

Quality Improvement Report

**NOBTS Unit Assessment
2019-2020**



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 1: Review the Institution's Mission

Rationale: Review the Seminary's mission to ensure continued academic and spiritual excellence, kingdom focus, servant leadership, and viability.

Alignment: Strategic Plan, Goal 3 (Increase student enrollment and retention); Organization Chart; Core Values of *Spiritual Vitality, Mission Focus, Characteristic Excellence, and Servant Leadership.*

Strategy 1: Review the Seminary's mission statement to determine if this statement fully captures the vision and mission of Leavell College (LC) and New Orleans Baptist Theological Seminary (NOBTS).

Measure: The Cabinet will review the statement and bring any proposed changes to the trustees and faculty for their consideration and possible adoption.

Benchmark: The mission statement is reviewed in entirety and, if needed, revised to reflect in a more robust manner the foundational principles of our institution and the desire the institution has for undergraduate and graduate students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Mission Statement was updated.	The Cabinet met in August of 2019 to finalize plans for the Academic year. In that meeting the Cabinet led by the President discussed and recommended an update of the Seminary Mission Statement. The new mission statement was affirmed by the faculty in September 2019 and approved by the Board of Trustees in October 2019.	The updated mission statement is as follows: New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.

Strategy 2: Consider the need for new or revised strategic academic and administrative leadership positions.

Measure: Record of enrollment and credit hours taken by students at LC and NOBTS over the last few academic years.

Benchmark: 100% of the enrollment and credit hour records over the last 5 to 7 years will be reviewed in light of consideration of possible new positions to strategically align LC and NOBTS for today and the future.

President's Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% of the enrollment numbers were reviewed.	The enrollment numbers were reviewed by the Cabinet in August 2019. The VP for Enrollment recommended and implemented a strategic change in the Enrollment/Admissions staff.	Two positions were realigned and assigned to the Office of Student success. Midyear, an additional position was added to the Office. This office works to assist students in degree completion. The Admissions and Registrar staff were reorganized for efficiency. A new student information system was implemented in June 2019. Regular reporting on Enrollment was submitted to the Cabinet for review.

Strategy 3: Address the possible need of relocating LC and Enrollment to a more visible physical location.

Measure: Assess current space and consider possible renovations for the relocation.

Benchmark: Current space is reviewed and possible relocation/renovations are executed as deemed necessary and feasible.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The majority of Leavell College faculty and staff were relocated to first floor student center offices. The Admissions, Financial Aid, Registrar, and Student Success staff were moved to offices with greater visibility.	While not all Leavell College faculty were relocated to the new office space, with the majority of the faculty and staff in locations with higher traffic the physical visibility of Leavell College was increased. The majority of the Enrollment division was relocated into office space with increased visibility and into higher traffic areas creating greater accessibility.	Change in physical location, more significant marketing aimed at Leavell College students and prospective students increased visibility. The Enrollment division staff are now in areas with higher foot traffic and more visibility.

President's Office

Outcome 2: Establish a House System for Leavell College Students

Rationale: Create and foster a more robust learning community.

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

Strategy: Introduce, establish, and provide overarching guidance for a new house system for Leavell College students who fit a more traditional, undergraduate demographic. The goal of establishing the house system for the institution's undergraduate students is to help foster an environment of community, spiritual maturity, and academic excellence. The proposed start is at the beginning of the fall 2020 semester.

Measure 1: Address this desire with the Leavell College dean and associate dean.

Benchmark: Appraise the Dean and Associate Dean of LC of the desire of the housing system and the benefits both students and LC will receive from the community-building and fostering environment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Dean and Associate Dean were informed of the desire to develop a house system.	The Dean of Leavell College was engaged with the Dean of Students Office in the development and implementation of a House system. The President, along with the Dean and other NOBTS/LC staff visited Southeastern Baptist Seminary in Wake Forest for briefings and meetings on the development and implementation of their undergraduate house system.	The Dean and Associate Dean were engaged in the process of house system development at varying levels throughout the process. The Dean played a more active role.

Measure 2: Determine the number of houses appropriate for the LC student body.

Benchmark: The appropriate number of houses will be established.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3 houses were established	Based on the number of Leavell College students as well as the number of traditional college age students, the Dean of Students and Leavell College staff/faculty determined three houses was appropriate.	Three house were established: Bonhoeffer House Elliot House Moon House.

Measure 3: Leavell College students who meet the demographic are assigned to a house.

Benchmark: 100% of eligible LC students are assigned to a house at the beginning of the fall 2020 semester.

President's Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% of LC students were assigned to a house, but delated by COVID-19.	Due to COVID-19, the house system implementation was delayed by several months. Rather than a fall 2020 semester start date, the house sorting will occur in November 2020.	100% of LC were assigned, but delated by COVID-19.

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) *Additional personnel – Potential Personnel for House System and Enrollment Staff*
- 2) *Renovated office space*
- 3) *Budget line item for housing system – A line item and student life fee was added to the 2020-2021 Budget by the Trustees in June 2019 for House system funding.*

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. In recent years, an enrollment management task force worked to increase efficiency in scheduling regarding online and New Orleans campus courses. This work has proven effective. We must continue to look for other areas where we can utilize our resources well. Two areas of focus relate closely to one another. We would like to decrease the amount of contracts paid each year, and we would like to increase the ability of our main campus faculty to interact with students away from campus.

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

Strategy: Increase the use of NOLA2ULive and/or NOLA2UFlex classes from the New Orleans Campus by at least twenty percent. A goal of increasing by twenty percent would be a significant step forward in implementing these delivery systems. As we've been experimenting with synchronous delivery formats for online education, we have found these two delivery models attractive to students and faculty alike. Therefore, we want to do more of these classes. We offer these classes in connection with classes that are already scheduled to be taught on the New Orleans campus and eliminate the online version for that semester, so there is a budget savings each time we do this. We have decreased the percentage of increase since we were up so significantly last year. Increasing by 10 more classes would be a significant add.

Measure: The Provost will work with the graduate and undergraduate dean to facilitate a greater use of NOLA2ULive and/or NOLA2UFlex in the coming year's schedule for the graduate and undergraduate programs. The published online schedules will be used to compile a list of undergraduate and graduate courses being taught by NOLA2ULive and NOLA2UFlex in 2019-20.

Benchmark: In the 2018-19 academic year, NOBTS had 48 classes which were taught through NOLA2ULive or NOLA2UFlex models. We would like to see these numbers increase by at least twenty percent (10 additional classes).

Provost's Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the 2019-20 academic year, we offered 56 total NOLA2UFlex and NOLA2U Live classes. This reflects an increase of 16.7%	Last year the undergraduate program began to incorporate the NOLA2U Flex model more completely and decided for simplicity's sake it would be easier to not have the NOLA2U Live model in addition to the flex. Even with this change, we added eight additional classes in one of these formats.	While we were not able to meet the goal of twenty percent, we did see an increase of 16.7% which is great. In addition, we have seen student interest in these delivery models increase as well.

Outcome 2: Increase Enrollment in Leavell College.

Rationale: While Leavell College has always been an important part of the seminary, our new president Dr. Dew has made this program priority number one. One aspect of growing Leavell College is expanding the curriculum in a significant way.

Alignment: This outcome aligns with strategic goals two (enhance our institutional image) and especially three (increase student enrollment and retention).

Strategy I: Increase the amount of degrees Leavell College offers to appeal to a wider audience.

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

Benchmark: This has been a recurring strategy for NOBTS for the last few years. We have made progress and increased the total classes with video by 13% last year. This year, we would like to make sure that 85% or more of our currently offered classes have video. The percentage of classes with video last year was 80%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
In the spring 2020 trustee meeting the trustees approved the creation of three new majors for the Bachelor of Arts degree: Pastoral Ministry, Christian Worldview and Apologetics, and Worship Ministry.	Not only were the Leavell College faculty able to revise the Bachelor of Arts in Christian Ministry, they successfully compiled three new degree majors during a year that was extremely hectic.	While we were not able to meet the goal of twenty percent, we did see an increase of 16.7% which is great. In addition, we have seen student interest in these delivery models increase as well.

Provost's Office

Strategy 2: Increase the profile of Leavell College.

Measure: Leavell College is currently located in a section of the Hardin Student Center which is not easily visible or accessible to the public. We will relocate the college to the open space in the HSC for higher visibility. Also, we will rebrand LC and create a better website presence.

Benchmark: By the end of this academic year, we will have implemented the new Branding, website, and moved Leavell College to a more visible space.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Leavell College relocated in the spring 2020 to the space immediately to the right as one enters the front of the HSC. In addition, the communications department created launched a new logo and created a separate website for Leavell College.	The profile of Leavell College was definitely raised in the past year. It took some time to get things moving, but we saw significant progress in this area.	Leavell College is in a much more visible space with its own logo, merchandise, and website. The college's profile increased significantly in the past 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.

As we continue to implement more and more NOLA2ULive and NOLA2UFlex classes, more money should be budgeted for equipment to provide additional technology rooms as well as money for personnel to administer the technological aspects of the courses. The move of Leavell College will be financed with some "one-time" money that the seminary has for this purpose.

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: Improve degree program assessment

Rationale: The IE office leads the institution in maintaining a sustainable and continual process of degree program assessment to demonstrate improvement in our student learning.

Alignment: Aligns with the Mission Statement by demonstrating that graduates prepare servants to walk with Christ, proclaim His truth, and fulfill His mission. It also reflects the Core Value of Characteristic Excellence.

Strategy 1: Achieve greater evenness in the reporting of the degree program juries.

Measure: Attempt to have May 2020 jury reports in essentially the same format.

Benchmark: At least 90 percent of the faculty juries will utilize essentially the same reporting format.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	Six of seven assessment grids were received and analyzed. All of the six assessment grids include the same fields: Measures, Baseline, Results Last Faculty Jury, Results (current jury), Improvement, Current Benchmark & New Benchmark, and Action Plan. Four of the six grids follow the same format. The other two grids placed the Results (current jury) and Improvements in the same column, however the two fields are marked clearly and easily discerned.	The assessment grids have achieved a consistent format among the various programs.

Strategy 2: Attain ATSCOA approval of the degree program assessment process.

Measure: Prepare an acceptable report (due November 1, 2019) to ATSCOA about the NOBTS degree program assessment over multiple years.

Benchmark: The ATSCOA will approve the degree program assessment report from NOBTS with no further reports required, thus affirming the NOBTS degree program process.

Office of Institutional Effectiveness

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The report was accepted by ATS staff via email on 11/15/19.	ATS staff also approved an exception for residency for our MA in Discipleship & MA in Pastoral Ministry to all all-internet courses, communicated by letter 2/7/20. Also, in a letter dated June 10, 2019, the ATS COA Board approved a permanent residency exception for the NOBTS PhD program, to allow for the “Flex” synchronous delivery program.	Completed. No further follow-up reports are required by ATS on any of these issues. This completes all requirements from the 2016 visit.

Outcome 2: Improve the culture of assessment at NOBTS.

Rationale: The Office of Institutional Effectiveness seeks to improve the culture of assessment at NOBTS by providing assessment training opportunities for seminary personnel.

Alignment: Consistent with the Core Value of Characteristic Excellence.

Strategy 1: Improve institution-wide assessment by completing an improved Quality Improvement Report in 2019-20.

Measure: Have acceptable QIR unit reports by 10/1/19.

Benchmark: Have 83% of the acceptable QIR unit reports submitted by 10/1/19.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
75% (36 out of 48) were turned in by 10/1. However, 85% (41 out of 48) were submitted by 10/4.	The completion rate increased by 7% from the previous year. We were three days late in meeting and exceeding the benchmark.	Increased by 7% and were three days shy of meeting and exceeding benchmark.

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

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

Benchmark: Post an acceptable QIR with all units reporting on the IE website by 11/1/19.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
92% of the unit reports were received by 11/1/19. The QIR	The delay in posting the complete QIR was a result of the delay in receiving all unit reports.	Continue communication with the units to complete and submit reports by due date.

Office of Institutional Effectiveness

as it stood was posted on the IE website June 2020.		
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Strategy 3: Increase the culture of assessment by providing significant assessment training opportunities for AOC members and key stakeholders at accreditation meetings.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
8 NOBTS faculty members attended the SACS annual meeting in Houston; 7 participated online at the ATS annual meeting; and 4 were attending the SACS Summer Institute Total: 15 attended, 17 scheduled	This effort was greatly impacted by the worldwide pandemic. The SACS annual meeting in December went forward (8 NOBTS people attending, 4 of them leading in 2 of the sessions). The ATS biennial meeting, which was to have been in Vancouver in June, was transitioned to an internet presentation, which allowed more to participate. The SACS Summer Institute was cancelled, so although 4 had agreed to attend, the event was not held. The IE staff also led in training sessions on campus relating to the QIR, the PAR, and the degree program assessments. This area going to be a continuing challenge in 2020-21. SACS has already moved their in-person meeting to a virtual meeting, & ATS does not meet next year. The SACS Summer Institute may resume next summer; happily, it is in New Orleans.	15 actually attended (+5 over benchmark) 17 were scheduled to attend (+7 over benchmark)

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.

In 2020-21, there will be no ATS biennial meeting. The SACS annual meeting is being held virtually in 12/20, & the SACS Summer Institute is conveniently in New Orleans in 7/21. So travel costs should be low. However, this is the period of starting work on the Fifth Year Report for SACSCOC, due March 2022.

Graduate Dean

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

Outcome 1: Graduate Faculty

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met, with only 1.6% (1 out of 61 faculty) exceeding maximum teaching load.	Management of the faculty teaching load was more successful this year in keeping faculty from teaching over their maximum hours. Last year 5.2% of the faculty exceeded their max teaching load, while this year only 1.6% exceeded that mark.	The Dean of Graduate Studies will continue to manage the workload of faculty and adjust scheduled classes accordingly. The benchmark for 2020-21 will continue at 6% for now. A few more years of data is needed before an accurate benchmark can be set.

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was not met. The total number of cancelled and small classes in the classroom and Internet formats increased by 9 (10.1%).	From academic year 2018-19 to academic year 2019-20, the following changes in cancelled and Small Classes were noted. The number of cancelled classroom courses increased by 5 (50% increase), while cancelled Internet classes reduced by 1 (33% reduction). Small classroom classes remained the same at 59. Internet Small Classes increased by 5 (29.4% increase.) Diligence in course management continues to be an important tool to limit the number of small and cancelled classes in the schedule.	The Dean of Graduate Studies will continue to monitor the offerings of classes in classroom and internet formats. Since a few more years of data is needed before an accurate benchmark can be set, the benchmark will remain at 5% reduction in cancelled and Small Classes.

Strategy 2: NOBTS seeks to schedule courses in workshop 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 workshop and special event venues.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark was met, as the combined	From academic year 2018-19 to academic year 2019-20, the following changes in cancelled and small classes were noted. Cancelled	The Dean of Graduate Studies will continue to monitor the offerings of

Graduate Dean

number of cancelled and small classes in workshop and special event venues remained the same as the previous year's total (34).	workshops & special event courses increased by 5 (100% increase), while Small Class workshop & special event courses reduced by 5 (17.2% reduction). The increase in workshop and special event course cancelations is primarily attributed to the Coronavirus pandemic, which cancelled trips and on-campus events in the spring and summer. Careful management in the scheduling of these workshop & special event courses will still be necessary to encourage Made classes.	classes in workshop and special event formats. Since a few more years of data is needed before an accurate benchmark can be set, the benchmark will remain at 5% reduction in workshop and special event classes.
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Strategy 3: NOBTS seeks to schedule courses in the NOLA2U format to service student needs as well as utilize faculty and seminary resources effectively. To achieve this objective, the Office of the Dean of Graduate Studies will monitor Graduate Program course offerings and enrollments in the NOLA2U format.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The benchmark of increasing enrollment in NOLA2U courses was met. There was a remarkable 89.5% increase in enrollment in 2019-20 from 2018-19.	The number of NOLA2U courses increased from 36 courses in 2018-19 (total enrollment of NOLA2U was 181 students) to 60 courses in 2019-20 (total enrollment of NOLA2U was 343 students). The increase in course offerings alone explains the increase in enrollment.	The 2019-20 benchmark for this strategy will remain at 10% increase in enrollment for NOLA2U format courses. The 89.5% increase in 2019-20 cannot be expected to continue, since capacity of our resources/technology is near. However, a healthy growth is expected to continue.

Outcome 3: MDiv Student Enrollment and Credit Hours

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

Alignment: This outcome aligns with the NOBTS Core Values of Characteristic Excellence and Mission Focus and the Strategic Plan (#3).

Graduate Dean

Strategy: The MDiv is the single-most important degree in the Graduate Program at NOBTS, both in terms of student enrollment and credit hours taken. In recent years, student enrollment and credit hours have been decreasing in the MDiv program. In the effort to affect positively the enrollment and credit hour numbers for the MDiv program, the Office of Graduate Studies will seek a higher visibility for the MDiv program.

Measure: Based on MDiv enrollment and credit hour reports from the Registrar's Office, the Office of the Dean of Graduate Studies will monitor the MDiv program and determine internal promotions and new initiatives. These efforts should affect positively both enrollment and credit hour numbers for the MDiv program.

Benchmark: 5% reduction in the downward trend of numbers of both student enrollment and credit hours for the MDiv program over the previous academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Benchmark 5% <u>reduction in downward trend</u> was met in the number of credit hours taken, but not in the total number of MDiv students.	<p>For the academic year 2019-20, the enrollment of MDiv students at NOBTS dropped from the previous year by 94 students to 739 (11.2% decrease), allowing a smaller reduction in MDiv credit hours by 513 to 10,099 (4.8% decrease).</p> <p><i>NOTE: The school switched to a new reporting system (CampusNexus) in Summer 2020, which provides more accuracy and less duplication of statistics in the reporting process. Comparing next year's report to the 2019-2020 report should provide a much more accurate picture of improvement between the two years of statistics.</i></p> <p>NOBTS has instituted several initiatives to seek to slow the trend toward shorter degrees. (1) Instituted a tuition cap to allow more hours to be taken without additional financial cost to students. This should increase the credit hours taken per student. (2) Proposed to trustees an Accelerated MDiv that prioritizes the MDiv by allowing for the completion of the MDiv in a shorter time frame. The shorter degrees are not eligible for the accelerated option. (3) The orientation of new students by the Dean of Students office promoted the benefits of the MDiv degree.</p>	<p>The Graduate Dean of NOBTS continues to monitor the MDiv degree, seeking ways to slow the downward trend of numbers. The implementation of the tuition cap and the approval by the trustees of the Accelerated MDiv option hopefully will improve the numbers for the MDiv. Because the trend for the MDiv is downward, a benchmark of 5% reduction in the downward trend of numbers seems appropriate for another year. In 2020-21 we will work more closely with the V.P. of Enrollment to develop new initiatives that should result in strengthening the MDiv program.</p>

Academic Divisions

Division of Biblical Studies

Unit Purpose Statement: The Purpose of the Division of Biblical Studies is to prepare servants to interpret and communicate the Bible accurately in order to walk in Christ, proclaim His truth, and to fulfill His mission.

Outcome 1: Presentations

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

Alignment: This Outcome fulfills the NOBTS Core Value of Characteristic Excellence in that we are encouraging our students to present their work into the broader field of academia.

Strategy: We will continue to encourage our PhD Biblical Studies students in seminar settings and other scholarly contexts to make paper proposals and presentations during the 2019-20 academic year. These will include the contexts of the annual and regional meetings of ETS, SBL, ASOR, et al.

Measure: Lists of presentations by students will be compiled from annual and regional meeting programs as well as the ReDoc Newsletter..

Benchmark: Since we have a small number of new students (2 + spring semester), and a total of 45, we will maintain our benchmarks at 20% of students making proposals, and 50% of those proposals being accepted. However, the smaller incoming population may cause us to revise our benchmark at the next assessment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
6+ proposals approved	<ol style="list-style-type: none"> 1. Jonathan C. Borland (New Testament), “In the Presence of Two or Three (Greek) Witnesses: A Look at Par. Nat. Gr.194/Gregory-Aland 304” 2. Luis Alfredo Munoz Bueno (New Testament), “Predestination or the Work of Christ? A Theological Exegesis of Romans 9” 3. Eric Reeves (Old Testament), “Who Is the Servant in Isaiah: A Linguistic Evaluation of Servant in Isaiah 40-55” 4. Matthew Burks (New Orleans): “Portrait of a Scribe: An Examination of Acts in the Leicester Codex.” (May 7) 5. Pat Sanders (New Orleans): “A Decision Tree Model to Aid in the Paleographical Dating of Minuscule Greek Manuscripts.” (June 18) 6. ETS Regional (cancelled) Matthew Burks, NOBTS** Where is the Kingdom, Power, and 	

Division of Biblical Studies

	<p>Glory? A survey of the textual history of the Lord's Prayer"</p> <p>7. Mario Melendez, Gretna Covenant Church "Go and do likewise," A Minority-Biblical Interpretation of Luke 10:21-37"</p> <p>8. Charlie Ray; Conner Hinton, NOBTS "A Lawful Use of the Law: Old Testament Capital Punishment and Separation in the Church Today"</p>	
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Outcome 2: To increase the proficiency of the Biblical Studies Curriculum.

