

Quality Improvement Report

**NOBTS Unit Assessment
2023-2024**



NEW ORLEANS
BAPTIST THEOLOGICAL SEMINARY



LEAVELL
COLLEGE

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President's Office

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

Outcome: Increased Giving to the Institution

Rationale: Develop a Robust Giving Strategy

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Host donor events designed to cultivate new donors and encourage current donors to increase giving	1. Six to eight donor events during the 2023-2024 academic year	1. The President's Office and the Office of Institutional Advancement hosted six donor events through the year. These events garnered new foundation board members and multiple contributions to the institution. The most successful single event was a donor trip to Italy where donors were able to learn and study with the President and other administrators. This trip was highly successful with commitments to join the seminary Foundation Board and increased giving from current donors approaching gifts and pledges of over \$500,000.	1. This strategy seems to be working in the way we see more individuals participating in giving partnerships and increasing their giving levels throughout the year.

Provost's Office

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

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

Rationale: Like most schools, NOBTS is consistently trying to do more with less financial resources. In light of this, we must work to become as efficient as possible in every aspect of the seminary. We must continue to look for areas where we can utilize our resources better.

Alignment to Mission Statement/Strategic Plan: "prepare students" (mission statement); "increase student enrollment and retention" (strategic plan 2)

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase credit hours in the Prepare Here hybrids by at least ten percent.	1. In the 2022-23 academic year, we sold 480 credit hours in the Prepare Here hybrids. So, we hope to sell at least 528 hours.	1. In the 2023-24 academic year, we sold 1,059 credit hours in the weekend hybrids. That's more than double our goal. The growth in the hybrids continues to surprise us in some ways, but we are grateful for the growth. One part of the growth this year was including summer hybrids. The additional summer hybrids accounted for 162 hours.	1. We want to keep experimenting with this format to maximize overall enrollment. The hybrid format allows a lot of our online and mentoring students to come and experience the campus in person. This provides a connection to campus which hopefully will help with retention, eventual alumni participation, and more. We will set a target to grow next year, but at some point the large growth will not continue. We are trying two weekends in 2024-25 to see if that might drive participation up, but we don't know if that will work well or not.

Provost's Office

2. Increase credit hours in mentoring courses by at least ten percent.	2. In the 2022-23 academic year, we sold 1,194 credit hours in the mentoring format. So, we hope to sell at least 1,313 hours.	2. In the 2023-24 academic year, we sold 1,346 hours in the mentoring format. That is slightly above the target at 12.7%. We made some adjustments in the cycle to emphasize this format, and that seems to have worked. We are continuing to publicize this format as well. We hope to see some continued growth.	2. The mentoring format will remain an important emphasis for NOBTS and Leavell College. This format allows students to get boots-on-the-ground experience while earning their degree. We will continue to look at ways to growth this, but we are happy with the growth in 2023-24.
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Outcome #2: Increase Enrollment in Leavell College.

Rationale: While Leavell College has always been an important part of the seminary, Dr. Dew has made this program priority number one. We want to continue to increase the enrollment in Leavell College in various ways.

Alignment to Mission Statement/Strategic Plan: “prepare servants” (mission statement); strategic goal three “increase student enrollment and retention”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase credit hours in the Leavell College Prepare Here hybrids by at least twenty percent.	1. In the 2022-23 academic year, we sold 24 credit hours in the Leavell College Prepare Here hybrids. So, we hope to sell at least 30 hours this year.	1. In 2023-24, we sold 171 credit hours in the Leavell College Prepare Here hybrids. This includes 48 hours in the fall, 96 in the spring, and 27 from the new summer offerings. That's about a 600% increase from the previous year. The LC hybrids are early in	1. In light of the significant growth in 2023-24, we want to continue to focus upon the LC Prepare Here hybrids next year. We will continue to implement the strategies we currently have in place and see if we can't grow by 20% next year. The large growth we saw

Provost's Office

<p>2. Develop strategic partnerships with local colleges to enhance the options for Leavell College students.</p>	<p>2. Completed partnership agreement(s) will be presented to the trustees. The Provost will compile a list of new partnership agreements involving Leavell College for this report.</p>	<p>implementation, so significant growth wasn't totally unexpected. At the same time, these numbers are well beyond expectations. We were beginning to think the LC hybrid format might not work, but this past year gives us hope that it will gain momentum.</p> <p>2. After some initial work to try and develop a partnership with Delgado, this strategy was abandoned. The tuition at Delgado is significantly lower than at Leavell College, and there was a concern that students would begin to take more hours there than what we hoped.</p>	<p>this year is unlikely to continue year over year.</p> <p>2. We have worked to develop a variety of partnerships with various schools and churches. While there may be a short-term marketing boost which is valuable, not many students take advantage of the partnerships. We will continue to do this as approached, but we will probably not pursue these separately.</p> <p>Leavell College has seen substantial growth in many areas over the last couple of years. Next year's QIR will probably need to focus in a different area.</p>
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Provost's Office

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

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

1. Increasing the number of credit hours through Prepare Here Weekends helps the seminary's FTE report and fuels cooperative program increases. Moving students from online to the hybrids is helpful in a variety of ways. Leavell College hasn't done many hybrids, so experimenting with this format for them makes sense. Strategic partnerships with a local school will be beneficial in public relations as well as options for students. It has no real cost for us, but it might help us recruit a few more students.

Office of Institutional Effectiveness

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

Outcome #1: Complete needed reports for accreditation agencies.

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

Alignment to Mission Statement/Strategic Plan: “prepare students” (mission statement); “improve the quality of instruction” (strategic plan 2g)

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<p><i>Measures</i></p> <ol style="list-style-type: none"> 1. Complete and submit the Monitoring Report by the assigned due date. 2. Complete new degree program, substantive change, and closure reports as needed. 	<ol style="list-style-type: none"> 1. Submission of the Monitoring Report by April 1, 2024. 2. 100% of the reports submitted will be accepted by the relevant accrediting entities. 	<ol style="list-style-type: none"> 1. The report was submitted by April 1, 2024. The EC of the SACSCOC Board of Trustees approved the report with no further action required. GOAL MET 2. The following reports were submitted and accepted by the respective entities: SACSCOC—NGA MA worship closure sub change; NGA DMin closure sub change; Graceville closure sub change; South Georgia closure sub change; Warren BC closure sub change 	<ol style="list-style-type: none"> 1. Lessons learned from the monitoring report should position us well leading up to the 2026 Compliance Report. A previous action plan called for the IE office to conduct a comprehensive review of ATS and SACSCOC standards. SV conducted a policy audit to ensure NOBTS had in place all policies required by ATS and SACSCOC. That audit was completed May 23, 2024, and sent to the provost for review.

Office of Institutional Effectiveness

3. Revise the assessment cycle to a 2-year cycle to enable better tracking of trends necessary to complete needed reports.	3. AOC approval of the two-year cycle at the October 2023 meeting.	<p>Additionally, the IE office notified ATS, SACSCOC, and NASM about our CACREP approval. Each of those entities responded with congratulatory emails. GOAL MET</p> <p>3. AOC approved the two-year cycle Nov. 6, 2023. The AOC did not have a meeting scheduled for October per the institution's academic calendar. The November meeting thus was the closest meeting to October for the committee to vote. GOAL MET.</p>	
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Outcome #2: Oversee the completion of in-house data and reports.

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

Alignment to Mission Statement/Strategic Plan: “prepare students” (mission statement); “improve the quality of instruction” (strategic plan 2g)

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Improve institution-wide assessment by completing the Quality Improvement Report in 2023-2024 in a timely	1. 85% of acceptable QIR units to close out 2022-2023 submitted by 10/2/2023.	1. 70% of units submitted 2022-2023 close-out reports by 10/2/2023. GOAL NOT MET 65% of units submitted their	1-2. Per previous QIR action plan, Michael Wang began meeting with unit heads on completing reports. He also

Office of Institutional Effectiveness

manner.	Have 2023-24 QIR units submitted by 10/16/2023	2023-2024 QIR reports by Nov. 17, 2023 (date changed because IE office required units to move to a new format for QIRs and needed to provide instruction for units).	led the institution in moving the QIR to the standard 4-column format used for program assessment and strategic plan assessment so that all institutional assessments use the same format.
2. Demonstrate institution-wide assessment by posting a completed NOBTS Quality Improvement Report (QIR) on the NOBTS Institutional Effectiveness webpage.	2. Posting of the acceptable QIR by 12/15/2023.	2. The full QIR report was posted on 11/21/23. GOAL MET	
3. Increase the culture of assessment by providing significant assessment training opportunities for AOC members and key stakeholders at accreditation meetings.	3. A duplicating headcount of ten faculty and full-time staff occurrences of attendance at noted meetings. (SACSCOC Annual Meeting and other accreditation meetings deemed necessary by the AVPAA.)	3. Results as follows: Duplicating headcount of 21 -- * SACSCOC Annual Meeting in Orlando—10 attendees (Dew, Lyon, Grubbs, Vandercook, Doughty, Wang, McMillan, Strong, Rice, Wilton) * SACSCOC Small College Initiative—1 attendee (Vandercook) * SACSCOC Summer Institute—3 attendees (Vandercook, Wang, McMillan) * ATS Biennial Meeting—4 attendees (Wang, Grubbs, Barnes, Vandercook) * Assessment Institute Indianapolis—2 attendees (Wang, Vandercook) * SAIR—1 attendee (Wang)	3. Per previous QIR action plan, we took more personnel than usual to the SACSCOC annual meeting. These people consisted of the SACSCOC leadership team (Dew, Lyon, Grubbs, Vandercook, and Doughty) and other IE-related people (Wang, McMillan, Strong, Rice, and Wilton).

Office of Institutional Effectiveness

<p>4. Increase the culture of assessment by NOBTS/Leavell College faculty and full-time staff participating in accreditation visits, presenting at accreditation conferences, or doing assessment consultations for other institutions.</p>	<p>4. Complete at least five accreditation visits, presentations at accreditation/assessment conferences, and assessment consultations.</p>	<p>GOAL MET</p> <p>4. Presentations: Six total visits/presentations/ Consultations:</p> <ul style="list-style-type: none"> SV/MW—concurrent session Assessment Institute Indianapolis Sept. 2023 SV—poster session Assessment Institute Indy Sept. 2023 SV/MW—concurrent session SACSCOC annual meeting Dec. 2023 <p>Accreditation Visits:</p> <ul style="list-style-type: none"> SV—SACSCOC on-site reaffirmation visit March 2024 SV--SACSCOC sub-change visit April 2024 <p>Consultations:</p> <ul style="list-style-type: none"> SV—consulted with DTS Feb. 2024 <p>GOAL MET</p>	<p>4. Per previous QIR action plan, and at the request of the president, nearly all cabinet members have been approved as possible SACSCOC peer committee members. Additionally, Matt James received specific training for peer evaluators. Already in 24-25, Jamie Dew, Matt James, and Sandy Vandercook will be serving on various SACSCOC committees and Sandy Vandercook will be serving on an ATS visiting committee. Finally, Michael Wang has been selected to serve on an advisory board for ATS.</p>
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Budget Implications: How do the desired outcomes inform your area’s future budget requests?

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

1. With the upcoming reaffirmations for SACSCOC and ATS, there is a need for an increased travel budget to send more people to SACSCOC and ATS for training.

Graduate Dean

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

Outcome #1: Graduate Faculty

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Each professor has a base teaching load set in consultation with the President and Provost. Faculty are not to exceed this base teaching load by more than 9 hours of “made” classes, unless they have permission from the Dean to teach 6 more hours. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Faculty Teaching Load.	1. No more than 6% of the faculty will exceed max load.	1. 10.5% of Graduate Faculty (6/57) taught beyond the max load of base load + 9 hours.	1. All 6 faculty members teaching above the max load received permission from the Provost to do so. No faculty member taught more than 2 hours over the maximum load. While this failed to meet the criteria for success, the data for the measure reflects that our policies do not result in overloading our faculty. The graduate program will continue to execute our current policies to ensure faculty are not overloaded.

