

2019-202

SHORTER COLLEGE

Strategic Plan

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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/unit's 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.

TIMELINE: ASSESSMENT, PLANNING & BUDGETING

- **JULY/AUGUST:** At the end of each academic year, all assessment instruments and the data collected or compiled, analyzed and placed in an Annual Assessment Report. The assessment instruments include both direct and indirect means of measurements (i.e. faculty evaluation, Student Satisfactory Surveys, employee satisfaction surveys, etc). The compilation of results also includes Division Assessment Reports.
- **SEPTEMBER:** The Annual Assessment Report is completed in September. This report contains summarized details, which addresses all facets of the institution and its efforts to support student learning achievement.
- **OCTOBER:** Upon the completion of the report, the Strategic Planning Council (the Executive Cabinet) will convene, to update the Strategic Plan to discuss items completed or needing to be revised per previous year's efforts. During this time, the Strategic Planning Council will also review the Annual Assessment Report to determine if a modification to the Strategic Plan should be considered based upon new assessment findings. Once discussed, a revised/modified Strategic Plan in concert with the Assessment Report is presented to Faculty, Staff, students for feedback and suggestions to assist with future planning efforts of the institution.
- **OCTOBER/NOVEMBER:** In October/November, the institution will sponsor, what is called “Assessment Week”. During this week, the report is then shared with Students, Faculty, and Staff. The purpose of this “town-hall” gathering is to share with the “community” the strengths of the institution, the areas needing improvement, and to offer an opportunity for those, whom we serve, to offer suggestions and feedback for improvement (Annual Assessment Report/Scorecard, Operational Goals/Accomplishments and Strategic Goals/Accomplishments). Additionally, during assessment week, students who may need to complete various examinations as a means of continuous assessment will be proctored those necessary exams. Upon completion of Assessment Week, an Assessment Week report will be compiled and created, which will catalog and capture the thoughts, feedback and suggestions of those whom we serve which is reviewed by the Strategic Planning Council to determine if any additional changes to the Strategic Plan and/or operational goals should be considered to improve the institution.
- **DECEMBER/JANUARY:** Based upon tentative plans (both Strategic and Operational), the Divisions will begin preparing budgets for review (see the budgeting process below)
- **MARCH:** Similarly, this report is then shared with the community, as we will state, the information shared, will be used for the future planning efforts of Shorter College. This occurs during the institution’s Annual Community Luncheon. If changes should be considered, the plan is updated and shared with other constituents. By the end of March, Strategic Plan and other respective documents are finalized and budgets are submitted for final approval.
- **APRIL:** Strategic Planning document and budget is reviewed and approved by the Board for the upcoming Academic Year.

	Process Step	Process Description	Timeframe
1	Generate Data	All Assessment Instruments are deployed to generate data by the Director of Institutional Effectiveness & Assessment. These instruments are used to assess all areas of the institution in support of Student Learning.	August-June
2	Evaluate Assessment Results	The IE/Assessment Team reviews and analyzes the collected data for the purpose of reporting assessment results and making recommendations to its constituents.	July/August
3	Share Assessment Results	The Assessment Committee provides a report of the Assessment results and shares during Assessment Day (Institutional Wide, which includes Faculty, Staff, Students, Alumni, and Community members) to discuss results and solicit input. Note: Formal Reports are made available to the following: <ol style="list-style-type: none"> 1. Strategic Planning Council (President and Executive Cabinet Members). 2. Faculty and Staff 3. Students 4. Alumni & Community Members 	August-November
4	Determine Actions for improvement and implementation	The IE/Assessment Team works collaboratively with the Strategic Planning Council to discuss results and feedback from constituencies to determine actions to promote the improvement of the institutional process, re-evaluate strategic goals and initiatives, and redesign of the Assessment process.	December-April
5	Implement a new assessment plan.	With Board approval, various institutional plans, policies, etc. are adopted and implemented for continual institutional assessment.	May

See full assessment calendar in the appendices

INSTITUTIONAL BUDGETING PROCESS

STEP 1: Department Budget Submission

All Department Heads must submit to the division head their budget by EOM (last business day in January).
use the budget template below



STEP 2: Division Budget Submission

Division heads must have a comprehensive budget to present and discussed no later than EOM (February)



STEP 3: Budget Review

All division budgets (institutional annual budget) is reviewed and discussed with the executive cabinet no later than EOM (March).