Rationale: For the 2019-20 academic year, the division will investigate the differences which exist in the three degree program of the PhD Reading Colloquium requirements. Ensuring the consistency of the three colloquia offerings (BI/OT/NT) will assist students in their preparation for qualifying exams and oral exams. Likewise, this will prepare students for vocation in the field. Establishing such a standard is the desired outcome of this endeavor.

Alignment: This Outcome aligns with the NOBTS Core Value of Academic Excellence. Proposed changes will give consistency to the PhD program and be more student-friendly in how the program is realized.

Strategy: We will examine each of the three PhD programs (OT/NT/BI) on a rotational basis, ensuring that each colloquia has been updated to reflect the best resources in each particular field. This should provide each degree program with the most up-to-date resources.

Measure: Assess selected degree program colloquia annually to ensure that reading lists and colloquium syllabi have been updated since the previous time each particular had been offered.

Benchmark: The Biblical Studies Division intends to assess 25% of the colloquia for each degree program per academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
See narrative for non-fulfillment	<p>The division met repeatedly to address the change of the colloquium and established three facts:</p> <p>First, the New Testament department believes their colloquia are functioning well as currently designed and desire to add no new changes into the current system. This is unfortunately impacted by the retirement of Dr. Craig Price and the quasi retirement of Dr. Charlie Ray Jr. and Dr. Gerald Stevens. With the hiring of Dr. Alan Bandy as well as the integration of Dr. Charlie Ray III, along with the provost Dr. Grubbs, the division decided to defer this topic of New Testament revisions until the 2020-21 year.</p> <p>Second, Old Testament colloquia do need to be</p>	See narrative. Because of faculty changes this outcome could not be assessed.

Division of Biblical Studies

	<p>revised. With the retirement of Dr. Harold Mosely and the move of two other Old Testament faculty members- Dr. Jim Parker and Dr. Dennis Cole – to a new faculty position--modified faculty--the decision was likewise made to defer this until the institution hires personnel to address this need. Currently Dr. England and Dr. Cole are struggling to address these needs within the division. Approval of Dr. Jeff Audirsh (Leavell College Faculty) and the expectation of a new faculty member soon, may be the resolution needed. Since Dr. Audirsh hasn't been integrated into the process yet, we are hoping to make these changes during the 20-21 academic year.</p> <p>Third, The biblical interpretation colloquia are questionable as to effectiveness and preparation for the students of this program, as such addressing this issue in the next year should be addressed. Obviously, the need for new faculty (or adequate substitutes) to offer these colloquia would expedite our ability to address this aspect of our divisional need.</p> <p>Fourth, perhaps this outcome needs to be recalibrated so that it can be better tracked and measured. With everything above this outcome number two has not been completed for the 2019-20 academic year.</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.

These outcomes should negligible effect on the budget.

Church & Community Ministries Division

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

Outcome 1: CCM Student Engagement at Local, State, and National Levels

Rationale: Promote student involvement in local, state, and national counseling and social work conferences and activities. Such engagement meets professional standards in counseling and social work organizations and accreditation agencies.

Alignment: This outcome aligns with the Core Values of Characteristic Excellence and Servant Leadership, and the Ministry Competencies of Interpersonal and Intercultural Skills, Servant Leadership, and Spiritual and Character Formation.

Strategy: Inform, promote, and facilitate student engagement in local, state, and national conferences and activities.

Measure: (1) Number of opportunities promoted at local, state, and national levels. (2) Number of students participating at each level.

Benchmark: (1) Promotion of conferences and activities: a minimum of one conference or activity at each level (local, state, and national) will be promoted. (2) Student involvement: a minimum combined number of 15 students will attend conferences or participate in activities across the three levels.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The CCM Division promoted student involvement in local, state, and national counseling and social work conferences and activities: <u>Local:</u> Number of opportunities = 1 Number of students = 20 <u>State:</u> Number of opportunities = 3	Met benchmark Counseling Conference (November, 2019) State: LCA Annual Conference (Oct. 2019), OBU Conference (February, 2020), LAMFT Conference (February, 2020) National: AACC National Conference (September 2019), ACA National Conference (March 2020), NACSW Conference (Oct. 2019), CAPS (April 2020). COVID19 pandemic meant cancellation of SeniorFest 2020 and curtailed many student activities.	Met and exceeded benchmark. However, need to promote and encourage more state-level involvement by making students more aware of the state conferences and volunteer opportunities.

Church & Community Ministries Division

Number of students = 2 <u>National:</u> Number of opportunities = 25 Number of students = 47		
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Outcome 2: Social service ministries

Rationale: Promote engagement of students in their respective programs (Social Work and Counseling) in the practice of individual, family, and a social interventions, in biblically-sound ways within the church and the community.

Alignment: This outcome aligns with the Core Values of Characteristic Excellence, Mission Focus, and Servant Leadership, and the Ministry Competencies of Interpersonal and Intercultural Skills, Servant Leadership, and Spiritual and Character Formation.

Strategy 1: Counseling Student Involvement – Students serve in providing pro-bono counseling through the Leeke Magee Christian Counseling Center (LMCCC).

Measure 1: Record of pro bono hours—Hours of student engagement in counseling are recorded in the electronic tracking system, Tevera (Clinical Training Manager). Record of hours as recorded in electronic tracking system.

Benchmark: The student average in clinical practice will log 250 hours of direct client contact in a one-year commitment. Student engagement in biblically-sound social services is a hallmark of successful student community ministries achievement and meets state counseling licensure requirements.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Average hours for the year was 301	During the 2018-2019 academic year, students in the counseling department served above and beyond the requirements, providing 10,929 hours of pro-bono counseling	Students exceeded the number of benchmark hours (230) by an average of 71 hours per student. Also, students provided 3,659 more pro bono hours than the previous (2017-2018) year.

Measure 2: Client Satisfaction Survey — A survey of clients who come to the LMCCC that identifies level of satisfaction with services received. This is a value-added indirect measure of client satisfaction with counseling experience, based on question #2 of the Client Satisfaction Survey.

Church & Community Ministries Division

Benchmark: Average of 3.8 on 5-point Likert scale. Client perception of satisfaction is crucial to student growth and competence as a counselor.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Average hours for the year was 301	During the 2018-2019 academic year, students in the counseling department served above and beyond the requirements, providing 10,929 hours of pro-bono counseling	Students exceeded the number of benchmark hours (230) by an average of 71 hours per student. Also, students provided 3,659 more pro bono hours than the previous (2017-2018) year.

Strategy 2: Social Work Student Involvement—Hours of student engagement in church and community ministries

Measure: Record of pro bono hours—Students have requirements in Church Community Ministries and Practicum courses to complete community service hours. Record of hours as recorded in a log submitted at the end of the semester.

Benchmark: The student will complete an average of 25 hours of community service in the Church Community Ministries course and the Practicum. Student engagement in community services is a hallmark of successful student community ministry and meets the NOBTS Competency of Servant Leadership.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Social work students provided a total of 485 hours in pro bono community work with an average of 40.4 hours per student.	Twelve students provided 485 hours of community service work at the Baptist Friendship House, and Grace at the Greene Light for an average of 40.4 hours.	Students exceeded the number of benchmark hours.

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

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

There are no additional budget considerations needed for these outcomes.

Church Music Division

Unit Purpose Statement: Developing excellence in Kingdom-minded music and worship leaders

Outcome 1: To grow the Church Music Division student population

Rationale: The Church Music Division currently has 19 Doctor of Musical Arts in Church Music (DMA), 7 Master of Music in Church Music (MMCM) students, 8 Master of Arts in Worship Ministries (MAWM) students, 3 Master of Divinity in Worship Ministries (MDWM) students, 18 Bachelor of Arts (BAM) in music majors, and 11 music minors. The Church Music Division has experienced tremendous growth in the DMA over the past 5 years, consistent growth in the MAWM/MDWM over the past 10 years with the exception of the last couple of years, consistent growth in the BAM over the past 10 years, but a decline in MMCM students, although five new students entered the program since the last report which is a greater increase than most other years in a single year period. The Church Music Division has met numerous times to discuss student recruiting points of action. These include a range of event platforms, namely the Baptist Church Music Conference, Sing Conference, and the Lifeway Worship Conference in Nashville.

Alignment: Aligns with mission statement of school, spiritual vitality, and characteristic excellence.

Strategy 1: Identify 4 potential DMA students who have completed an MA or Mdiv in worship and qualify as MA/Mdiv bridge candidates.

Measure: Identify 4 potential DMA students who have completed an MA or Mdiv in worship and qualify as MA/Mdiv bridge candidates and contact the potential candidates.

Benchmark: The benchmark for this strategy is four potential candidates for the DMA who are graduates of an MA/MDiv in worship and who qualify as MA/Mdiv bridge candidates. These candidates will be recorded in the Google Drive Recruitment measuring tool FA19/SP20.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Four candidates were identified.	The following candidates were identified: Sarah Cottingham, Tim Johnson, and Bobby Smith, and Christopher Young. Although Christopher was taking levelling classes in the fall of 2019, he did not actually complete his application or take a doctoral class until the spring of 2020. The Church Music Office has an ongoing	The Google Drive Recruitment Measuring Tool indicates improvement for Outcome 1, Strategy 1.

Church Music Division

	<p>challenge of identifying MA Worship or Mdiv worship students currently in the system. Recently a new CNS system was implemented and several changes were made regarding enrollment management. The Church Music office is hopeful that such changes may allow for more careful coordination of information with these offices.</p>	
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Strategy 2: Identify 7 potential DMA students who are not classified as MA/Mdiv bridge candidates.

Measure: In order for a potential student be listed as a potential candidates he or she must indicate interest in the program through personal contact, phone, email or internet response.

Benchmark: The benchmark for this strategy is 7 potential candidates for the DMA who are not classified as MA/Mdiv bridge candidates. These candidates will be recorded in the Google Drive Recruitment measuring tool FA19/SP20.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The DMA coordinator was able to identity as least 7 potential candidates who are not considered MA/MDiv bridge candidates</p>	<p>The seven potential candidates are as follows: Cho, Elina Eunbyoul (Worship/Hymnology), Waters. Sarah (Worship/Hymnology), Talley, Forbes (Worship/Hymnology), Smith, Chandler (Worship/Hymnology), Lee, Saya (Applied Voice), Knight, Allen (Worship/Hymnology), Zheng, Mimi (Worship/Hymnology). Even in her first year in the role of DMA coordinator, Dr. McMillan has proven to be quite effective in finding DMA candidates and leading those most interested through the application process. The division is particularly concerned about identifying new names for the 2021-22 academic year in the midst of the world-wide Covid pandemic.</p>	<p>The Google Drive Recruitment Measuring Tool indicates improvement for Outcome 1, Strategy 2. Improvement was demonstrated by exceeding the benchmark of 6 candidates by one with a total of seven potential candidates.</p>

Strategy 3: Identify 4 potential MMCM candidates.

Measure: In order for a potential student be listed as a potential candidates he or she must indicate interest in the program through personal contact, phone, email or internet response.

Benchmark: The benchmark is 4 scholarship applications filled-out by potential MMCM students.

Church Music Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>A total of 6 students entered the MMCM program FA20, a total of 1 student entered the MMCM program in the spring of 2020, 1 student is taking MMCM classes, although registered as an MDiv student, and another student is taking MMCM classes although registered as a non-degree student. Seven of the students referenced above filled out scholarship applications.</p>	<p>We were excited to see a healthy number of inquiries into the MMCM. There seems to be particularly strong interest in the distance MMCM based on summer 2020 inquiries. The following students have entered the MMCM, two of which are distant students: Lauren Barden, Aric Butler, Jessica Gabriel, Rometta Lombard, Mark Soileau, JR Walley, and Sangsin Yun. Scholarship applications may not be the best indicator of MMCM interest because distance students are generally not eligible for scholarships.</p>	<p>The Google Drive Recruitment Measuring Tool indicates improvement for Outcome 1, strategy 3. Technically, six students did fill out the scholarship application who are related to the MMCM in some manner. One of the students is taking leveling work in the MMCM and considering the DMA. He is classified as an MDiv student. Another student is taking masters level classes and is hoping to enter the DMA; he is classified as a non-degree student. A seventh student did not fill out the application but did enter the MMCM program in the spring of 2020. An eighth student entered the program in the Fall of 2020 but did not fill out the scholarship application. Thus, improvement was actually demonstrated in terms of the number of students that entered the program.</p>

Strategy 4: Identify 8 potential BAM candidates.

Measure: In order for a potential student be listed as a potential candidates he or she must indicate interest in the program through personal contact, phone, email or internet response.

Benchmark: The benchmark is 8 scholarship applications filled-out by potential BAM students.

Church Music Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
13 potential BAM students were identified. Five auditioned and four entered the program. A sixth person filled out a scholarship application. Four potential students applied. Five other students expressed interest in some manner.	The names of potential BAM students are as follows: Andrew Belmore [auditioned], Zach Blasko (auditioned), Buckhalter-Lopes [applied], Stephanie Cleveland [expressed interest], Ty Countryman [expressed interest], Shaq Cosse [applied], Justin Dowdy [expressed interest], Juliette Dupré [auditioned], Kimberly Espinosa [applied], Jacob Farlow [expressed interest], Dorothy Smelcer [auditioned], Madison [Applied], and Zachary Penwell [Applied]	The Google Drive Recruitment Measuring Tool indicates improvement for Outcome 1, strategy 4. Improvement was clearly demonstrated with 13 confirmed persons of interest documented in the Google Drive Recruitment Measuring tool. For BAM students, auditions and applications to Leavell College became better indicators of genuine interest than scholarship applications alone, although seven potential BAM students did complete the scholarship application. There were a total of 5 BAM auditions. Two additional BAM students filled out a scholarship application. Three additional students applied but did not enter the program.

Strategy 5: Determine the number of MA worship and MDIV worship students currently enrolled. Achievement of this target is defined as 1 unit.

Measure: In order for a student to be considered enrolled, he or she must be classified as an MA Worship or MDIV worship student in the fall 19 or Spring 20 academic year, and he or she must take at least 1 class in one of those semesters.

Benchmark: The benchmark of 1 unit is determined by the completion of a document that contains names of MA Worship and MDIV worship students from the 2019/20 academic year. Improvement will be defined as documenting two potential names in the Google Drive Recruitment measuring tool FA19/SP20.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A document was created and	Because a large percentage of MA Worship students are distant students, recruiting and	Improvement was achieved as a document

Church Music Division

<p>shared with the point person for MA Worship recruitment. At least two students did express interest in the program but the names were not documented in the Google Drive Recruitment document.</p>	<p>managing current MA/MDiv worship students is perhaps the most challenging. An initiative was discussed and ultimately approved to use some portion of scholarship funds to recruit MA/MDiv worship students. Additionally recent changes in enrollment management may allow for more clear availability of data and particular help in targeting potential MA Worship students.</p>	<p>containing current MA/MDiv worship students was created and shared with key faculty member(s). Additionally, at least 2 students were discovered in the recruitment process. However, only partial information for those names is available in the Google Drive Recruitment Measuring Tool FA19/SP20 document.</p>
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Outcome 2: To increase the evangelistic impact of the Church Music Division

Rationale: The 2017-19 academic period includes the Seminary Centennial celebration. As part of that celebration the school has challenged current and former faculty, students, and staff to share the Gospel 100,000 times. This initiative has prompted the Church Music Division to carefully reflect on its purpose in relationship to the NOBTS Mission statement. While the Church Music Division primarily serves the unique role of developing worship leaders, the division recognizes that this specific task should be connected to the larger vision of the Great Commission.

Alignment: Aligned with mission statement of the school and mission focus.

Strategy: Encourage and Equip students to do one evangelistic art event. The event should occur in the New Orleans area.

Measure: At least two NOBTS students must be involved in planning and presenting the event. The event will be documented through the Church Music Evangelistic Event Documentation Tool.

Benchmark: The documentation of one evangelistic event planned and/or presented by at least 2 NOBTS students associated with the Church Music Division.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>This initiative did not occur.</p>	<p>The emergence of the world pandemic Covid-19 made this goal particularly challenging in the Spring of 2020.</p>	<p>There was no improvement for this item.</p>

Church Music Division

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

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

Particularly in relationship to the realignment of divisions, Church Music faculty are concerned that appropriate budget amounts be dedicated to Church Music/Worship recruitment, including the BAM and graduate NASM degrees.

Discipleship & Ministry Leadership Division

Unit Purpose Statement: The purpose of the Division of Discipleship and Ministry Leadership is to equip spiritual leaders to fulfill the Great Commission and the Great Commandments through the educational ministries of the church.

Outcome 1: Increase Full-Time Faculty Interaction with Distance Students

Rationale: Distance students have limited interaction with full-time faculty in the Discipleship and Ministry Leadership division. Efforts to communicate regularly with distance students have proven ineffective. The Division faculty will endeavor to increase the interaction with distance Discipleship and Ministry Leadership students in order to achieve program goals and student engagement and retention.

Alignment: The goal is consistent with the NOBTS mission statement as mentoring courses equip leaders to make disciples. Increasing interactions between faculty and distance students helps fulfill the competencies of disciple making and spiritual formation, strengthen retention, and discover potential doctoral students.

Strategy 1: Full-time faculty will teach all core courses in the MACE and MADL curriculum. All core courses are currently available to students on campus and online in alternating semesters. Reprioritize teaching assignments of full time faculty.

Measure: Calculate faculty instruction hours in Internet classes each semester. Review course evaluations to determine the nature and quality of faculty engagement in internet courses.

Benchmark: In 2018-19 10 DML core courses were taught by adjunct faculty representing 156 student. The goal is to reduce that number by half. No more than 5 core courses will be taught by adjunct faculty.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
17 Core Courses were offered during the academic year. 14 of the courses were taught by trustee elected faculty. 3 by adjunct professors	14 of 17 Core Courses offered during the academic year were taught by trustee elected faculty. Only 3 courses were taught by two adjunct professors, one of which was subsequently elected by the trustees as ministry based faculty. The one remaining professor was an extension center director. The goal of less than 5 courses was met.	Reduced adjunct instruction of core courses from 10 to 3 . The benchmark of <5 adjunct faculty was met. Progress made. Recommend reduction to <3 for 2020-21.

Discipleship & Ministry Leadership Division

Strategy 2: Merge courses offered as both internet and classroom formats into NOLA2UFlex or NOLA2ULive formats that extend the access of distance students to campus based and full-time faculty. Additionally selected Hybrid courses can be offered in the NOLA2U formats.

Measure: Identify and record NOLA2UFlex and Live courses, student enrollment and hours.

Benchmark: NOLA2UFlex courses were offered on a limited and experimental basis in 2018-19. The total number of courses increased slightly in Fall 2019-20. Currently 5 courses offered as LIVE (4) or FLEX (1) with a total enrollment of 34. The goal an increase in NOLA2U Flex and NOLA2ULive courses to 7 annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
NOLA2U Live- 3 NOLA2U Flex- 4 Total- 7 Total enrollment- 43	In order to enhance professor and student interaction, and improve enrollment management more “face to face” encounters were added to the schedule. Many electives became available to a greater number of students thru NOLA2U delivery formats rather than alternating campus and internet options. The first step resulted in an increase in courses offered in NOLA2U formats and student enrollment. The number of NOLA2ULive and NOLA2U Flex courses increased from 5 to 7, and the total student enrollment increased from 34 to 43. The goal as met.	Number of Courses offered as NOLA2U Live or Flex increased from 5 to 7 . Student enrollment increased from 34 to 43 . The schedule reflects phase 2 of this endeavor. Evaluate results after implementation of a 2 year cycle of concentration elective courses.