Outcome #2: Graduate Program Course Management

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

Graduate Dean

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <p>1. NOBTS seeks to schedule courses in the regular classroom and Internet formats to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course cycles for regular classroom and Internet courses.</p> <p>2. NOBTS seeks to schedule courses in intensives (formerly “workshops”) and special event venues to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings in intensives and special event venues.</p>	<p>1. 5% reduction in the number of cancelled courses and Small Classes in both classroom and internet formats.</p> <p>2. Reduce the number of small and cancelled intensives and special event courses by 5%.</p>	<p>1. From academic year 2022-23 (37 small classes) to academic year 2023-24 (62 small classes), small classes increased by 25, for a 167.6% increase in small classes.</p> <p>2. From academic year 2022-23 (4 cancelled classes) 2023-24 (3 cancelled classes) decreased by 1, for a 25% decrease in cancelled intensives and special event classes.</p>	<p>1. These data reflect the need to continue evaluating the cycles that each division uses to schedule courses. The graduate dean will lead a discussion on course scheduling in the October and November meeting of the Graduate Dean’s council focused on reducing the number of small classes.</p>

Graduate Dean

3. NOBTS seeks to schedule courses in the NOLA2U format to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings and enrollments in the NOLA2U format.	3. Increase enrollment in NOLA2U format courses by 10%.	3. From academic year 2022-23 (867 students enrolled in NOLA2U) 2023-2024 (804 students enrolled in NOLA2U) decreased by 63 students for a 7.8% decrease in the number of students enrolled in NOLA2U courses.	
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Outcome #3: MDiv Student Enrollment and Credit Hours

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

Alignment to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The MDiv is the single-most important degree in the Graduate Program at NOBTS, both in terms of student enrollment and credit hours taken. In recent years, student enrollment and credit hours have been decreasing in the MDiv program. In the effort to affect positively the enrollment and credit hour	1. 3% reduction in the downward trend of numbers of both student enrollment and credit hours for the MDiv program over the previous academic year.	1. For the academic year 2023-2024, the enrollment of MDiv students at NOBTS decreased from the previous year by 14 students to 604 (2.3% decrease). The MDiv credit hours decreased by 67 hours to a total of 8,568 hours (0.8% decrease).	1. The measure for this outcome is not clearly related to the outcome and the criteria for success is not clearly related to the major. The graduate dean's office will develop a new measure and criteria for success in next year's QIR.

Graduate Dean

numbers for the MDiv program, the Office of Graduate Studies will seek a higher visibility for the MDiv program.			
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Academic Divisions

Biblical Studies Division

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

Outcome #1: Enhance Research for PhD

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

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

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Lists of presentations by students will be compiled from annual and regional meeting programs as well as the ReDoc Newsletter. We will also poll students to see how many students presented proposals that were not accepted for presentation.	1. We hope to have 1/3 of our students have present papers at academic conferences during the 2023-24 academic year.	1. We met our goal as 37% of our students presented at academic conferences. 3 students presented at national events and 10 presented at regional events. We also had 2 students published in peer-reviewed journals.	1. We are going to continue to make having 1/3 of our PhD students present research as our goal, but one point of emphasis for supervisors will be to push for students to present at national meetings.

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

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

Alignment to Mission Statement/Strategic Plan: This Outcome fulfills the seminary’s mission statement: to prepare servants “to proclaim His truth.”

Biblical Studies Division

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p><i>Measures</i></p> <p>1. Our faculty will host dinners in their homes and other recruiting events for students interested in the Biblical Studies Masters program at NOBTS</p>	<p>1. We hope to host one Masters recruiting dinner per semester.</p>	<p>1. There were recruiting dinners hosted both semesters. For the Spring semester in 2024, we hosted an event during the hybrid weekend welcoming both graduate and LC students who were there for the hybrid classes. For the summer there was a Greek reading group that LC students were invited to (although none attended). In the Fall, there was one event hosted for biblical studies students.</p>	<p>1. One thing we are noticing is a lack of student response when it comes to email, meaning less people are attending the events we do put on. We will continue to keep this our goal, although one aspect to work on is doing more work with Dr. Audirsch to bring LC students in.</p>

Church Ministry Division

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

Outcome #1: Increase total student enrollment in the various concentrations of the degrees housed in the Division of Church Ministry

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Gather and monitor division concentration numbers 3x per year.	1. Overall 3-5% increase in doctoral students within the CM division.	1. Doctoral Overall Headcount 13.59%/ Hrs 38.5% ProDoc- Headcount 7.73%/ Hrs 29.15% DMA- Headcount 13.89%/ Hrs 16.30% EdD- Headcount 20%/ Hrs 26.83% ReDoc- Headcount 12.75%/ Hrs 4.72%	1. The benchmark of 3-5% was significantly exceeded for doctoral growth both in headcount and hours. However, caution should be exercised in revising the benchmark due to the number of recent revisions to various degree programs as well as projected changes in prerequisites the admission standards. The action plan should work toward continual monitoring over the next cycle to maintain

Church Ministry Division

<p>2. Collect recruiting reports from CMD faculty as needed.</p>	<p>2. Increase in student headcount in at least 3 of the CM division-related disciplines.</p>	<p>2. Student Headcount in CM Disciplines Overall Headcount 31.96% Pastoral Min a. Campus- 4.20% b. Ext/Online- .96% Christian Ed a. Campus- 3.36% b. Ext/Online- -10.59%/ Missions a. Campus- 65.79% b. Ext/Online- 21.21% Music & CCM a. Campus- 37.45% b. Ext/Online- 133.33%</p>	<p>steady growth as well as disaggregate data by semester to more closely follow trends.</p> <p>2. The benchmark to see an increase in student headcount was met in 3 of 4 areas as set.</p> <p>However, caution should be exercised in revising the benchmark due to the number of recent revisions to various degree programs. In one area of decrease is in line with societal trends yet current plans are in place to slow and reverse the trend.</p> <p>The action plan should work toward continual monitoring over the next cycle to maintain steady growth as disaggregate data by semester to more closely follow trends.</p>
<p>3. Revise assessment measures as needed.</p>	<p>3. Overall increase in student hours for the academic year within the CM division.</p>	<p>3. Student Hrs in CM Disciplines Overall 21.12% Pastoral Min a. Campus- 20.31% b. Ext/Online- -.75% Christian Ed a. Campus- 9.61% b. Ext/Online- -4.73% Missions a. Campus- 38.72% b. Ext/Online- 20.5%</p>	<p>3. The benchmark to see an increase in student headcount was met in 4 of 4 areas exceeding expectations.</p> <p>However, caution should be exercised in revising the benchmark due to the number of recent revisions to various degree programs. In one area of decrease is in line with</p>

Church Ministry Division

		Music & CCM a. Campus- 63.25% b. Ext/Online- 22.08%	societal trends yet current plans are in place to slow and reverse the trend. The action plan should work toward continual monitoring over the next cycle to maintain steady growth as disaggregate data by semester to more closely follow trends.
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Outcome #2: Increase the evangelistic impact of the Division of Church Ministry

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Compile total number of gospel conversations each semester (Caskey, Leavell Center, mission trips, faculty) 2. Collect Crossover gospel conversation data each summer. 3. Revise assessment as needed.	1. Overall goal of between 5,000–10,000 gospel conversations. 2. Overall goal of 10% salvation decisions for Christ. 3. At least 50% of overall gospel conversations are initiated	1. Gospel shares:18,672 a. Caskey:13,419 b. Leavell Center: 4,737 c. Mission Trips: 300 2. Salvation decisions: 1,537 a. 8.23% 3. Unknown	1. The goal of the number of Gospel shares exceeded almost double what was set as a benchmark 2. The goal of 10% conversion during share fell slightly short of goal. 3. Director reporting does not allow definitive assessment of

Church Ministry Division

	from CM division-related degree programs and students.		<p>initiation.</p> <p>While the Outcome characterizes the value which the CMD wishes to promote, only 1 of 3 measures represents recordable data and that is consistent with the CMD's Biblical understanding. For instance, though decisions are measurable, setting them as a goal suggests that the results can be improved with greater effort. Though improvement in effectively sharing the Gospel is always needed and welcome, only God can grow the number of decisions.</p> <p>As a result, the measures should be revised to retain measure 1, amend measure 2 to increase evangelistic encounters by 3%, and amend measure 3 to increase faculty participation in divisional evangelistic efforts by 10% which would require establishing a baseline for this year with an anonymous online survey.</p>
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Church Ministry Division

Budget Implications: To continue to meet and exceed Outcome 1, continued and perhaps additional resources will be needed for recruiting efforts. However, such expenditures should yield a return on the investment proportional to the increased number of credit hours sold.

1. Concerning Outcome 2, only continued funding of current evangelistic endeavors are needed in order to meet measures.

Counseling Division

Unit Purpose Statement:

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

Outcome #1: Integration of Christian beliefs with mental health science

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Students will write an integration paper in which the student outlines their philosophy of integration, both in COUN5310 and then again near the end of their time in the program in COUN6331/6332 Professional Issues in Counseling as a part of their capstone portfolio.	1. Students will show an improvement in their understanding of integration in the progression of their philosophy of integration in those papers. Students will score a 90 or better on this paper when it is written in COUN6331/6332.	1. 100% of students scored a 90 or better on their second essay	1. Students continue to show improvement in their understanding of integration at the end of their degrees. Students consistently scored a 90 or better on their second iteration of the paper. These scores are consistent with the previous year.

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

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

Counseling Division

Alignment to Mission Statement: The outcome aligns with NOBTS mission statement, the core value of characteristic excellence and the ministry competency of interpersonal and intercultural skills.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Students are required to write a case conceptualization each clinical term that they are in Practicum and Internships. This will show the student's ability to conceptualize their cases while implementing evidence-based practice. Case conceptualization is written and presented each term the student is in Practicum and Internships, which is a minimum of three times.	1. Students will show improvement in their ability to conceptualize their cases and implement empirically-based knowledge. Each student will score a 95 or better on their case conceptualization and presentation by the end of Internship 2.	1. 100% of students were able to receive a score of 95 or better on their case conceptualization.	1. The division feels this measure and goal have been met and plans to seek out a different goal for the next year. Students' scores have, over the previous years, shown have consistent improvement in this area.

Budget Implications: How do the desired outcomes inform your area's future budget requests?
 There are no budget implications for this plan.

Theological & Historical Studies Division

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

Outcome #1: Increase T&H PhD student enrollment (Christian Apologetics, Christian Ethics, Philosophy of Religion, and Theology).

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Engage Prospective PhD Students. Trustee-elected T&H Faculty members contact prospective PhD students annually via recruiting events, graduate elective courses, and personal conversations. Faculty will track the student contacts and self-report at the end of each academic year.	1. Trustee-elected T&H Faculty will contact 20 prospective PhD students (total contacts for T&H).	1. Anderson 6 (2 Fall, 4 Spr.) Riley 3 (3 Fall, Spr. sabbatic) Wittman 2 (1 Spr., 1 Summer) Harsch 9 (7 Fall, 2 Spring) Harwood 3 (2 Fall, 1 Spring) = 23 total contacts	1. These numbers do not count Butler and Stewart, who were in the T&H division when the benchmark was set but retired in July 2024. These numbers also do not include Dew and Lyon, who are in the division but are also full-time administrators. We regard the results as successful and will keep the same number with fewer faculty. Also, these numbers were achieved without hosting any T&H recruiting events for PhD in 2023-2024. In 2024-2025,

Theological & Historical Studies Division

2. Increase the public face of the T&H Division and appeal of the T&H PhD majors through the T&H Faculty's use of social media. T&H Faculty will engage people on T&H topics on social media through various means (Twitter, Facebook, YouTube, podcasts, etc.), and the Faculty members will self-report their engagement on social media at the end of the academic year.	2. 80% of T&H Faculty will engage people on T&H topics on social media through various means (Twitter, Facebook, YouTube, podcasts, etc.), and the Faculty members will self-report their engagement on social media at the end of the academic year.	2. 6 out of 7 T&H faculty members (including Stewart and Butler) engaged people on T&H topics on social media.	T&H plans to host two PhD recruiting events, one in the Fall and one in the Spring. 2. Although social media engagement can raise the profile of our institution, it can also result in divisive conversations that bring negative attention. Due to the lack of clarity on its value for PhD recruitment, the discernment required to use it effectively, and the toll that regular engagement can take on mental health, some T&H faculty have decided to abstain from using it. For those reasons, we're removing it as a measure for assessing this outcome and replacing it with measure #2 of outcome #2, which we regard as a better way to capture the interest of prospective PhD students.
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Outcome #2: T&H students and faculty will be actively engaged with our disciplines in academic venues.

