many of our female donors.
- The IA Office staff continues to process all gifts to NOBTS and provides daily and monthly reports to the business office. 2016 Contribution statements were mailed to our donors.
- The Director of Development Services provided all the mailing lists throughout the year as needed by the Providence Fund team and provided monthly and end-of year reports.
- In February we launched our new online community, Encompass, a product of Imodules. IA Staff provided the data and mapping for the online community and continues to share the data between our donor database and the online community.
- In July we upgraded our donor data system, The Raiser's Edge 7 by Blackbaud.
- The Director of Development Services continues to run the National Change of Address (NCOA) on our database four times a year to keep the addresses for our donors and alumni updated.
- Scholarship Annual Reports were mailed to 250 plus donors following the annual audit. Thank you notes from students were mailed to the over 200 donors in the spring and over 300 donors in the fall.

3. Grant/Foundation Support

- Gifts from charitable foundations and organizations totaled \$2,066,280.

4. New Orleans Baptist Seminary Foundation

The New Orleans Seminary Foundation continues to provide invaluable assistance in the fund-raising program of the Seminary. Current membership stands at 133. There were 38 members, spouses and guests present at the Foundation Board meeting in 2016.

Institutional Advancement

- The Vice President for Institutional Advancement worked with the Director of Donor Relations and the President in coordinating the Foundation Board Meeting. There were more than 92 guests on Friday night and Saturday.
- The VP for Institutional Advancement assisted in the Planned Gifts (Estate Plan) with several donors. The documents were prepared by their attorney and signed by the donor. Total estimated value to NOBTS around \$2 to \$4 million.
NOTE: The value of this plan could be much higher but also could be much lower dependent on market outcomes.
- The Foundation Board voted to add three new members at the June 2016 Board meeting in New Orleans, which was rescheduled due to inclement weather.
- The Foundation Board mourned the loss of nine of its members/spouses of member in 2016.

Alumni Relations



Dr. Dennis Phelps

Overview

- After beginning in October 2015, Terri Miller completed her service as Office Manager on July 28, 2016. Her leaving was necessitated by her husband's completion of his service as pastor of a local congregation.
- Following the consideration of many resumes and several interviews, on December 5, 2016, Miss Catherine Abel began her service as Office Manager for Alumni Relations and Church-Minister Relations. Miss Abel is a December 2014 NOBTS graduate with a M.A.C.E. concentration in Children's Ministries. Prior to her service as Alumni Relations and CMR Office Manager, she served as the Asst. Director for the NOBTS Preschool Program. She brings administrative experience in schedule development, event planning, and customer service. She is a quick learner, as well as dedicated, organized, punctual, and productive.
- Hannah Shull began during February 2016 and Josh Karl began during June 2016 as part-time student workers.
- Transferred electronic tasks from Harris Connect to iModules as third-party vendor.
- Released revised hardcopy of updated alumni directory.
- Provided requested support to Institutional Effectiveness as part of re-accreditation process.
- Increased participation of alumni as donors in support of our alma mater.

2016 Synopsis

1. **Alumni Officers Workshop**: The annual Alumni Officer Workshop was hosted on campus January 27-29. DeAron Washington, Joshua Peeler, Kayla Muller, Trey and Christi Gibson offered student testimonials. Dr. Kelley convened a "round table" discussion with the officers on Wednesday afternoon. Using distance technology, iModules staff (Kansas City) provided training on the use of the new email blast process. During Thursday chapel, national alumni officers assisted in leadership and Dr. Nathan Cothen (National Alumni President; pastor, Calvary Baptist Church; Beaumont, TX) brought a message titled "A Hole in the Wall" from Ezekiel 8. All officers hosted a traditional "red beans and rice" lunch in the campus cafeteria after chapel and interacted with current students. National officers coached regional officers in the setting of chapter goals for the year. Staff provided training in how to organize, promote, and host effective alumni chapter reunions.

After a two-year experiment with offering an electronic version of the Alumni Officers Handbook, staff returned to providing a hard copy. The electronic version did not seem be

Alumni Relations

convenient and accessible when needed. Officers unable to attend the 2016 workshop were mailed copies of the revised handbook.

