SHORTER COLLEGE

Strategic Plan

INTRODUCTION

Shorter College has a bright future as bright as the promises of God! Its potential for leadership and service is great With the goal of improving the quality of our students' lives, we believe that with concerted effort, goodwill and a creative and imaginative approach to problem solving The institution will continue to be a vital and vibrant force in the community This will ensure the viability of its place, and each program/units' needs to link its mission and agenda to the fundamental values and principles of the college community

In its 124 years of service, this institution has had as its principal mission increasing access to students from underserved minority populations Its students have been primarily first-generation college students A large number of who have been educationally and economically disadvantaged The College has had to provide the support needed for students to succeed while at the same time uphold high academic standards The College is proud of the positive impact it has had in the lives of thousands of students from across the world It has had a unique mission to engage students where they are and take them to where they need to be The result has been an outstanding record of the majority of its graduates transferring to four-year institutions of their choice

Events within the past 10 years provided opportunities for self-reflection and opened the way for conversations about the future of the institution Since the college community was of one accord that Shorter College must survive, attention turned to developing a strategic plan Most useful to the process is the awareness by every stakeholder that there must be a paradigm shift and a commitment to substantive change to enable the institution not only to survive, but also to be renewed and revitalized in order to provide more useful and higher quality services and programs

Every effort has been made to craft a Plan that will be flexible enough to allow imaginative responses to developing needs and intentional in maximizing strengths, retaining values and strengthening designated areas needing it

THE VISION

The vision of Shorter College is to remain a fully accredited two-year institution and to achieve distinction as a residential Christian College that excels in providing a challenging teacher-learner environment that will create a holistic transformative individual which embodies the four C's:

- Competency - The ability to perform in today's society

- Character – To develop a lifestyle of integrity

- Citizenship – The ability to embracing social and civic responsibility

- Culture – The ability to understand and operate in a diverse environment

The Mission Statement

The mission of Shorter College is to provide accessible, affordable, high quality education for students to accomplish their academic or career goals by offering programs that meet the learner's needs in a challenging and nurturing Christian environment

SWOT Analysis

There were many recurring themes in discussions about the role of Shorter College and the services it provides Its weaknesses seem overwhelming, but what can never be overlooked is the fact that it has survived major crisis over its 124 years and has served with distinction in spite of its weaknesses and limitations The consensus is that a deliberate effort must be made to strengthen and modernize its infrastructures, raise the visibility of the institution and provide adequate resources for operation so that it will continue to play its most significant role of helping people to bridge the gap between where they are and where they need to be

The traditional SWOT Analysis was done which identified the following:

I. Strengths

- Christian-oriented

- Small college

- Conveniently located in a urban area / population

- Title IV Eligibility

- Fiscal Accountability

- Individualized attention for students

- Dedicated and competent faculty and staff

- Affordable and flexible tuition

- Evening classes available

- Available child care on campus

- Adequate computer and science labs

- Relationship to churches offers a supportive constituency

- Successful alumni/ alumnae

- Commitment and loyalty of its constituencies

II. Weakness

- Saturday classes are not available

- Limited library facilities and resources

- Limited availability of scholarship (provided by Shorter College)

- Limited administrative staff

- Limited participation by community leaders on the Board

- Limited participation of community and business in the life the college

- Limited endowment

III. Strengths

- The college has an opportunity to reinvent itself

- Establishing and maintaining contact with alumni/alumnae supporters

- Strengthening the student-friendly atmosphere of the institution

- Partnering with schools, government agencies, and other institutions of higher education, churches, businesses and voluntary organizations

- Collaborate with government officials to engage in economic development activity as a focal point in the community

- Seeking out students with special needs with the desire for further education and training

- Economic expansion will provide opportunities for very low and low-income individuals and families

- The recent building of Verizon Arena, Clinton Presidential Library, and Dickey-Stephens Baseball Park has increased demand for both service and technical jobs Zoning has likely changed to encourage up-scale businesses to locate in these areas

- More women joining the workforce will increase demand for good quality child care, baby-sitting and after-school care

- There will be increasing demand for career counseling and job placement

- A trend that will be pivotal in the revitalization of Shorter College is the explosion of technology and its use in teaching, learning and administration Thus responding to the increasing demand for students and workers who are computer literate, and incorporating the use of the new technology in its operations and in teaching would greatly enhance its service

- Demand by industry for basic competencies rather than specific technical training for its workers

- Critical need for a better educated and more productive workforce

- The enormous potential of partnerships with community agencies

- Increasing need for creating partnerships with four-year institutions beyond the facilitation of transfer from one institution to another

- Decision of the University of Arkansas System to raise grade level for admission to 30 which will exclude a significantly large prospective student population

- Establishment of some social programs will increase demand for basic education and job training for a large number of persons who have never worked Some will want to pursue a college education

- Increasingly, demand for parenting, home care and child care skills

- Increasingly, non-traditional students (adult and part-time or intermittent) and international students are now seeking admission

- Figures show that African American students continue to perform below national level and below white students academically

- One of the most critical factors in the changing landscape of higher education is a growing awareness that the two-year community and technical colleges could be considered "prime vehicles" for educational service to businesses

IV. Threats

- Inadequate infrastructure for our rate of growth

- Lack of modern facilities

- Lack of residential housing

- Present inability inadequate funding to provide competitive salaries

Strategic Areas of Focus – Institutional Strategic Goals

GOAL 1: ACADEMIC EXCELLENCE:
Enrich academic instructional programs and students services to equip students with the knowledge, skills and abilities to become scholastically and professionally productive in today's global society.

GOAL 2: STUDENT SERVICES:
Improve student supports services that will enrich career goals, academic and co-curricular experiences.

GOAL 3: INSTITUTIONAL ADVANCEMENT AND PARTNERSHIPS:
Increase the level of external outreach in order to expand opportunities for working with other educational institutions, alumni, foundations, government agencies and business partners in ways that increase potential sources of funding and produce associations for mutual benefit.