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

Alignment to Mission Statement: Engagement with the academy nurtures the value of preparing students to proclaim His truth because engagement with the academy requires faculty and students to enter public conversations with informed and intelligent contributions.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND
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Theological & Historical Studies Division

			discuss success of previous cycle's action plans)
<p>Measures</p> <p>1. T&H master's and PhD students will propose, submit, present, and publish papers and book reviews through professional and public organizations, such as (internal to NOBTS) the Student Theological Fellowship and Journal for Baptist Theology & Ministry, and (external) the Evangelical Theological Society, Evangelical Philosophical Society, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, universities, theological fellowships, apologetics conferences, and digital and print journals and books. T&H Faculty will gather information on presentations and publications from professional organizations and students on publications and presentations by T&H masters and PhD students.</p> <p>2. T&H full-time faculty will propose and submit paper proposals to present or publish papers or book reviews</p>	<p>1. 3 T&H master's students and 10 T&H PhD students will propose, submit, present, and publish papers and book reviews through internal or external professional and public organizations.</p> <p>2. 100% of T&H full-time faculty will propose and submit paper proposals to present or publish papers or book reviews.</p>	<p>1. 5 masters students: Grace Hill, Pauline Boren, and Nick Peters (Defend 2024 presentations); Nathan Muldoon (Baptist History and Heritage Society presentation); Collyn Dixon (2024 regional ETS presentations). 11 PhD students: Conner Hinton, Meagan Stedman, Micah Chung, Casey Evans, Bryan Shuler (Fall 2023 annual ETS meeting presentations); Joe Fontenot and Andrew Slay (2024 regional ETS presentations); Alex Rea and Joe Waller (Defend 2024 presentations); Aaron Moore, Billy Benson, Justin Edgerly (Journal of Baptist Theology & Ministry F23 or S24 book reviews).</p> <p>2. T&H faculty had 100% participation.</p>	<p>1. T&H faculty discussed whether a presentation for the Student Theological Fellowship should qualify as a measure for this outcome. Though such a presentation would not be significant enough for a PhD student, we decided it would serve the purpose of nurturing academic engagement with the discipline among master's students.</p> <p>2. T&H faculty discussed and decided to revise slightly the measure and divide next year's benchmark. 100% of T&H</p>

Theological & Historical Studies Division

through professional and public organizations, such as the Evangelical Theological Society, Evangelical Philosophical Society, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, universities, theological fellowships, apologetics conferences, and digital and print journals and books.			faculty will submit proposals for presentations, articles, or books; 40% of T&H faculty will present papers at academic or professional conferences or publish articles in peer-reviewed journals, book chapters, or entire books. The 40% is due to counting five full-time faculty members in the division. This two-part benchmark requires all five to propose academic work and two of the five to present or publish their work.
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Outcome #3: T&H faculty will be actively engaged with our disciplines in church-related venues.

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

Alignment to Mission Statement: NOBTS Mission Statement: New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. Faculty will only be able to prepare servants to fulfill God's mission, which occurs primarily through church-related venues, if those faculty are engaged in those ministry contexts.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Full-time T&H faculty will engage in church-related venues, such as churches, Baptist associations, state and national conventions, the SBC annual meeting, and college	1. 100% of full-time T&H faculty will engage in multiple church-related venues.	1. 100% participation. Each of the faculty members is engaged in local churches by teaching Scripture in small groups, speaking at church conferences on a T&H topic,	1. T&H faculty discussed the results and plan to maintain the same measure and benchmark.

Theological & Historical Studies Division

ministries, on issues in the T&H disciplines. Full-time T&H faculty will prepare and deliver topical sermons, lecture series in churches or para-church organizations, and at similar events. Faculty will self-report their participation in these events at the end of the academic year.		or speaking to collegiate ministries or para-church organizations.	
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

1. The desired outcomes described above will not impact our Division's budget. The institution already budgets for professional development for the faculty, which concerns Outcome #2 and Measure #2, and the T&H Division does not oversee that budget area.

Academic Programs

Research Doctoral Program

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

Outcome #1: Equip Students for Success in their Field

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. NOBTS will offer optional colloquia for students in which they will learn about academic administration, publishing, and getting hired in academia	1. 3 events per calendar year.	1. The PhD Office hosted two events with these goals: <ul style="list-style-type: none">- 9/12/2023 (Barnes)- 1/24/2024 (Belmore & Barnes)	1. These events were beneficial to the students who attended. Due to inconsistency in the office, the desired total number of events was not met. For the next year, we plan to meet the total of three events and to increase attendance.

Outcome #2: Increase enrollment

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

Research Doctoral Program

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Rewrite fellowship process so divisions, current students, and incoming students are aware of what fellowships are available and can be offered 2. Establish learning communities in the majors of Missiology, Ethics, and Philosophy by recruiting students specifically in those majors 3. Hold multiple interest meetings, both program wide and within divisions, throughout the year to recruit new students	1. Have divisions consider students for every open fellowship each admissions cycle 2. At least 5 active students per major by beginning 2025-2026 academic year 3. 2 interest meetings per academic year	1. Document was created and shared with divisions to clarify the process. 2. See Chart A at the end of the document. 3. Divisions have hosted multiple PhD interest meetings in the past academic year. <ul style="list-style-type: none"> • Biblical Studies: 2 Live, 2 Online (15 prospective students total) • Theology & History: No interest meetings. • Counseling: No recorded interest meetings. • Church Ministry: 1 	1. Development of the document was a major step toward clarifying fellowship processes. 2. While Christian Ethics and Philosophy of Religion still have less than 5 students, there are current applicants for each program. So, progress is being made toward this goal for the 2025-2026 academic year. 3. Success has been uneven across divisions. Future goals will involve consistency across divisions for holding PhD interest meetings.

Research Doctoral Program

		Missiology interest meeting (7 prospective students); 1 Church Ministry PhD interest meeting (5 prospective students)	
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Outcome #3: Improve retention-graduation

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

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

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

Research Doctoral Program

	the 2026 school year	years. (See Chart B at the end of this document)	are making progress for this goal.
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Chart A: Active Students per PhD Major

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

Research Doctoral Program

Chart B: Years in Program from Academic Year 2023–2024 Graduates

Adams, George	2019	5
Castellanos, Fabio	2017	7
Chesteen, George	2018	6
Lago, Della	2018	6
Maricle, Nicholas	2019	5
Robinson, Sara	2018	6
Washington, DeAron	2019	5
Alex Wendel	2020	4
Robert Gaschler	2018	6
Shan Taylor	2017	7
Christopher Bagley	2018	6
Anthony Daw	2016	8
Average		5.92 Years in program
Percentage completed within 5 years	4 of 12	33%

Professional Doctoral Program

Unit Purpose Statement: The Doctor of Ministry is a professional degree providing qualified students the opportunity to achieve a high level of excellence in the practice of ministry. The degree is built on prerequisites including a master’s degree in a ministry related area, high intellectual achievement and professional capability, and substantial professional experience in ministry between completion of a master’s degree in a ministry related area and application to the Doctor of Ministry degree program.

Outcome #1: Increase Graduation Rate

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Track student progress from the Mid-Career workshop to the Project in Ministry phase. 2. Within one year of taking the Mid-Carrer workshop, students will complete the remainder of their seminars.	1. Each student will receive a tracking sheet at the Mid-Career workshop and individualized advising. 2. Within one year after the Mid-Carrer workshop, 50% of the students will complete the remaining seminars.	1. Fall 2023 – 16 Spring 2024 – 17 Summer 2024 – 14 Total: 47 students received a tracking sheet and individualized advising. 2. Fall 2023 – Out of 16 students, 14 completed their seminars within one year. Spring 2024 – Out of 17 students, 7 completed their seminars, 8 students are in their last seminar. Summer 2024 – On average,	1. Each student who attended Mid-Career workshops (3) in 2023-2024 academic year received a tracking sheet and individualized resulting in achieving the benchmark with measure #1. 2. One year elapsed only for Fall 2023 students in Mid-Career workshop; therefore, they are the only group of students that can be assessed fully. The benchmark was achieved with measure #2. Spring 2024 and Summer

Professional Doctoral Program

<p>3. Monitor student progress for the duration of the Project in Ministry phase.</p> <p>4. Survey ProDoc graduates to identify best practices for project mentors.</p>	<p>3. 50% of the students who take the Project in Ministry Design Workshop will get approval for the Final Project Proposal within one year.</p> <p>4. 30 ProDoc graduates will participate in the survey to identify best practices for project mentors.</p>	<p>the students are in their 5th seminar on track to complete their seminars within one year after the Mid-Carrer workshop.</p> <p>3. Fall 2023 – Out of 28 students who took the Project in Ministry Design, 6 had their proposals approved and 3 students are on track to graduate in December 2024. Spring 2024 – Out of 33 students, 5 have an approved proposal with 5 on track to graduate in December 2024. Summer 2024 – Out of 17 students, 3 had their proposals approved</p> <p>4. 95 ProDoc graduates participated in the survey to identify best practices for project mentors.</p>	<p>2024 students are on track to hit the benchmark.</p> <p>3. Only the students attending Fall 2023 Project in Ministry Design workshop can be fully assessed within the time frame of the measure. Less than 30% of the aforementioned students received their project approval leading to the unmet benchmark. Spring 2024 and Summer 2024 appear to fare better with their academic pace progress.</p> <p>4. The following practices of mentors were identified as most significant as ranked in order of priority by ProDoc graduates: availability, guidance, and encouragement. ProDoc Administration identified the need to revision. Field Mentor engagement with Project Mentor leading to the change in practice of</p>
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Professional Doctoral Program

5. Provide Training for Project Mentors.	5. 50% of qualified Project Mentors will participate in the training administered by the ProDoc Office.	5. 75% of Project Mentors participated in the training.	<p>inviting Field Mentors to exit interviews (previously they were not involved with the exit interview).</p> <p>5. During the faculty workshop held in August 2023, the Associate Dean of Professional Doctoral Programs provided training for the faculty involved in the supervision of ProDoc students. The need for training for project mentors who are not residential faculty members led to a video recording of the training that will required to be completed by all project mentors.</p>
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Outcome #2: Increase Program Enrollment

Rationale: To replace graduates with new student enrollment.

Alignment to Mission Statement: Outcome 2 aligns with the NOBTS Mission “to prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.” The intent of the Professional Doctoral Degrees is to provide students with the opportunity to achieve a high level of excellence in the practice of ministry. Increasing ProDoc enrollment ensures that more students are given opportunities for ministry excellence as they “walk with Christ, proclaim His truth, and fulfill His mission.”

Professional Doctoral Program

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <p>1. Increase overall ProDoc Enrollment.</p>	<p>1. A 10% increase in the overall ProDoc Enrollment.</p>	<p>1. Total Enrollment 2022-2023: 345 2023-2024: 339 Decrease: 6</p> <p>Hours Sold 2022-2023: 1747 2023-2024: 1770 Increase: 23</p> <p>New Students: 2022-2023: 67 2023-2024: 75 Increase: 8</p>	<p>1. The total enrollment decreased by 0.28%. The benchmark was not met. The hours sold increased by 1.3%. New student admissions increased by 5.4%. It appears that the total enrollment in 2023-24 may have been skewed by the change from the trimester to the semester system. The new benchmark for 2024-2025 academic enrollment will include 2% increase in the overall ProDoc enrollment. The greater emphasis is retention of students will need to be prioritized.</p>
<p>2. Conduct ProDoc recruitment trips to strategic areas with potential doctoral students.</p>	<p>2. ProDoc administrators will take 8 trips to state and national Southern Baptist conventions and 8 additional trips to other events with high concentration of prospective doctoral</p>	<p>2. Fall 2023 – 7 trips were taken to state conventions with 3 additional recruitment trips. Spring 2024 – 9 trips were taken by ProDoc administrators in the</p>	<p>2. The benchmark was achieved. A total of 22 recruitment events were taken to 12 different states resulting in net gain in new admissions. Each trip had an average of 6 prospective</p>

Professional Doctoral Program

	students.	additional category. Summer 2024 – 1 trip to the national SBC and 2 more trips were taken for recruitment of ProDoc students. Total: 8 trips to state and national SBC with 14 additional trips.	ProDoc students present at an inquiry/informational meeting.
3. Continue to Implement and Improve the Ambassador Program.	3. Provide at least one training event for ambassadors and implement reporting systems of potential doctoral students.	3. Zoom Ambassador Orientation and Training Program, held from May 22-26, 2023, consisted of 11 individual state training sessions, with 80 ambassadors in attendance from 11 states. Participants included representatives from Alabama (7), Arkansas (6), Florida (7), Georgia (11), Louisiana (4), Mississippi (8), North Carolina (9), Oklahoma (6), South Carolina (1), Tennessee (8), and Texas (15). speaking opportunities.	3. The sessions covered topics such as an overview of the ambassador role, expectations, recruitment strategies, receiving NOBTS materials for events, and guidance on speaking opportunities. For those unable to attend live due to scheduling conflicts, a condensed 17-minute video recording was emailed.
4. Conduct a Virtual ProDoc Interest meeting for prospective doctoral students.	4. Complete a Virtual ProDoc Interest meeting in the Spring of 2024.	4. A Virtual ProDoc Interest meeting was held in the Spring of 2024 with 8 prospective students in attendance.	4. The benchmark was achieved. Even though virtual meetings perhaps are not as effective in ProDoc recruitment as in-person

Professional Doctoral Program

			informational meetings, at least one virtual meeting needs to be scheduled for 2024-2025 academic year.
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Budget Implications: How do the desired outcomes inform your area’s future budget requests? What significant adjustments (additions/reductions) would you propose for future budget consideration? Significant adjustments include items such as personnel, technology, or equipment. These adjustments would be helpful to further the achievement of these outcomes.