Outcome 2: Mentoring Participation

Rationale: The number of hours taken by students in the Discipleship and Ministry Leadership Division mentoring courses increased in each of the past two years. The division faculty will seek to increase the cumulative hours taken in Discipleship and Ministry Leadership Mentoring courses by 10%.

Alignment: The goal is consistent with the NOBTS mission statement, because the mentoring courses equip leaders to make disciples. The mentoring enrollment goal helps to fulfill the competencies of disciple making and spiritual formation.

Strategy 1: Academic Advising – Faculty will intentionally offer academic advising for students, especially distant students, in course selection and degree planning to include Discipleship and Ministry Leadership Mentoring courses.

Measure: Report – Report of cumulative hours in Discipleship and Ministry Leadership Mentoring classes. The Discipleship and Ministry Leadership Division office will calculate the cumulative number of hours taken in the Discipleship and

Discipleship & Ministry Leadership Division

Ministry Leadership Mentoring courses. The report will be generated at the end of each semester and annually.

Benchmark: To increase total number of Discipleship and Ministry Leadership mentoring hours by 10%, from 291 to 320. The Registrar's office will report to the Discipleship and Ministry Leadership Division Chair the cumulative number of hours taken in the Discipleship and Ministry Leadership Mentoring courses.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Student Enrollment- 156 Total Hours- 355	Endeavors to increase mentoring involvement proved successful. Both student enrollment and total hours improved. The goal of 10% growth was exceeded as student hours increased by 22%. The results indicate a continuation of the trend toward greater student interest and choice of mentoring options. The goal was met and exceeded.	Enrollment grew from 117 to 156 students The number of mentoring hours grew from 291 to 355 , A 22% increase. The results and trends suggest adding more mentoring courses would be beneficial for students for training and applied ministry.

Strategy 2: Mentoring Course Expansion – Courses currently available to students through internet delivery system will be converted to mentoring format. Currently 10 mentoring courses are available in the Discipleship and Ministry Leadership Division. At least 2 new courses will be added in 2019-20.

Measure: Schedule changes – Changes to the Graduate Schedule for the 2019-2020 academic year will indicate the number and scope of delivery changes.

Benchmark: Increase of Discipleship and Ministry Leadership courses offered in the mentoring from 10 to 12. Enrollment in mentoring courses will also be included in a report produced by the Discipleship and Ministry Leadership Division Chair noting the Discipleship and Ministry Leadership Mentoring courses, total enrollment and cumulative number of hours.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
12 courses were offered in a mentoring format	Intentional expansion in the number of mentoring courses has resulted in increased student enrollment. Two additional mentoring courses within the division were placed on the schedule for the academic year. The total number of mentoring courses grew from 10 to 12. The stated goal was met.	Number of Mentoring Courses increased from 10 to 12 The increase in student enrollment and hours indicates a review and identification of practical or applied courses which have

Discipleship & Ministry Leadership Division

		potential to be converted to mentoring format is warranted.
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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.

Additional funding to train and encourage mentors in age group and second chair staff. Most of the current mentors are pastors. Expanding the number and availability of mentors in DML related vocations and staff positions will strengthen student success and future achievement of graduates. Particular attention should be given to churches in the Greater New Orleans Area.

Pastoral Ministries Division

Unit Purpose Statement: The purpose of the Pastoral Ministries Division is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries by instructing students in the disciplines of pastoral ministries, encouraging students to value the significance of pastoral ministries, and assisting students in the development of skills necessary to perform pastoral ministries.

Outcome 1: Increase enrollment in the Research Doctoral Program in majors offered by the Pastoral Ministries Division.

Rationale: In order to equip leaders ministering in the local church who desire to pursue the PhD degree and to develop future leaders to carry on the work of the Pastoral Ministries Division through the seminary, the Division must seek to increase the number of students seeking PhD degrees in majors offered by the PMD. Further, as students graduate from the PhD program, more students must be enrolled in order to maintain a viable learning community in each of the majors offered by the Division.

Alignment: This Outcome assists to fulfill our NOBTS Mission Statement by equipping leaders at the highest level academically to fulfill the Great Commission and the Great Commandments through the local church and its ministries. Many of the students earning the PhD degree become our future denominational leaders as the pastors of some of our larger membership churches, heads of SBC organizations and entities, and professors in our Baptist universities and seminaries.

Strategy: Recruit students for the Research Doctoral Program. Division members will seek to recruit potential PhD students at denominational conventions as well as other meetings and events on the local, state, and national levels. Further, Division members intentionally will seek to recruit students who are in their Master's courses as well as recent graduates who are potential students for majors offered by the PMD in the Research Doctoral Program.

Measure: Number of students entering the Research Doctoral Program in majors offered by the PMD during the 2019-2020 academic year

Benchmark: The goal is for eight more students to enter the ReDoc Program in majors offered by the PMD during the 2019-2020 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
4 students entered the	A total of 6 students took the entrance exam and interviewed with the PMD but 2 students	Only 50% of the Benchmark was

Pastoral Ministries Division

ReDoc Program in majors offered by the PMD.	dropped out of the program before the semester began. PMD members will need to be more intentional about recruiting students for the Research Doctoral Program.	achieved.
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Outcome 2: Equip students to share their faith more effectively through engaging in Gospel conversations with unbelievers.

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

Alignment: This Outcome flows directly from our NOBTS Mission Statement to equip leaders to fulfill the Great Commission...through the local church and its ministries and also aligns with our core value of Mission Focus.

Strategy: Challenge all students in all graduate evangelism courses to engage unbelievers in Gospel Conversations and invite those with whom they share the Gospel to respond to the Gospel message by placing their faith in Jesus Christ for salvation during the 2019-2020 academic year.

Measure: Number of recorded Gospel Conversations and salvation decisions for Christ during the 2019-2020 academic year.

Benchmark: The goal is 12,000 Gospel Conversations recorded and 1,100 salvation decisions for Christ.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
12,565 Gospel Conversations and 1,470 salvation decisions for Christ	Even with the challenge of the coronavirus health pandemic students continued to engage unbelievers in Gospel conversations and saw a great number respond to the Gospel message. Their faithful witness resulted in both the goals for Gospel conversations and salvation decisions being exceeded.	The goal of 12,000 Gospel Conversations was exceeded by 565 and the goal of 1,100 salvation decisions was exceeded by 370.

Outcome 3: Train students in developing preaching skills for more effective communication of truth from the Word of God.

Rationale: Some of the most important skills a pastor needs for effective pastoral ministry are developing and delivering sermons from the Word of God. The Preaching Practicum course provides the opportunity for students to sharpen their skills in developing and delivering effective expository sermons.

Alignment: This Outcome flows from our NOBTS Mission Statement to equip leaders to fulfill the Great Commission and Great Commandments through the

Pastoral Ministries Division

local church and its ministries as students are trained to develop preaching skills for more effective communication of the truth of the Word of God. The Outcome also aligns with our core value of Doctrinal Integrity of teaching and proclaiming the truth of the Word of God.

Strategy: Utilize an embedded assignment consisting of the New Testament sermon delivered during the Preaching Practicum course which will be evaluated according to both a grading and assessment rubric to measure improvement in student performance as to their preaching skills.

Measure: The averaged scores of the New Testament sermon embedded assignment from Preaching Practicum courses in the domains of Understanding, Application, and Demonstration on a five point scale rubric: Failure-0, Basic-1, Competent-2, Good-3, and Excellent-4 during the 2019-2020 academic year.

Benchmark: The goal is average scores for Understanding-3.25, Application-3.25, and Demonstration-3.15.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Average score for Understanding was 2.99. Average score for Application was 3.5. Average score for Demonstration was 3.5.	Students are exceeding the expectations in Application and Demonstration but appear to be struggling somewhat in Understanding. As a result, focus should be placed on helping students to increase their ability to understand the correct formation of the foundational and formal elements in the development of the sermon as well as clearly communicating those elements in the delivery of the sermon.	The average score for Understanding was 0.26 below the Benchmark. The average score for Application was 0.25 above the Benchmark. The average score for Demonstration was 0.35 above the Benchmark.

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 (Theology, Apologetics, and Church History)

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

Alignment: Strategic Plan, 3. Increase student enrollment and retention, (e) Increase doctrinal student enrollment.

Strategy 1: Create special opportunities for prospects to learn about T&H doctoral programs – Enlistment will facilitate recruiting trips/events; Divisional recruiting events and opportunities for interaction with prospective students (brown-bag lunches, Q&A sessions on T&H related topics, and so forth)

Measure: Recruitment to Enrollment Data – We are looking for a correlation between those who attend recruiting events and subsequently enroll in our program. The division office will track data regarding prospects who attend a recruiting event who subsequently enroll in the PhD (T&H major).

Benchmark: Percentage of prospects who attend a recruiting event and subsequently enroll in our program – 10%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0%	Did not meet due to COVID	

Strategy 2: Work with ReDoc to maintain up-to-date records – Inquiries from prospects

Measure: Inquiry Data – We are looking for a correlation between those who inquire about our doctoral program and subsequently apply. The division office will work with ReDoc to track data regarding prospects who inquire about T&H major who subsequently apply.

Benchmark: Percentage of prospects who inquire about T&H majors who subsequently apply – 10%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
19 inquiries 6 applied (32%)	Strong follow-up by faculty and ReDoc results in high application percentage	Increase benchmark to 12.5%

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

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

Benchmark: Percentage of T&H faculty with Division-related social media postings – 30%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
33%	Good representation on social media.	Increase benchmark to 40%

Strategy 4: Maximize T&H faculty involvement in recruiting events – Collaboration with enlistment on recruiting trips/events; Divisional recruiting events and opportunities for interaction with prospective students (brown-bag lunches, Q&A session on T&H related topics, and so forth)

Measure: Faculty Involvement in Recruiting – Number of faculty who take part in recruiting events. The division office will track faculty involvement in recruiting events.

Benchmark: Percentage of T&H faculty involved in ReDoc recruiting events – 70%

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
89%	Strong participation prior to COVID interruption.	Make use of newly available funds for taking individual students for a meal. Increase benchmark to 75%.

Outcome 2: T&H student and faculty will be actively engaged with our disciplines in academic venues.

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

Alignment: Core Value: Characteristic Excellence

Strategy: Submit papers to professional and public organizations – ETS, EPS, American Society of Church History, Baptist History & Heritage Society, national and state convention organizations, Baptist universities, Student Theological Fellowship, Defend Conference, Journal for Baptist Theology & Ministry, and so forth.

Measure 1: Student Engagement – Actual publications and presentations for MA (Theology), MA (Apologetics), and PhD students. The division office and individual

Theological & Historical Studies Division

professors will track appropriate T&H student and faculty proposals, publications, and presentations in academic venues.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
5%	Students are better represented in the regional spring conferences which were cancelled due to COVID	Reduce benchmark to 5%

Measure 2: Faculty Engagement – Actual and proposed publications and presentations. The division office and individual professors will track appropriate T&H faculty proposals, publications, and presentations in academic venues.

Benchmark: Percentage of full-time and ministry-based T&H faculty that is engaged in multiple academic venues – 60% of full-time and ministry- based T&H faculty that is engaged in five or more academic venues

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
77%	Faculty are actively engaged in academic venues. Due to expanded categories of faculty, change benchmark qualifiers.	Increase benchmark to 65%. Change “full-time and ministry-based” to “Trustee-elected”

Outcome 3: T&H faculty will be actively engaged with our disciplines in church-related venues.

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

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

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

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

Benchmark: Percentage of full-time and ministry-based T&H faculty that is engaged in multiple church-related venues – 70% of full-time and ministry- based T&H faculty engaged in five or more church-related venues

Theological & Historical Studies Division

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
77%	Strong representation. Due to expanded categories of faculty, change benchmark qualifiers.	Retain benchmark since COVID continues to impact congregational gatherings. Change “full-time and ministry-based” to “Trustee-elected”

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

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

As the new software is designed, set it up to show cross-listed courses on students’ transcripts. This will help our PhD graduates be more marketable because prospective employers could easily demonstrate their credentialing in multiple disciplines.

The amount of professional development funds no longer goes as far as it did in past decades making continued participation in multiple venues more of a challenge. The \$1,000 available for professional development has not increased since 2006. Adjusted for inflation, it now would be \$1,500.

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 equipping graduates to be leaders in local church and denominational ministries and to train leaders through teaching in undergraduate and graduate institutions.

Outcome 1: Improve applicant satisfaction

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

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

Strategy 1: Continue to work on rollover to Campus Nexus Student. After the program is functional, a portal specialist will assist in developing an online application process.

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

Benchmark: Have an online application available during the 2020-2021 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	The ReDOC Office staff worked 100s of hours helping to build and launch CampusNexus. However, the application was not functional after launch of the program and is still under construction.	We will continue to work with the Office of Admissions to get an online application.

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

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

Research Doctoral Program

Benchmark: Satisfaction of 3.75 on the Student Orientation Survey.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
3.73	We were .02 from reaching our goal. Out of 37 responses, 28 marked excellent and 8 marked good.	Continue to work on communicating efficiently with applicants, regularly touching base with them during the process, and making sure they understand the next steps in the process.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	Office staff were not available during the January 2020 workshop to carry out this strategy due to a death in the family and medical illness. During the August 2020 workshop, COVID-19 restrictions prevented the office from carrying out this strategy.	We will include this strategy on our task list so that office staff receive a reminder to implement this strategy for future workshops.

Outcome 2: Increase enrollment

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

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

Research Doctoral Program

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

Measure: Percentage of students contacted who enter the program

Benchmark: 5% of students contacted enter the program

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	The main focus of the calls made were on students that withdrew or were contemplating withdrawing. Unfortunately, out of those students who withdrew, none of them have reapplied.	More focus will be placed on applicants that did not follow through with the application process.

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

Measure: Number of students from sites visited who apply

Benchmark: For every 10 students contacted, 1 applies

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not met	The Associate Dean traveled to Welch College and met with four prospective students, none of whom have applied.	The office is developing a new partnership with Piedmont Divinity School, which the Associate Dean will visit next year. In addition, the office will continue to work with the Birmingham, North Georgia, and Miami extensions to set up either on-site or virtual recruitment events.

Outcome 3: Improve retention-graduation

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

Alignment: Increasing the number of students who graduate demonstrates the Core Value of Characteristic Excellence, and Goal 3 of the NOBTS Strategic Plan includes increasing student retention.

Research Doctoral Program

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

Measure: Annual retention rate

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	All PhD students who were admitted and enrolled in 2019 are still enrolled in 2020.	The office's aim is to continue current strategies in order to maintain a high retention rate.

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.

Budgetary priorities affecting the PhD program are (1) software and ITC personnel to develop an online application, (2) adequate CIV space and technicians to accommodate SYNC needs for all seminars and colloquia, and (3) publicity.

Professional Doctoral Program

Unit Purpose Statement: The Doctor of Ministry (DMin) and the Doctor of Educational Ministry (DEdMin) are professional degrees accredited by the Association of Theological Schools (ATS) and designed to provide qualified students the opportunity to achieve a high level of excellence in the practice of ministry. The degrees are built on respective prerequisite Master's degrees or equivalent theological preparation, high intellectual achievement and professional capability, and three years of substantial professional experience in ministry between the completion of a theological Master's degree program and application for the professional degree program.

Outcome 1: Increase Graduation Rate

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

Alignment: Because the design of the Professional Doctoral degrees is to provide students with the opportunity to achieve a high level of excellence in the practice of ministry, increasing the graduation rate aligns with the NOBTS Mission “to equip leaders to fulfill the Great Commission and the Great Commandment through the local church and its ministries.” Outcome 1 aligns with the NOBTS Core Values of Spiritual Vitality and Characteristic Excellence.

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

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

Benchmark: 65% of students who take the Project in Ministry Design workshop will get approval for the Final Project Proposal within one year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
83% of students received approval for their Final Proposal within one year of taking the Project in Ministry Design Workshop.	This result was the fruit of persistent and thorough monitoring and tracking by the ProDoc Project Coordinator.	For the academic year of 2018-2019, ProDoc had only 63.6% of our students turn in their Final Project Proposal within one year of taking the Project in Ministry Design workshop. For the academic year of 2019-2020, ProDoc met and

Professional Doctoral Program

		exceeded our goal of 65% with the final result being 83% of students that took the Project in Ministry Design workshop received approval for the Final Project Proposal within one year.
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Strategy 2: Track student progress from the Mid-Career to the Project in Ministry phase.

Measure: Each student will receive a tracking sheet at the Mid-Career Assessment Workshop to plan the remainder of their courses until graduation.

Benchmark: Within one year after the Mid-Career Assessment Workshop, 65% of the students will complete their remaining seminars.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
50% of the ProDoc students completed their remaining seminars within one year after Mid-Career Assessment workshop	For the academic year of 2018-2019, ProDoc stated two benchmarks in this area. They were to track 100% of the student’s progress from Mid-Career Assessment to the completion of their seminars via the Administrative Assistant for Program Coordination and the students themselves. These benchmarks were reached. This academic year of 2019-2020 ProDoc took the progressive step of setting a goal of data collection to see how quickly the students are progressing through this same phase of the program. ProDoc did not meet their goal of 65% of the students completing their remaining seminars within one year after the Mid-Career Assessment workshop; however, this collection of new data gives understanding and a challenge to birth new excellence.	There was no improvement over last year.

Outcome 2: ProDoc will seek to increase the overall enrollment of the programs.
Rationale: To replace graduates with new student enrollment.
Alignment: Outcome 2 aligns with the Strategic Plan of “making quality theological education accessible to anyone answering God’s call.” Qualified applicants for Professional Doctorates respond from a sense of calling to increase practical ministry skills and to prepare for future ministry positions.

Strategy 1: Communicate with NOBTS alumni who have qualifying master's degrees.

Professional Doctoral Program

Measure: Using a bi-annual email blast, invite NOBTS alumni who have a qualifying master's degree to complete the online application request.

Benchmark: 5% of alumni will complete the application request.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
ProDoc was not able to meet this goal.	The email blast was sent out to 1107 alumni with only 20 responses. Follow-up did not occur because of a change in Administration Assistants.	There was no improvement over last year.

Strategy 2: Access the ProDoc new student application process.

Measure: The Administrative Assistant for Recruitment and Faculty Support will track applicants from the time they initiate the application process until acceptance into the program.

Benchmark: A 10% increase in new student enrollment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
ProDoc admitted 74 new students in the 2018-2019 academic year. 58 new ProDoc students were admitted in the 2019-2020 academic year.	Decrease in new student admission due to two crucial factors: The COVID pandemic and cancellation of the Southern Baptist Convention. The COVID pandemic caused some applicants to postpone admission due to vocational uncertainty. The cancellation of the SBC removed the most fruitful recruiting event for ProDoc applicants.	There was no improvement over last year.

Strategy 3: Have students enroll for the Post-Doctoral Certificate program.

Measure: The Administrative Assistant for Recruitment and Faculty Support will track the number of students who are approved for admission into the Post-Doctoral Certificate program.

Benchmark: 5 students will be approved for admission into the Post-Doctoral Certificate program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Two students were approved for admission into the Post-Doctoral Certificate Program for the 2019-2020 academic year.	Failure to adequately publicized and promote the Post-Doctoral Certificate	There was no improvement over last year.

Extension Center System

Unit Purpose Statement: The purpose of the Extension Center System is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries by providing quality theological education in their local setting.

Outcome 1: Increase extension center enrollment

Rationale: The extension center enrollment includes certificates, undergraduate, and graduate enrollment not including the prisons. Since the enrollment at extensions has been declining, the goal is to increase enrollment by at least 5%.

Alignment: Extension centers are one avenue for achieving the institutions mission and core values through theological education.

Strategy: Since we have added a position in Senior Regional Associate Dean for Extension Center office beginning January 1, 2019. This part-time 20 hour position is a resource person that calls each extension center student to pray with them, share about their extension cycle, and opportunities in partnership with the main campus. This work is in addition to the extension director calling and emailing non-returning and enrolled students each semester. We have already completed this work once in the Spring of 19 and would like to do it again in Spring of 2020 to determine the recurring themes and room for further improvement after the pilot program.

Measure: The extension office will keep a file of students contacted each semester and will allow us to measure another outreach to our students in an effort to encourage and increase enrollment.

Benchmark: The goal will be to call all extension enrolled students recorded at each center. This would allow for all students at the extension to be called each academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This position was successful.	The position has been relocated to the office for student success.	This will create alignment with the success of all students with NOBTS and Leavell College.

Outcome 2: Increase extension center student participation in the mentoring programs of the seminary.