GOAL 4: OPERATIONAL & RESOURCE ENHANCEMENT
Advance the institutional and environmental resources by further streamlining the college's operations where efficiencies can be gained, making optimal use of prior investments in systems, re-aligning infrastructure with evolving needs, securing protected information, and minimizing waste attributable to technology use.

GOAL 5: STUDENT ENROLLMENT AND RECRUITMENT
Increase student enrollment and refine student recruitment strategies to recruit and retain a diverse student population.

Proposed Five-Year Budget

Financial resources required to meet the institutional goals as stated in the institution's Strategic Plan is based on student enrollment, income generated from Alexander Turner Daycare Center and the monthly revenue as given to Shorter College by the 12th District African Episcopal Church Student income was initially projected to be 150 students per semester at a tuition cost of $138000 per student Summer school was not included in the projection Alexander Turner Daycare Center was expected to generate approximately the same   income based on last year figures

The budget is currently being adjusted and revised to meet the institutional goals in the strategic plan Financial resources required to meet the institutional goals will be based on an adjusted and revised student enrollment of 263 students per semester at a student cost of 2100 which includes tuition and fees First semester Summer school of Eighty five (85)

students and 2nd semester summer school of 123 students at a cost of 1000 and revenue will also be included in the in the adjusted and revised enrollment

Future Enrollment Projections

Enrollement Projections

Year	Enrollment
2017	475
2018	525
2019	550
2020	575
2021	600
2022	625
2023	650
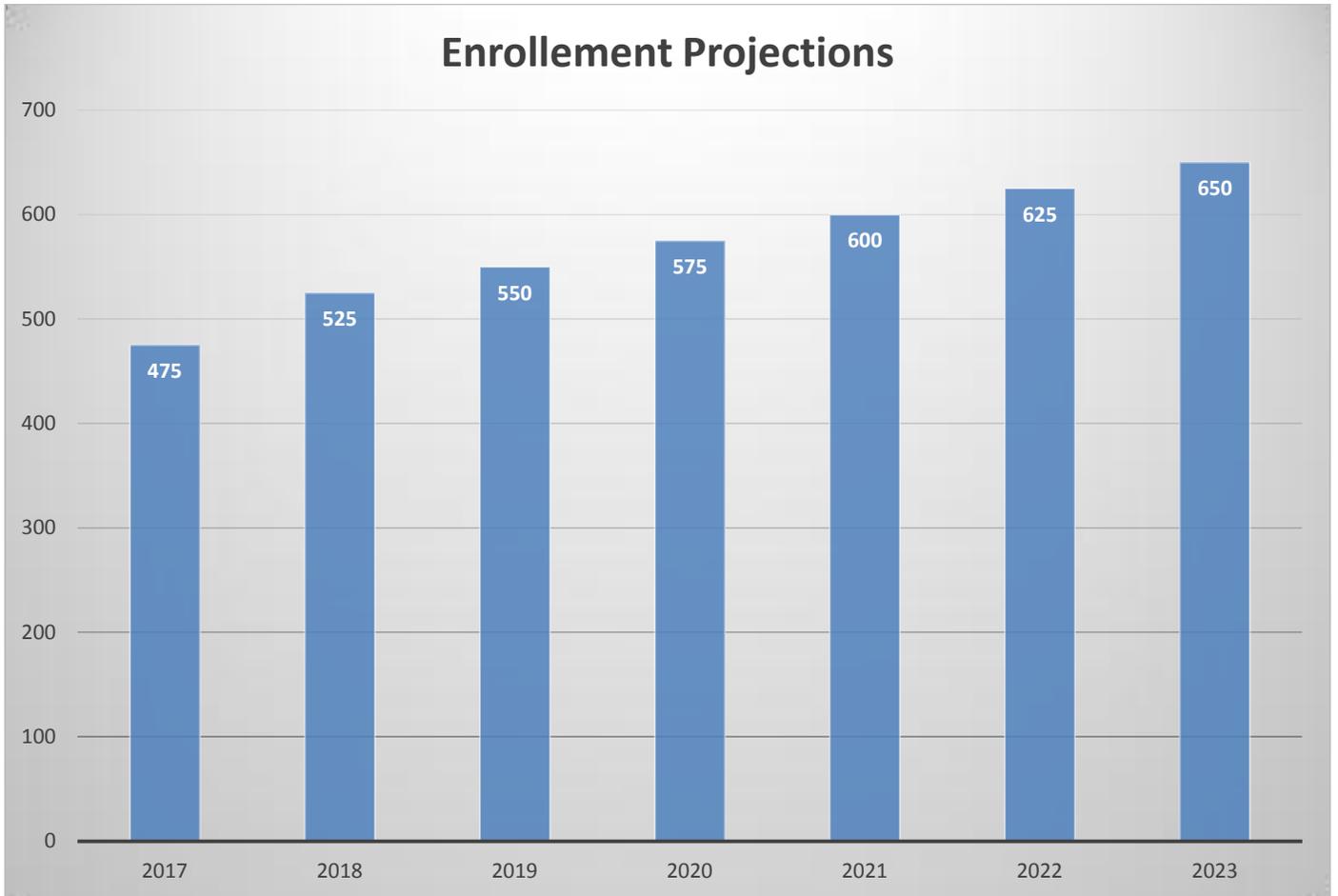
References

Coahoma Community College (2006) Strategic Plan Office of Institutional Effectiveness Rosemary C Dill,

Director3240 Friars Point Road Clarksdale, MS 38614 rdill@coahomaccedu 662-621-4201

Central City Neighborhoods Area-Market Analysis for Development

Consolidated Plan-City of Little Rock, 1995-1999 May 15, 1995

Community and Board of Trustees (2000-2004) Strategic Planning Committees

Stakeholder's Summary, Pulaski Empowerment Zone Collaboration Proposal, November 1998

Faculty/Staff (2000-2004) Internal Responses from Shorter College personnel

Faculty/Staff (2004-2007) Strategic Planning Committees

Future Little Rock Economic Development Taskforce

Iowa Department of Education: Division of Community Colleges and Workforce Preparation (2006)