1. Continue to increase travel budget for recruitment and salaries of support staff.

Office of Distance Learning

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

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

Rationale: A significant mission of the ODL is to ensure quality enhancement of our online courses offered in the online curriculum.

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

Measures	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The Office of Distance Learning will develop a cycle to update the online curriculum, ensuring every class is considered for a development or revision every five years.	1. The online revision cycle will be completed by the end of the 2024 summer semester.	1. A four-year review cycle has been established and a review semester has been assigned for all currently developed online graduate courses. During the four-year review, courses that are not assigned a status of “good” will be slated for revision or redevelopment. The current status of online graduate courses is noted in a spreadsheet, along with the date of the last revision and the date of the next review. Initial steps have been made in establishing a similar cycle for the undergraduate program.	1. The establishment of a review/revision cycle for online graduate courses is a significant step toward making sure that online courses maintain a high level of quality. Moving forward, the Distance learning office plans to establish a similar review/revision cycle for undergraduate online courses.

Office of Distance Learning

Outcome #2: Increase extension center enrollments.

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

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

Measures	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Increase average class sizes at extension centers.	1. Increase Average Enrollment at Extension centers from 8 to 10 students by the Spring of 2025.	1. Birmingham- The average enrollment per class for Spring 24 was 8.1. Clinton- The average enrollment for Spring 24 was 10.8. North MS- The average enrollment for Spring 24 was 6. North GA- The average enrollment for Spring 24 was 7.2.	1. The Spring 24 enrollment averages demonstrate that the Birmingham and Clinton extensions are meeting or exceeding average class size goals. However, further improvement is needed to reach enrollment goals at the North Mississippi and North Georgia campuses.

Outcome #3: Standardize course cycles at prison extension centers.

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

Office of Distance Learning

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Finalize Course Cycle for Prison programs at all six prison extensions.	1. Finalize prison cycles by the Fall of 2024.	1. An undergraduate cycle has been finalized and approved by the provost for all six prison campuses.	1. The completion of an undergraduate cycle for all six prison extensions is a significant step in standardizing course offerings. Future energy should be focused on finalizing a graduate cycle for the Angola prison extension.

Outcome #4: Ensure NOBTS Korean and Spanish language programs are adequately equipped to serve students in their programs.

Rationale: NOBTS offers programs in Korean and Spanish. Special care needs to be given to ensure language and cultural differences do not inhibit the ability of NOBTS to serve students in these programs.

Alignment to Mission Statement: Our language programs are equipping servants to walk with Christ, proclaim His truth, and fulfill His mission through instruction in Spanish and Korean.

Office of Distance Learning

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase attendance at the 2024 Abre Mis Ojos Conference.	1. Reach 600 registered attendees at the 2024 Abre Mis Ojos conference.	1. The 2024 Abre Mis Ojos Conference saw more than 700 registered attendees. Exact figures are difficult to determine because of the way many churches do group registration for the event. In addition, more than 100 children attended the children's events connected with the conference bringing the number of total participants over 800.	1. Increased Growth of the Abre Mis Ojos conference reflects the energy surrounding Spanish language programs and programming at NOBTS and Leavell College. In addition to continuing to ensure that the Abre Mis Ojos conference is adequately resourced, NOBTS and Leavell College must also ensure that the academic programs in Spanish are also healthy. While ongoing conference success should be monitored, future outcomes assessing language programs will focus on academic programs.

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

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

1. All outcomes assessed measures recommended are budget neutral.

Office of Distance Learning

Instructor	Campus	Course	Delivery Method	Students Enrolled
Boutwell, Walter	Birmingham	LCGE1352:Survey of Church History I.BH	Traditional-ExtensionCenter	5
Burnham, Joshua	Birmingham	LCBS4350:Biblical Theology.BH	Traditional-ExtensionCenter	5
Eldridge, David Thomas, Deric	Birmingham	PREA6300:Preaching Practicum.BH	Traditional-ExtensionCenter	9
Hall, Robert	Birmingham	CEEF6301:Foundations of Christian Education.BH	Traditional-ExtensionCenter	3
Hall, Stephen	Birmingham	DISC5300:Discipleship and Spiritual Formation.BHHYB	Weekend Hybrid	12
		LCCF1350:Introduction to Discipleship.BH	Hybrid	
		LCCM2352:Introduction to Missions.BH	Traditional-ExtensionCenter	9
Knight, Teman	Birmingham	OTEN5352:Interpreting the Old Testament 2: Job-Malachi.BH	Traditional-ExtensionCenter	14
		OTHB5352:Hebrew 2.BH	Traditional-ExtensionCenter	8
			Average	8.125

Instructor	Campus	Course	Delivery Method	Students Enrolled
Belser, Gregory	Clinton, Mississippi	PATH5331:Pastoral Ministry.MS	Traditional-ExtensionCenter	8
Champagne, David	Clinton, Mississippi	NTEN5352:Interpreting the New Testament 2: Acts-Revelation.MS	Traditional-ExtensionCenter	13
Lenow, Evan	Clinton, Mississippi	THEO5301:Systematic Theology 2.MS	Traditional-ExtensionCenter	19
Roudkovski, Karen	Clinton, Mississippi	COUN5300:Counseling in Ministry.MSHYB	Weekend Hybrid	10
Welch, Jerald	Clinton, Mississippi	CEEF6301:Foundations of Christian Education.MS	Traditional-ExtensionCenter	4
			Average	10.8

Office of Distance Learning

Instructor	Campus	Course	Delivery Method	Students Enrolled
Haynes, David	North Mississippi	DISC5300:Discipleship and Spiritual Formation.NMHYB	Weekend Hybrid	3
Magers, Thomas	North Mississippi	PATH5331:Pastoral Ministry.NM	Traditional-ExtensionCenter	8
Stevens, Wade	North Mississippi	NTGK5352:Greek 2.NM	Traditional-ExtensionCenter	7
Wilson, Derrick	North Mississippi	OTEN5352:Interpreting the Old Testament 2: Job-Malachi.NM	Traditional-ExtensionCenter	6
Average				6

Instructor	Campus	Course	Delivery Method	Students Enrolled
Harvey, Chet	North Georgia	HIST5323:Baptist Heritage.NG	Traditional-ExtensionCenter	4
		LCTH4351:Doctrine of Church.NG	Traditional-ExtensionCenter	
Oakley, Alex	North Georgia	LCTH2344:Introduction to Apologetics.NGHYB	Traditional-ExtensionCenter	8
		PHIL5301:Christian Apologetics.NGHYB	Hybrid	
Smith, Corbin	North Georgia	NTEN5352:Interpreting the New Testament 2: Acts-Revelation.NG	Traditional-ExtensionCenter	10
		NTGK5352:Greek 2.NG	Traditional-ExtensionCenter	7
			Average	7.25

Mentoring Programs

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

Outcome: To develop a Mentoring Community at NOBTS

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measure 1. Increase the number of credit hours completed by students through the Mentoring Program	1. The goal is to see a 2% increase in the number of credit hours taken through the Mentoring Program.	1. Credit Hours by semester: 1. Fall 2022- 333 2. Spring 2023- 339 3. Summer 2023- 51 Total: 723 1. Fall 2023- 276 2. Spring 2024- 435 3. Summer 2024- 240 Total: 951 Analysis: 1. Fall: -21% 2. Spring: +22% 3. Summer: +79% Total Increase: 32%	1. Based on the data, including mentoring in the MA and MDiv yielded results that outpaced expected goal of 2% growth. Though growth has been strong, an additional cycle to observe growth would be most helpful since decreases were reported in 21–22 reporting (-25%) and 22–23 reporting (-.1). Additionally though the increase is notable this year, caution is warranted due to an additional decrease in the Fall 23–24 cycle of -21%.

Mentoring Programs

			Nonetheless, the overall increase of 32% corrects losses experience over the previous 2 year period prior to this cycle.
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Accelerated Programs

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

Outcome #1: Explore additional course options for the Accelerated Program

Rationale: Adding new courses to the Accelerated Program’s offerings may serve as a valuable recruiting tool, particularly at colleges and universities from which graduates rarely qualify for the maximum allowable hours through the Accelerated Program with the current course offerings.

Alignment to Mission Statement: This Outcome will help us recruit more students to NOBTS from various colleges and universities, thereby fulfilling the mission of the seminary “to prepare students to walk with Christ, proclaim His truth, and fulfill His mission.”

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<p><i>Measures</i></p> <p>1. The program will partner with each academic division to evaluate the potential to add courses from each to the Accelerated Program offerings.</p>	<p>1. We will propose adding at least one course from each division to the Accelerated Program offerings.</p>	<p>1. We added one class, Social Work, from the church ministry division. Nearly all of the classes required for the core of NOBTS are already accepted for the Accelerated Program or as part of the BA+MDiv Program. As an example, Biblical Studies does not have any classes available that could be added to the program.</p>	<p>1. We are going to focus our efforts on other goals this year. This goal has been accomplished through our current course offerings.</p>

Accelerated Programs

Outcome #2: Recruiting

Rationale: The BA+MDiv Program would serve as a useful incentive for recruiting high school students to Leavell College.

Alignment to Mission Statement: This Outcome will help us recruit more students into Leavell College and the BA+MDiv Program, thereby fulfilling the college's mission statement: to prepare servants "to proclaim His truth" and to serve in a ministerial capacity as trained and prepared ministers of the gospel.

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Our program will partner with the Admissions Office to sponsor and support recruiting events to promote the BA+MDiv Program and Leavell College.	1. We will sponsor and support 4 recruiting events per semester.	1. In the fall semester, we sponsored 4 smaller scale events. In the spring semester, instead of doing several small-scale events, we decided to sponsor a conference and spend a significant portion of the budget in order to reach more people at an event hosted on campus.	1. The grant money we used to pay for the recruiting events has expired, but our admissions office is active in recruiting for this program, so this goal is no longer necessary for our office.

Research Centers and Institutes

Baptist Center for Theology & Ministry

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

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

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

Alignment to Mission Statement: NOBTS/Leavell College Mission Statement

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Publish two journal issues of <i>JBTM</i> in Academic Year 2024: Fall 2023 (20.2) and Spring 2024 (21.1) 2. Include a special feature and Baptist “introduction” in each <i>JBTM</i> issue.	1. Both issues will be released by December 1 / May 1 with a word count of 50-60k words, including articles and book reviews. 2. Both issues will lead with an author interview or like feature and conclude articles with a 5-10k word biography/background paper on a major Baptist figure/idea	1. Fall 2023 released Nov 6, 2023 (57k words), and Spring 2024 released May 2, 2024 (55k words). 2. Issue 20.2 included an author interview and Baptist biography as intended. Issue 21.1 did not. <u>Reflection:</u> After writing our QIR, we planned two special issues for volume 21 themed around the NOBTS Defend Conference and the Greer-Heard Point-Counterpoint Forum. Instead of features and introductions, these issues	1. The Editor will continue to enlist help receiving, reviewing, and revising journal materials in a timely manner. 2. This measure will be maintained in general, but next year's QIR will show the flexibility of our themed issue. <u>Additional Consideration:</u> At the end of this year, <i>JBTM</i> laid off its administrative support position due to the sporadic nature of assigned work. This opens room in the budget to contract individuals to help

Baptist Center for Theology & Ministry

		included invited articles from leading authors in their fields.	revise form/style.
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

1. In order to increase our stable of readers and contributors, the Baptist Center looks to begin buying and selling advertisements in *JBTM* and other journals/catalogs. There should not be budget implications in FY2023, but recommendations may be made after pricing like organizations.

Caskey Center for Church Excellence

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

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

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Conduct our annual Caskey Conference in April (New Orleans) for ministers and spouses.	1. Achieve record goal of over 175 in attendance at the LA Caskey conference.	1. We achieved a record attendance of over 200 attendees at the Caskey Conference.	1. We are increasing our goal to 200+ for the 2025 conference.