Rationale: A recent survey revealed many students were still unaware or learning more information about the mentored delivery option of courses.

Extension Center System

Alignment: Mentoring course delivery is an avenue for achieving the institutions mission and core values through theological education.

Strategy: Send on-campus faculty to 5 extension locations from 2019-20 to promote the mentored delivery of courses. This goal was almost achieved in some measures during 2018-19 but another year is needed to further develop this area.

Measure: Track the number and location of extension centers visited for the purpose of promoting the mentoring program of NOBTS. The Senior Regional Associate Dean will keep a track of the list of centers visited 2019-20 and discuss these in the monthly meeting with regional deans.

Benchmark: 20% increase in extension center student participation in the mentoring programs of NOBTS.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
This was achieved through digital means.	Some sites were visited while others were through technology as a result of COVID 19 and travel restrictions. Clinton, MS Blue Mtn. MS, Monroe, LA Orlando, FL, and NGA were all visited.	Continue to promote and share about the mentoring program to extension students.

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

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

N/A

Mentoring Programs

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

Outcome: To develop a Mentoring Community at NOBTS

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

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

Strategy 1: The Associate Dean of Supervised Ministry and Mentoring Programs, along with the Mentoring Directors for Pastoral Ministries and Discipleship and Ministry Leadership Divisions, will contact more than half of the NOBTS extension centers over the academic year for the purpose of informing and recruiting students to the program.

Measure: The Associate Dean will work with the other Directors to keep records of every extension center visit.

Benchmark: The goal is for 50% of extension centers to be contacted over the next academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
63% of extension centers were visited or contacted	The goal was met for this past academic year. Moving forward, greater attention will be given using media and technology to recruit students to the mentoring program.	This is the last year for focusing on this strategy. Student recruitment was more successful by utilizing social media and giving special attention to on-campus recruiting events.

Strategy 2: Increase the number of credit hours completed by students through the Mentoring Program.

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

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

Mentoring Programs

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>121% increase from previous Academic Year</p> <p>-from 245 students & 318 credit hours in AY 2019 to 315 students and 704 credit hours in AY 2020</p> <p>-37 Pipeline students and 111 credit hours in AY 2019 to 67 (33 non duplicating) students and 187 credit hours</p>	<p>This was an excellent year for growth in mentoring hours taken by students. The NAMB partnership (Pipeline students) saw growth in the second year. Regular mentoring courses saw the greatest increase.</p>	<p>Continue to partner with NAMB to recruit students into the mentoring program.</p> <p>Continue to add courses in the mentoring format where current mentoring and online students have more opportunity to take a mentoring course.</p>

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

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

Having a greater budget for recruitment in the Mentoring Program would help to ensure the continued growth of the program.

Supervised Ministry

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

Outcome 1: Develop a passion for evangelism in Supervised Ministry 1 students.

Rationale: The Supervised Ministry Office seeks to ensure that NOBTS students are actively sharing the Gospel of Jesus Christ.

Alignment: This outcome aligns with the NOBTS Core Value of Mission Focus.

Strategy: Utilize resources more effectively to equip Supervised Ministry 1 students in order to see an increase in the number Gospel Conversations

Measure: The Office of Supervised Ministry will use the “Evangelism Team Weekly Report Form” to compare the number of Gospel Conversations to the previous academic year.

Benchmark: A 1.5% increase in Gospel Conversations from the previous academic year

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
4,655 Gospel Conversations compared with 5,968 the previous year resulting in a 22% decrease in the number of Gospel Conversations	The decrease of 1,313 Gospel Conversations most likely can be attributed to the coronavirus health pandemic which greatly hindered students from engaging as many non-Christians with the Gospel as they normally would have from mid-March through the summer months.	Due to circumstances that could not be anticipated, the Benchmark was not achieved. Rather than a 1.5% increase in Gospel Conversations, a decrease of 22% occurred.

Outcome 2: Encourage a high standard of performance in the theological field education projects of the Supervised Ministry 2 students.

Rationale: The Supervised Ministry Office seeks to instill in NOBTS students the desire to serve in their ministry positions with a standard of excellence.

Alignment: This Outcome aligns with our Mission Statement “To equip leaders to fulfill the Great Commission and The Great Commandments through the local church and its ministries.” This Outcome also aligns with the NOBTS Core Values of Characteristic Excellence and Servant Leadership.

Supervised Ministry

Strategy: Impress upon Supervised Ministry 2 students the need to serve in their ministry positions with a standard of excellence and Christ-like attitude.

Measure: The Office of Supervised Ministry will use the “Supervisor’s Evaluation of Student Performance Form” to determine the level of performance of the Supervised Ministry 2 students in their ministry positions.

Benchmark: A total score of 2.5 measuring Contribution, Leadership, Goal Setting, and Attitude as reflected on the Evaluation Forms

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
A total score of 2.9 was achieved.	The average score of Contribution and Attitude for four SM 2 classes taught during the 2019-2020 academic year was 3.0. The average score of Leadership was 2.8 and the average score of Goal Setting was 2.87. While the total score was 2.9 for the measurement of all four areas, more focus can be placed upon helping students to set improvement in ministry ability/leadership goals and to work consistently to achieve those goals.	Improvement of 0.4 was achieved.

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

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

N/A

Online Learning Center

Unit Purpose Statement: The purpose of the Online Learning Center (OLC) is to oversee the online delivery system in order to maintain high quality courses for the benefit of all online students of NOBTS.

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

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

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

Strategy: Guide faculty to revise Online Courses that have been in production for 5 years or more.

Every undergraduate and graduate online course will be reviewed for when it was created or last revised. A list of courses that are 5 years or older at the beginning of the academic year of 2019–2020 will be tabulated and distributed to each academic Dean. Course revision will be defined as (1) updating an online course to the standards of the Blackboard Online Course Checklist; and (2) passing the content standards as determined by the Undergraduate Dean or the appropriate Division Chairperson. All revised courses will be reviewed by the Internet Review Committee.

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

Benchmark: The benchmark of 80% of all courses that are 5 years or older as of the beginning of the 2019–2020 academic year will undergo course revision as defined by the two measures above.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Due to a transition in leadership in the Online Learning Office, the benchmark for Outcome 1 was not achieved. No strategy or rubric was developed for identifying whether the benchmark of 80% of online courses 5 years or older were updated and/or revised	The Outcome of 80% was not a realistic expectation due in large part to insufficient data related to the number of online courses that are currently available for instruction. Additionally, composite list of courses that fall within the “5 years or older” category was never created.	<p>Create a composite and comprehensive list of courses available for online instruction.</p> <p>Create a record of edited/revised courses in a Microsoft Excel Spreadsheet.</p>

Online Learning Center

Outcome 2: Improve online faculty Interaction with students

Rationale: Vital to a quality online learning environment is the ongoing effective interaction by online faculty with the students.

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

Strategy: Run Report Scans at regular, periodic intervals to monitor online Instructor participation in the online courses and their posted grading of student’s assignments.

Instructors who do not enter their online course two times a week and have grades posted by the mid-term scan and the final scan will be flagged and reported to the appropriate Dean.

Measure: Improve online faculty Interaction with students to 95% for each semester of the 2019-2020 academic year. At this point in time, only the standard Blackboard courses are functional for running these scans. Blackboard Ultra courses do not have scan functionality at this time. Therefore, only the standard Bb courses will be scanned for compliance by the online Instructor.

Benchmark: We want to see improvement of online instructor interaction at the level of 95% proficiency for all semesters.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
93% of only courses taught by faculty met the standards for effective interaction with students.	Although the percentage fell below the Outcome 2 goal of 95%, the results do show a consistent pattern of faculty interacting with students. Across all three online terms (Fall, Spring, and Summer), the same faculty members were responsible for habitually not meeting the standards set forth in Outcome 2.	Address the lack of interaction with the specific faculty who did not meet the standards of Outcome 2.

Accelerated Programs

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

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

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

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

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

Measure: We will track the number of prospective students from these colleges who express interest in NOBTS by submitting information cards through our Student Enlistment office. We will also track the number of contacts made with key faculty members and administrators at these institutions.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We made contact with administrators/faculty at 10 different Baptist colleges. We ended the year with only 50 information cards from prospective students.	Due to COVID, we were severely limited in our ability to make campus visits during the spring. All scheduled trip for the spring were cancelled due to COVID. Because of the limitation of travel, we fell short of the goal for information cards from prospective students.	Especially if COVID restrictions continue through the fall and into the spring, we need to develop ways to engage students at Baptist colleges and universities without being able to travel. During our January Defend conference, some student interest cards were

Accelerated Programs

		submitting directly to Admissions and so were not included in this total. We need to work to make sure we work seamlessly with the Admissions Office to make sure we are adequately tracking our contacts.
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Outcome 2: Develop guidelines for Leavell College students who wish to finish their Bachelor’s degree in less than 4 years.

Rationale: Student retention is greatly reduced the longer students take to finish their degrees. Especially for students leaving high school with college credits, earning a degree in less than 4 years is a reasonable goal. With some additional guidance, we can prompt our students to finish their Bachelor’s degrees in a timelier manner, hopefully encouraging them to continue on to graduate level studies.

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

Strategy: We will develop guidelines specific to the Leavell College curriculum that will help students see how achieving their degree in less than 4 years is possible.

Measure: We will produce materials that offer sample class schedules and highlight the different avenues through which students can accomplish this goal.

Benchmark: We will have these materials posted to the appropriate pages on our website and available to be printed for use as recruiting tools or for advising with Leavell College students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We made some progress on this goal, but ultimately the goal was not completed	Due to the shift in focus through the development of the new BA + MDiv track major for Leavell College, this goal has been revised and included in next year’s QIR. The MDiv Track major essentially renders this goal no longer applicable as the MDiv track major both changes the student’s curriculum and helps students finish their degrees faster. Instead of simply finishing their BA degree in less than 5 years, students will now begin to take MDiv classes as a part of the Leavell College hours, helping reduce the time needed to complete both the BA and MDiv degrees.	N/A

Accelerated Programs

Outcome 3: The Accelerated Programs will assess the necessity and feasibility of adding to the courses currently offered for credit through the Accelerated MDiv.

Rationale: While a large number of Baptist colleges offer similar core classes (e.g., Old Testament, New Testament, Hermeneutics, etc.), adding to the current list of courses offered through the Accelerated MDiv should allow opportunities for more qualifying students—not just Leavell College graduates—to maximize their benefit through the Accelerated MDiv.

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

Strategy I: We will examine offerings from similar programs at the other SBC seminaries and compare them with those offered through the Accelerated MDiv at NOBTS in order to determine the necessity of adding to our current offerings.

Measure: We will track and record all of the courses offered through these similar programs at the other SBC seminaries.

Benchmark: Courses offered through the accelerated programs of the other SBC seminaries that differ from those offered through the Accelerated MDiv at NOBTS will be recorded.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No other seminaries offer the same kind of Accelerated MDiv program that NOBTS offers.	Of all the SBC seminaries, NOBTS seems to be the only one offering this type of Accelerated MDiv program with a list of specific courses that can be brought in from any school of similar theological background. Three SBC seminaries offer an "Advanced MDiv" requiring a minimum of 27 hours of undergraduate credits in specific areas. These degree programs are 61 hours (SEBTS) and 73-74 hours (SBTS and SWBTS) but students must have completed all of the undergraduate prerequisites to be eligible for the Advanced MDiv. MBTS's BA+MDiv program is designed specifically for those students who attend Spurgeon College and MBTS (much like our BA+MDiv for Leavell College students). Lastly, Gateway Seminary offers a "customizable" accelerated program that appears to work on an individual basis for each student with undergraduate hours in biblical/religious studies. I can find no specific course list for Gateway's program.	N/A

Accelerated Programs

Strategy 2: We will assess the feasibility of adding these courses (or similar offerings) to the Accelerated MDiv at NOBTS.

Measure: We will track contacts with the Provost as well as division chairs and other faculty in discussing potential additions to the offerings through the Accelerated MDiv.

Benchmark: We will work to complete this assessment by December 31, 2019 so that any new courses may be added to the list of offerings before the completion of the 2020-21 Academic Catalog.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Added Supervised Ministry II to the course listings; determined that many undergraduate apologetics courses were too dissimilar to NOBTS's Christian Apologetics to add.	Dr. Norris Grubbs and Dr. Preston Nix agreed that students with significant "ministry practicum" hours at the undergraduate level should be eligible to receive credit for Supervised Ministry II at the graduate level. Dr. Bob Stewart expressed concern over the lack of philosophy in many undergraduate apologetics courses and determined that we should not add Christian Apologetics to our course list.	At this point, I believe that we have a large enough list of courses that students from most Baptist colleges should receive significant credit through our Accelerated MDiv program.

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

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

Outcome 1 will require the use of monies budgeted for recruiting trips to these various colleges. Some of this money will come from student enlistment and some will come from the Accelerated BA + MDiv and Accelerated MDiv budgets.

Outcome 2 will not have a substantial effect on the budget.

Outcome 3 will have no budgetary impact.

Research Centers and Institutes

Baptist Center for Theology & Ministry

Unit Purpose Statement: 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

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

Alignment: This outcome aligns with one of the NOBTS Core Values, Doctrinal Integrity, which states, “Believing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit our lives to it. Our confessional commitments are outlined in the Articles of Religious Belief and the Baptist Faith and Message 2000.” The resources developed by BCTM communicate our distinctly Baptist views on Christian doctrine.

Strategy: Publish the journal – The BCTM publishes the *Journal for Baptist Theology and Ministry* (JBTM) semiannually. This online journal contains articles and book reviews in the field of theology and ministry, and the periodical is indexed in the ATLA Religion Database.

Measure: Publication of the journal – During the Fall and Spring semesters of the 2019–2020 academic year, the BCTM will publish volumes 16.2 (Fall 2019) and 17.1 (Spring 2020) of JBTM. The issues will contain articles and books reviews from contributors with a PhD (or PhD student) in a relevant field. The Spring issue will be guest edited by a scholar from an outside institution.

Benchmark: Publishing two issues of the journal (one issue each semester), which follows the history of the Baptist Center and the academic cycle. Each issue should have at least four articles and twelve book reviews.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We published two issues of the journal. The Fall 2019 issue had 4 articles and 16 book reviews. The Spring 2020 issue had 6 articles and 30 book reviews.	The two issues of the journal were both published on time (including the Spring issue with its guest editor), and the articles and reviews were authored by individuals who met the journal’s academic standards. The Fall issue met the benchmark for the number of articles and exceeded the number of book reviews by 33%. The Spring issue exceeded the benchmark for articles by 50% and the number of book reviews by 150%. The primary reason the	The Fall and Spring issues met the benchmark for articles and exceed it by 50%, respectively. The issues exceeded the benchmark for book reviews by 33% and 150%, respectively. A more appropriate benchmark

Baptist Center for Theology & Ministry

	<p>number of book reviews was so high was the maximum possible number of reviews was included to raise the total word count of the issue to 60,000 words. That word count was required because the Spring 2020 issue was (for the first time) formatted through a typesetter so that it (and subsequent issues) can be printed on demand and available through Amazon.</p>	<p>for this measure, I think, is for the content of each issue to be 50,000–60,000 words of content, regardless of the proportion of articles and reviews. This length will result in an appropriate-sized printed edition and uniformity in the series.</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.

I do not expect any significant additions or reductions to the Baptist Center budget as a result of the measures noted above.

I did not expect any significant additions or reductions to the Baptist Center budget as a result of the measures noted above. However, after submitting this report for 2019–2020, I explored the feasibility, cost, and possible benefit of adding the option of outsourcing the typesetting and printing of the journal, so it would be available for the first time in print. The estimated cost was \$1,500 per issue, and the actual cost for the Spring 2020 issue was \$1,890. The administration permitted me to spend money in other line items of the Baptist Center budget to pay the expense, and future budget planning will reflect this additional expense.

Caskey Center for Church Excellence

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

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

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

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

Strategy 1: Conduct three regional No Restraints Conferences: Montana, April 28-29, 2020 & May 1-2, 2020 and Alabama, August 21-22, 2020.

Measure: Promote conferences nationally to encourage attendance.

Benchmark: Achieve goal of overall attendance at “No Restraints” conferences of 140 (40 attendees in Montana conferences combined and 100 attendees in Alabama).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0	Due to COVID-19, the No Restraints conferences were rescheduled for 2021.	N/A

Strategy 2: Promote at SBC Annual Meeting.

Measure: Provide resources for smaller membership church staff members.

Benchmark: Distribute 1,000 resources (ie: books) during the SBC Annual Meeting.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
0	Due to COVID-19, the SBC Annual meeting was canceled.	N/A

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

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

Alignment: This outcome aligns with the mission of NOBTS to equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries. This also aligns with the NOBTS Strategic Plan, 3b and 3c, to

Caskey Center for Church Excellence

increase extension and online credit hours. Also, it aligns with Strategic Plan 4b, to offer adequate admissions and financial aid assistance.

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

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

Benchmark: As resources allow, visit Florida and Georgia for promotion and recruitment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Goal Met	Director visited Montana in October, 2019. Associate director visited Wyoming in November, 2019. The director and associate director continued ongoing discussions with state convention representatives in Wyoming, Montana, Georgia, and Florida. Resources have not allowed the Caskey Center to expand to Florida or Georgia yet.	100%

Strategy 2: Increase the number of scholarships in existing states.

Measure: Develop a system to accommodate an increase, and raise the number of scholarships as resources allow.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
AL: 51 MS: 51 LA: 175	All qualified applicants were granted the scholarship and all available slots were filled.	100%

Caskey Center for Church Excellence

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

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

The most significant budget implication for the Outcomes concerns Outcome 2. The Caskey Center for Church Excellence cannot expand opportunities to provide scholarships in additional states without additional funding. This goal cannot be acted upon until the resources are available.

Center for Archaeological Research

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

Outcome 1: Tel Hadid Educational Programs

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

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

Strategy 1: Recruitment of Biblical Archaeology Students and volunteers: The Center for Archaeological Research will take a more proactive approach to recruitment in 2019-20 via more (1) social media, (2) professional society meetings displays & outreach, (3) church presentations and other venues for our excavation & education program.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
For NOBTS, the excavation was canceled because of the impact of the Covid-19 virus in the US and in Israel.	Praying for better news for the future of the excavation for 2021. We are moving forward with plans.	n/a

Center for Archaeological Research

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

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

Benchmark: New Benchmark: 12 Presentations in various venues.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Opportunities for presentations and contacts for the excavation were likewise delayed because of the impact of COVID-19.	Renew efforts to expand recruitment for 2021 excavation season.	n/a

Outcome 2: Gezer Financials

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

Alignment: Characteristic Excellence.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Excavation costs were negligible, due to dig cancellation.	Continue budget restraints where possible.	n/a

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

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

Benchmark: \$50,000.00 to be raised by July 30, 2019.

Center for Archaeological Research

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$50,000 was raised in 2019-2020 for the Tel Hadid excavation program.	The goal of raising \$50,000 for 2019-20 was met.	The \$50,000 was met and will become the annual goal for dig fund raising.

Outcome 3: MA (Biblical Archaeology) Students

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

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

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

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

Benchmark: 4 MA (Biblical Archaeology) Students

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Because of the Covid-19 crisis and the cancellation of the Tel Hadid project, recruitment has been minimal. Current enrollment 2 MABA students with several new prospects.	Several contacts have been made for possible additions to the MABA program.	None – hopeful for 2020-2021.

Center for Archaeological Research

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.

Raise additional funding for the Center for Archaeological Research to make the program sustainable in the long term.

Center for New Testament Textual Studies

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

Outcome 1: Academic Research and Projects

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

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

Strategy 1: Our project on the Euthalian Apparatus (EA) is moving forward and will soon be ready for involvement by additional participants. The hope will be to get at least 7 students, alumni, and/or visiting scholars involved in the project by the end of the 2019-20 academic year. The participants will be trained in how to read and transcribe Greek manuscripts using the online transcription editor designed for this project and will then be enrolled in the project with the goal of transcribing the EA for the Pauline Epistles in at least 3 manuscripts during the academic year for this project.

Measure: Project Evaluation – Enrollment of students in the Euthalian Apparatus Project (EAP) and the realization of the transcriptions of manuscripts by the student. The assessment will be based on the number of students enrolled in the project who

Center for New Testament Textual Studies

also transcribe the EA in at least 3 manuscripts for the Pauline Epistles as assigned by the project leaders.