STEP 4: Board Approval

Proposed Budget is presented to the Board in April for review and approval.



STEP 5: Dissemination and Communication

In April/May, the approved budget and strategic plan is shared with Executive Leadership Team, Division Head, Department Heads and Staff

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 ENROLLEMENT AND RECRUITMENT

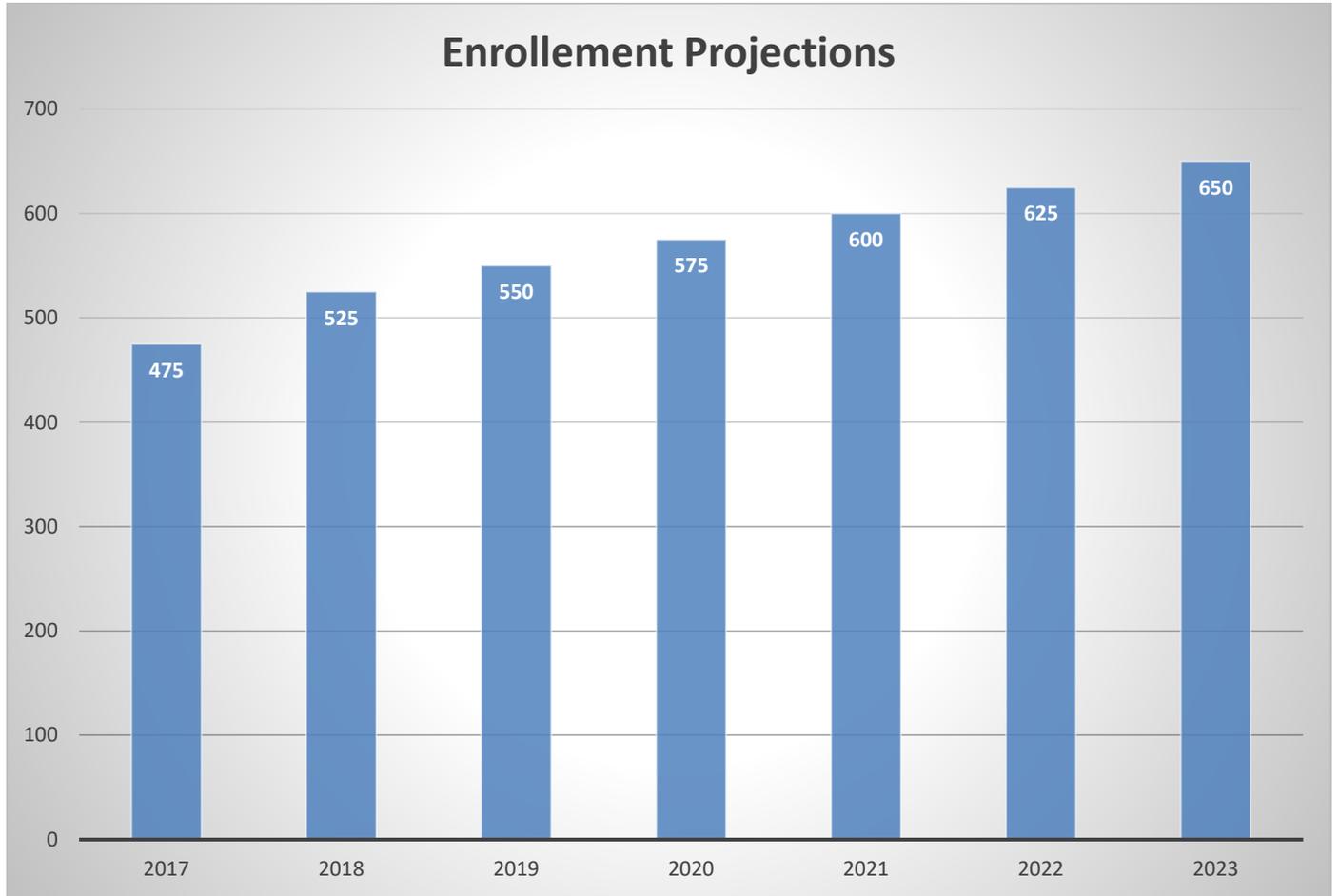
Increase student enrollment and refine student recruitment strategies to recruit and retain a diverse student population.