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

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Visit Indiana, Wyoming, and Montana in Fall/Spring	1. As resources allow, visit additional states for	1. The Caskey Center team visited Indiana, Montana,	1. We believe that this strategy is working, but with the

Caskey Center for Church Excellence

and pray for additional opportunities to visit additional states.	Pathfinder promotion and recruitment in the spring 2024.	Alabama, Mississippi, and Louisiana churches and state meetings. Additionally, we interacted with collegiate ministries in Arkansas, Oklahoma, Tennessee, Georgia, and Florida to promote the Pathfinder scholarship.	constant cycling of graduates, we must continue to prioritize this strategy to award every scholarship slot.
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Center for Archaeological Research

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

Outcome #1: Tel Hadid Educational Programs

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Staff, faculty, students, and volunteers – List of staff, volunteers, faculty, staff, students and laypersons	1. Maintain previous benchmark of 50 staff and volunteers 2. 4 new MABA students	1. We had 32 staff, faculty, students and volunteers participate in the 2023 excavation from June 20-July 31. 2. We added Meghan Williams, Jordan Nave, and Lauren Dawejck for a total of three new MABA students	1. We used the lesser amount of people to help us create a more efficient excavation plan. 2. We made plans for wider advertisement of our program.

Outcome #2: Tel Hadid Financials

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

Center for Archaeological Research

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Financial report submitted after the end of the excavation season	1. Reduce institutional (NOBTS-CAR) net expenses to \$65,000	1. Due to the Covid pandemic and the War that broke out in late 2023, this is likely not a reasonable goal. We spent \$94,000 for this season.	1. This has helped us step up our fund-raising efforts to meet the new demands.

Outcome #3: MA Biblical Archaeology Students

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Enrollment figures –list of MA Biblical Archaeology students	1. 4 new MA Biblical Archaeology students	1. Current Students: <div style="background-color: black; color: white; padding: 2px;">[REDACTED] Dawejko,</div> <div style="background-color: black; color: white; padding: 2px;">Lauren [REDACTED]</div> <div style="background-color: black; color: white; padding: 2px;">[REDACTED] Wamsley,</div>	

Center for Archaeological Research

		Tessa [REDACTED] [REDACTED] Williams, Meghan [REDACTED] [REDACTED] Incoming Students [REDACTED] Daniel Turpin [REDACTED] David Bradford	
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

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

Center for New Testament Textual Studies

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

Outcome #1: Academic Research and Projects

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

Alignment to Mission Statement: "Prepare students"

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Recruit additional students and visiting scholars for training in the CNTTS in 2024, with a record kept in the CNTTS office regarding this.	1. The goal is to have at least 5 additional students and 1 visiting scholar trained at the CNTTS in 2024.	1. We have added two students to the CNTTS team, both on the Master's level with hopes to go into a PhD program in the future. One of them is expecting to pursue his PhD in NT at NOBTS. Also, we trained 4 other students at the	1. We will continue to train students, with at least 5 again being an internal goal for 2025. The visiting scholar is already in motion for 2025.

Center for New Testament Textual Studies

2. Involve students and visiting scholars in the current research projects being realized at the CNTTS.	2. The goal is to have at least 10 students and 2 post-doctoral research scholars involved in the various projects being realized at the CNTTS in 2024.	CNTTS. The visiting scholar as one who actually comes to the NOBTS campus at this point did not happen yet, but one is scheduled for early 2025. We trained one scholar in the area of NT textual criticism via online training. 2. We have kept a working team of 10 students for the 2023-24 year and two post-doctoral research scholars, with all involved on CNTTS projects.	2. The involvement of both students and scholars at the CNTTS has been very high over the past few years and shows signs of increasing for the next year or two at least, if not longer.
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Outcome #2: Funds for Student Fellowships

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

Alignment to Mission Statement: “Prepare Students”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<i>Measures</i> 1. The business office will provide the information on	1. The goal will be to have at least \$35,000 in grants and	1. We secured the donations or are about to finish doing so	1. Hopes are to increase the donation levels and to

Center for New Testament Textual Studies

the amount raised and the sources of the funds (grants, etc.).	\$15,000 in donations.	for the 2024 calendar year. On the grants, we have received (the final amount will be sent in October 2024) over \$200,000 from Biblica in 2024.	secure grants for a total of at least \$50,000.
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Global Missions Center

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

Outcome #1: Reach the nations through equipping students and faculty by providing local, national, and international mission opportunities. These mission opportunities will also focus on core missionary task components.

Rationale: Increase the number of mission trip opportunities.

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Record the number and location of ST mission trips, student participants, and Great Commission data 2. Record number of faculty participants and leaders (non-GMC)	1. 75 students participating in ST mission trips 2. 10% of those participating are 1 st time goers 3. Increase faculty participants and leaders year over year 4. Record significant Great Commission data (gospel engagement, conversions, disciplemaking, long-term partners)	1. 55 students participated in 6 ST mission trips (Clarkston, GA, S Africa, N, Africa, C Asia, SE Asia x2) 2. 23.6% (13 of 55 students) were 1 st time goers 3. 7 faculty/staff participated or lead ST mission trips 4. 348 gospel conversations; 3 conversions; 14 in pastoral training; 4 cross-cultural disciplemaking opportunities 5 long-term partners cultivated	1. Increase the number of ST mission trip opportunities with the goal of 85 student participants 2. 25% 1 st time participants 3. Cultivate at least 3 new faculty/staff trip leaders 4. Develop a Great Commission Data Rubric for each trip leader to utilize on their respective trip

Global Missions Center

		<p>Reflection- Fell short of our 75 participant measure. Need to continue to develop trips that will appeal to a wide variety of students.</p> <p>ST missions is still regaining traction after Covid and with a renewed institutional missions emphasis. This is leading to many going for the first time.</p> <p>Faculty involvement is limited. The GMC director needs to personally challenge/invite faculty to lead and promote trips.</p> <p>Our recording system for Great Commission data needs to be clarified and consistently utilized.</p>	
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Outcome #2: Increase visibility for missions and ministry through NOBTS

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

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

Global Missions Center

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Maintain a record of total number of connection events and people engaged 2. Diversify opportunities by connecting through IMB and other recruiting events	1. At least 7 IMB-related recruiting events/connections 2. 3 or more recruiting and speaking events per semester 3. 25% of missions-degree students volunteering in a local missions or outreach ministry	1. 13 IMB-related events/connections 2. Well above 3 recruiting and speaking events per semester 1000+ people engaged thru various connection events 3. Did not record # of missions-degree students volunteering Reflection- There is a close and consistent partnership with the IMB. The GMC Director has several opportunities each year to recruit and connect for missions The GMC needs to develop a survey to see where and how missions degree related students are serving.	1. 15 IMB-related events/connections 2. 5 recruiting/speaking events per semester 2000 people engaged 3. Develop a survey for our missions students and local missions and outreach

Global Missions Center

Outcome #3: Increase global engagement through increased awareness, training, and prayer related to missions at NOBTS.

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Record # of events and # of participants at global awareness and prayer opportunities 2. Involve both NOBTS and Leavell College students 3. Emphasize and expand the Pipeline training pathway	1. 4 events per semester focused on awareness and prayer 2. Engage 30% of the overall on-campus student population in awareness, training, and prayer opportunities 3. 25 students involved in an ongoing Pipeline training program	1. 12 specific prayer and awareness events. 2. Over 30% of on-campus student population engaged, but our measures were not clear. 3. 20 students involved in the Pipeline training Reflection- A strong focus on prayer and	1. 5 events per semester focused on awareness, opportunities, and prayer 2. A better measure that demonstrates percentage of NOBTS and percentage of Leavell college student participation in missions-related events/opportunities. The GMC will keep track of student participation at each event. 3. 25 students involved in the Pipeline training

Global Missions Center

		<p>missions awareness.</p> <p>Overall % of on-campus student population engaged is a difficult measure to achieve. We do notice that Leavell college students seem to have deeper involvement.</p> <p>Pipeline was healthy but only 20 students. This may be a more realistic number.</p>	
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

1. GMC dedicated banner for use on-campus and off-campus
2. New merchandise for NOBTS/Leavell College student body – 1000 shirts or 700 hats
3. Serve Anywhere Journals for NOBTS/Leavell College student body
4. Global Entry and passport renewal fees for FT GMC staff
5. Raise and continue to increase specific funding toward ST mission trips and student mission trip opportunities. This will help keep trip costs affordable and enticing
6. Dedicated FT Assistant Director/Adjunct Missions Faculty

Institute for Faith and the Public Square

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

Outcome #1: Plan to Host a Successful Annual Conference

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

Alignment to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p><i>Measures</i></p> <p>1. Qualitative analysis – The IFPS Board as a whole will evaluate the success of the conference. This outcome will be measured by the successful hosting of the intended conference. Final evaluation will occur after the conference by the Board of Directors.</p> <p>2. Quantitative Analysis – Attendance will be taken at the event giving a Quantitative Measurement of the conference. Final evaluation will occur after the conference.</p>	<p>1. 90% positive responses reflected in the conference evaluation by Board Members – Conference evaluation helps us to understand the value/benefit of the conference by the board members.</p> <p>2. The goal is to have a minimum of 100 persons attend the conference. 300 in attendance at the conference would be ideal – Conference Attendance is necessary for a conference to be held.</p>	<p>Due to the timing of the Director's sabbatical leave, the next conference was not scheduled for this academic year</p>	<p>Next conference scheduled for February 2025</p>

Institute for Faith and the Public Square

3. Quantitative Analysis – The goal is to raise enough money to fully fund the conference prior to the event. Budget estimates for the conference will set the parameters of how much money will need to be raised.	3. Raise \$5,000 annually to fund the conference budget – Funding is needed to pay speakers, transportation, and publicity.		
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Outcome #2: IFPS Website

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

Alignment to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Website Quality – Quality of the website will be kept up to the standards of the Director and Board of the IFPS. Website quality will be determined by the Institute's Board of Directors. 2. Website Effectiveness – Event attendees can register via the website giving a	1. 100% review of website by the Board – To ensure continued usefulness and accuracy of the website. 2. 5% increase in Web site and social media traffic – The website and social	1. 100% of responding Board members approved of website quality 2. No conference held this year. Google analytics have changed their format.	1. Explore closer integration of website with seminary communications/media 2. Next conference scheduled for February 2025. Explore alternate means of

Institute for Faith and the Public Square

quantitative measurement and providing a good estimation for the number that will be in attendance. Also, Google analytics will be used to monitor the amount of people visiting and using the website. Measurements will be collected by online registration via the website and Google analytics. Final evaluation will occur after the annual conference.	media are used to publicize and promote events		measurement
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Outcome #3: Increase Participation in Project 219

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

Alignment to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Project Effectiveness – The measurement will be the matching of at least 50% of legislators with a volunteer	1. Enlist prayer volunteers for at least 50% of the Louisiana State Legislature – Legislatures need and	1. 22 volunteers signed-up at student events for 15.3%	1. Explore partnership with New Orleans Baptist Association to advertise among its member churches

Institute for Faith and the Public Square

prayer partner. The IFPS Board will determine the effectiveness of this outcome. Evaluation will occur after the legislative session.	desire prayer.		to increase number of volunteers. Reduce goal to 25% of legislators.
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

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

Leavell Center for Evangelism and Church Health

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

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

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Conduct a Demographics Seminar during the Spring 2024 semester to inform and equip students, pastors, and other church leaders in the utilization of demographics for evangelistic strategy and outreach to their communities.	1. 25 participating in the Seminar	1. Rather than conducting a Demographics Seminar, the decision was made to conduct a LC Conference on March 26, 2024, in the Martin Chapel to encourage and equip students, pastors, and other church leaders concerning critical issues in ministry in the local church.	1. Although the content of the Conference was excellent, only twelve persons attended the event, so the benchmark was not met. A communication breakdown occurred with the PR Department, and they failed to send out the planned promotional material through

Leavell Center for Evangelism and Church Health

<p>2. Conduct an Evangelistic Outreach Project to the community during the Spring 2024 semester in conjunction with Serve Day.</p>	<p>2. 30 students and faculty participating in the Project</p>	<p>Dr. Frank Cox, Senior Pastor of the North Metro Baptist Church in Lawrenceville, GA, and former Chairman of Trustees at NOBTS, was the guest speaker for the Conference. The topics Dr. Cox addressed were “Perseverance in Ministry: Going the Distance in Spite of the Resistance” and “Strategic Leadership: Leading the Church to Minister Effectively in the Midst of a Changing Culture.”</p> <p>2. During Serve Day on April 18, 2024, three teams of approx. 30 students and faculty did door to door and street witnessing in the community. At least three professions of faith were</p>	<p>the various social media platforms in a timely manner to the seminary family. The promotional material to churches and their pastors and staff arrived late as well. As a result, the publicity for the event did not get out in time for interested parties to make plans to attend the Conference.</p> <p>The lessons learned are that the promo material needs to be given to the PR Department to give them much more lead time to be able to communicate the event through the various social media platforms, and that the Director of the LC Center needs to follow up with the PR Department in advance of the event to make sure that the promo gets out in a timely fashion.</p> <p>2. The benchmark for an Evangelistic Outreach Project was achieved. We will continue to promote participation in evangelistic outreach during Serve Day each semester. The Office of</p>
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Leavell Center for Evangelism and Church Health

3. Partner with a local church to take students into the surrounding neighborhoods doing door to door outreach and evangelism and street witnessing during the academic year.	3. 15 participants, 125 Gospel conversations, 12 prospects, 12 salvation decisions	recorded. 3. During the fall of 2023, we partnered with Gentilly BC and shared the Gospel in the community east of the seminary across Press Drive. During the spring of 2024, we partnered with Franklin Avenue BC in New Orleans East. We had 20 participants, approx. 200 Gospel Conversations, and 40+ salvation decisions.	Spiritual Formation and Student Life will need to add more teams to do door to door evangelism and street witnessing for future Serve Days. 3. The benchmarks for evangelistic outreach with local churches were exceeded greatly. Part of the reason for these results was that the evangelism minister and a few FABC members went out with us into an apartment complex near the church each week and helped us to connect with the residents who were responsive to the Gospel.
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Outcome #2: Provide Demographic Reports and consultation for the local church, the seminary's academic community, and agencies and institutions within the Southern Baptist Convention for effective evangelism and measurable church growth.