A1: Currently we have 2 students enrolled in this project. B1: Enrollment in the project is monitored by the CNTTS staff, with one researcher being the primary coordinator for the program and Dr. Warren being the project director for the International EAP along with Dr. Simon Crisp of the UK as a co-director (these three form the coordinating team). B2: Manuscripts are assigned to students and their progress in transcribing is monitored by the coordinating team. The quality of the transcriptions is evaluated by the same people namely the coordinating team. B3: The total number of completed transcriptions is noted by the coordinating team, with a new manuscript only being assigned when the prior manuscript transcription is completed. B4: The completed and checked transcripts are then reconciled with another transcription of the same manuscript and the reconciled results are added to the Euthalian Apparatus Project database.

Benchmark: The benchmark for this is for 7 students to be involved in the project by the end of the 2019-20 academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We managed to increase to 4 students doing work on this project, but due to Covid-19, it quickly fell back to 2 students in March and no new students were enlisted from March forward.	The impact of the quarantine with Covid-19 caused this project to come to a virtual standstill as institutions were closed in the UK and in Greece, the settings where we have collaborating members of this project. Here at NOBTS, we were able to keep some work going via BlueJeans meetings and such, but even so only minor progress was made. This is simply an outcome dictated by the pandemic.	We hope to revive this project in the 2021 calendar year especially, albeit with some renewal of the project happening in the CNTTS in the Fall of 2020. Future funding needs will need to be addressed for the 2021 and 2022 calendar years, but are stable at this point.

Strategy 2: A major update of the CNTTS Critical Apparatus will involve several students and be submitted to the appropriate software companies for inclusion in their programs.

Measure: The measure will be the release of the updated Apparatus to the Software companies.

Benchmark: The benchmark for this is for the updated apparatus to be released to the software companies (Accordance and Logos).

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The update of the CNTTS Apparatus is moving forward	The work is being realized on a very high academic level that is actually yielding better results than anticipated on the quality of the outcome. A team of 8 of us are working with	The main area of improvement on this project would be to increase the financial

Center for New Testament Textual Studies

with work having been renewed especially from June forward. The full update is nearing completion and should be ready to send to the software companies by the end of 2020.	weekly meetings with a goal of having the final product ready by the end of 2020 in spite of the delays caused by the current pandemic.	base so that a higher financial remuneration can be offered to those involved on the project with the goal of them being able thereby to give more time to the project.
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Outcome 2: Funds for Student Fellowships

Rationale: he director and others will seek to raise \$40,000 in funds for student fellowships and research by way of grants and donations.

Alignment: This outcome especially addresses the core values of servant leadership and characteristic excellence.

Strategy: The director and others will seek to raise at least \$40,000 in funds for student fellowships and research by way of grants.

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The results were mixed on this, with approximately \$32,000 being raised via grants	The impact of the Covid-19 pandemic was felt heavily in the financial area of grants for the type of work that we do in the CNTTS. The increase in donor contributions for the CNTTS was most welcomed, with some more hopefully being gained in the coming year.	At least 2 more grants will be submitted, including one to the setting that had to cancel grants due to financial considerations with the current pandemic.

Center for New Testament Textual Studies

<p>and donations. Two major donors were gained over the year and two grants were applied for. One of those was successful for \$10,000. But one hoped-for grant was not considered due to financial strains somewhat related to the Covid-19 crisis causing the giving Foundation to cancel all grant distributions.</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.

These don't impact the seminary budget, so the implications have to do with the number of students who can work in the Center versus the seminary budget itself.

Dean of Chapel

Unit Purpose Statement: To equip leaders to fulfill the Great Commission and the Great Commandments by providing various opportunities for spiritual and intellectual growth and by modeling effective worship for the local church.

Outcome 1: Provide opportunities for spiritual growth through participation in the chapel ministry.

Rationale: Currently, we have Tuesday and Thursday chapel services and Tuesday morning "Dead Preachers' Society" (DPS) as the only regular and on-going opportunities for participation in the chapel ministry. We have several yearly endowed lecture series, but we are currently not scheduling these on a regular basis.

Alignment: This outcome aligns with NOBTS's value of Spiritual Vitality, Doctrinal Integrity, and Mission Focus. First, the chapel services are a time when the Seminary family (students, staff, and faculty) gathers together for the praise and adoration of God and instruction in His Word. Second, during DPS those who attend learn from the lives of faithful preachers of God's Word—who believed, taught, proclaimed, and submitted their lives to it. As a result, students are both encouraged and challenged to do likewise in their lives and ministries. Finally, each lecture is focused on some aspect of teaching or proclaiming the Word of God. Consequently, students are better equipped to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

Strategy: Utilize existing components of chapel ministry (Dead Preachers Society, Campus Revival, etc.) – Currently, the Chapel Ministry offers various opportunities for students besides the traditional Tuesday/Thursday chapel service. For example, Dead Preachers Society meets at 6:30 AM every Tuesday throughout the semester and Campus Revival occurs every spring semester. These existing components provide opportunities for spiritual growth.

Measure: Count Attendance – Continue counting our Tuesday and Thursday chapel services and continue counting attendance at Tuesday morning "Dead Preachers' Society" as well as attendance at any other chapel related event. The Dean of Chapel's office will keep track of the average attendance in Chapel and via "live stream" on Tuesdays and Thursdays during the academic year.

Benchmark: Meet or exceed an average attendance in Chapel or via "live stream" on Tuesdays and Thursdays for the academic year – Reach an average attendance in chapel on Tuesdays and Thursdays of 107 attendees for the academic year.

Dean of Chapel

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
An average of 115 in-person attendees worshipped at the chapel service. An average of 94 attendees worshipped at the chapel service online. An average of 10 members met for Dead Preachers Society.	The goal of 107 attendees for chapel services was exceeded during the academic year. While the fulfilment of this goal is meaningful, the Dean of Chapel acknowledges chapel services were affected by the pandemic this year. Chapel services were discontinued after Tuesday, March 10, 2020. The Dean of Chapel in conjunction with the Seminary President sought to provide opportunities for spiritual growth through encouraging messages released on the Seminary’s Facebook page. Additional opportunities for spiritual growth were provided through Dead Preachers Society meetings up to Tuesday, March 10, 2020.	The Dean of Chapel responsibilities regarding chapel services have been shifted to fall under the responsibilities of the President’s office. Therefore, for improvement, we will share the strategies we have found effective for increasing chapel attendance with those receiving the new responsibilities in the President’s office.

Outcome 2: Provide opportunities for intellectual growth in expository preaching through participation in the Adrian Rogers Center for Expository Preaching (ARCEP)

Rationale: ARCEP will provide resources to help develop individual’s skill in preparing and delivering expository preaching.

Alignment: This outcome aligns with the Seminary’s mission to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries by providing resources that will develop and enhance one’s skill in preaching. At the same time this outcome lines up with the Seminary’s Core Value of Characteristic Excellence. Encouraging and providing resources to offer the utmost of their abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ is one way to achieve such.

Strategy 1: Provide various types of resources regarding skill development in expository preaching – We want to continue to utilize a student who will be in charge of technology and social media in the Dean of Chapel’s office. This can include enhancing our web presence, suggesting other avenues of technology to promote chapel opportunities, as well as keeping our social media presence current. We believe a current and active social media presence may bolster students' interest and likelihood to participate in these chapel opportunities. Also, we believe a student in this position will help us communicate directly with and keep a pulse on the student community of NOBTS.

Measure: Count types of resources released over the academic year – The Dean of Chapel's office will count and keep track of the various types of expository preaching resources (blogs, podcasts, journals, sermon prep guides, and videos) released via the ARCEP website. The Dean of Chapel’s office will consult the website to ensure there

Dean of Chapel

are various types of resources regarding skill development in preparation or delivery of an expository sermon.

Benchmark: Release various types of resources or links to material regarding expository preaching – Release 3 different types of resources regarding expository preaching.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Dean of Chapel did not release any new resources on the ARCEP webpage. The Dean of Chapel in conjunction with the Director of the BA plus MDiv program created a new website and podcast which have posted four different types of resources in August 2020.	The potential resources for the ARCEP website were affected by the pandemic. However, the Dean of Chapel and Director of the BA plus MDiv program created a website, FaithfulPastor.com. The Director of the Center has observed more interactions with the external website page. The increase in availability and interest in this page is providing the Center with a greater influence. On this website, numerous resources were released in four different areas: exegesis, theology, practice, and a podcast. Within the area of exegesis, research for preaching and preaching outlines are shared. The website has posted seven different preaching outlines and numerous other resources which will help the pastor prepare to preach expository sermons. In addition, these faculty members created a new podcast, Pastor to Pastor. The podcast has published three episodes in Aug. and Sept. of 2020.	These faculty members plan to continue utilizing the ARCEP webpage and the new website, FaithfulPastor.com, to publish helpful resources related to preaching and pastoral ministry. The collaborative work of the two faculty members and the addition of a podcast should promote interest and add variety to the resources provided.

Strategy 2: Provide expository preaching conferences and lectures via the ARCEP – The ARCEP will sponsor expository preaching conferences and lectureships.

Measure: The Adrian Rogers Center has developed various relationships since its launch. In light of these connections, the center has sponsored and looks forward to hosting other conferences. Therefore, the amount of conferences sponsored or hosted will be measured.

Benchmark: Sponsor at least one conference per year and host one conference bi-annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The ARCEP did not host any conferences this year. The ARCEP sponsored the E4	The Dean of Chapel and ARCEP planned to host a conference during the 2019-2020 academic year. The planning process had begun with a planning meeting scheduled for March of 2020. The tentative date of the conference was scheduled for May of 2020. However, the	The Dean of Chapel and ARCEP will continue to sponsor a conference. The Dean of Chapel and ARCEP will plan to host a preaching related

Dean of Chapel

conference in the 2019-2020 academic year.	meeting and conference were canceled because of the safety concerns regarding the pandemic. Nonetheless, the Dean of Chapel and ARCEP contributed to training in expository preaching by being one of the primary sponsors for the E4 Conference. The E4 conference trains Louisiana pastors to enhance their pulpit ministry.	event on campus in the 2020-2021 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.

The Dean of Chapel position no longer exists, therefore no budget adjustments are requested.

Global Missions Center

Unit Purpose Statement: The purpose of the Global Missions Center is to advance global missions with those connected to New Orleans Baptist Theological Seminary.

Outcome 1: Reach the unreached using gospel conversations through local, national, and international mission opportunities with NOBTS student participants.

Rationale: Increase the number of mission trip gospel conversations.

Alignment: This aligns with the Mission of NOBTS to “equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries.” It also relates to the NOBTS Core Value of Mission Focus.

Strategy: Provide training opportunities to share the gospel – Provide gospel conversation training for NOBTS mission trips.

Measure: Record total number of mission trip gospel responses – Use data provided to the Leavell Center from NOBTS missions trips to record the number of gospel responses. The Global Missions Center personnel will record the number of gospel responses from NOBTS mission trip information provided by the Leavell Center.

Benchmark: 385 Professions of Faith. (Lowered from 745 for 2018- 2019 since results for 2018-2019 were 380)

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
147 professions during our Oct. 2019 Brazil trip. Due to the Covid19 restrictions, mission trips for Spring and Summer of 2020 were cancelled.	No one could have predicted a worldwide health crisis would impact mission trip so dramatically. This resulted in the reduction in professions of faith since only one NOBTS mission trip was completed as reported through the Leavell Center.	It is hoped that in the Lord’s timing such trips can resume. Improvement will only occur after trips resume.

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

Rationale: Increase visibility for missions and urban ministry through NOBTS by encouraging prospective students to study on the main campus of NOBTS in New Orleans to engage in missions and urban ministry.

Global Missions Center

Alignment: This aligns with the Mission of NOBTS to “equip leaders to fulfill the Great Commission and Great Commandments through the local church and its ministries.” It also relates to the NOBTS Core Value of Mission Focus.

Strategy: Provide information to prospective students – Work with Student Enlistment and the Public Relations Office to provide information to prospective students about coming to New Orleans main campus for missions and urban ministry.

Measure: Maintain record of meetings with prospective students – Maintain a record of meetings that Global Missions Center staff have related to meeting with prospective students.

Benchmark: 15 meetings with prospective students in various settings

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
30 estimated meetings which also include informal conversations during Meet and Greet and Preview events.	The Covid19 restrictions limited contacts in the Spring and Summer of 2020.	Although the goal was reached, it is hoped that more contacts can be made when more “normal” Preview events and Meet and Greet times can occur.

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.

Encourage Student Enlistment and Office of Communication to emphasize coming to New Orleans for missions and urban ministry. Missions professors available to help with Student Enlistment travel events if they can provide funding.

Institute for Christian Apologetics

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

Outcome 1: Increase Christian Apologetics student enrollment strategies

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

Alignment: This flows directly from the NOBTS Mission Statement: “New Orleans Baptist Theological Seminary and Leavell College prepare servants to walk with Christ, proclaim His truth, and fulfill His mission.”

Strategy 1: Attract potential apologetic students by attracting collegiate groups to the Defend Apologetics Conference.

Measure: Number of collegiate groups attending the Defend Apologetics Conference

Benchmark: Have 10 institutions represented.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We had 16 collegiate groups	We have good relationships that we’ve built over the years with a number of Baptist university religion professors and Collegiate Ministers. The primary area of growth has been church-based collegiate groups as our university-based group leaders and students have made Defend known in their regions.	We had 6 more than our goal.

Strategy 2: Sponsor a beginning-of-the-year meal to raise interest in the apologetics program.

Measure: How many attend.

Benchmark: Have 30 attendees.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We had 35	Attendance has been dropping for several years as a result of fewer students living on campus and more evening classes and events to compete with. Changing the date and time to a bit later in the semester could help.	We had five more than our goal.

Institute for Christian Apologetics

Outcome 2: Apologetics students will be actively engaged in Christian Apologetics

Rationale: It is keeping with our mission. We want students actually to practice what they study.

Alignment: This allows our students to grow and others to encounter apologetics done well.

Strategy: Encourage students to make apologetics presentations.

Measure: Number of student presentations.

Benchmark: Students make 8 presentations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Current NOBTS students presented 8 times in the 2020 Defend Conference. One student presented 3 times at the Defend the Faith conference (not an NOBTS conference) in Florida. That student also spoke at the Evangelical Missions to New Religions conference. Several of our graduating students taught apologetics modules as part of the capstone course, Supervised Apologetics Ministry Practicum.	Defend gives our students an excellent opportunity to hone their skills and present. Speaking at Defend requires that one submit a proposal and that said proposal be accepted. Acceptance is not guaranteed. As can be seen, our students are speaking at other non-NOBTS conferences.	We exceeded our goal by at least 4 presentations.

Institute for Christian Apologetics

Outcome 3: Apologetics Faculty will publish and make presentations (academic and popular) in Christian Apologetics

Rationale: It is in keeping with the mission of the ICA: to train as many Christians as possible to share and defend their faith as well as possible. We train by writing and public speaking, thus exemplifying apologetics in action.

Alignment: This is directly applying our mission statement by teaching on both the academic and popular levels.

Strategy: To speak and write on apologetics topics

Measure: Number of publications and presentations

Benchmark: Submit for publication at least two articles or books, or one of each, per academic year, 4 scholarly presentations, and 20 ministry presentations.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
At least two books were submitted. At least one book was released. Multiple book contracts were signed. Several academic presentations were made. At least 5 academic presentations by faculty members. The Defend conference had 17 presentations by 10 faculty members.	NOBTS faculty are active in the academy and the church.	We surpassed our goal.

Institute for Faith and the Public Square

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

Outcome 1: Host a Successful Annual Conference

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

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

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
N/A	The addition of a second conference in Spring 2019 for the 2018-19 year took the place of the traditional Fall 2019 conference. The next conference is scheduled for Spring 2021.	If co-hosting with other organizations, plan further in advance.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
N/A	No conference was held.	

Institute for Faith and the Public Square

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
\$8500	Without a conference, there were minimal expenses. A major donor was secured who will contribute annually. Contributions from donors will facilitate the next conference.	Continue working to expand donor base.

Outcome 2: IFPS Website

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

Alignment: Strategic Plan, Goal 2: Enhance our institutional image. (d) Improve the look of the Seminary webpages.

Strategy: Keep Website Relevant – Communicate information on future planned events with the website manager and coordinate on changes that need to be mad to the website.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
90% of the Board rated the website as current and relevant	There is a backlog of graphic design work in preparation for the next conference. Until it is ready, the older conferences remain on the home page.	Use outside graphic support to ensure timely designs.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Google analytics	Without a conference, there has been little traffic	Regularly scheduled

Institute for Faith and the Public Square

shows traffic increased 22%, but little traffic on the web site's past events	for previous events. Site traffic increased as quarantined individuals searched.	conferences are necessary to maintain traffic.
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Outcome 3: Increase Participation in Project 219

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

Alignment: Core Value: Mission Focus

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

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Some progress	Partnering with the Baptist Association did not result in anticipated increase.	Recruit student volunteer to contact congregations directly.

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 up the Seminary's target of healthy churches and strives to assist the institution in fulfilling its mission of equipping leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries. The Leavell Center assists the Seminary in the fulfillment of its mission by providing products and services for three primary constituencies: the local church, the Seminary's academic community, and agencies and institutions within the Southern Baptist Convention.

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

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

Alignment: This Outcome flows directly from our Mission Statement “to equip leaders to fulfill the Great Commission...through the local church and its ministries” by providing training for church leaders and seminary students for effective evangelism and measurable church growth.

Strategy 1: Conduct an Evangelism Training Conference during the Spring 2020 semester.

Measure: Number attending the Conference

Benchmark: The goal is to see fifty persons in attendance.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Rather than conduct an Evangelism Training Conference, the Leavell Center participated in the Inauguration Mission Projects in conjunction	Prior to going out into the Gentilly community, the participants were trained briefly how to do door to door and street evangelism. Seeds of the Gospel were planted throughout the neighborhood surrounding the seminary campus and several came to faith in Christ.	Although a formal Evangelism Training Conference was not conducted at the Leavell Center, at least 40 students and faculty were trained to share their faith in conjunction with the Inauguration Mission Projects.

Leavell Center for Evangelism and Church Health

with the inauguration of our new seminary President. Approximately 40 students and faculty participated in the evangelistic outreach effort in the Gentilly community resulting in 3 professions of faith.		
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Strategy 2: Partner with a local church and take students into neighborhoods doing door to door outreach and evangelism.

Measure: Number of persons participating, number of Gospel conversations, number of prospects discovered, and number of salvation decisions.

Benchmark: 5 participants, 55 Gospel conversations, 25 prospects, 10 salvation decisions

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
12 participants, 220 Gospel conversations, 10 prospects, and 5 salvation decisions	More students participating in neighborhood outreach and evangelism resulted in more Gospel conversations however, less prospects were discovered and less salvation decisions were made than anticipated.	7 more participants above the Benchmark, 165 Gospel conversations above the Benchmark, 15 prospects below the Benchmark, and 5 salvation decisions below the Benchmark

Outcome 2: Provide products and services 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 products and services available through the Leavell Center which include customized demographic studies promote effective evangelism and measurable church growth in the denomination. The demographic studies delineating socio-economic status, age, occupation, ethnicity, etc. provide vital information to assist churches in reaching their surrounding communities. The

Leavell Center for Evangelism and Church Health

studies also assist students in developing strategies targeting the communities in which their selected churches are located.

Alignment: This Outcome flows directly from our Mission Statement “to equip leaders to fulfill the Great Commission...through the local church and its ministries” by providing products and resources to assist church leaders and seminary students for effective evangelism and measureable church growth.

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

Measure: Number of demographic studies developed

Benchmark: The goal is to provide 175 demographic studies for churches and students.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
97 demographic studies were requested by churches and students.	Less demographic studies were developed during this time frame as funding for the studies was no longer available by mid-Spring. As a result, the Leavell Center directed those requesting demographic studies to alternative resources such as the North American Mission Board and the Association of Religious Data Archives.	The Benchmark was missed by a total of 78.

Outcome 3: Conduct research projects for publication and presentations to assist 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 research projects conducted by the Leavell Center provide vital information in order to assess the growth and health of the churches and the denomination assisting the churches and denominational agencies in analyzing their condition and developing strategies for effective evangelism and measurable church growth.

Alignment: This Outcome flows directly from our Mission Statement “to equip leaders to fulfill the Great Commission...through the local church and its ministries” by providing research findings to assist church leaders and seminary students for effective evangelism and measureable church growth.