2. **National Alumni and Friends Luncheon:** The 2016 luncheon was celebrated at the Majestic Ballroom of the Marriott St. Louis Grand Hotel, in St. Louis, MO, on Wednesday, June 15 during the SBC. Approximately 350 alumni and friends attended the annual celebration. Attendance exceeded expectations. Dr. Nathan Cothen (Calvary Baptist Church; Beaumont, TX) presided as the National Alumni President. The crowd honored the graduates of 1966 and remembered the alumni who passed away during the previous year. Dr. Michael Sharp (Church Music Ministries Division) led worship. The institution honored Dr. Fred Hewett, Rev. Mel Jones, and Dr. Tommy King as 2016 Distinguished Alumni. As a surprise, Dr. Chuck Kelley (President, NOBTS) was recognized also as a 2016 Distinguished Alum. Alumni elected Dr. Ronny Raines (Bradfordville First Baptist Church; Tallahassee, FL) as National Alumni Treasurer. Dr. Chuck Kelley presented a status report on NOBTS. The gathering concluded with everyone singing the Alma Mater Hymn and Pastor Fred Luter pronouncing the Benediction.
3. **Alumni Reunions and Meetings:** Ten regional alumni chapters held meetings in 2016 with 408 alumni in total attendance (2015: nine regional meetings). Most meetings were held in conjunction with state convention meetings. Number of alumni supporting our alma mater and the total financial support provided by alumni continues to grow (see below).
4. **Birthday Cards/Sympathy Cards:** The Alumni and Church Minister Relations Office hand-labeled and mailed 13,272 birthday cards. This is down by 812 from 2015. Alumni and Church Minister relations also sent 78 sympathy cards to alumni and their family members.
5. **Commencements/Graduate Update Information:** The Alumni Relations and Church-Minister Relations staff was involved with students through the commencement application process and in the distribution of information specifically for graduates. The “Graduate Alumni Form” was distributed primarily through the “Grad Guide” which is sent electronically through the Public Relations team. This guide includes other information such as how to order the cap and gown and provides instructions for rehearsal and vacating housing. Students were sent electronic reminders to complete the form before the ceremony and paper versions of the “Alumni Form” were provided during rehearsal for students who had not completed the form. Students were also provided with a folder at commencement rehearsal that contained an NOBTS lapel pin, NOBTS Alumni decal, directory of Alumni Chapter officers, information on joining the Alumni Online Community, a copy of Vision magazine, and several other items. The Alumni/CMR Office also aided in the distribution of Bibles donated by the Lockman Foundation to the graduates.
6. **Institutional Re-accreditation Process:** Alumni Relations again conducted electronic volunteer placement surveys of several graduating classes as a part of the decadal re-accreditation process. At the request of the Office of Institutional Effectiveness, Alumni Relations surveyed the graduate level class of 2015; this included all masters and doctoral graduates. The survey requested basic information regarding gender, specific degree(s) earned, and place of current service at the time of the survey. Alumni Relations reported

Alumni Relations

these results to Institutional Effectiveness as part of the reports requested by the accreditation agencies.

7. **Alumni Webpages, Online Community, Facebook, and iModules Directory**: The online Alumni presence continues to be an important part of Alumni Relations as a useful tool for alumni to connect with each other. Through the webpages, email blasts, and Facebook pages alumni are notified of meetings, goals, and other important information for their chapter. With help from PR, alumni have the opportunity to view events happening in their chapter and connect with fellow chapter members.
8. **Revised Hardcopy of Alumni Directory Published**: Our Institutional Development staff led by Mr. Randy Driggers coordinated an up-dated edition of a new hardcover alumni directory published by Harris Publishing. This revised edition was released during the spring of 2016. This project provided updated data on many alumni with whom we had lost contact and helpful contact information in preparation for a Centennial Celebration capital campaign.
9. **Completed Data Transfer to New Vendor**: By late February, the transition from Harris Connect to the iModules platform for Alumni Relations was completed. This included a redesign of several aspects of various alumni webpages, email blast templates, and online donation forms, especially concerning attractive digital formatting for various smart devices such as cell phones and electronic tablets.
10. **Alumni Financial Support**: There are 28,968 living NOBTS alumni. Of this number, there is contact information for 17,977. Alumni giving for 2016 improved with 694 alumni giving \$898,002. Six hundred and one of these gifts were designated for the Providence Fund for a 2016 Providence Fund total of \$347,509 (2015: \$171,135).

The acquisition and processing of accurate data is an on-going demand. Institutional Advancement and Alumni Relations / Church-Minister Relations share the responsibilities of acquiring alumni data. We collaborate to find ways to obtain updated information, enter that information into the database in a timely manner, and keep individual records as up-to-date as possible. One of the big goals has been growing our alumni active email address database to beyond the 8,000 total. Each active email address we acquire saves our alma mater money and enables us to communicate in timely and visually attractive ways with the alum. This remains a challenge because of the number of annual relocation of alumni and deaths. However, in 2016 we grew within 350 of reaching this long-term goal.

The alumni ministry at NOBTS continues to grow. We expect another very effective, productive year in 2017 on behalf of our alma mater, “The School of Providence and Prayer”, as we move toward our Centennial Celebration during 2017-18.

Church Minister Relations



Toby Brogden

1. State of the Church-Minister Relations Team

At the start of 2016, the Church-Minister Relations Team was as follows:

- Terri Miller Office Manager
- Toby Brogden Church-Minister Relations Consultant
- Amber Warren Alumni/CMR Office Assistant
- Allyson Young Alumni/CMR Secretary

The 2016 year brought two changes to the leadership of this office.