Strategic Plan (6 /29/2006 515-281-8260 State of Iowa)

Normandale Community College (2007) Strategic Plan

Rockland Community College (2001) Strategic Planning Goals and Objectives 2001-2006

In process of Partnering with AGAPE

Appendix A: Demographic Data

Demographic

Population growth in Little Rock and North Little Rock is expected because of desirable geographic locations, economic opportunities and quality of life in the area Two other factors are important: the population is growing older and the non-white population is increasing, especially the Hispanic population According to the 2000 US Bureau of Census Report, the population growth in selected Arkansas cities, towns, and counties, during the past 13 years (1990-2003), is listed below as follows:

1 Population Growth in Selected Arkansas Cities, Towns, and Counties:

	Census Year	Census Year	Census Year	% Change	% Change	% Change
City/County:	**1990**	**2000**	**2003**	**1990-2000**	**1990-2003**	**2000-2003**
Benton	18,177	21,906	23,749	1782	2346	777
English	3,351	2,972	2,982	-1275	-1237	034
Jacksonville	29,961	29,961	30,393	0	147	142
Little Rock	180,925	183,133	184,053	121	170	05
Lonoke	4,022	4,287	4,444	618	95	353
Maumelle	6,912	10,557	12,545	3453	4498	1585
N Little Rock	63,567	60,433	59,687	-919	-65	-65
Sherwood	19,452	21,511	22,111	957	1203	271
Wrightsville	1,093	1,368	1,532	2018	2866	1071
Pulaski	**360,000**	**361,474**	**364,567**	**849**	**125**	**085**
Little Rock/NLR	**523,457**	**583,845**	**600,899**	**1034**	**1289**	**125**

Source: 2000 US Bureau of Census

2 Population by Gender:

	2003 Census Report (Little Rock)	2003 Census Report (Little Rock)
Population Gender	**Estimated Population**	**Percent (Total Population)**
1 Male	86, 689	471%
2 Female	97,364	529%
Total	**184,053**	**100%**

Source: 2003 Population Estimate from US Bureau of Census

3 Population by Race:

	2003 Census Report (Little Rock)	2003 Census Report (Little Rock)
Race	**Population**	**Percent**

1 Caucasian	101,413	551%
2 African American	74,357	404%
3 Hispanic	4,969	27%
4 Asian	3,127	17%
5 American Indians	552	03%
Total Population	**184,418**	**100%**

Source: 2003 Population Estimate from US Bureau of Census

Strategic Initiatives by Goals

GOAL 1: ACADEMIC EXCELLENCE:

Enrich academic instructional programs and students services to equip students with the knowledge, skills and abilities to become scholastically and professionally productive in today's global society.

Data/Evidence that Suggest/Support Strategic Initiative/Rationale: The analysis of institutional assessment data regarding (both direct and indirect institution assessment data) suggests that the institution must continue to make aggressive efforts towards the strengthening of all academic programs to ensure successful academic matriculation. These efforts include strengthen both faculty and academic support resources for students.

Fiscal Resources for Support of the Goal: $350,000

Objective #1: Build and retain an outstanding, diverse faculty empowered to reach their potential as teacher-scholars.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Develop and implement a needs assessment instrument to identify areas for professional development to increase participation in professional organizations and professional development.	**In-progress**	8/1/2014	9/30/2017	Academic Affairs and Faculty Senate	According to the assessment data collected from the Employee Satisfaction & Faculty Surveys (2014-2015), data revealed that instructors desired to receive more professional development and to join additional professional organizations. Data suggested more resources should be provided to support and strengthen the institution.	Process has started with the acquisition of Title III the acquisition of which this can be accomplished is now in place. Further discussion regarding future professional development.
B.	Develop and implement a faculty mentoring program.	**In-progress**	6/1/2017	9/30/2017	Academic Affairs and Faculty Senate	Data Analysis: SC Employee Satisfaction Survey/Faculty	Process has started with the acquisition of Title III the acquisition of which this can be accomplish is now in place. Further discussion regarding future professional development.
C.	Develop and implement process/programs where faculty and staff are recognized for professional excellence.	**In-progress**	8/1/2016	4/30/2017	Academic Affairs and Faculty Senate	Data Analysis: SC Employee Satisfaction Survey/Faculty	We have started the process of faculty and staff recognition during honors convocation and our Student Assessment Day. Additional efforts will be made to develop a formal

						program for "Years of Service".
D. Retain faculty by offering competitive salaries by 15%-20% (By Market).	**In-progress**	8/1/2016	-	Academic Affairs and Faculty Senate	Data Analysis: SC Employee Satisfaction Survey/Faculty	Faculty salaries was increased according to other like institutions for teaching faculty.

Objective #2: Offer high-quality programs and learning resources with course delivery methods that meet diverse student needs.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/ Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Develop and implement a STEM outreach program.	**In-progress**	8/1/2015	8/1/2017	Academic Affairs, Institutional Support (IT) and Fiscal Affairs (Physical Plant)	Institutional qualitative data collected during faculty/staff assessment week/day (2015-2016) revealed that to increase student recruitment, additional programs or services surrounding STEM related initiatives should be introduced to our students to increase student diversity on campus.	The institution is putting together a comprehensive STEM team comprised of individuals form from Shorter College and Philander Smith.
B.	Develop and implement weekend events for youth using Shorter College students as mentors, e.g., cultural, self-help events, etc.	**Pending**	8/1/2017		Academic Affairs and Student Affairs	According to the SSS results from the last two years (2014-2016), students were interested in providing additional services to students and community members that will expand cultural awareness in alignment with the institution's 4 C's.	N/A
C.	Offer eLearning and online instruction for diverse student populations.	**In-progress**	8/1/2015	1/1/2018	Academic Affairs	According the SSS and qualitative data collected during the Student Assessment Week in 2014-2015 and 2015-2016, students were interested in offering online instruction to better assist with scheduling for a commuter/community campus.	Survey Results and other collaborations have started discussion regarding the logistics regarding the online education.
D.	Develop and implement a comprehensive practicum component for graduates (AA) to demonstrate mastery learning,	**In-progress**	8/1/2015	1/1/2018	Academic Affairs	Institutional qualitative data collected during faculty/staff assessment week/day (2015-2016) revealed that additional components in class assessment should be embedded. As a result of reviewing the institutional data surrounding GPA's and future planning, these practicums could better assist with improving the future plans of our students, minimize default rates and maximize student learning.	Component added and will be evaluated upon graduation
E.	Establish an online public access to	**Pending**	5/1/2018	-	Academic Affairs	With the institution's efforts to expand their outreach and accessibility for our current	N/A