Strategy 1: Conduct research project led by the Associate Director of the Leavell Center concerning how to reach millennials using four lifestyle groups and model churches in the SBC. This work will be expanded throughout the academic year.

Leavell Center for Evangelism and Church Health

Measure: Findings compiled for publication and/or presentation at the appropriate venue.

Benchmark: Publication and/or presentation made at the appropriate venue.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Although the research project was not completed fully, the research compiled was presented to two professional societies, the Southern Baptist Research Fellowship and the Great Commission Research Network during the Fall of 2019 by Dr. Bill Day, Associate Director of the Leavell Center for Evangelism and Church Health.	The research project conducted by Dr. Bill Day concerning how to reach millennials using four lifestyle groups and model churches was groundbreaking research in the field of church growth. Following his presentation at the Great Commission Research Network annual meeting in Denver in October 2019, Dr. Day received the Donald A. McGavran Award for Outstanding Leadership in Great Commission Research. This award is bestowed to a person who has exemplified scholarship, intellect, and leadership in the research and dissemination of principles of effective disciple making as originally developed by Donald A. McGavran, the “father of the Church Growth Movement.”	Presentation of the compiled research to date was presented at the appropriate venues of the Southern Baptist Research Fellowship and the Great Commission Research Network. Dr. Day plans to continue his work on this important research project even though he is retired from his position at NOBTS.

Strategy 2: Update the definition of a healthy, growing church to include the church’s growth or decline of its community.

Measure: Findings compiled for publication and/or presentation at the appropriate venue.

Benchmark: Publication and/or presentation made at the appropriate venue.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Strategy 2 was not completed.	Dr. Day focused his research on Strategy 1 of Outcome 3 and was not able to update the definition of a healthy, growing church.	No improvement because Strategy 2 was not completed.

Leeke Magee Christian Counseling Center

Unit Purpose Statement:

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

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

Outcome 1: Training

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

Alignment: NOBTS Core Value of Characteristic Excellence.

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

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

Benchmark: The Supervisor evaluation of Question E in Part 3 of the CCS 2017, across the time of clinical practice should show ongoing improvement and gain in the application of counseling theory in the practice of counseling. A gain of an average improvement of ½ point in a Likert scale of 1-5 should be exhibited.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The average Supervisor evaluation for students at the beginning of their Practicum was 3.88. The average	Student Counselors demonstrated improvement in their knowledge of counseling theory and application in practice as measured by Supervisor evaluation.	There was an average improvement in student's Supervisor evaluations of 0.46. This fell marginally short of the established benchmark.

Leeke Magee Christian Counseling Center

Supervisor evaluation for students at the end of their Internship was 4.34 There was an average improvement in student's Supervisor evaluation of 0.46.		
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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: NOBTS Core Values of Characteristic Excellence and Servant Leadership.

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

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

Benchmark: Students' improvement will be measured on facilitating therapeutic environment on CCS 2017, Part 1:K. Students at the end of the Clinical Practice (Internship 2) will achieve a 4 or 5 on the Likert scale.

Results	Reflection on Results	Improvement
The average Supervisor evaluation for students at the beginning of their Practicum was 4.11. The average Supervisor	Student Counselors demonstrated improvement in their capacity to facilitate a therapeutic environment with clients as measured by Supervisor evaluation. Ratings for this Outcome were higher than expected at the beginning of the Practicum period. This may reflect significant attainment of related skills in the classroom setting prior to the beginning of Practicum.	Students achieved the established benchmark in both measurement intervals. There was an average improvement in student's Supervisor evaluations of 0.52.

Leeke Magee Christian Counseling Center

evaluation for students at the end of their Internship was 4.63.		
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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.

N/A

Youth Ministry Institute

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

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

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

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

Strategy 1: Coordinate with NOBTS Extension Centers, Baptist State Conventions, and local youth ministers attending Southeast Youth Ministry Conclave to network with potential attendees and potential leaders.

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

Benchmark: 20 contacts and 5 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
33 Contacts 6 Students	Southeast Conclave continues to be an excellent source of contacts for YMI. NOBTS students enjoy the Special Topics in Youth Ministry Leadership course.	40 Contacts 10 Students

Strategy 2: YMI staff created a graduate syllabus for a for-credit, NOBTS class that incorporates the attendance at the Youth Specialties National Youth Workers Conference. The course will be added to the graduate course schedule for Fall 2020.

Measure: Course added to Fall 2020 Graduate Course Schedule and number of students taking the course.

Youth Ministry Institute

Benchmark: 3 students taking the course.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
2 Students	The COVID-19 pandemic forced the conference to move online to a digital conference. 2 students are taking the course and attending the virtual conference	Offer the course in Fall 2021 with the expectation that there will no longer be impacts from the pandemic

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

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

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

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

Measure: Administer the assessment instrument to youth leaders.

Benchmark: 30 youth leaders participating in the research study.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
314 survey were completed	Preliminary research findings indicate that most youth leaders (54%, n=170) perceive they are doing an average job in overall youth ministry. Leaders should be encouraged to focus not only on traditional elements of youth ministry, but also parent/family ministry and integrating teens into the local congregation.	Conduct follow-up interviews. Phase two of the project involves telephone interviews with survey participants

Undergraduate Programs

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: Entrance and Exit Exam

Rationale: Ensure the continued validity of the Leavell College Entrance and Exit Exam in light of the new degree programs.

Alignment: Core value of *Characteristic Excellence*

Strategy 1: Continue efforts in ensuring the validity of the BACM Exam.

Measure: Review the results of the revised BACM exam for the fall 2019 and spring 2020 semesters (graduates only) to assess the validity of the program-specific exam questions.

Benchmark: 100% of the Leavell College BACM Entrance/Exit Exam (program specific questions) will be reviewed to ensure correlation of questions to our degree program outcomes.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>												
Fall 2019: 100% of the BACM Entrance/Exit Exam was reviewed Spring 2020: 100% of the BACM Entrance/Exit Exam was reviewed	The results compiled by PSLO: <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">PSLO</th> <th style="text-align: center;">Fall 2019</th> <th style="text-align: center;">Spring 2020</th> </tr> </thead> <tbody> <tr> <td>Biblical Interpretation</td> <td style="text-align: center;">82.14%</td> <td style="text-align: center;">86.92%</td> </tr> <tr> <td>Service and Leadership</td> <td style="text-align: center;">65.00%</td> <td style="text-align: center;">80.00%</td> </tr> <tr> <td>Historical and Theological</td> <td style="text-align: center;">55.71%</td> <td style="text-align: center;">64.39%</td> </tr> </tbody> </table> The BA Entrance/Exit Exam is being revisited to address the new majors.	PSLO	Fall 2019	Spring 2020	Biblical Interpretation	82.14%	86.92%	Service and Leadership	65.00%	80.00%	Historical and Theological	55.71%	64.39%	Fall 2019: Met Spring 2020: Met
PSLO	Fall 2019	Spring 2020												
Biblical Interpretation	82.14%	86.92%												
Service and Leadership	65.00%	80.00%												
Historical and Theological	55.71%	64.39%												

Strategy 2: Continue efforts in ensuring the validity of the BAM Exam.

Measure: Review the results of the revised BAM exam for the fall 2019 and spring 2020 semesters (graduates only) to assess the validity and efficacy of the program-specific exam questions.

Benchmark: 100% of the Leavell College BACM Entrance/Exit Exam (program specific questions) will be reviewed to ensure correlation of questions to our degree program outcomes.

Leavell College

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Fall 2019: No BAM graduates Spring 2020: 2 graduates, neither of which completed this portion of the exam	As indicated, Leavell College did not have any BAM graduates in the fall 2019 semester. We did have two BAM graduates in the spring 2020 semester; however, these two students met challenges with the program-specific portion of the exam due to poor Internet connectivity and the challenges of COVID-19. The BA Entrance/Exit Exam is being revisited to address the new majors.	Fall 2019: N/A Spring 2020: Not met

Outcome 2: Student Participation in the *ETS Proficiency Profile*

Rationale: Increase student participation in taking the online offering of the *ETS Proficiency Profile Exam*.

Alignment: Core value of *Characteristic Excellence*

Strategy: Increase the offering of the *ETS Proficiency Profile Exam* in a proctored, online setting by extending to our Associate, Bachelor of Arts in Biblical Studies, and Bachelor of Arts in Psychology and Counseling students, regardless of delivery format or location.

Measure: Online offering of the *ETS Proficiency Profile Exam*.

Benchmark: A cumulative total of 70% of the Associate, Bachelor of Arts in Biblical Studies, and Bachelor of Arts in Psychology and Counseling (respectively) who are graduating in absentia or who are not available to take the exam at the time offered will participate in the online version of the exam in the fall 2019 and spring 2020 semesters.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Cumulative total of AA and BA graduates participating in the online, proctored <i>ETS Proficiency Profile Exam</i> : - Fall 2019: 85% - Spr 2020: 61%	The goal was exceeded by 15 percent during the fall 2019 semester. Attributed to this high level of success was the timely, clear, and routine communication from the LC Assessment Coordinator to the graduating students, the registrar's office, the LC office, and ETS. Spring 2020 was a challenging semester as all LC classes went to a virtual format as of March 16 due to COVID-19. Also, because of COVID-19, the spring 2020 graduation was not conducted live. The LC Assessment Coordinator initiated additional communication; however, a number of factors contributed to LC not meeting the stated goal. The factors include the students' (1) Internet	- Fall 2019: +15% - Spr 2020: -9%

Leavell College

	access, (2) computer access, and (3) minor issues with proctoring process.	
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Outcome 3: Promote Leavell College

Rationale: Leavell College has implemented two new degree programs (Biblical Studies and Psychology & Counseling) and revised both the BACM and BAM in light of students' needs. In addition, the president of the institution has made Leavell College his main priority.

Alignment: Leavell College Unit Purpose Statement, Core value of *Characteristic Excellence*

Strategy: Plan intentional times with the Leavell College students to promote the undergraduate school and to build community among the students and the faculty.

- Host a "Donut Day" the first Tuesday of the fall 2019 and spring 2020 semesters. Invite all Leavell College students, faculty, and president (Dr. Jamie Dew) to participate in this event.
- Invite Dr. Jamie Dew to speak to our Leavell College students one evening during the academic year. This meeting will be provided via BlueJeans so the students who are not on the New Orleans campus can participate. The video link will be posted to the LC course Blackboard shells during the semester of the event, making the special event available to all students.
- Investigate establishing a house system for our younger undergraduate students. We have an increasing number of younger undergraduate students. The older undergraduate students will be encouraged to take part in the house system, but their participation will not be mandatory.

Measure 1: Calendar confirmation of the "Donut Day" on the first Tuesday of both the fall 2019 and spring 2020 semesters.

Benchmark: 100% - both "Donut Days" will be conducted.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% (fall 2019) 0% (spr 2020)	"Donut Days" was held at the beginning of the fall 2019 semester on August 20, 2019. The college was unable to hold this same event during the spring 2020 semester as the Leavell College office suite was scheduled to move to their new location at this time.	Met (fall 2019) Did not meet (spr 2020) The new LC office suite is centrally located and more conducive to promotional activities for our students. Use this space to promote the college.

Measure 2: Calendar confirmation of the special event with Dr. Jamie Dew, and posting of the video link to the LC Blackboard shells during the semester in which the special event took place.

Leavell College

Benchmark: 100% - the special event with Dr. Jamie Dew will be conducted during the 2019-2020 academic year and the video link posted to all LC Blackboard shells during the semester in which the special event took place.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% (event)	The special event entitled “Dr. Dew Wants to Hear Your Voice!” was held on November 7, 2019, beginning at 6:00 p.m. in the Creole Room. This event was publicized to our LC students over various mediums. A focus area: build true community among those of Leavell College. LC faculty were also present.	Met (event) Did not meet (recording)
0% (recording)	The recording of the event was not provided to the faculty for uploading to the LC Blackboard shells.	Ensure events of this nature are recorded (when and as feasible) and provided to our off-campus students.

Measure 3: List of students assigned to the houses established.

Benchmark: 100% of the students for whom the house system is mandatory will be assigned to a house by the end of the academic year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Postponed due to cost to students and COVID-19.	<p>The Dean of Students office is initiating the house system, with Leavell College assisting and supporting.</p> <p>During their regularly scheduled faculty meetings, the LC faculty brainstormed names for each of the houses. The LC faculty will choose the leaders for the first year. There will be:</p> <ul style="list-style-type: none"> - 4 houses (changed to 3 houses: Elliot House (devotion), Bonhoeffer House (truth), and Moon House (mission)) - 4 leaders per house - 1 director per house (purpose: calling organization meetings, spiritual development) - 2 commissioners per house (serve in capacity of RA – one male/one female) - 1 scholar per house (work with faculty) <p>The unveiling of the LC housing system took place during a special dinner meeting with the LC faculty and students on March 5, 2020. At this time the students were advised of the philosophy and purpose of the housing system.</p>	Did not meet due to postponement (note "Reflection on Results")

Leavell College

	<p>They were also provided with the specifics for the roles and responsibilities of those who would serve as leaders within each house.</p> <p>During the April 24, 2020 LC faculty meeting the decision was made to table temporarily the LC House System. If we proceed with the house system in the fall 2019 semester, we would need to add the fee to the LC students' accounts. The faculty was concerned our students would not be able to handle this extra fee. We will probably be able to kick off the LC House System in January 2021. In addition, COVID-19 had a significant impact on progressing with the house system.</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) *Item Analysis software. (Outcome 1)*
- 2) *Opportunity for Leavell College to host a "Special Evening with Dr. Jamie Dew" to promote the college. (Outcome 3)*

Prison Programs

Unit Purpose Statement: To provide quality educational programs inside correctional institutions that equip incarcerated leaders to fulfill the Great Commission and the Great Commandments within the local church and its ministries, both inside correctional institutions and beyond.

Outcome 1: Standardize course cycles at prison extension centers

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

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

Strategy 1: Create new four-year course cycles for each prison extension center, transitioning each cycle to reflect the new Leavell College requirements.

Measure: Completion of proposed cycles for each prison extension center and submission to Leavell College staff and educators or Dean and/or Associate Dean of Graduate Studies (if applicable) for approval.

Benchmark: Complete 100% of new course cycle proposals by December 31, 2019.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
New Cycles created as outlined	This work was completed with Dr. Vandercook the Associate Dean of Leavell College.	The prison programs have a cohort cycle that moves students through the curriculum to graduation.

Strategy 2: Review each of the prison extension centers' syllabi and course requirements to assure concordance with that of the main campus.

Measure: Submission of syllabi by extension center directors and review by Leavell College staff and educators or Dean and/or Associate Dean of Graduate Studies (if applicable)

Benchmark: Complete 50% of the reviews each year for the next three years.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The process is completed	The prisons are following the same process as all distance extension sites with the creation and	This process is still being refined as needed

Prison Programs

through the Senior regional associate Dean for Extension centers	execution of teaching syllabi for courses.	in the prison context.
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Outcome 2: Create a cohesive set of procedures to assure discrete pathways of the prison ministries programs (graduate, undergraduate, main campus, extension centers) operate in an efficient, uniformed, and cooperative manner.

Rationale: To increase interdepartmental communication in Prison Ministries.

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

Strategy 1: Assess administrative assistant to Director of Prison Ministries/NOBTS.

Measure: Complete annual performance review for assistant.

Benchmark: Complete 100% of performance review by end of first year's employment.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Staff changes and departments	Several departments with admissions, Registrar and extensions has accelerated the communication and process that achieves this strategy.	Challenge due to COVID-19 and limited access to the prisons themselves has limited the later part of this academic year.

Strategy 2: Complete development of a procedural module for various components and duties of prison ministries.

Measure: Written Plan in agreement with policy/procedures of main campus.

Benchmark: 100% completion of written plan by December 31, 2019.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>

Prison 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.

Requesting funding to provide CIV technology for Angola in order to facilitate completion of program requirements.

Academic Services

Registrar

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

Outcome 1: Evaluation of Application Process

Rationale: The Dean of Admission and Registrar's Office is converting to a new Student Information System. The opportunity to hire a full-time employee to learn the system from the very beginning would lessen the time for a training to take place.

Alignment: Spiritual Vitality is the Core Value for the 2019 – 2020 academic year. We want to stress to the staff of the Registrar’s Office Biblical Customer Service through knowing that we are a worshipping community emphasizing both personal spirituality and gathering together as a Seminary family for the praise and adoration of God and instruction in His Word.

Strategy: Hiring a person for a full-time position who would commit to a time period to allow them to become acclimated to the new system and knowledgeable enough to write a handbook on the new system.

Measure: Money available in the Dean of Admission and Registrar’s Office to be able to hire a full-time person to see if the person hired would meet the expectations of the Dean of Admission and Registrar in the quality and quantity of work.

Benchmark: 70% increase in productivity of learning and adapting to the new Student Information System.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Positive	The Dean of Admissions and Registrar’s Office personnel were reassigned to be a more effective team.	Experience with the new SIS will cause improvement.

Outcome 2: Training of Academic Advisors

Rationale: Academic advisement is necessary for all the locations the New Orleans Baptist Theological Seminary provides theological education. The growing number of students in the extension centers and online students requires accurate degree plans for each student. Adding and training academic advisors is an ongoing process. Students would be able to have more than one (1) academic advisor. The academic advisors would be trained and also have experience because they will be

Registrar

students or former graduates of New Orleans Baptist Theological Seminary. Because of the different degree programs and specializations, academic advisors would be familiar with degree requirements by being able to interpret the catalog and the different degree plans.

Alignment: The Mission Statement of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries. Academic Advisors will advise the students to complete their degrees in a timely manner with accuracy so the student can accomplish the Mission Statement.

Strategy: Increase Efficiency and Knowledge of the new Student Information System as the system pertains to Academic Advisement – All those assigned to Academic Advisement would need to be trained in the new Student Information System in order to be able to monitor all of the graduate students’ progress in their degree programs. The academic advisors would need to be familiar with the catalog and any changes that may occur in the online catalog.

Measure: An increase in the student’s awareness of how they can monitor their degree progress in the new Student Information System. Time will be needed for both the academic advisors and the students to orient themselves to the new Student Information System.

Benchmark: 100% efficiency will be necessary for the advisors to be able to instruct the student on their progress through a system never used in the past.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Positive	The team of academic advisors and retention personnel are able to work together with the new SIS to help students complete their degrees.	The new SIS will keep improving the monitoring of retention and graduation rates.

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

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

N/A

Dean of Students

Unit Purpose Statement: The Student Services Department exists to facilitate the personal, academic, and spiritual growth of all NOBTS students by promoting, planning, and coordinating programs and events that contribute to an atmosphere reflecting the core values of NOBTS: doctrinal integrity spiritual vitality, mission focus, characteristic excellence, and servant leadership.

Outcome 1: Improve student services across delivery systems

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

Alignment: This outcome aligns with goals 3 and 4 of the NOBTS Strategic Plan.

Strategy 1: Increase advising caseloads for the academic advisors. Begin to track the number of extension/online students who receive academic advising as well as the number of students who meet with an academic advisor without scheduling a meeting. Coordinate with extension center directors and the Online Dean to inform students about advising. Email students when fall/spring registration opens to remind them of the availability of advisors.

Measure: Percentage of enrolled students who receive advising across delivery methods throughout the 2019-2020 academic year.

Benchmark: 800 advising appointments.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Our academic advisors conducted 838 advising sessions between August 2019 and July 2020.	We have a more active advising strategy for students on academic probation. Academic advising responsibilities have transition to the Division of Enrollment. They have hired a full-time and a part-time academic advisor. The new Coordinator of Student Success also does some academic advising. The Director of Student Services assisted during the handoff. The new advisors have also taken on some undergraduate academic advising.	We conduct 38 more appointments than the stated benchmark.

Strategy 2: Create opportunities for incoming students on the main campus to establish meaningful connections with other students, faculty, and staff which will better familiarize students with available student services.

Measure: The number of new students who participate in the Peer Discipleship program.

Dean of Students

Benchmark: 50 new students involved in the Peer Discipleship program.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
30 new students participated in the Peer Discipleship program.	We do not have a clear idea of why less students participated this year. Promotion of the program was the same. Attendance at New Student Orientation was lower in 2019-2020, so the pool of new students was smaller. It may have been a difference of personal need among the students from year to year.	We had 22 less students participate in 2019-2020 than we had in 2018-2019. We will reevaluate promotion of the program moving forward. We will also consider new ways to involve students off campus.

Outcome 2: Educate and equip students to adequately manage their finances.