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

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

Leavell Center for Evangelism and Church Health

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Provide customized Demographic Reports for churches seeking to reach their communities as well as for students developing evangelism, revitalization, or discipleship strategies for seminary courses.	1. 100 Demographic Reports provided for churches, students, and other entities	1. A total of 152 customized Demographic Reports were provided through the LC for churches, students, faculty, and other entities during the 2023-2024 academic year.	1. Most of the requests for Demographic Reports come from students needing them for projects in evangelism, revitalization, and discipleship classes as well as ProDoc students needing the reports for their research projects. A new benchmark of 150 Demographic Reports will be set for the next academic year.

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

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

1. Outcome #1: Measure 1. Seminars and Conferences will require funds for travel, honorarium, and accommodations for the speakers conducting the events. Some funds for promotional purposes may be required as well.
2. Outcome #1: Measures 2 & 3. Gospel tracts will need to be ordered from NAMB for the evangelistic outreach efforts.

Leeke Magee Christian Counseling Center

Unit Purpose Statement:

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

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

Outcome #1: Training

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. The Counselor Competencies Scale 2017 is used to assess knowledge and application of counseling skills and professional dispositions. Counselors’ ability to complete all weekly record keeping activities correctly and promptly is assessed in	1. The Accreditation Standards-Group Analysis Report of student scores on the Counselor Competencies Scale 2017 Part 3.C will demonstrate that 95% of students meet minimal acceptable standards established by NOBTS Counseling Program for item Part 3.C.	1. Results demonstrated that 97% of students met the minimal acceptable standards established by NOBTS Counseling Program for CCS item Part 3.C.	1. The Counseling Department, clinical support staff, and clinical supervisors will continue to monitor counselor competencies related to timely task completion and proficient record keeping.

Leeke Magee Christian Counseling Center

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

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. The Counselor Competencies Scale 2017 is used to assess knowledge and application of counseling skills and professional dispositions. Counselors’ ability to challenge clients to recognize and evaluate inconsistencies is assessed in Part 1, Question H: Confrontation. Students are evaluated by the Individual Supervisor at the beginning	1. The Accreditation Standards-Group Analysis Report of student scores on the Counselor Competencies Scale 2017 Part 1.H will demonstrate that 95% of students meet minimal acceptable standards established by NOBTS Counseling Program for item Part 1.H.	1. Results (91%) for this item did not meet the minimal acceptable standards established by NOBTS Counseling Program for item Part 1.H.	1. Improvement will be implemented through greater emphasis on confrontation skills in coursework and clinical supervision.

Leeke Magee Christian Counseling Center

of Practicum and at the end of each clinical practice component.			
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

1. None at this time.

Youth Ministry Institute

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

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

Rationale: In the 2016-2017 academic year, an off-campus YMI workshop did not appear in the Graduate Catalog. The YMI staff spent the 2016-2017 academic year investigating and completing the tasks needed to create this YMI off-campus workshop. The first off-campus YMI workshop occurred at the North Georgia extension center on October 5-7, 2017. The YMI staff spent the 2017-2018 academic year planning and completing the tasks needed to create another YMI off-campus workshop. From 2018 to 2019, the YMI staff conducted a workshop with the Southeast Youth Ministry Conclave in Chattanooga, TN. YMI continues offering a Conclave conference course for graduate and doctoral students.

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The number of students taking the seminary course for credit. The number of impressions (The Enlistment office counts impressions as an opportunity to get NOBTS in front of an audience either verbally or visually) the YMI and NOBTS enlistment staff accumulates at the Southeast Youth Ministry Conclave annual event – The YMI staff will maintain a record of the	1. 700 impressions and seven students taking the course.	1. Impressions: 2000	1. Increase the number of impressions and class participants.

Youth Ministry Institute

<p>personal contact information of individuals we speak with at the NOBTS booth the Southeast Youth Ministry Conclave annual event.</p> <p>2. The course will be added to the Spring 2024 Course Schedule, and the number of students taking the course will be measured.</p>	<p>2. 3 students taking the course</p>	<p>2. Students Taking the Course: 5 Graduate 2 DMIN 7 Total</p> <p>We made 2000 hard impressions and 2000 soft impressions at the conference. We also had a great group of students in the class this year and made many significant contacts with potential students</p>	
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Outcome #2: Conduct Research on the integration of teenagers into the overall life of the congregation

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

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

Youth Ministry Institute

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <p>1. Phase three of the project concluded with the development of an online assessment tool for youth leaders. The YMA assessment is now available at ymarenas.com. It is an effective means of evaluating youth ministry success. Number of people who use the assessment tool</p> <p>2. A “Ministry Team” version of the Youth Ministry Arenas Assessment for youth ministry staff members is being developed. The YMI staff will complete the development and testing of the team assessment and make it available to churches. The number of churches using the team assessment will be measured.</p>	<p>1. 800 users</p> <p>2. 5 churches using the team assessment.</p>	<p>1. 776 users to date Youth leaders around the country continue to use the assessment tool to evaluate their youth ministry in the three arenas of teenagers in the youth group, teenagers in families, and teenagers in the congregation</p> <p>2. We are currently testing the Ministry Team version of the Youth Ministry Arenas Assessment. We anticipate it being available in late 2024.</p>	<p>1. Continue to promote the assessment tool through social media and email marketing. Launch the Team version of the assessment when testing is complete.</p>

Leavell College

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

Outcome #1: Create Separate BA Program-Specific Assessments

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <p>1. Create assessment plans specific to each Leavell College major.</p> <p>2. Review the Leavell College assessment map to align courses in the Leavell College revised curriculum to the courses for each major, ensuring that the SLOs of each program are being taught, reinforced, and mastered.</p>	<p>1. 100% of the majors' plans will be approved by Leavell College.</p> <p>2. 100% of Leavell College programs will align courses to program SLOs on the Leavell College assessment map.</p>	<p>1. 100% of the majors' plans were approved by Leavell College faculty. All AAs and BAs were assessed according to the new plans in May-August 2024.</p> <p>2. The Leavell College faculty did not address the assessment map post-curriculum revision.</p> <p><u>Reflection:</u> After our curriculum revision, Leavell College has made strides not measured on this plan such as approval of most new courses,</p>	<p>1. This measure is now completed. On next year's QIR, Leavell College will focus on maintaining program assessments under the coordination of the Associate Dean.</p> <p>2. The Associate Dean will calendar specific faculty to initiate a new assessment map in academic year 2025. Then, program coordinators will be enlisted in order to complete the map by May 2025.</p> <p>Next year's QIR will replace</p>

Leavell College

		revision of the catalog (including course descriptions), and production of new schedule rotations. A curriculum map would still be a beneficial tool for assessment purposes as program coordinators consider the success of their programs.	the emphasis on assessment plans with the approval of new courses required for students to complete the revised BA programs.
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Outcome #2: Complete first year of new Undergraduate assessment strategies.

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Complete Certificate assessments <i>every semester</i> in accordance with Monitoring Report. 2. Distribute assignments and rubrics of new embedded assignments to distance units.	1. 100% of Certificate programs (4) will be assessed in Fall 2023 and Spring 2024. 2. New master list of embedded assignments will be developed by Ascc. Dean and 100% of new assignments will be created	1. 100% of Certificate programs were assessed in both semesters. NOBTS monitoring report was accepted as regards certificate assessment. 2. All required embedded assignments were developed and their instructions are held in the Leavell College Office. A new master list of	1. This measure is now complete as the monitoring report was accepted and Certificates have been moved to the standard 2-year cycle. 2. The Associate Dean will continue to provide program coordinators and other staff with the “embedded assignments per term” file

Leavell College

<p>3. Collect embedded assignments in preparation for 2024 program assessments.</p>	<p>by PCs and distributed by Assc. Dean.</p> <p>3. 100% of required artifacts will be collected and assessed by PCs within the academic year.</p>	<p>embedded assignments was created and distributed to Distance, Institutional Effectiveness, and program coordinators.</p> <p>3. Only three class sections of data were not reported in Fall 2023 in preparation for 2024 assessments. However, some class sections reported inconsistent or incomplete data due to assignment adaptations.</p> <p><u>Reflection:</u> In 2023-24, Leavell College worked more closely than before with the Distance Office to help extension/language directors and instructors be ready to assist with embedded assignments. This will continue to be necessary as directors provide a more effective link with adjunct instructors. We must continue to prioritize this channel to close the loop on collecting and assessing artifacts which are consistent with one another.</p>	<p>prior to each semester's syllabus deadline. This document will be produced within two weeks of Oct 15 (Spring), Mar 15 (Summer), and May 15 (Fall).</p> <p>3. Like #2, this measure will continue in the next year. The Associate Dean will begin to require that he be CCed on submission of assessed artifacts by each assignment assessor to ensure that instructors or assessors do not leave the term without completing this task.</p>
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Academic Services

Spiritual Formation and Student Life

Unit Purpose Statement: The Office of Spiritual Formation & Student Life exists to facilitate the personal, academic, and spiritual growth of all NOBTS students by promoting, planning, and coordinating programs and events that contribute to an atmosphere reflecting the mission statement and core values of NOBTS and Leavell College.

Outcome #1: Cultivate a community committed to spiritual growth.

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The number of students participating in groups such as those listed above which are coordinated by our department.	1. 55 students	1. 30 students.	1. We did not meet the criteria for success. This is largely due to change in personnel and inter-departmental conversations about where to house groups such as Conquer Groups and Emotionally Healthy Spirituality. The results from last year come primarily from group Bible studies and mentoring groups. We will have a clearer vision for how to offer Conquer Groups through our department beginning in Spring 2025.

Spiritual Formation and Student Life

2. The number of individuals participating in service opportunities such as those listed above which are coordinated by our department.	2. 500 individuals	2. 655 individuals <ul style="list-style-type: none"> • Fall 2023 <ul style="list-style-type: none"> ○ 4 House System Serve Days: 15 each time ○ Fall NSO Serve Day: 70 ○ Fall Serve Day: 210 • Spring 2024 <ul style="list-style-type: none"> ○ 2 House System Serve Days: 15 each time ○ Spring NSO Serve Day: 35 ○ Spring Serve Day: 250 	2. We exceeded our measure for success by a significant margin. We believe this is because we offered more opportunities for service. As on-campus enrollment increases and as we find better ways to incorporate distance students in serve days, we anticipate this number to continue to increase.
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Outcome #2: Improve student services across delivery systems

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The number of programs which are oriented toward academic excellence and service.	1. 10 programs	1. Service Programs: 10 <ul style="list-style-type: none"> • 6 House System service opportunities (4 in Fall, 2 in Spring) • 2 serve times during New Student Orientation (1 each semester) • 2 Serve Days (1 each 	1. We exceeded our criteria for success. We will increase our criteria for success next time because we found a rhythm which allows us to offer regular service and academic oriented programs.

Spiritual Formation and Student Life

		semester) 2. Academic Programs: 33 <ul style="list-style-type: none"> • 28 Scholar Hours events (weekly each semester) • 2 House System academic events (1 each semester) • 1 Student Life Study Break 	
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Outcome #3: Help NOBTS students, faculty, and staff develop and maintain a healthy and active lifestyle.