	Objectives/Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/ Dept. Responsible	Assessment Data Support/Linkage	Notes
	library catalog.					students, the institution will establish an online catalog.	
F.	Replace all chalkboards with dry erase.	**In-progress**	8/1/2015	10/1/2017	Fiscal Affairs (Physical Plant) and Academic Affairs	According to the SSS and assessment day activities, students and faculty alike shared that updating the classrooms would assist in improving student learning.	Currently in the process of being completed with the renovation of the Sherman-Tyre Building.
G.	Increase student enrollment by expanding the number of weekend classes for by providing both on-campus and web-enhanced/online classes.	**In-progress**	4/1/2018	-	Academic Affairs	Institutional data and stats reveal the majority of our students are non-traditional students who have to make major sacrifices in their work schedules to accommodate their degree plan, which includes taking out additional loans to support their day-to-day needs. Therefore, with the offering of nigh classes and evening classes will provide greater flexibility with the hopes to minimize full loans (decrease default)	Survey will be disseminated to determine the needs assessment for weekend courses.
H.	Implement digital learning with textbook.	**In-progress**	8/1/2016	8/1/2018	Academic Affairs, Fiscal Affairs and Institutional Support (IT)	According to the SSS and assessment day activities, students and faculty alike shared that updating the classrooms would assist in improving student learning.	Student survey suggests that digital books would be most befitting per the students. Additional research will be done to determine the feasibility and pilot the concept.
I.	Create a bridge program (incentive to take developmental course)	**Pending**	8/1/2017	8/1/2018	Academic Affairs, Fiscal Affairs	Over 50% of our students must be remediated within their first semester at Shorter College. With initiative to increase traditional student populations, this bridge program will allow students to be remediated and begin their degree plan immediately.	N/A

Objective #3: Develop and enhance relevant, high-quality academic programs in fields to meet regional and global workforce needs.

	Objectives/Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/ Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Become a partner with Workforce Readiness (Provide for AR Workforce program).	**In-progress**	8/1/2014	8/1/2017	Academic Affairs and Information Technology	~70% of our students who graduate will matriculate to a 4-year degree program, however, some will not, and other also withdraw from school to work or attempts to find job. This program will assist with placement rates for those students who don't transfer and to provide an incentive for those students who complete the test to get employed.	Applied but was not accepted, but will consider reapplication.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
B.	Create and implement Parental Development Classes for all ages.	**Pending**	9/1/2014	8/1/2018	Academic Affairs and Student Affairs	This supports the auxiliary unit of the daycare with many of our students currently having children. Additionally, this will serve a possible component and practicum to the childhood and development program as a practicum.	N/A
C.	To become LEA for a GED Program.	**Pending**	8/1/2016	8/1/2018	Academic Affairs	Shorter College now accepts ATB students (as a support to its mission) as one of the policies include dual enrollment in a GED program. This will allow Shorter College to provide wrap-around services to our students which in hope could aid with the attrition.	N/A
D.	To create a summer program for the Daycare (Child Care Center) up to 5th grade and ages up to 12.	**In-progress**	8/1/2016	8/1/2018	Academic Affairs	This supports the auxiliary unit of the daycare with many of our students currently having children. Additionally, this will serve a possible component and practicum to the childhood and development program as a practicum.	Additional space is needed in order to implement. Physical plant is currently evaluating.
E.	To create and implement a afterschool program for the Daycare (Child Care Center).	**In-progress**	8/1/2016	8/1/2018	Academic Affairs	This supports the auxiliary unit of the daycare with many of our students currently having children. Additionally, this will serve a possible component and practicum to the childhood and development program as a practicum.	Additional space is needed in order to implement. Physical plant is currently evaluating.
F.	To become a provider for educational services for the DHS Snap Program Participants	**In-progress**	1/1/2017	-	Academic Affairs, Student Affairs and Fiscal Affairs	To increase community partnerships, in fulfilling the institution's mission, the college will be a provider for SNAP participants who will benefit from open enrollment instiution.	N/A

Objective #4: To obtain additional appropriate accreditations.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Submit the initial application as appropriate.	**In-Progress**	8/1/2016	8/1/2018	All Divisions Lead: AA, IE/Assess	To expand transferability of credits outside of the state of Arkansas and other non-general education courses.	N/A

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
B.	Seek candidacy status as appropriate.	**In-Progress**	8/1/2016	8/1/2021	All Divisions Lead: AA, IE/Assess	To expand transferability of credits outside of the state of Arkansas and other non-general education courses.	N/A

GOAL 2: STUDENT SERVICES

Improve student supports services that will enrich career goals, academic and co-curricular experiences.

Data/Evidence that Suggest/Support Strategic Initiative/Rationale: The analysis of institutional assessment data regarding (both direct and indirect institution assessment data) suggests that the institution must continue to make aggressive efforts towards the strengthening of all student services support programs to ensure successful academic matriculation. These efforts include strengthening the support staff and student services and support resources for students.