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

Alignment: This outcome aligns with the core value of doctrinal integrity. We believe the Word of God, and we want our students to submit their whole lives, including their finances, to what the Word says.

Strategy 1: Facilitate Compass classes.

Measure: Number of students participating in Compass classes. – PREP Compass classes teach excellence in managing student finances to main campus students and extension/online students through video conferencing.

Benchmark: 125 students participating in Compass classes across various formats.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
105 completed	Even though we had 105 students complete the course, we had a total of 167 enroll during the 2019-2020 academic year. We had many students sign up, but not follow through with completing the course due to unexpected life events.	Despite not meeting the benchmark of students completing the course, our summer numbers were higher than normal. We were short 20 students completing the course.

Strategy 2: Conduct individual financial advising meetings through the PREP Office and in partnership with the Ameriprise Financial Group.

Measure: Number of students who meet with a PREP employee or an Ameriprise Financial Group advisor.

Dean of Students

Benchmark: 80 individual meetings.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
92 individual meetings	We successfully exceeded our goal of 80 individual meetings with an additional 12 meetings. Instead of the Ameriprise Financial Advisors meeting once a semester, they began offering monthly meetings to our students.	We exceeded our goal by 12 individual meetings.

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.

Alignment: This outcome aligns with the core value of characteristic excellence. We promote spiritual and physical health so that NOBTS students, faculty, and staff may experience:

Recreation – activity for fun and rest.

Exercise – activity for exercise and promote spiritual exercise.

Community – connect with others and promote accountability.

We do this so others will be better equipped to serve God with excellence in every aspect of their lives and ministry.

Strategy 1: Update current REC Equipment and Facilities: Basketball Court, Weight Room Benches, Kettle Bells, Foosball Table, Ping-Pong Table, Get A/C put in the gym.

Measure: The number of equipment and facilities updated.

Benchmark: 5 BIG equipment and facility updates.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We were able to update Sunshine Basketball Court with two new basketball goals. We updated the Weight Room with new kettle bells, bumper plates, Olympic bar, and elliptical. We also received AC in the Gym.	We improved on the things that needed updating the most. The supporting staff and students led to these new updates, and we are really excited to see these items improve Student Health.	We were not able to update ping-pong and foosball tables, but overall we updated 3 BIG equipment and facility updates that has improved the REC and encourage student health on campus.

Dean of Students

Strategy 2: Be more active in offering activities and programs that the NOBTS family want.

Measure: Track REC student check-ins before and after new activities and programs, as well as, guest check-ins.

Benchmark: Increase yearly usage of the REC by 1500 check-ins. From August 1, 2018 to July 31, 2019, The REC had 10,059 check-ins.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The REC had a total of 6,134 check-ins.	We did not meet our goal this past year of check-ins. April we were shut down for the month because of COVID, and that is usually our biggest month with some big events like Crawfest 5K and intramural basketball/ultimate.	Offering more activities and programs might not be the answer to this issue. We were shut down and operating at reduced capacity for a significant amount of time. A good number of well-prepared events would better help our outreach to students.

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.

- For strategy 1 of outcome 1, advising will be transitioning out of student services to an office of student success. We would benefit from having full-time advisors. For strategy 2 of outcome 1, we will need more money for materials if we make discipleship groups mandatory for new students. We could create curriculum to give to all of the groups.*
- Regarding outcome 2, the PREP office has been the primary agent in achieving this outcome. The PREP office has been funded by a grant, which was originally scheduled to end at the conclusion of 2019. However, our PREP staff requested a grant extension using the remaining amount of the grant to fund them until the conclusion of 2020. Starting in January 2021, we would benefit from a seminary-funded, part-time employee to be hired in the Financial Aid office to continue the majority of services which are now offered through the PREP office. Funds for conducting and incentivizing these services would also be beneficial.*
- Concerning strategy 1 of outcome 3:
A/C is already in progress / New Gym Flooring \$50,000*Estimate* / For Two New Basketball backboard and rims - \$2,344.58*Quote* / Weight Room Bench \$2,500*Estimate* / Kettlebell Weights \$200*Estimate* / Foosball Table \$500*Estimate* / Ping-Pong Table \$700 *Estimate* / Total: \$56,244.58*

Student Enlistment

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

Outcome 1: Increase Campus Visits

Rationale: In order to

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

Strategy: In addition to regularly promoting Campus Visits and Campus Preview in multi-channel media, a Campus Preview pre-conference will be added to draw more attendees.

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

Benchmark: The goal for visits the 2019-2020 academic year will be 545 prospective student visitors. Last year’s result was 527 prospective student visitors.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
410 Visits	Details: 106 individual campus visits, 107 Campus Preview attendees, 135 prospects attended Defend, 33 prospects attended NOBTS Counseling conference, 11 prospects came as a part of a group tour, 18 prospects attended The Gospel & The City who did not attend Preview.	The results were 135 fewer visitors than the benchmark, due at least in part to the shutdown of campus tours between March and May due to COVID-19. To emphasize visits next year, a new Admissions webpage featuring visits, Preview, and virtual visits is being developed.

Outcome 2: Increase Inquiries from Recruiting Trips

Rationale: Increase the number of prospective student inquiries during outbound recruiting trips.

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

Student Enlistment

Strategy: Use drawings and attractions at larger events to increase traffic to the booth. At larger conferences, premium NOBTS giveaways will serve to drive traffic. Event-specific strategies such as an enhanced presence at Collegiate Week should also yield increased inquiries.

Measure: Travel Grid Record – The travel grid is a document which logs trips and includes information about the number of inquiry forms obtained on outbound trips. The 2019-2020 Travel Grid will be used to calculate the total number of inquiries obtained this academic year.

Benchmark: The goal for prospective student inquiry forms for outbound trips for the 2019-2020 academic year is 1,275. Last year’s result was 1,210 inquiries.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
668 trip inquiries	The goal for trip inquiries was not met, at least in part due to trip cancellations due to COVID-19. However, the total number of inquiries received through all sources was 1753 (LC=454, Grad=685, Doctoral=308, Undeclared=306)	The results were 542 fewer than the benchmark, but total inquiries received exceeded the benchmark. In the future this goal will focus on total inquiries regardless of source.

Outcome 3: Increase Campus Preview Application Rates

Rationale: Increase the percentage of Campus Preview attendees that complete the application. This includes those who apply before Preview and those who apply after.

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

Strategy: Emphasize the application during Preview by providing a \$1,000 scholarship for a randomly drawn applicant who applied during Preview. This offer will be stated publically several times during Preview as well as included in follow-up emails. In addition to offering an application booth at the Campus Expo, permission will be sought from the IT department to make computers available to complete the application during free time.

Measure: Campus Preview Attendance List and Recruit Records – The actual attendees (as opposed to registrants) for Preview are logged on a spreadsheet to create an attendance list. "Recruit" is the software which houses applicant information. The attendance spreadsheet will be cross-referenced with records from the Recruit software to determine which individuals applied. The percentages of individuals that applied before and during/after Preview will be determined.

Student Enlistment

Benchmark: The goal for Preview applicants for 2019-2020 is that 50% of attendees will attain the “application completed” stage for NOBTS or Leavell College. Last year’s result was that 69.7% submitted the application and 46.5% completed.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
37.4% (40 total)	65.4% started the application and 37.4% completed the application. The app start figure is closer to the previous year’s app start rate, but the application completed rate was 9.1 lower. Overall start to admit numbers from all sources were: LC – Start = 557, Admit = 140 Grad – Start = 988, Admit = 381 Total – Start = 1545, Admit = 521	This benchmark was not achieved, as the completed application rate was 12.6% lower than the benchmark. In the future this goal will reflect total applications submitted and completed from all sources.

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.

No budgetary adjustments are necessary based on these goals, but a streamlining of the application may yield more applications during Campus Preview and more completed applications for the institution

Library

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

Outcome 1: Increase collection of eBook resources

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

Alignment: One significant contributor to equipping leaders to fulfill the Great Commission and the Great Commandments is the provision of library resources that foster critical thinking skills and exposure to multiple theories, practices, and theologies of successful Christian ministry.

Strategy: Add net eBook titles annually to the EbscoHost eBook collection – Annual "net" eBook titles is defined as the new titles added minus titles removed from the collection.

Measure: Increase in the 2019 EbscoHost Religion and Academic eBook Collections – The EBSCO annual collection report is in the annual report from the Director of Technical Services.

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
The Religion and Academic Collections in 2019 were 8,800 and 190,000 respectively.	EbscoHost continues to build significant holdings in their digital products.	The Religion Collection added 400 titles and the Academic Collection grew by 10,000 titles.

Outcome 2: Digitize Rare Book and Artifact holdings

Rationale: The library has a great rare book, hymnal, and archival collection, which is given added significance due to the celebration of the Seminary's centennial.

Library

Alignment: Included in the seven competencies that guide the seminary curriculum are Christian theological heritage, spiritual and character formation, and worship leadership. Essential to these competencies is an awareness of the spiritual heritage of the Christian Church. Providing access to rare theological writings and hymnology facilitates an awareness and appreciation for both the past and present spiritual climate of the Church.

Strategy: Assign student workers to digitize books and artifacts. – The items to be digitized include the John T. Christian rare book and pamphlet collection, and the Martin Music rare hymnal collection, plus historical documents related to Seminary history.

Measure: The number of pages or items digitized annually. – The number of pages or items digitized annually is recorded in the annual report of the Director of Technical Services.

Benchmark: Digitize 25 items or 600 pages annually

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Fifteen items were digitized. The archives received over 40 linear feet of materials from Dr. Chuck Kelley. Due to storage needs, this collection had to be immediate addressed.	Some 20 linear feet of Dr. Kelley’s archives were sorted. This outcome will be switched next year so that this project can continue its momentum to completion.	For nearly 20 years, the library did not have a full-time archivist. Dr. Kelley’s collection is the first major gift to be received in many years.

Outcome 3: Increase Student Satisfaction of Library Services

Rationale: Increase the student satisfaction scores in the annual Noel-Levitz adult student survey.

Alignment: The seminary’s core value of Characteristic Excellence demands a high student satisfaction level in all aspects of library resources and services provided.

Strategy: Videos will be made detailing library services and distributed via email to the student body. – The videos explain how on campus, off campus, and online students can utilize the library.

Measure: Annual Noel-Levitz Adult Student Survey, Questions 15 and 54 – Question #15 is “Library resources and services are adequate for adults.” Question #54 is

Library

“Library services for extension center students (including e-books, online databases, etc.) are sufficient and accessible.”

Benchmark: Meet or exceed last year's scores and/or national averages for questions 15 and 54 on the Noel-Levitz Student Survey

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
6.16 (Q# 15) and 5.92 (Q# 54)	Virtually no change from the previous year (5.85/5.95).	The scores are plus .31 and minus .03 compared to last year. The result show no significant statistical difference.

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

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

N/A

Media Services

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

Outcome 1: Upgrade media equipping in Leavell Chapel.

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

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

Strategy: The media department is researching grants, acquiring bids, and looking for donors to assist in securing the needed \$500,000 for this major upgrade.

Measure: The system was installed following Hurricane Katrina as the campus continued to reopen. This system is now operating into the 14th academic year for audio and the 8th year for video capture.

Benchmark: In recent years some upgrades have been completed for projection and mics but this upgrade is in addition to those. The chapel is a key space to the campus and the overall work of the seminary. This project could span over several academic years.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Donor has been secured	We are now working with a consultant on the upgrade plan for Leavell Chapel.	We are upgrading the media systems in the chapel within the gift of 500,000.

Outcome 2: Enhance course content through HD video creation and editing.

Rationale: The studio continues to be enhanced for recording course content for online delivery.

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

Strategy: The media studio will continue to record and edit videos to support the institution mission through academic course content for students.

Media Services

Measure: We will track the professor, course, and number of videos. We also will track the conferences and chapel videos that are captured and produced that support the institution.

Benchmark: The goal is to produce on average 60 videos per semester.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We continued to record during the fall semester.	We were closed due to COVID-19 so the studio missed 5 months of recording and supporting professors.	We have resumed normal operations and will be recording for 20-21.

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

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

N/A

Business Affairs

Human Resources

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

Outcome: Improve Processes to minimize institutional risk

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

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

Strategy: Conduct quarterly internal “audits” of payroll and benefits functions to improve the effectiveness of risk management, ensure accuracy and completeness of legal compliance, ensure compliance with established internal processes, and ensure accurate processing of payrolls and tax filings.

Measure: Internal audit checklist will be used quarterly to conduct internal audit for the purpose of verifying objectives listed in Strategy 1. Results of internal audit will be discussed with HR/Payroll staff in the following monthly staff meeting.

Benchmark: To complete quarterly internal audit with findings of at least 91% compliance with external and internal requirements.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Semiannual internal audits were completed with approximately 90% compliance with external and internal requirements	Consistent reviewing of processes related to the internal audit checklist with constant communication with staff strengthens the department and ultimately the institution. Additional responsibilities and impacts on workforce due to the COVID 19 Pandemic impacted the frequency of the internal audits	To complete quarterly internal audit with findings of at least 91% compliance with external and internal requirements

Business Office

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

Outcome: Improve Processes to minimize institutional risk

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

Alignment: This outcome aligns with the Core Value of Characteristic Excellence. We want to be excellent in all we do for our Lord, and to help keep our institution free from exposure to fraud and to minimize waste from inefficiencies.

Strategy 1: Review employee manuals to ensure they are kept current – Employee manuals need to be up to date with current processes to ensure procedures are not lost in the event of turnover. This will be especially important this year with the implementation of a new student information system.

Measure: Meet with employees to review manuals and discuss processes – There will be a meeting with each employee to review manuals to ensure that they are up to date with current processes performed by each employee. There will also be discussion about processes to make sure they are still as efficient as possible.

Benchmark: Meet with 100% of employees to review manual and discuss processes – To ensure all manuals are updated to current processes.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met with 50% of employees	With the implementation of the new student information system, so many processes have changed slightly or entirely, we are still adjusting procedures before we settle on the best way going forward. Half of BO staff’s daily procedures are heavily involved with the SIS.	For next year, we will have more meeting to make sure manuals are updated with new SIS procedures.

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

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

Benchmark: We would like to have 75% of positions in the office having one or two employees cross-trained to perform essential duties.

Business Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We exceeded this goal having 100% of positions in the office having someone trained that can step in and complete the work.	We had little turnover during the 2019-20 academic year, so it allowed us to gain traction on this goal.	We will continue to strive to reach this goal as there is turnover in the future.

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

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

N/A

Clinic

Unit Purpose Statement: Provide basic health care to the NOBTS Campus Community

Outcome: Provide convenient and cost effective health care for NOBTS students, faculty, staff, and their families

Rationale: The Clinic strives to provide convenient and cost effective health care for NOBTS students, faculty, staff and their families

Alignment: This outcome aligns with the Core Value of Characteristic Excellence. We want to be excellent in all we do for our Lord and take care of our bodies.

Strategy: Send out communications including emails and publications in the Gatekeeper that make the NOBTS family aware of services provided by the Clinic as well as general health care awareness.

Measure: The Clinic will send out fourteen communications about services provided or that promote health care awareness.

Benchmark: 100% of communications will be sent out over the course of the year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
We met 50% of goal.	Four emails were sent out to NOBTS community making aware of flu season and the availability of flu shots at the Clinic. One email and one Gatekeeper message sent for COVID-19 updates. One Gatekeeper message for LA Early Flu update.	We plan to send more communications on a monthly basis to promote awareness of various health care issues.

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

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

N/A

Early Learning Center

Unit Purpose Statement: Providing Early Learning opportunities for young children of the NOBTS community.

Outcome: Provide quality education through Early Learning Center program

Rationale: The Early Learning Center provides quality education through the Early Learning Center program.

Alignment: The ELC of New Orleans Baptist Theological Seminary reflects the core value of Missions Focused. The ELC of NOBTS does not only exist to provide quality education. We exist to prepare our teachers and students to live Great Commission lives. This means that we work, live, and educate in such a way that the Gospel message and the command to go and make disciples is reflected.

Strategy 1: Meet standards established by the Department of Education (DOE) Division of Licensing—standards are set forth by the Louisiana Department of Education Division of Licensing within which the Early Learning Center must operate.

Measure: Assessments and observations by the Department of Education Division of Licensing will be completed—Department of Education performs annual observations and inspections to ensure compliance.

Benchmark: Pass observations and inspections by Department of Education representatives.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met	100% complete. Department of Education (DOE) specialists conducted inspections a couple of times throughout 2019-2020. This number of visits is typical of Department of Education specialists.	Continue to work towards quality early education as we work with DOE specialists.

Strategy 2: Meet criteria to improve the Early Learning Center’s report card with the Louisiana Department of Education from Approaching Proficient to Proficient.

Measure: Observations from the Early Childhood Division of the Louisiana Department of Education, Agenda for Children, and Picard Center conducted throughout the academic year will determine performance profile scores. Observation scores will be accumulated and then calculated from all observations. To be considered Proficient, the observations scores must total between 4.5-5.99.

Early Learning Center

Benchmark: Official results for the 2018-2019 academic year will be available in November 2019. The ELC of NOBTS will aim for a score of at least 4.5 in the academic year 2018-2019.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Exceeded	The teachers exceeded expectations and gained the rating of Proficient with the Department of Education. The score for the academic year was 5.05. In addition, the Early Learning Center of NOBTS was added to the Birth to Three Honor Roll. (This honor roll recognizes sites with high performance for the state's youngest learners.)	

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

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

N/A

Post Office

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

Outcome 1: The Post Office will remain in compliance with United States Postal Service rules and regulations for Contract Postal Units.

Rationale: The Post Office must adhere to USPS regulations to insure that mail reaches its final destination and to retain the privilege to ship mail as a Contract Postal Unit.

Alignment: This outcome aligns with the Core Value of Characteristic Excellence. It is important to be excellent in everything we do, especially with contracts with outside entities.

Strategy: We will clearly post and train employees on USPS regulations for dealing with hazardous materials.

Measure: Employees will complete USPS regulation training twice a year.

Benchmark: 100% of employees will pass an oral examination on USPS regulation semi-annually.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 100% of goal	Every employee is currently trained on the nature of hazardous materials and their USPS regulations.	Employees will need to review these regulations semi-annually.

Outcome 2: The Post Office will provide mail, shipping and fax services to the NOBTS community in a way that is fast, accurate and helpful.

Rationale: Mailing letters, shipping packages and faxing documents can be complicated, so Post Office employees must be able to provide accurate and efficient service to help meet the needs of customers.

Alignment: This outcome aligns with the Core Value of Characteristic Excellence. We want to serve the NOBTS community in a way that is a testimony to our Lord.

Strategy: Implement check lists for various Post Office procedures to improve efficiency and accuracy.

Measure: Create and implement checklists for five critical procedures that involve multiple steps.

Benchmark: Create 100% of checklists for Post Office procedures.

Post Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Met 63% of goal	The following checklists were implemented: <ol style="list-style-type: none"> 1. Box Rent Payments 2. Filing systems 3. USPS Priority Express 4. Monthly Deposit Process 5. Money Order Process 	We will continually work to have all processes updated

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

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

N/A

Providence Guest House

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

Outcome: Provide great service at Providence Guest House.

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

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

Strategy: Upgrade room amenities for guest comfort – continue with purchase of mattresses on a rotating basis.

Measure: We purchase new mattresses for our guest rooms on a rotating basis. This is part of routine maintenance, new mattresses in the respective guest rooms.

Benchmark: 20% new purchases – part of routine service

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
7% additional mattresses were purchased	The pandemic affected the availability of funds to purchase new mattresses	As the pandemic restrictions are eased and funds allow, additional mattresses will be purchased

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

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

The purchases of the new mattresses are being made as funds allow. There is no impact on the budget.

Facilities & Safety

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: Well-trained police Officers, ensuring the quality of safety and security for the Campus.

Alignment: Core Value of Characteristic Excellence.

Strategy 1: Basic Police Officer’s Standards and Training for Campus Police.

Measure: To ensure all NOBTS Campus Police Officers are trained to meet The City of New Orleans’ minimum requirements for commissioned Officers.

Campus Police Officers shall conduct the following required training:

Use of Force, Weapons Qualifications, OC spray, Active Shooter, Officer’s Survival, Traffic Stops, Domestic Disturbance, Medical Emergency Response, Fire Safety, Motor Vehicle Accidents, CPR Training, and Interpersonal Relations & Quality of Life.