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



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 (see total amount for each strategy)

Objective #1: Offer high-quality program, academic services and learning resources with course delivery methods that meet diverse student needs.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Develop and implement a STEM program. (\$250,000)	In-progress	8/1/2015	8/1/2019	Academic Affairs	<p>Assessment Data/Research/Rationale 2013-2014: Institutional qualitative data collected during faculty/staff assessment week/day 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.</p> <p>Assessment Data/Research/Rationale 2014-2015: No additional or new supporting data or details.</p> <p>Assessment Data/Research/Rationale 2015-2016: No additional or new supporting data or details.</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional or new supporting data or details.</p> <p>Assessment Data/Research/Rationale</p>	<p>2015 Updates: Dr. Paula Fletcher will coordinate this effort with the University of Arkansas at Pine Bluff.</p> <p>2016 Updates: The institution is putting together a comprehensive STEM team comprised of individuals form from Shorter College and Philander Smith to assist with STEM effort on the campus of Shorter College. Dr. Fletcher has worked in conjunction with the University of Arkansas at Pine Bluff to coordinate joint efforts to introduce Shorter College Biology students in the STEM area at UAPB by taking them down to a science fairs and other joint efforts. The effort is ongoing with UAPB and other areas of the STEM program. Some students have declared their major based on their STEM experience.</p> <p>2017 Updates: The institution has worked with Philander Smith College this academic year attending STEM workshops and other STEM events on Philander Smith campus, a formal is still in the</p>

					<p>2017-2018: Pending data analysis.</p>	<p>planning phase with the two institutions.</p> <p>2018 Updates: The institution is seeking to hire a full-time faculty who fosters STEM outreach and fostered students attending STEM workshops and other STEM events at UAF and the University of Memphis campuses. This outreach has fostered opportunities for establishing a partnership with STEM Center with UALR and Innovation Hub of NLR as partners by the beginning of Fall 2019 semester. A new degree program in Computer Science is now projected to be offered at the beginning of Fall 2020, which will support the STEM Program. Due to additional initiatives needed, the projected data will be Fall 2019.</p>
<p>B. Offer eLearning and online instruction for diverse student populations. (\$150,000)</p>	<p>In-progress</p>	<p>8/1/2015</p>	<p>8/1/2019</p>	<p>Academic Affairs</p>	<p>Assessment Data/Research/Rationale 2014-2015 & 2015-2016: According to the Student Satisfaction Survey 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. According to research (Loeb and Bettinger, 2017), online courses have the potential to extend further the educational opportunities of many students. However, online instruction may be difficult, especially for the students who are least prepared. With the majority of the student population having subpar test scores and require remediation, additional research needs to be performed to determine if online classes are befitting and determine logistically how will online classes be design to serve the current population (hybrid vs. 100% distance education)</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional</p>	<p>2015 Updates: Shorter College will join the State Authorization Reciprocity Agreement (SARA) institutional program and will follow the six-step participation process by September 2015.</p> <p>2016 Updates: The development and implementation of eLearning and online instruction is ongoing through the 2016-2017 academic year. Survey Results and other collaborations have started discussion regarding the logistics regarding the online education.</p> <p>2017 Updates: Discussions have begun regarding the logistics and online education.</p> <p>2018 Updates: Distance Education is being discussed. The Shorter College Board of Trustees has committed to exploring eLearning as a viable option for students and will expect proposals to be present at the Fall 2018 Board meeting (Beta is rolling out this summer and go live on Fall 2019).</p>