Fiscal Resources for Support of the Goal: $1,750,000.00

Objective #1: Create and sustain a culture that supports and respects a diverse student population in their intellectual growth and completion of a degree.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Enhance current and build new partnerships and collaborations between various campus entities in order to provide efficient, wraparound support.	**Pending**	1/1/2017	-	Academic Affairs, Student Affairs and Institutional Support (Career Services)	With the institutions' current retention rate of 40% and open enrollment admissions policy, many students all ill-prepared for college and need additional resources to assist during their academic matriculation. With the institutions' size, utilizing in-house resources are not a viable fiscal option. Therefore, it is imperative for the institution to create relationships with other resources in the community. This was consistently mentioned during the community forum.	N/A
B.	Develop and implement an online reporting and feedback system to identify and resolve campus access issues for students with	**Pending**	1/1/2017	9/1/2018	Academic Affairs, Student Affairs	This is an ongoing effort to continue to improve our ADA resources to our students.	N/A

	disabilities.						
C.	Review and implement the Internationalizing the Campus Strategic Plan to enhance current programs to support international students and scholars.	**In-Progress**	1/1/2017	-	Academic Affairs, Student Affairs	As a means of supporting and attaining our institutional learning outcome of global awareness and improving overall students learning, the participation in abroad experiences are necessary.	We are in collaboration four year institutions regarding the implementation with international and abroad opportunities for our students.
D.	Offer ESL Courses/Services to students.	**Pending**	8/1/2017	-	Academic Affairs, Student Affairs	In efforts to fulfill the mission, other underserve populations are needed to be served and offered educational opportunities. An ESL program is a result of reviewing the institutional data ethic profile of students to create opportunities and activities for other ethic groups.	N/A

Objective #2: Strengthen student programming and wellness activities.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Increase the number and variety of recreational opportunities for students that enhance their educational and personal experiences (by 25%).	**In-Progress**	1/1/2017	-	Student Affairs	According to the institutional assessment data, attrition is increasing. To assist with retention, and according to research, student activities improve and increase retention and academic matriculation.	Recreational opportunities for students are expanding to ensure all students that would be available to all students.
B.	Establish and Implement an Intercollegiate Sports Team.	**Pending**	9/1/2014	8/1/2017	Student Affairs	According to the institutional assessment data, attrition is increasing. To assist with retention, and according to research, student activities improve and increase retention and academic matriculation.	N/A
C.	Re-establish and implement The Academy of Creative Arts (Community Theater and Community Choir)	**Pending**	8/1/2016	8/1/2017	Student Affairs	According to the institutional assessment data, attrition is increasing. To assist with retention, and according to research, student activities improve and increase retention and academic matriculation.	N/A

Objective #3: Improve physical plant resources to enhance student experiences.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Build a Student Services and Outreach Building (includes graduate placement, student placement, summer enrichment programs, mentorship programs, STEM Programs, etc.).	**Pending**	7/1/2020	-	President & Fiscal Affairs (with Physical Plant), and Sponsored Programs	In effort for students to demonstrate the 4 C's, the institution will utilize this as an opportunity to improve student engagement which will in turn assist with the improvement of student retention. These services will also improve cohort graduation rates which will usher great improvements for the students.	N/A
A.	Renovate the Sherman-Tyree Hall	**In-progress**	7/1/2015	12/1/2016	Fiscal Affairs (with Physical Plant	Improve physical infrastructure to support student learning. According to SSS, classroom and facilities need to be upgraded to best facilitate learning (which include safe and secure campus).	Renovations have commenced and will be completed by the end of this year.
B.	Increase campus exterior signage to include a lit digital billboard facing the interstate.	**In-progress**	6/1/2015	7/18/2018	Fiscal Affairs (with Physical Plant and IT	Improve physical infrastructure to support student learning. According to SSS, classroom and facilities need to be upgraded to best facilitate learning (which include safe and secure campus).	Beautification Project will be responsible for the improvement signage.
C.	Build a Crosswalk across Bishop Lindsey.	**Pending**	8/1/2016	8/1/2019	Fiscal Affairs (with Physical Plant)	Improve physical infrastructure to support student learning. According to SSS, classroom and facilities need to be upgraded to best facilitate learning (which include safe and secure campus).	N/A
D.	Construct a student housing complex (Three Phases).	**Pending**	12/1/2015	10/1/2019	President & Fiscal Affairs (with Physical Plant), and Sponsored Programs	The building of residential campuses was birth from the demographic profile of the campus. Many of the students are non-traditional and from the LR and surrounding areas. To increase diversity and to increase our efforts with to	N/A

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
						promoting the mission with schools in which we have articulation agreements, the institution needs residential housing, which will support better academic matriculation according to research.	
E.	Construct a multi-purpose ANNEX (Administration, five-story building).	**Pending**	9/1/2018	9/1/2019	President & Fiscal Affairs (with Physical Plant), and Sponsored Programs	Improve physical infrastructure to support student learning. According to SSS, classroom and facilities need to be upgraded to best facilitate learning (which include safe and secure campus).	N/A

Objective #4: Produce knowledgeable graduates prepared for the workforce, advanced careers and professional education.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Develop and implement a formal internship process/ programs with community employers to assist with the transition from post-secondary education into workforce for students to gain work experience before graduation and placement after graduation (60%).	**In-progress**	1/1/2017	-	Academic Affairs, Student Affairs and Institutional Support (Career Planning)		We have worked with other entities on an ADHOC basis with Dr. Paula Fletcher, who has greatly assisted with discovering internship programs with federal and state entities for our students. The intent of this goal is to create a more formalized process, via the use of course and program assessment for our students.

GOAL 3 - INSTITUTIONAL ADVANCEMENT AND PARTNERSHIPS:
Increase the level of external outreach in order to expand opportunities for working with other educational institutions, alumni, foundations, government agencies and business partners in ways that increase potential sources of funding and produce associations for mutual benefit.

Data/Evidence that Suggest/Support Strategic Initiative/Rationale: The analysis of institutional assessment data regarding (both direct and indirect institution assessment data) suggests that the institution must continue to make aggressive efforts towards the strengthening of all student services support programs to ensure successful academic matriculation. These efforts include strengthening the support staff and student services and support resources for students by means of strengthening communal resources and expanding institutional partnerships.