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. The number of equipment and facilities updated.	1. 3 equipment and facility updates.	1. Weight Room Updates: (2 new weight benches, 1 new exercise machine) 2. Pool Updates: Purchased supplies to refinish the concrete pool deck 3. Equipment Updates: 2 new basketballs, 6 new volleyballs, new flag football equipment, new pickleball set.	1. We exceeded our criteria for success. Next year, we will increase our criteria for success to maintain the desire for improving the quality of our facilities/equipment.

Library

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

Outcome #1: Increase collection of eBook resources

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Increase in the 2023 EbscoHost Religion and Academic eBook Collections – The EBSCO annual collection report is in the annual report from the Director of Technical Services.	Increase the net EbscoHost Religion and Academic eBook Collections by 150 titles annually.	Over 100 eBooks were purchased, including Spanish titles. The Ebscohost subscription databases added more than 50 additional titles to meet the benchmark.	Faculty suggestions for eBook purchases have been most helpful. Continued eBook purchases in the coming year are within the library budget.

Outcome #2: Process the significant backlog of archival collections

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

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

Library

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
The linear feet of archival material, the number of historical items, or rare books processed. Progress in archival activities is reported annually by the Director of Technical Services and by the seminary archivist.	Process 5 linear feet of archival materials or 25 rare items or books annually.	Between 6 and 7 feet of photographs were sorted and filed (approximately 1,800). In addition, hundreds of hours were spent developing the Dement Room display and the Frost building upstairs hallway display.	Amy Williams assistance in archival efforts of the past year have significantly helped our efforts to reach the benchmark.

Outcome #3: Increase Student Satisfaction of Library Services

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

Alignment to Mission Statement:

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
An average of each of three questions from the Graduation Ministry Survey: (1) Were you given training and resources on how to use the library services? (2) The library staff is courteous and helpful. (3) Library materials are sufficient for distance learners.	Question 1: 78% yes Question 2: 94% satisfied or very satisfied Question 3: 75% satisfied or very satisfied	Question 1: 79%/78% yes Question 2: 96%/92% satisfied or very satisfied Question 3: 82%/68% satisfied or very satisfied The spring survey results were skewed due to 28 of 110 responses to #2 and 45 of 95 responses to #3 leaving the questions unanswered.	New criteria for success in the coming year will be as follows: Question 1: 75% yes Question 2: 90% satisfied or very satisfied Question 3: 75% satisfied or very satisfied

Library

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

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

1. The decline in the library budget over the past 15 years has been substantial (31%). The result is the current budget is just \$12,000 more than the library budget from 25 years ago (7/31/2024 budget is \$672,400 whereas the 7/31/1999 budget was \$660,800). These cuts have deeply undermined the depth and breadth of both the library collection and the library staff. As a doctoral granting institution, recovery of a million-plus budget is significantly needed. In addition, staff salaries need to be given priority.

Media Services

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

Outcome #1: Upgrade our classroom spaces to provide more consistent presentation systems across campus

Rationale: The Media Services Department will look for ways to enhance the performance of audio-visual systems in the classrooms. These systems are crucial for the effective communication of content by professors to their students. Concurrently, It will improve the spaces and increase the institutions ability to effectively and efficiently host quality conferences and events.

Alignment to Mission Statement: The institution exists to “prepare servants”. By improving the classroom communication systems, we provide more capacity for our faculty to teach and communicate effectively. Therefore, improving the Audio Visual capabilities in the classrooms directly correlates to the core mission of the institution.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. We will measure the number of classrooms upgraded and the number of incident reports after the upgrade has been complete.	1. We seek to have 4 classrooms upgraded and service requests for those classrooms drop by at least 50%.	1. We have completed upgrades on all 4 classrooms and have received only 3 service requests. This represents a 90% Drop-in service requests this year.	1. This was fully successful, and there seems to be no need for further action on these systems at tis time.

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

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

Alignment to Mission Statement: The institution exists to prepare students to fulfill God’s mission. Part of preparing students is modeling healthy systems and structures. The increased efficiency and effectiveness obtained by building out a more robust

Media Services

organizational structure for the office can directly correlate to the organization of a local church and its ministries. Therefore, this initiative will model healthy church organization for the students seeking to serve their local church.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. We will create multiple organizational zones around campus. Each zone will be fully supplied with its needed equipment and all equipment will be logged into a newly created inventory database.	1. We seek to see one database created with every piece of equipment logged and accounted for. We will also create for well labeled and organized zones of equipment for the Seminary.	1. Three organizational zones have been established. The database has been started, but not completed, and labeling has not been instituted yet.	1. Work in this area still needs to be done. First, we will label and database the three organizational zones on Campus. Second, we will establish a fourth near or in the Cafeteria for events on the Quad, Sellers, and Bunyan.

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

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

1. Classroom improvement monies have been designated in the budget and therefore do not need to be altered to fulfill this initiative. However, the organizational initiative would seemingly fall into "Other Operating Expenses" which is a line item with no designated funds in the budget. Designating \$2,500 to this line item would assist in completion of this initiative and help with other minor initiatives that do not have a clear place in the budget.

Enrollment Management

Admissions

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

Outcome #1: Increase Prospective Students Visits to Campus

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<i>Measures</i> 1. On a monthly basis the Admissions office reports the number of campus visitors for all Preview Days and campus tours.	1. Our goal for the 2023-2024 academic year is to have 500 campus visitors come for Preview Day or campus tours.	1. Our goal for the 2023-2024 academic year was to have 500 campus visitors come for Preview Day or on a campus tour. We had 541 visitors.	1. We will continue strategize marketing campaigns to promote Preview day and invite groups/ individuals to tour campus.

Outcome #2: Increase the number of admitted students

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

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

Admissions

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Monthly Admissions Reports- Undergraduate, Graduate, and Doctoral admits will be reported on at the end of each month. These reports will provide data that will allows us to execute our strategy.	1. The goal for admitted students for the 2023-2024 Academic Year is 850 (UG=250 Grad =500 Doctoral= 100).	1. In the 2023-2024 Academic Year, 828 students were admitted. (UG=278 Grad= 434 Doctoral=116)	1. We were able to obtain our goal for Undergraduate students and Doctoral students. In order to increase the number of Graduate admits we are going to increase our campaigns for our graduate programs.

Outcome #3: Increase Prospective student inquiries

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Monthly Admissions Reports- Undergraduate, Graduate, and Doctoral	1. The goal for prospective student inquiry forms for the 2023-2024 is 3,400	1. We received a total of 3,790 prospective student inquiry forms for 2024-2024.	1. The large number of unknown inquires is a result of prospective students not

Admissions

inquiries will be reported on a monthly basis and progress will be monitored on a monthly basis.	(UG=350, Grad = 2,800, Doctoral = 250)	(UG=490 Grad= 651 Doctoral=350 Unknown= 2299)	indicating their interest of program level. The Admissions department will help prospective students indicate which degree program they are most interested in.
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

1. I would suggest an increase in budget for our publications and promo. This would allow us to spend more resources towards materials that would allow us to connect with Alumni and with prospective student services. This would allow us to achieve our goals.

Registrar & Student Success

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

Outcome #1: Increase and maintain degree-seeking student persistence, retention, and graduation rates.

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Increase and maintain undergraduate and master's level fall persistence rates to 93% 2. Increase and maintain undergraduate and master's level fall retention rates to 80% and 85% respectively. 3. Increase graduation rates (200%) of undergraduate and master's level students to 30% and 55% respectively.	1. 91% (UG) and 89% (M) 2. 67% (UG) and 69% (M) 3. 26% (UG) and 55% (M)	1. 77% (UG) and 82% (M) 2. 65% (UG) and 63% (M) 3. 30% (UG) and 44% (M)	Continue advising students. Continue working through making advising more appealing to non-required student populations.

Registrar & Student Success

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

Rationale: The Office of the Registrar and Student Success seeks to create improvements in the areas of enrollment including student retention, progression, and completion. Student Success is a priority for institutional administration and necessary in completing the mission of the institution. Student advising assists the institution in serving and preparing students.

Alignment to Mission Statement: This outcome connects to the mission statement as our primary task is preparing students (servants). The better we can evaluate the data related to our students' success than the better we can serve and prepare them.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Create a hybrid advising system for upper-class undergraduate students and master's students by offering course rotations in a consumable format for all degree programs at the undergraduate and master's level.	1. None	1. Initial plans built for BA, MDiv, and vocational MA degrees. Starting work on making them presentable and able to be distributed.	1. Need to finalize plans for BA. Need to continue developing the MA/MDiv sheets to distribute to students.

Financial Aid

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

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

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Number of students participating in His Part & Our Part groups. – His Part & Our Part groups teach excellence in managing student finances to main campus students and extension/online students through video conferencing. 2. Number of students who meet with financial aid office or TruWealth Advisor for individual advising meetings.	1. 50 students will complete the entire His Part, Our Part course. 2. 10 students participate in individual meetings	1. 43 students completed His Part, Our Part course 2. 14 students participated in individual meetings	1. Better advertisement for His Part & Our Part could be helpful in reaching the goal of 50 students completing the course. 2. This goal could be raised to 15 students because the majority of these students are meeting as a requirement for their loan approval.

Communications and Marketing

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

Outcome #1: Enhance Brand Communications and Marketing

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Continue to work with administration to focus our marketing messaging. 2. Continue to work with administration on developing a plan on how to market our counseling program. 3. Continue to work with administration on	1. Develop state-specific marketing content for our five major states: LA, MS, AL, GA, & FL. 2. Develop various marketing campaigns for administration's review. Implement campaign selected. 3. Develop marketing strategies with IMB &	1. Initial stages of this were done for 2023 state convention meetings. More needs to be developed. 2. Some plans have been developed, but the administration has not wanted to proceed so far. We are keeping a "low profile" here on purpose. 3. Some marketing components have been	1. Identify all major advertising outlets for five major states. 2. Develop strategy for marketing to AMS and DOMs in five major states. 3. Develop plan for marketing components to

Communications and Marketing

highlighting our ministry partnerships.	NAMB.	built [SBC giveaways], but no full strategies.	overlap with IMB and NAMB throughout the year and not just at SBC annual meeting.
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Outcome #2: Building Brand Trust

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Over the next five years (began 2022-2023), the Office of Communications and Marketing will focus on raising average followership of Twitter by 8-10 percent (increased 8% in 2021-22), Instagram by 20 percent (increased 22% in 2021-22), and Facebook by 4 percent (increased 3.25% in 2021-22) each year. The growth will be accomplished primarily through organic rather than paid means.	1. Target: approximately 14,000 total Twitter followers & total Instagram followers within next 5 years, and approximately 38,500 Facebook followers within next 5 years.	1. All results are lower than proposed: 9,786 total Twitter followers (1.2% growth); 7,277 total Instagram followers (12.2%); 33,114 Facebook followers (1.7%). We still have a retention problem. If we are going to see any sustained growth, then this must be fixed. Facebook and Instagram, while under the proposed	1. Develop a continuous paid ad plan for Facebook and Instagram. Our organic content took several steps forward. Now, we need to combine it with a paid strategy. 2. Continue to improve on working with other offices to take advantage of campus events for social media growth (geared toward

Communications and Marketing

<p>2. Improve the average Twitter followership for this year.</p> <p>3. Maintain email open and click rates.</p>	<p>2. 2022-2023 growth = 2.5%. Goal = 6-8%.</p> <p>3. Develop a strategy for institutional email communication (This Week, Current, etc.)</p>	<p>growth, are promising. For Instagram, Leavell College specifically is growing. On Facebook, our organic reach is up 70%.</p> <p>2. 2023-2024 growth = 1.2%. Goal = 6-8%. I assume the stagnation of Twitter is primarily due to the changes on the platform. We do not pay for premium, and I am sure this is hindering our reach.</p> <p>3. This Week strategy changed multiple times. We transitioned to a monthly video for Spring 2024 with minimal results. We transitioned to devotional videos for Fall 2024. Verbal feedback is promising. No new strategy for Current due to hiring of a new employee. Working on this again for the upcoming year.</p>	<p>retention).</p> <p>3. Continue to implement new Twitter strategy: less “ad” posts and more news content.</p> <p>4. Discuss with administration the possibility and viability of premium Twitter.</p> <p>5. Continue current This Week strategy with devotional videos.</p> <p>6. Revisit new strategy for Current with new News Editor.</p>
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Communications and Marketing

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

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

1. Investment will be needed to grow social media at any higher rate than our current growth. A part-time social media assistant could help us build the Leavell College social media and provide additional content for our main social media stream.
2. We have made great strides in our technology over the past year. More strides need to be made for photo/video equipment needs.