					<p>or new supporting data or details.</p> <p>Assessment Data/Research/Rationale 2017-2018: During 2017 Fall Assessment Week both faculty and students shared their desire for the institution to strongly and quickly consider the development and deployment of online classes, which could greatly assist with increase student enrollment.</p>	
C. Develop and implement a comprehensive practicum/certificate component for graduates (AA) to demonstrate mastery learning.	Pending	8/1/2016	1/1/2018	Academic Affairs	<p>Assessment Data/Research/Rationale 2015-2016: 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. Best practices for most academic programs include practicums or certification/exams upon completion.</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional or new supporting data or details.</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional or new supporting data or details.</p> <p>Assessment Data/Research/Rationale 2017-2018: Pending data analysis.</p>	<p>2016 Updates: Component added and will be evaluated upon graduation. Conversations with faculty will begin to assess and evaluate the methods that could be utilized (in addition to CAAP) testing which is for general education, only.</p> <p>2017 Updates: Efforts were suspended per reaffirmation efforts, but will resume after reaffirmation.</p> <p>2018 Updates: During the summer 2018, the Academic Council and faculty met and determined that each degree program must implement CAPSTONE activity for degree completion. Degree programs must identify the chosen activity during the Fall 2018 semester and implement at the beginning of Spring 2019. The CAPSTONE options are: Service Learning/Internship with designated number of clock hours; A CAPSTONE course of 3 semester credit hours or more with specific assessments; or a nationally normed comprehensive examination. The cut score could be locally normed over a 3-year period.</p>
D. Develop and implement a formal internship process/programs with community employers to assist with the transition from	In-progress	1/1/2017	8/1/2019	<p>Lead: Academic Affairs</p> <p>Student Services</p>	<p>Assessment Data/Research/Rationale 2014-2015: According to research, internships and volunteer experiences make candidates more competitive in the job market. In addition to gaining exposure and experience in the field, they also provide an opportunity</p>	<p>Update 2016: 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</p>

post-secondary education into workforce for students to gain work experience before graduation and placement after graduation (60%). \$50,000				Institutional Support (Career Planning)	to see if the particular career field is the right one based on getting personal experience in the field. Opportunities for internships and apprenticeships should be available and in alignment with the curriculum. Assessment Data/Research/Rationale 2015-2016: No additional assessment data. Assessment Data/Research/Rationale 2016-2017: No additional assessment data. Assessment Data/Research/Rationale 2017-2018: Pending data analysis.	of course and program assessment for our students. 2017 Update: No new update. 2018 Update: The institution will replace and fulfill a Director of Career Placement and thus this individual will be responsible for formalizing a career placement, and internship program. Hire should be completed by the end of the year (2018). The internships will be established by Fall 2019.
E. Create and implement a bridge program to service incoming freshman. \$30,000	Pending	8/1/2017	6/1/2021	Academic Affairs President's Office (Enrollment Management)	Assessment Data/Research/Rationale 2016-2017: 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. Assessment Data/Research/Rationale 2017-2018: Pending data analysis.	2017 Update: This future goal is to help students achieve the dream before enrolling in college. This could be done by developing policies to determine who requires developmental remediation and working closely with the local high schools to set up small learning communities a mechanism of social and academic integration into community colleges. Upon reaffirmation efforts, possibilities will be explored to developing a bridge program. 2018 Updates: The division of Academic Affairs & Student Affairs to develop a pilot program that will be deployed the summer of 2020.

Objective #2: Develop community-based programs to enhance curricular learning.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Develop and implement weekend events for youth using Shorter College students as mentors, e.g., cultural, self-help events, etc. Fiscal: \$0.00	Pending	8/1/2016	12/31/2018	Academic Affairs and Student Affairs	Assessment Data/Research/Rationale 2015-2016: According to the SSS results from the last two years students were interested in providing additional services to students and	2016 Updates: Institution plan to re-initiate cultural events on the campus that will be utilized as a mechanism to provide mentorships opportunities for the students on the campus. 2017 Updates: The institution is