Fiscal Resources for Support of the Goal: $175,000.00

Objective #1: Strengthen and expand long-term and sustainable partnerships with business, government, education, health care and nonprofit organizations.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Establish and Implement an Advisory Council including community leaders.	In-Progress	8/30/2014	1/1/2017	President, Fiscal Affairs, Community Relations and Sponsored Programs Lead: Community Relations	As a recommendation of inclusive buy-in and feedback from all community constituents it is recommended to have an advisory committee.	President Green is working on devising a group of individuals to create an advisory board.
B.	Develop and Implement programs and mechanism (i.e. Alumni/Alumnae Newsletter) that communicate and foster reciprocal relationships with the college's internal and external communities.	Pending	9/30/2015	5/1/2017	Alumni Affairs	Suggested from the Alumni Surveys, alumni shared the needed for a newsletter for collaborative communication.	N/A

Objective #2: Promote and support regional economic development and job creation.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Build capacity for developing and delivering entrepreneurship programming across campus.	In-Progress	8/30/2014	8/1/2017	President, Fiscal Affairs, Academic Affairs, Community Relations and Sponsored Programs Lead: Community Relations	Many of Shorter College students are unable to continue schooling due to family/life obligations or prior records/history. The need for business owners will assist with	Shorter College has started the entrepreneurship program whereas we have the framework in place to begin the process of strategic planning.

						those individuals who may be unable to secure employment and/or need income while in school	
B.	Collaborate and partner with Workforce Investment Boards on economic development, job creation and internships.	**In-Progress**	8/30/2014	8/1/2017	President, Fiscal Affairs, Community Relations and Sponsored Programs Lead: Community Relations	Many of Shorter College students are unable to continue schooling due to family/life obligations or prior records/history. The need for business owners will assist with those individuals who may be unable to secure employment and/or need income while in school.	Hired additional staff to ramp up the offering and services to students regarding job placements.

Objective #3: To increase corporate and community participation on the Board of Trustees

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Invite business leaders in strategic positions to join the Board of Trustees in assisting Shorter College	**In-Progress**	8/1/2016	12/1/2017	President's Office	To create partnerships and relationships with individuals who can provide internship opportunities for our students which will improve the institutions' placement rate.	N/A

Objective #4: Strengthen our culture of fiscal support from faculty, staff, students and the community.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Develop and implement a $50 million dollar capital campaign.	**Pending**	9/1/2020	-	President, Fiscal Affairs/ Communications Lead: President	To continue to support the missions and objectives of the institution.	N/A

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
B.	Develop and implement an annual-giving program via the use of brochures providing recognition for donors, volunteers and friends of the institution.	In-Progress	12/1/2013	8/1/2017	President, Fiscal Affairs/ Communications Lead: President	To continue to support the missions and objectives of the institution.	Website now includes a link for individuals to give to the college.
C.	Expand our endowment to $1Million Dollars.	Pending	9/30/2014	9/1/2018	President, Fiscal Affairs/ Communications Lead: President	To continue to support the missions and objectives of the institution.	N/A

Objective #5: Strengthen our culture of fiscal support from alumni.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Create and deploy a Legacy (monument) Plaza through alumni/alumnae giving program.	Pending	12/1/2013	5/1/2017	President, Fiscal Affairs, Alumni Communications Lead: Alumni Affairs	To continue to support the missions and objectives of the institution.	N/A
B.	Establish and implement a program for alumni estate giving.	Pending	9/1/2014	5/1/2017	President, Fiscal Affairs, Alumni Communications Lead: Alumni Affairs	To continue to support the missions and objectives of the institution.	N/A

Objective #6: Increase support through the use of private and public resources.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Continue to increase financial resources available for college priorities by securing public and private grants (totally to $500,00 to $1Million)	In- Progress	8/1/2018	-	President and Sponsored Programs Lead: Sponsored Programs	To continue to support the missions and objectives of the institution.	Brownsfield Project, Arkansas Highway Department (Part I and Part II).

GOAL 4: OPERATIONAL & RESOURCE ENHANCEMENT

Advance the institutional and environmental resources by further streamlining the college's operations where efficiencies can be gained, making optimal use of prior investments in systems, re-aligning infrastructure with evolving needs, securing protected information, and minimizing waste attributable to technology use.

Data/Evidence that Suggest/Support Strategic Initiative/Rationale: The analysis of institutional assessment data regarding (both direct and indirect institution assessment data) suggests that the institution must continue to make aggressive efforts towards the strengthening of operational structures to support the student and academic units. This includes the expansion of our physical footprint, enhancement of classrooms and other buildings for 21st Century educational environments.

Fiscal Resources for Support of the Goal: $300,000

Objective #1: Improve the Physical Plant Infrastructure for the College Campus.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Improve the College's physical plant by commissioning a study to inventory and analyze physical plant condition and capacity and project physical plant needs based on increases in student enrollment and curriculum offerings.	Pending	7/1/2015	6/30/2017	Fiscal Affairs (with Physical Plant),		N/A
B.	Improve the physical plant of the college by Re-roofing all campus buildings by the use of green technology.	In-progress	8/1/2015	8/1/2017	President & Fiscal Affairs (with Physical Plant), and Sponsored Programs		Brownsfield Grant
C.	Commission an outside vendor to conduct an inventory of personal property holdings for the purpose of determining its value and use.	Pending	7/1/2015	6/1/2017	Fiscal Affairs (with Physical Plant		N/A

		Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
D.	To develop and implement a land acquisition program to acquire and control all property adjacent to Shorter College property.	Pending	7/1/2020	-	President & Fiscal Affairs (with Physical Plant), and Sponsored Programs		N/A
E.	Assessment of energy efficiency and environmental sustainability of facilities and equipment on campus to implement Smart System for physical plant system for the institution.	Pending	9/1/2015	8/1/2017	Fiscal Affairs (with Physical Plant		N/A

Objective #2: Attract, develop and retain a talented and diverse faculty and staff workforce.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Hire a full-time HR Manager.	**In-progress**	8/1/2016	-	President's Office		N/A
B.	Develop and implement an employee recruitment and hiring process (include new employee orientation, review of benefits, etc.)	**In-progress**	8/1/2016	1/1/2017	President's Office		N/A
C.	Implement cross-training and responsibility sharing to improve customer/student services during peak time.	**In-progress**	3/1/2017	-	All Divisions		N/A
D.	Establish and Implement a Faculty / Staff Retreat (Institution Wide Human Resource Development).	**In-progress**	5/1/2017	-	President's Office (Human Resources)		N/A

Objective #3: Create and sustain a culture of wellness as the foundation for success.