Business Affairs

Human Resources

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

Outcome: Improve Processes to minimize institutional risk

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

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Improve the percentage of payroll/HR changes made by the employee vs. their supervisor or payroll/HR staff	1. A percentage of 96.5% or higher of all payroll/HR changes listed to be completed by the employee rather than by a supervisor or payroll/HR staff	1. The annual average was 95.7% for 2023-2024. We did not reach our goal, and the major contributing factor is that payroll/HR staff have been making too many changes on behalf of employees to their personal information such as addresses, email addresses, etc.	1. We will encourage our employees at every opportunity to make changes when applicable to their personal information, rather than our team making these changes on their behalf. By making this adjustment, we are confident we can reach a goal of 96.5% next year.

Business Office

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

Outcome: Improve Processes to minimize institutional risk

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

Alignment to Mission Statement: This outcome aligns with point 4 of the NOBTS Strategic Plan 2020-2025: Improve the Seminary’s long-term financial stability. We want to be excellent in all we do for our Lord, and to help keep our institution free from exposure to fraud and to minimize waste from inefficiencies.

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Cross-train at least one person for each position in the Business Office to be able to step in and complete essential tasks in the case of an employee being out sick or if turnover occurs	1. 100% of employees can do at least two jobs in order to have the office running efficiently in the event of turnover or employees being out of the office for a day or longer.	1. Of the six positions serving in the Business Office, four of the positions actively take part in doing other roles. Purchasing, Accounting Assistant, Student Accounts Assistant, and the AR Specialist all regularly assist when the main Cashier has stepped away from the window. Furthermore, the Bookkeeper is able to assist also with Cashier duties, as well as certain Purchasing tasks.	1. The two remaining positions in the Business Office, Cashier and Accounts Payable serve in roles that mostly focus on their primary duties. However, looking towards next year we can work to help the Accounts Payable position become more proficient in dealing with student account related issues. Moreover, the Cashier helps in a number of other ways when it comes to student account issues, as well as other

Business Office

			Business Office tasks. We will continually work to improve both the cross-training for these positions.
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Operations and Auxiliary Services

Unit Purpose Statement: Operations provide services for students and guests which support the Seminary's mission. Operations provide services which impact student and faculty retention as well as assist student and faculty recruitment.

Outcome #1: Complete service requests with accuracy in all units.

Rationale: Operations provides services integral for daily life on campus.

Alignment to Mission Statement: “prepare students”

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
<p><i>Measures</i></p> <p>1. Complete monthly reports related to service requests noting unique requests and action points.</p> <p>2. Identify units with insufficient performance quarterly and adjust as necessary.</p>	<p>1. Service requests are completed without error or follow-up 97% of the time.</p> <p>2. In insufficient units, quarterly reports should improve 2% each time.</p>	<p>1. Monthly reporting was not established. However, over the course of the year, 98.8% of Operations’ work orders were completed without error or follow-up.</p> <p>2. Insufficient data.</p>	<p>1. The current work order system needs to be updated to better track work orders and assets. There is a plan to change systems in the next year.</p> <p>2. No action plan due to insufficient data.</p>

Outcome #2: Improve internal and external communication. in all units so that at least 90% of respondents report being “Satisfied” or “Very Satisfied.”

Rationale: Operations impact overall experience at the Seminary.

Alignment to Mission Statement: “prepare students”

Operations and Auxiliary Services

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Survey 25% of service requesters at random using an online form. 2. Identify areas of insufficient performance quarterly and adjust as necessary.	1. At least 90% of respondents report being “Satisfied” or “Very Satisfied.” 2. In insufficient units, quarterly reports should improve 2% each time.	1. Insufficient data was collected. 2. Insufficient data collected.	Will transition to a new work order system that will improve communication with requesters.

Outcome #3: Complete and submit needed reports to the Business Office in all units in a timely fashion.

Rationale: Operations interact with about 20% of the Seminary's overall budget.

Alignment to Mission Statement: “prepare students”

Measures (means of program assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Monitor needed reports looking for submission within 10 days of schedule or requests.	1. At least 95% of reports submitted within 10 days of schedule or request.	1. Insufficient data. No way to track this measure. Any reports requested by the business office are typically completed and submitted within 10 days.	1. No action plan set at this time.

Operations and Auxiliary Services

2. Identify areas of insufficient performance quarterly and adjust as necessary.	2. In insufficient units, quarterly reports should improve 2% each time.	2. Insufficient data.	2. No action plan set at this time.
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

1. With greater accuracy in completing requests, funding will be saved from unnecessarily repeating the same process. Additionally, the funding saved will allow higher wages to retain skilled employees which should improve quality. Furthermore, better communication will improve student and faculty satisfaction which will result in higher general revenue for the Seminary. Lastly, keeping track of changes in budgeted income and expenses will result in better fiscal responsibility.

Safety and Security

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

Outcome: Provide safe and secure campus environment Strategies

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

Alignment to Mission Statement: “prepare servants”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. Campus Police shall respond to Major Incidents as follows: a. Immediately notify NOPD. b. Secondly, notify Campus Police’s Chain of Command to initiate Quick Reaction Force. c. Actions by QRF, secure the scene, if possible, and make an assessment of what other emergency personnel are needed. d. If the incident involves a perpetrator still on scene, secure the area and gather intelligence for responding Units.	1. Specifically, Major Incidents could be from a variety of situations. 2. Our responding template allows the Officers to adapt to all incidents. 3. Throughout Campus Police’s yearly training calendar, testing scenarios are conducted to show Officer’s abilities. 4. The training consists of the crawl, walk, run modes which will effectively allow the Officers to enhance their decision making process.	1. Criteria for success for 2023-2024 are not measurable benchmarks.	1. 2024-2025 QIR will reflect the purposes and policies of NOBTS Campus Police. Campus Police will create measures which may be measured to demonstrate attainment or non-fulfillment of criteria.

Safety and Security

e. Once the Command Staff/QRF arrives, secure & preserve the scene, ensuring safety of the campus until NOPD arrives.	5. After every training session, an after action review is implemented for the Officers and Trainers to identify weakness and strengths.		
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Budget Implications: How do the desired outcomes inform your area's future budget requests?

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

2. Campus Police prioritizes the preparedness of officers for emergency response. Major budget allocations will be necessary for training in active shooter response and mental health emergency response.

Information Technology Center

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

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

Rationale: Due to industry solution changes NOBTS & LC are being required to move to MS Teams for virtual classrooms. Faculty & and students will need to be trained to use the new solution.

Alignment to Mission Statement: This outcome will allow us to continue to deliver classroom experiences to prepare students (servants).

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Provide training for faculty and students on MS Team Meetings	1. Hold 3 faculty training sessions in Oct 2023 2. Conduct Flex classroom training for faculty/instructors & TA in Dec 2023 & Jan 2024 3. Send out training information to students in Dec 2023 & Jan 2024.	1. The 3 training sessions for faculty were held in Oct 2023. A few attended while others watched the recorded training and/or had to be trained later. 2. Training for Flex classes was held in Dec 2023 & Jan 2024. 3. Announcements and Training materials were sent to Students via email, Canvas Announcements, and various other locations.	1. Ongoing training for faculty & Students continues (primarily before the semester begins). 2. Flex training for Faculty is held before each semester. 3. Training materials have been created and tweaked as we learn where more information is needed. 4. Students did not read much of the materials and so they struggled in using Teams. We need to investigate how to communicate better with students when changes occur

Information Technology Center

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

Rationale: NOBTS/LC has decided to roll out MS Office & Teams products to all students and will be using these tools for official communication with the students

Alignment to Mission Statement: This outcome will allow us to continue to communicate and deliver classroom experiences to prepare students (servants).

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Create MS Office accounts for all currently active students by Aug 31	1. Implement the MS Office configuration/environment for NOBTS/LC Students 2. Communicate to all currently active students about their account 3. Configure related accounts to use the MS accounts for communication (Canvas,	1. MS Azure accounts were created and MS Office licenses were applied for all active students. 2. Account information was sent via email, Canvas Announcements, Weekly updates, etc. Processes for new student account creation/configuration was reviewed and modified to notify newly accepted students of their account information. 3. MS Outlook became the official email service for NOBTS/LC Students.	1. Continue to tweak the creation process. 2. As a follow, up we need to review the accounts for deactivation trigger points. 3. Continue to educate students about the accounts.

Information Technology Center

	Student, etc.)	Canvas was configured to use the NOBTS MS Account email address for all students.	
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Outcome #3: Provide a secure digital environment at NOBTS.

Rationale: To provide a more seamless authentication system for faculty, staff & and students NOBTS is pursuing the implementation of an SSO environment with MS Azure AD

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

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<i>Measures</i> 1. Implement SSO with Canvas by Oct 31 2. Research the process for changing Anthology Student staff & and faculty logins to Azure AD by March 31st	1. All Faculty & Students will be configured to have the option to login to Canvas via MS Account authentication. 2. Work with the vendor to configure the web client so that users can authenticate with Azure AD.	1. Working with Instructure the NOBTS Canvas system was reconfigured to use SSO with the NOBTS MS account credentials. 2. Working with Anthology the Staff web client, Faculty Portal & Student Portal were reconfigured to use SSO with the NOBTS MS account credentials.	1. Users have been challenged in making this change. Students are still struggling with understanding this. 2. We also implemented multifactor authentication for all users as a means to increase the security of our systems.

Information Technology Center

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

Rationale: Due to industry solution changes NOBTS & LC are being required to move to MS Teams for virtual classrooms. All classroom equipment will need to be verified that it can be successfully used in the Teams environment

Alignment to Mission Statement: This outcome will allow us to continue to deliver classroom experiences to prepare students (servants).

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
<p>Measures</p> <ol style="list-style-type: none"> 1. Test all Flex classroom Logitech equipment for use in the Teams Meeting environment by Oct 1st 2. Test all Cisco classroom equipment for use in the Teams Meeting environment by Nov 30th 	<ol style="list-style-type: none"> 1. Staff will simulate a Teams Meeting environment and test all equipment for any issues. 2. Staff will reconfigure the Cisco equipment and test with the Teams Meeting environment for any issues and determine what equipment will need to be upgraded/replaced. 	<ol style="list-style-type: none"> 1. The Logitech equipment and computers did not have any issues moving to the Teams meetings and we were able to successfully stream/record classes using Teams during the Spring Semester. 2. We had to secure a different bridging service to assist the Cisco equipment to connect to the Teams meetings and we were able to successfully stream/record classes using Teams during the Spring Semester. 	<ol style="list-style-type: none"> 1. After the 2024 spring semester, we made a few changes to how the equipment joined the meetings (Specifically use of the Teams App, and use of the Teams Room License)

Institutional Advancement

Institutional Advancement Office

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

Outcome #1: Providence Fund (Annual Fund)

Rationale: The Providence Fund will meet the annual goal of \$1,375,000.

Alignment to Mission Statement: “prepare students”

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle’s action plans)
Measures 1. We will measure our effectiveness with donor appeal and goal attainment rates.	1. Donor Response improves 3% of the previous year’s appeal	1. We surpassed our annual goal with a total of \$1,530,982.18 2. This is the highest Providence Fund total without receiving a 7 figure gift.	1. Continue the process we have been utilizing. 2. We will increase the communication to our alumni and friends to accomplish our goal.

Outcome #2: Increase Donor Retention

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

Alignment to Mission Statement: “prepare students”

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Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. We will utilize monthly donor reports to ensure our calls and letters help influence and increase retention.	1. Donor retention rate of 60%	1. Donor retention was 63%. This is extremely high. 2. According to the Association of Fundraising Professionals, donor retention is down 3%, nationwide, while we were actually up 3%	1. Donors seem to be engaged with us and our communication plans. 2. Cabinet members will be writing thank you notes

Outcome #3: Increase DeMent Society Estate Gifts

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

Alignment to Mission Statement: "prepare students"

Measures (means of unit assessment)	Criteria for Success (benchmark set last cycle)	Results (report, summarize, reflect)—disaggregate by location and semester	Use of Results (make action plan to reach criteria, set new criteria if needed, AND discuss success of previous cycle's action plans)
Measures 1. Record the responses of prospects who indicate that they have included NOBTS in their estate plans.	1. Add five new DeMent Society members.	1. We had 4 new people join. 2. We brought in professionals from the Southern Baptist	1. We will have to rethink our strategy. 2. We will continue to have opportunities for our

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		Foundation to help with estate planning with faculty and staff.	faculty, staff and friends to be connected with professionals that can assist them in their estate planning.
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