Benchmark: Each Officer is assigned a Field Training Officer from day one. The Recruit will receive 56 hours of side by side training & testing before he or she is released to work on their own. After completion of minimum Standards, an application with copies of completed training is submitted New Orleans Police Commission Board for approval.

Once approved, the Commission Board will issue them their certification card. For example: When a current Officer turns in a resignation, with a two week notice, Campus Police administration will hire a recruit. The Recruit’s start date of hire is also their start date of the 56 hours training. Each year Campus Police has a reacquiring 20 hours of in-service training, as a refresher and updated training.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% required Training Fiscal	All Officers are Trained to Standards	Times for Training, Better Equipment

Strategy 2: Installing Digital Security Cameras systems, as a tool to enhance Safety and Security.

Measure: Installed Security Cameras at the following high traffic areas: Harden Student Center, Early Learning Center, Facilities, Guard-House, Gym, Leavell Center, and Cafeteria. The west sides of Leavell Center, Early Learning Center, and Facilities captures the rail road fence lines that is viewed at the Guard-House for early detection of Perpetrators.

Benchmark: Get all security cameras installed.

Facilities & Safety

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
24/7 Video surveillance	Real Time Caption with 20 day Data Recall, Viewed Incidents with Quicker Response	Security Cameras in all Campus Buildings

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.

NA

Information Technology Center

Unit Purpose Statement: The Information Technology Center serves faculty, staff and students by providing a broad range of technology-based planning, integrate 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: Staff & Faculty Training is necessary to assist in utilizing the functionality in the new SIS.

Alignment: The outcome is related to the core values of servant leadership and characteristic excellence. It also supports the strategic plan items: Goal 2: Enhance our institutional image. 3. Increase student enrollment and retention. & 4. Enhance student services.

Strategy: Provide hands-on training opportunities to staff and faculty on using the new SIS system.

Measure: Provide training sessions for staff and faculty and solicit session feedback surveys.

Benchmark: Provide 2 training sessions for staff and faculty and achieve a 75% satisfaction rate on the session feedback surveys.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Staff Training sessions were held by the Anthology staff remotely. The Train the Trainer method was used. Selected staff from major offices were trained and then they trained other office staff.</p> <p>Faculty Training sessions were held by the CTL staff via Bluejeans,</p>	<p>Trainings were held via Bluejeans due to COVID restrictions. Participation was well attended but the remote nature of the training was challenging for all.</p> <p>Surveys were not administered so the satisfaction rate was not obtained.</p>	<p>Faculty and Staff were introduced and assisted in successfully accessing the new SIS.</p>

Information Technology Center

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

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

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

Strategy 1: Facilitate the conversion of Blackboard Courses to the Ultra Course design.

Strategy 2: Provide training and support for the change to the Ultra Course design provided by Blackboard.

Measure: Number of courses converted.

Benchmark: Convert a minimum of 10 online courses to the Ultra Course design.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
27 training sessions were held for Trustee Elected Faculty. 39 Blackboard Course Shells have been converted from the Original to Ultra View.	Converting to new ULTRA course formats takes time and investments by the Faculty responsible.	Courses have a more modern look and feel. While the courses are being converted - often time the courses themselves are updated with new materials/assignments.

Outcome 3: Provide a secure digital environment at NOBTS.

Rationale: A digital secure environment is critical to protecting student & financial data and processes at NOBTS.

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

Strategy: Increase the password security requirements on the Google Apps for Education service.

Measure: Number of user passwords complying with the new standards.

Benchmark: 80% of the user passwords will be in compliance.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100% of Accounts were upgraded	While users are inconvenienced by having to strengthen their passwords most understand the need to adhere to standards.	This is one more step in protecting our institutions communications/documents/resources.

Information Technology Center

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

Rationale: Voice & video communications are critical to facilitating the work of the seminary for faculty and staff.

Alignment: The outcome is related to the core values of servant leadership and characteristic excellence. It also supports the strategic plan items: Goal 2: Enhance our institutional image. 3. Increase student enrollment and retention. & 4. Enhance student services.

Strategy: Implementing/Upgrade hardware and software for 3 CIV rooms in the CIV network.

Measure: Number of rooms upgraded and satisfaction from faculty & students.

Benchmark: 3 rooms will be upgraded and satisfaction rating will be 80%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
No CIV rooms were upgraded	Due to COVID and monetary concerns the financial investment was not made to accomplish this strategy.	This will be postponed until the 2020-2021 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.

NA

Institutional Advancement

Institutional Advancement Office

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

Outcome 1: Providence Fund (Annual Fund)

Rationale: The Providence Fund will meet the annual goal of \$1,000,000.00.

Alignment: Strategic Plan – 5d: Increase annual gifts to the Providence Fund

Strategy 1: Recurring Monthly Gift: Move non-donors and single gift donors into a recurring monthly gift giving status.

Measure: Develop a specialized solicitation of non-donors and donors that give once a year to consider a recurring gift to one of the 4 campaign pillars.

Benchmark: 80 donors

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
76 recurring monthly givers	We met the annual goal, during a global pandemic. We were just shy of the benchmark of 80 donors.	We still need to increase the recurring monthly givers

Strategy 2: Legacy Brick Project: track donors to the project.

Measure: Utilize donor totals – review monthly.

Benchmark: 20 donors

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
26 Bricks	We met the goal of bricks.	We would like to see a major improvement in this area, and our implementing some ideas.

Outcome 2: Enhance the strategy for Personal Donor Contacts

Rationale: Track personal donor contacts through Raiser's Edge data base increasing accuracy of recorded actions. This will help our donor development efforts by keeping them on track through each development phase.

Alignment: Strategic Plan – 5b: Launch a successful Centennial Campaign.

Institutional Advancement Office

Strategy 1: Major Gift Donor Prospect Management.

Measure: Review monthly our success at engaging these prospects – submitting campaign proposals and major gift acquisition.

Benchmark: 40 donors

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Not completed	This effort was put on hold during the hiring of a new President and hiring of a VP for Institutional Advancement	Officially launch the revised Campaign

Strategy 2: Gift Stewardship Plan – President

Measure: Execute the appropriate amount of donor contacts by our President

Benchmark: 99% adherence to plan

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
100%	Every donor gift of \$5000.00 or more received a letter or personal call from the President.	Continue to meet the goal.

Outcome 3: NOBTS Fundraising Events

Rationale: Creation of an NOBTS footprint for all fundraising events, producing a uniform approach, generating increased revenues.

Alignment: Strategic Plan – 5a: Increase the Seminary endowment

Strategy 1: NOBTS Foundation Weekend (Annual Meeting)

Measure: Enhanced fundraising experience with current Foundation members. Communicating the power of the Foundation corpus with the intent of increasing their annual contributions.

Benchmark: 70% increased contributions to the foundation corpus over last year.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Did not meet the goals	Due to the global pandemic we were not able to meet this year.	Be able to hold the meeting next year.

Strategy 2: Foundation Membership

Measure: Work with current Foundation members through personal introductions to individuals in their personal and professional circles. Have at least 2 meetings a month.

Benchmark: 8 new members

Institutional Advancement Office

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
8 new members	We were still able to meet our goal of new members, even when we did not have the opportunity to actually meet this year.	Continue with the goal of 8 new members

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

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

1. *New development officers in key mass markets*
2. *Increase in Blackbaud modules to support fundraising efforts –Wealth Screening and Major Gift Prospecting modules.*
3. *Increase budget for the NOBTS Foundation weekend to host the dinner fundraising event in the city of New Orleans, not on the NOBTS campus.*
4. *Increased print costs to communicate to alumni and donor community our fundraising activities.*
5. *Purchase three laptops that will help the team accomplish work, even during a pandemic, or hurricane.*

Alumni Relations

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

Outcome 1: Strengthen connections between alumni and the institution.

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

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

Strategy: Communication with alumni. – We notify alumni of various regional and national events for alumni. This office also sends birthday cards to alumni and sympathy cards to them or their families. Regional chapters organize annual meetings for alumni. We provide annual training for these regional and national alumni officers at our New Orleans campus. We also work with the Public Relations team to communicate with alumni through Vision magazine.

Measure 1: Regional Alumni Chapter Attendance – We measure the effectiveness based on the attendance of regional chapter gatherings. Regional alumni chapters turn in paperwork as to how many attended the chapter meeting. This total is reflected in the President's Annual Report and the annual Alumni Officers Handbook.

Benchmark: Increase in attendance by 5%.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
	All 2020 alumni reunions were cancelled because of most state convention responses to Covid-19; the only chapter which plans to meet is Missouri, a tier 3 chapter; that reunion is scheduled for the end of October (no report received yet)	Some chapters may try to meet in early 2021, post-Covid.

Measure 2: National Luncheon Attendance – We measure the effectiveness on SBC annual national alumni luncheon attendance.

Benchmark: Attendance is influenced by location of the annual SBC gathering (geography), regional economies (church budgets), anticipated program of the SBC (election of SBC president; possible controversies), and number of alumni in the region of the SBC meeting.

Alumni Relations

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
	The 2020 National Alumni and Friends Annual Luncheon was canceled because of the cancellation of the 2020 SBC in Orlando.	2021 SBC is scheduled to meet in Nashville.

Measure 3: Alumni Financial Donations and/or Number of Alumni Participating – We measure the effectiveness based on annual alumni financial donations and/or number of alumni contributing.

Benchmark: Alumni contributions and Number of Alumni contributing

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
FY2020: 623 alumni contributed to NOBTS; total amount given was \$584,317.33	Jan 2018 thru May 2019 = \$690,700.55 from 914 alumni (note this was a 17-month period of time, reflected on the 2018-19 QIR)	

Outcome 2: Expand Participation Among Alumni Supporting Their Alma Mater

Rationale: The Alumni Relations Office is the primary contact between alumni and NOBTS. The Centennial Celebration has ended. However, efforts continue to develop increased participation among alumni to support their alma mater.

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

Strategy 1: Increase total number of alumni participating in regional alumni Reunions and the summer National Alumni and Friends Luncheon.

Measure: We keep attendance records reported from the regional alumni chapter Reunions and the National Alumni and Friends Luncheon.

Benchmark: We would like to see a 10% increase in attendance.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
	See above reports. All 2020 national and regional alumni reunions were cancelled because of the SBC and most state convention responses to Covid-19	

Strategy 2: Increase the total number of alumni contributing any amount to their alma mater.

Alumni Relations

Measure: We keep records via annual reports from Raisers Edge regarding the total number of alumni contributing any amount to their alma mater.

Benchmark: We would like to see a 5% increase in total number of alumni contributing to their alma mater.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
FY2020: 623 alumni contributed to NOBTS	Jan 2018 thru May 2019 = 914 alumni (as noted above, this was a 17-month period of measurement, reflected on the 2018-19 QIR)	

Strategy 3: Increase the total amount given by alumni to their alma mater.

Measure: We keep records via annual reports from Raisers Edge regarding the total amount contributed by alumni to any aspect of their alma mater.

Benchmark: We would like to see a 10% increase in total amount of alumni contributions to their alma mater.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
FY2020: total amount given was \$584,317.33	Jan 2018 thru May 2019 = \$690,700.55 (as noted above, this was a 17-month period of measurement as reflected in the 2018-19 QIR)	

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.

Fill the Alumni Relations Office Manager position: Miss Abel completed her service as Office Manager at the end of May 2019; in mid-August 2020, Terrica White began her service with a revised job description and title of Alumni Coordinator.

Relaunch the Alumni Officers Training Workshop: this builds relationships between the Director of Alumni Relations and the officers serving that year, as well as between the officers themselves and the national alumni leadership team; it also provides on-site, real-time training for the use of communication tools by regional officers and the beginning of planning for regional chapter meetings; doing this chapter-by-chapter, officer-by-officer is not feasible; there is no opportunity for alumni officers to see personally the current state of their alma mater, here personally from current students, visit personally with the President, hear personally from current faculty and key administrators, brainstorm and learn from each other about effective Reunion gatherings, and be challenged personally to deepen their loyalty to their alma mater.

Alumni Relations

Re-fund the printing, labeling, and mailing of alumni birthday postcards: funding of this project has been reapproved; the postcards have been redesigned, printed, and delivered to Alumni Relations; the first delivery should be received alumni with birthdays in the last half of October 2020; this will restore an annual “soft” celebration and unique affirmation to alumni (especially alumni who do not use email or for whom we do not active email addresses); the ability to provide a quick, “soft” relational touch on each alum’s DOB is not currently possible with the vendor for the alumni database; a birthday postcard provides a “non-financial” contact with alumni.

Evaluate the current computers in use by the Alumni Relations and Church-Minister Relations Team for replacement: the current technology in the office has been rebuilt several times over the past 9 years; the printers and desktop computers are outdated.

Church-Minister Relations

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

Outcome 1: To increase student awareness of the ministry opportunities which exist within our churches and denominational entities.

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

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

Strategy: We will host the Annual Life Beyond Seminary event in the HSC with representatives from churches, Associations, State Conventions, and NPO's.

Measure: We will provide tracking sheets to each representative to track student/alumni interactions.

Benchmark: Our goal is to have at least 15 representatives participate in Life Beyond Seminary, and 100 student connections.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
	Life Beyond Seminary was suspended in response to Covid-19; CMR Consultant's term of service ended during February 2020	Participation by associations and state conventions has declined in recent years as a result of budget cuts; possibly time to suspend this event

Outcome 2: To increase student awareness of ministry opportunities which exist within driving distance of the main campus.

Rationale: The CMR office will emphasize the importance of ministry experience to our students and seek to inform them of the myriad of ministry opportunities which exist within a driving distance of the seminary.

Alignment: This goal assists our mission to help leaders fulfill the Great

Church-Minister Relations

Commission and the Great Commandments through the local church and its ministries.

Strategy: We will use the Gatekeeper to highlight job postings within a 2 hour driving time from NOBTS and connect with students to make them aware.

Measure: We will use the Gatekeeper and our website, as well as direct conversations.

Benchmark: Connect with at least 10 students per week to share information about our services in the CMR office.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
	Gatekeeper continued to reflect opportunities for service during fall semester and when it was published during spring semester; direct conversations took place during the fall semester but were not possible during spring semester in light of Covid-19; CMR Consultant's term of service ended during February 2020	

Communications and Marketing

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

Outcome 1: Enhance Brand Communications and Marketing

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

Alignment: All communications and marketing efforts will be aligned with the seminary's mission statement, core values, and Dr. Dew's four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship) during the 2019-20 academic year.

Strategy: Create a comprehensive communications and marketing strategy. For many years, New Orleans Baptist Theological Seminary and Leavell College have operated with a reactive communications "strategy." With the change of the administration and the reassignment of the Office of Communications and Marketing to the new Enrollment group, now is the perfect time to create a proactive, strategic plan for communications and marketing. The strategic plan provides a communications "road map" which can better manage the surprises and breaking news items while continuing the overall branding and messaging trajectory.

Measure: The Communications and Marketing Office will measure success of the Strategy by completion and endorsement of a comprehensive communications and marketing plan by the Vice President of Enrollment. Upon endorsement by the VP of Enrollment, the plan will be submitted for endorsement by the President's Cabinet.

Benchmark: Completing the initial comprehensive plan will be a monumental task, therefore, completion and endorsement will be the benchmark. In future years, measurable benchmarks will flow from the yearly comprehensive plan.

Communications and Marketing

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>Communications completed a review of previous efforts and has chosen to implement a fluid strategy approach to communications and marketing. This includes guiding principles and focus areas, along with tentative (12-24 months) action plans (share with the VP of Enrollment via Google Docs) and frequent meetings with the VP to hone the action steps. The developing plan is principle-based and goal-oriented (drawn from the President's four priorities). Tracking steps were added to help keep the focus on key messaging and goals. The plan anticipates shifting communications opportunities and challenges and offers flexibility address these issues. As such, a comprehensive written plan has not be submitted to the President's Cabinet, though the Cabinet has supported the concepts.</p>	<p>The work accomplished this year helped the office provide focused, cohesive, and intentional communications and marketing efforts. Communications efforts remained timely and on message. A plan of this type depends on clear vision from the seminary's leadership (President and Cabinet). The new administration has been consistent in setting a foundational vision which our communications efforts are designed to articulate.</p> <p>A written Communications and Marketing "Guiding Principles" document is still desired.</p>	<p>Creation of a written Communications and Marketing "Guiding Principles" document. The team will also explore ways to make the tentative plans available to the Cabinet for increase collaboration on articles and marketing efforts.</p>

Communications and Marketing

Outcome 2: Building Brand Trust

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

Alignment: All social media posts and online articles will be aligned with the seminary’s mission statement, core values, and Dr. Dew’s four priorities (Leavell College, Communications and Marketing, Enrollment, and Denominational Relationship during the 2019-20 academic year.

Strategy 1: Increase the Seminary’s following on Twitter and Instagram. The office of Communications and Marketing will utilize social media best practices, consistency, creativity, brand-building posts, and planning to increase the following on Twitter and Instagram.

Measure: The number of followers alone cannot measure brand trust, however, it is a strong indicator of brand buy-in. The Office of Communications and Marketing will focus on raising the followship by 100 percent in each of these social media vehicles in 2019-2020 school year. The results will be reported to the VP of Enrollment.

Benchmark: Target of 15,000 total Twitter followers and 5,000 total Instagram followers.

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
Followership results fell well short of our goals. Total followship of Twitter is approximately 8,600 (an increase of 1,100, 12% growth) and total Instagram followship is approximately 4,000 (an increase of 1,500, 37.5% growth). Despite the slow growth, engagement is up	The results were hampered by a number of factors. This year, the communications office began curating two Twitter accounts (NOBTS and Leavell College) and two Instagram accounts (NOBTS and Leavell College). Previously the NOBTS accounts were utilized for both audiences. While this helps offer tailor communications for different audiences, it presents complications for growth (stretching available resources). COVID-19 also hampered Twitter and IG growth as our communications efforts naturally turned inward to manage the health and economic crisis that accompanied the pandemic. Twitter growth requires either a great deal of trial and error to develop more organic growth or time-consuming and money-consuming practices that may yet	The office is still seeking effective strategies of Twitter and IG growth as our channels current lag behind our sister SBC seminaries on their main Twitter and IG channels. These schools illustrate there is still room for growth on Twitter. However, we recognize the importance of balancing growth expectations with brand-building activities and the development of a “voice and tone” that connects with our students and alumni (brand resonance).

Communications and Marketing

significantly on Twitter. 40 of our top 50 posts came during the Spring of 2020.	“followers” who won’t stay followers very long. Philosophically, the communications office has chosen to seek loyal followers and the growth is slow. Twitter as a platform slowed to an all-time low user growth rate in 2020 (2%). The platform hasn’t experienced a user growth rate over 5% since 2015. The declining growth rate of the platform makes it more difficult to find effective growth strategies for an individual twitter account.	Since Twitter is more directed at the wider SBC audience, the Communications team will collaborate with the AVP of Institutional Strategy for engagement ideas for Twitter.
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Strategy 2: Continue producing and improving the “Current” email newsletter – The Office of Communications and Marketing will produce at least 10 issues during 2019-2020. The email newsletter is sent to two segments (1) students and main campus faculty and staff; and (2) alumni and donors.

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

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

<i>Results</i>	<i>Reflection on Results</i>	<i>Improvement</i>
<p>The office produced 11 issues of Current this year. Nine of the issues utilized segmented audiences - one segment consisted of students, another of alumni and friends. While the segments received much of the same content, the results can help measure the effectiveness of the content for each audience.</p> <p>The overall open rate was 32.8% and overall click rate was 4.09%.</p>	<p>Click rates remained just above our benchmark and outperformed that national average for click rates (national average is 2.5%). Though the overall open rates missed the target by a few percentage points, the results are positive, especially with the student segment, which at 42.6% open rate, outpaced our goal. Current also outperformed the national averages for open rates by a wide margin (the national average is 21.3% for 2020). Overall email open rates are declining each year (the national average open rate for 2019 was 22.1%; in 2018 it was 23.8%).</p> <p>The lag in our numbers is in the alumni and friends segment, which hover very near the national average for open rates.</p>	<p>The office of Communications will continue to utilize that same type of content for the student segment. However, the team will explore increased collaboration with the Alumni office to provide additional tailored content for the Alumni segmented of Current. Since the main issue with the alumni segment is open rate, we plan to be more creative on the subject line for the alumni segment.</p>

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The student segment (42.6% open rate, 4.9 % click rate) outperformed the alumni segment (23% open rate, 3.28 % click rate).		
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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.

While additional staff members are desired, the Office of Communications and Marketing is not requesting additional budget dollars.