Objective #4: Provide technology that supports innovation, enhances productivity and makes information easily accessible to faculty, staff and students.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Convert CAMS to a software application from SAaS	**Pending**	12/1/2015	12/1/2017	Fiscal Affairs (with Physical Plant and IT		N/A
B.	HR System	**Pending**	8/1/2015	8/1/2017	Fiscal Affairs and Information Technology		N/A
B.	Enhance and expand	Pending	1/1/2018	-	Student Affairs		N/A
C.	Acquire and implement a Green Brains System.	**Pending**	8/1/2014	8/1/2017	Fiscal Affairs and Information Technology		N/A
D.	Update website (revamp and branding)	**In-progress**	8/1/2014	8/1/2017	Information Technology		N/A

Objective #5: Enhance and promote a safe campus community.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Educate, train and support faculty and staff with regard to Emergency Operations Plan.	**In-Progress**	8/1/2016	12/1/2016	Fiscal Affairs (Security)		N/A

Objective #6: Increase net revenue generated by auxiliary service units.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Increase enrollment in the Daycare by 50% (Childcare Center) to reach full-capacity.	**In-Progress**	9/1/2015	9/30/2017	Fiscal Affairs Lead: Fiscal Affairs		N/A

Objective #7: Manage Title IV Eligibility

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Validate and Improve Student Loan Default Rate to ensure reporting metrics are within a healthy range for the institution.	In-Progress	7/1/2015	6/1/2017	Division of Fiscal Affairs (Financial Aid Office)	Prior years institution's default rate which needs to be improved.	N/A

GOAL 5: STUDENT ENROLLEMENT AND RECRUITMENT

Increase student enrollment and refine student recruitment strategies to recruit and retain a diverse student population

Data/Evidence that Suggest/Support Strategic Initiative/Rationale: The analysis of institutional assessment data regarding (both direct and indirect institution assessment data) suggests that the institution must continue to make aggressive efforts towards the strengthening retention and recruitment efforts at the college. The institution's retention rates are below the institution's goal of 60-70%. Additional resources must be added to ensure student are successful matriculation (with adequate resources)

Fiscal Resources for Support of the Goal: $75,000

Objective #1: Strengthen efforts to recruit a diverse student population.

	Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Divisions/Dept. Responsible	Assessment Data Support/Linkage	Notes
A.	Review scholarship opportunities and/or tuition discounting strategies to encourage retention and timely completion of degrees.	**In-progress**	5/1/2011	12/1/2016	Fiscal Affairs and Academic Affairs Lead: Academic Affairs		N/A
B.	Building relationships with local churches for potential recruiting opportunities.	**In-Progress**	1/1/2016	8/1/2017	Student Affairs and Alumni/Church Relations		N/A
C.	OK Program or recruit for team to bring	**In-Progress**	1/1/2016	1/1/2017	Student Affairs		N/A

	students to Shorter College					
D.	Develop and implement a cohesive retention plan.	**In-progress**	5/1/2011	8/1/2017	Academic Affairs	N/A

Compilation of Completed Strategic Objectives/Strategies

Strategy/Objectives	Status	Initiated Date	Initial Completed Projected Date	Revised Projected Date / Date of Completion	Data to support Strategy/Objective
2013-2014 Strategic Plan Review					
Hire sponsor program personnel	Completed	1/1/2013	8/1/2012	11/1/2015	
Complete network upgrade to include point-to-point wireless and redundancy.	Completed	1/1/2013	1/10/2014	5/1/2014	
Purchase furniture and fixtures for the SS Morris Building.	Completed	1/1/2013	3/5/2014	5/1/2014	
Extend network upgrade to include Belin HealthPlex.	Completed	1/1/2013	12/1/2014	12/14/2014	
To upgrade the HVAC system for the gym, daycare center, etc.	Completed	1/1/2013	5/1/2014	5/1/2015	
Adopt a standard for student-to-security officer ratio policy for Shorter College type and size.	Completed	1/1/2013	6/1/2014	6/1/2015	
Upgrade surveillance camera system.	Completed	1/1/2013	6/1/2014	6/1/2015	
Increase the college computer workstation-to-student ratio.	Completed	1/1/2013	12/1/2014	12/1/2015	
Develop adjunct faculty bank from business, professional, and religious communities.	Completed	1/1/2013	8/1/2011	8/1/2013	
Strengthen the technological component of teaching by maintaining optimally functioning computer lab.	Completed	1/1/2013	1/13/2013	8/1/2013	
Increase the number of full-time faculty to meet ADHE approval.	Completed	1/1/2013	9/1/2012	9/1/2013	
Develop and implement a structured assessment process that enables data-informed decisions in planning	Completed	1/1/2013	8/1/2013	2/1/2014	
Develop assessment tool (exit examination) to assess graduating sophomores learning outcomes	Completed	1/1/2013	12/1/2013	4/1/2014	
Develop other assessment tools to evaluate the effectiveness of learning resources, support services, etc.	Completed	1/1/2013	12/1/2013	4/1/2014	
Develop and implement a review processes for services and programs not covered by the Curriculum Committee.	Completed	1/1/2013	1/1/2013	4/1/2014	
Negotiate and increase articulation agreements with other institutions of higher education by building a strong partnership and collaboration with local higher institutions	Completed	1/1/2013	8/1/2014	5/1/2014	