- Terri Miller left our office in August 2016 and Catherine Able joined our team as the new Office Manager on December 5th, 2016. Catherine holds a B.A. from Louisiana Tech and a MACE from NOBTS.
- Amber Warren left our office to stay home with her new baby in February 2016 and Hannah Shull joined our team as the new Alumni/CMR Office Assistant. Hannah holds a B.A. from Ouachita Baptist University and is currently pursuing a MACE in Social Work from NOBTS.
- Allyson Young left our office after graduating in May 2016 and Josh Karl joined our team as the new Alumni/CMR Secretary in July 2016. Josh holds a B.A. from Northwestern State University and is currently pursuing a M.Div. from NOBTS.

2. Ministry Connections

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

Ministry Connections Activity Report <i>January 1, 2016 – December 31, 2016</i>			
Active Student Accounts	Church Resume Requests	Resumes Sent by CMR	Resumes sent by Students
1,014	939	11,278	1,398

Active Student Accounts: The number of individuals with active accounts in the database system. Accounts may be deactivated due to current ministry employment or account

Church Minister Relations

inactivity. We deactivate inactive accounts quarterly to ensure that employers are getting current, accurate information from individuals who are searching for ministry opportunities.

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

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

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

Historical Analysis of CMR Activity				
<i>2013 – 2016</i>				
Category	2013	2014	2015	2016
Active Student Accounts	454	612	163	1,014
Church Resume Requests	795	307	301	939
Resumes Sent by CMR	14,235	11,908	10,631	11,278
Resumes sent by Students	20,256	16,110	943	1,398

New for 2016

This year we rolled out a new event called *Life During Seminary*. This new event seeks to connect our students with ministry opportunities that are within driving distance from the New Orleans seminary campus. The CMR office is working closely with Lane Corley with the Louisiana Baptist Convention to ensure that area associations are well represented and ministry needs are adequately promoted among the students who live on and commute to and from the main campus.

3. Life Beyond Seminary

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

Church Minister Relations

This year, the event was from Monday thru Wednesday just as it was last year. However, we moved the event to March to see if the event would be more effective being one month closer to graduation. After speaking with many of the denominational representatives, we decided to move the event back to February for 2017 and shift the days from Monday through Wednesday to a Tuesday through Thursday event. As of this report, this shift was a positive move which gave our guests two days of high student concentration.

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

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

4. 2017 Goals

- Continue to raise awareness among students and alumni of the Church-Minister Relations services.
- Continue to raise awareness among students and state representatives of the opportunity and importance of the Life Beyond Seminary event.
- Continue to raise awareness among students and state representatives of the opportunities that exist locally at our Life During Seminary event.
- Continue to connect students and alumni to ministry opportunities.
- Continue to connect churches to qualified ministry leaders.
- Continue to assist ministers in developing their resumes.
- Continue to assist ministers through the interview process.
- Continue to assist churches in Search Team training.

Public Relations



Gary Myers

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

The PR office also produces a weekly seminary newsletter, The Gatekeeper, which is distributed throughout the NOBTS community via email and the Internet. Two times per year, a seminary development and alumni magazine, Vision, is also produced and mailed to alumni, trustees, foundation board members, donors, friends of the seminary and SBC entities.

Achievements in 2016

- 1. Branding and marketing:** The office continued to integrate the new seminary logo and branding messages during 2016. Diligent work was devoted to digital marketing education and activity. The office created a marketing plan designed to increase the seminary's profile in strategy national markets (World magazine website, Christianity Today online and The Gospel Coalition). The implementation of new recruiting and tracking software by the Registrar's Office and the Office of Student Enlistment in late 2016 will help the PR Office track the effectiveness of the increased marketing efforts. Results of the 2016 marketing efforts were promising, but the PR staff expects the learning and exploration process, coupled with enhanced tracking able, to yield better response in 2017.
- 2. Mobile Website and Enhanced Web News Tools:** PR collaborated with Information Technology Center at NOBTS to create a new mobile-friendly website (the majority of web traffic is from mobile devices) with strong branding and multiple page options. PR and ITC also created an enhanced news site and blogging tool to better facilitate communication with the NOBTS community. The news/blogging format is customizable and scalable as blogging needs change and grow.
- 3. Social Media/Content Marketing:** For the second straight year, the PR team has worked diligently to increase visibility of NOBTS through social media. The work continues to drive new followers and increase meaningful interactions. The PR staff also increased

Public Relations

efforts in content marketing, even sponsoring content to increase visibility. While there were numerous content marketing successes, “Racial Reconciliation with Fred Luter” and “36 Tips to Succeed in Seminary,” became the seminary’s most successful videos. Both received thousands of views and likes as well as hundreds of shares – views, likes and shares are the currency of social media.

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

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

Future Directions

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