Provide disability support services appropriate to students' personal, educational and career needs.	Completed	1/1/2013	8/1/2013	9/1/2014	
Sponsor activities, which will help students to develop social skills.	Completed	1/1/2013	8/1/2014	12/1/2014	
2014-2015 Strategic Plan Review					
Establish a comprehensive computerized cataloging and circulation system in Library.	Completed	1/1/2013	1/13/2013	1/1/2015	
Establish innovative partnerships with businesses, industry, other educational institutions and community agencies to facilitate maximum use of community resources.	Completed	1/1/2013	11/1/2013	3/1/2015	
Work towards goal of offering academic, basic and career training	Completed	1/1/2013	8/1/2013	4/7/2015	
Offer two new degree programs in CJ and Business.	Completed	1/1/2013	8/1/2014	5/1/2015	
Establish access to online research databases such as the Arkansas Traveler Information System provided by the Arkansas State Library for the students, faculty, and staff.	Completed	1/1/2013	12/1/2014	12/1/2015	
Develop assessment tools to evaluate faculty teaching and course effectiveness	Completed	1/1/2013	8/1/2012	4/1/2014	
Complete computerization of the Library: Provide the Internet access to students and faculty/staff users.	Completed	1/1/2013	8/1/2015	1/1/2015	
Implement comprehensive advisement for all students.	Completed	1/1/2013	9/1/2015	8/1/2014	
Develop adequate orientation and support services for diverse college populations.	Completed	1/1/2013	1/1/2013	8/1/2013	
Complete computerization of the Library: Establish an Inter-Library Loan relationship with other regional libraries.	Completed	8/1/2014	2/1/2014	2/1/2014	
Official marketing guide (logos, etc.)	Completed	1/1/2013	8/1/2012	9/1/2014	
Develop and implement of clubs and student organizations.	Completed	1/1/2013	8/1/2013	8/1/2014	
Modify the Application Portal	Completed	12/1/2014	1/1/2015	1/1/2015	
Establish and Implement Annual Pageant (Mr. and Mrs. Shorter).	Completed	12/1/2013	7/1/2015	5/1/2015	
2015-2016 Strategic Plan Review					
Retain faculty by offering competitive salaries by 15%-20% (By Market).	Completed	8/1/2016	8/1/2016	8/1/2016	
Establish academic centers of excellence and/or a Basic Skills Center.	Complete	8/1/2014	8/1/2015	11/1/2015	

Increase the globalization of teaching and learning to provide study abroad programs (enlighten and understanding) for both faculty and students regarding inclusion in the curriculum. (Evidence: Working with Cornnell University)	Completed	5/1/2011	5/1/2011	6/1/2016	
Separated and individualize General Studies emphasis (Childhood Development and Christian Leadership) academic programs	Completed	8/1/2014	8/1/2016	8/1/2016	
Developed and maintain a partnership with Public School system to create concurrent enrollment programs.	Completed	8/1/2018	5/1/2015	5/1/2015	
Establish and Implement a Student Leadership Development Program/Retreat.	Completed	8/1/2016	6/1/2016	6/1/2016	
To establish and implement a vehicle motor pool.	Completed	9/1/2014	9/1/2016	10/1/2016	
Increase handicap accessibility of facilities.	Completed	12/1/2014	3/1/2016	5/30/2016	
To acquire off-site parking with a shuttle services.	Completed	9/1/2016	9/1/2016	11/1/2015	
Renovate bathroom facilities in all buildings.	Completed	12/1/2014	4/1/2016	5/30/2016	
To build (acquired) a Health Education Complex (Healthplex Annex Building II). Vine Street Housing	Completed	10/1/2019	10/1/2019	3/1/2016	
To repair kitchen and playgrounds at the Child Care Facility.	Completed	12/1/2015	8/1/2016	8/1/2016	
Implement work-study programs through the use of Title IV funds.	Completed	1/1/2016	8/1/2016	8/1/2016	
Devise and implement a plan of action to support and encourage the appointment of Shorter College employees to area boards in area counties (external) at least 25% of our employees. [Currently, Ms. Lockhart, Rev. Mary, Dr. Gilbert and Keiona Middleton are serving on external boards to build external community relationships. Our efforts is to increase the number employees on external boards, etc. (at 25% of our employees)]	Completed	8/1/2018	8/1/2016	8/1/2016	
Develop greater partnerships with regional health centers; allow Shorter College to become the social and civic meeting place for the community, and host town meetings for the purpose of rebuilding towns.	Completed	9/1/2015	8/1/2016	8/1/2016	
Increase financial resources available for college priorities by securing public and private grants (totally to $100,000-$250,000)	Completed	8/1/2017	8/1/2016	8/1/2016	

To increase Alumni participation by 25%.	Completed	8/1/2015	1/1/2017	8/1/2016	
Host engagement events, annually on behalf of the alumni association.	Completed	8/1/2015	8/1/2017	8/1/2016	
Develop and implement a plan that assures and schedules maintenance and proper repair of facilities and equipment, and which protects our facilities investment by expanding the repair, renovations and maintenance funding for community college facilities.	Completed	8/1/2015	8/1/2016	8/1/2016	
Provide opportunities for employees to participate in tobacco cessation programs (Drug, Alcohol and Counseling Program	Completed	1/1/2018	1/1/2017	4/1/2016	
Implement a unified campus wide security syste''lop and implement a cohesive recruitment plan, which clearly outlines all recruiting populations	Completed	12/1/2015	5/1/2016	6/1/2016	
Coordinate internal/external messages/communications according to a strategic media relations, recruitment and advertising campaign.	Completed	5/1/2011	12/1/2015	6/1/2016	
Design and Implement a Bulldog Day for recruitment of a new students to tour the campus, etc.	Completed	5/1/2015	8/1/2016	5/1/2016	

Compilation of Removed Strategic Objectives/Strategies

Strategy/Objectives	Status	Initiated Date	Initial Completed Projected Date	Revised Projected Date / Date of Completion
Design and implement an institutional process for identifying and hiring excellent faculty members who can advance the mission.				