					<p>community members that will expand cultural awareness in alignment with the institution's 4 C's. This is supported by research (Hawkins, 2012), states that mentoring is a promising approach to promote healthy development and prevent poor youth outcomes. By implementing a similar program will foster student engagement on the campus and assist with youth development and involvement in the community.</p> <p>Assessment Data/Research/Rationale 2016-2017: No data changes</p> <p>Assessment Data/Research/Rationale 2017-2018: According to the Assessment Week data, as previous mentioned in the 2015-2016 academic year, faculty, staff and students agreed that student experiences should be enriched, which include the extracurricular activities that are inclusive to all ages and genders, provide and encourage more community engagement and cross-cultural experience.</p>	<p>currently working to stabilize the efforts in Student Affairs, with the recent changes in administration. Upon the hiring of a permanent Dean of Student Affairs, efforts will be resume to develop a program center around youth and the arts.</p> <p>2018 Updates: Commitment on the part of Shorter College students was not realized during the 2017-2018 academic year. Other outreach programs are being developed through partnerships. Revised date for the will be 12/31/2018.</p>
<p>B. Create and implement Parental Development Classes for all ages. Fiscal \$0.00</p>	In-progress	9/1/2014	6/1/2019	Academic Affairs and Student Affairs	<p>Assessment Data/Research/Rationale 2013-2014: 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.</p> <p>Assessment Data/Research/Rationale 2014-2015: No additional assessment data or findings</p> <p>Assessment Data/Research/Rationale 2015-2016: No additional</p>	<p>2015 Updates: No update</p> <p>2016 Updates: No update</p> <p>2017 Updates: Courses have been developed and implementation for Summer II 2018.</p> <p>2018 Updates: An 8-week Certificate Course in Child Development which includes sections on Parents and Parental Development was implemented Spring 2018. However, to further expand the efforts in the Alexander Turner, Ms. Jefferson, will develop an Parental Curriculum (certificate program) and will expand on the early childhood parenting courses that are currently taking</p>

					assessment data or findings. Assessment Data/Research/Rationale 2016-2017: No additional assessment data of findings. Assessment Data 2017-2018: Data analysis pending.	place (it will be community base).
C. To create a summer program for the Daycare (Child Care Center) up to 5th grade and ages up to 12. Fiscal: \$200,000	In-progress	8/1/2015	6/1/2020	Academic Affairs	Assessment Data/Research/Rationale 2014-2015: 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. Assessment Data/Research/Rationale 2015-2016: No additional assessment findings. Assessment Data/Research/Rationale 2016-2017: No additional assessment findings. Assessment Data/Research/Rationale 2017-2018: Data analysis pending.	2015 Update: Will research to determine opportunities for a summer program. 2016 Update: Additional space is needed in order to implement. Physical plant is currently evaluating. 2017 Updates: No update. 2018 Update: External funding has not been in place. There are efforts to search for funding for summer programs for children and youth. However, there is a potential funding source.
D. To create and implement an afterschool program for the Daycare (Child Care Center). Fiscal: \$40,000	In-progress	8/1/2016	9/1/2019	Academic Affairs (Childcare Services)	Assessment Data/Research/Rationale 2014-2015: 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. Assessment Data/Research/Rationale 2015-2016: No additional assessment findings. Assessment Data/Research/Rationale 2016-2017: No additional assessment findings.	2016 Update: Will research to determine opportunities for a summer program. 2017 Updates: No update. 2018 Update: There is an intense effort to develop an afterschool care center to support working families. A facility has been identified for that purpose. Target date for opening the center is Fall 2019. The Dean is working with external groups to identify funding.

					Assessment Data/Research/Rationale 2017-2018: Data analysis pending.	
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Objective #3: Incorporate external educational programs to workforce needs.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Become a partner with Workforce Readiness (Provide for AR Workforce program). Fiscal: \$40,000	In-progress	8/1/2014	1/1/2019	Lead: Academic Affairs Institutional Support (IT) Fiscal Affairs (Physical Plant)	<p>Assessment Data/Research/Rationale 2013-2014: ~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.</p> <p>Assessment Data/Research/Rationale 2014-2015: No additional assessment data.</p> <p>Assessment Data/Research/Rationale 2015-2016: No additional Assessment Data or findings.</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional Assessment Data or findings.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>2014 Updates: Institution will review the procedure and processes needed to become a Career Readiness Provider.</p> <p>2015 Updates: It is the goal to have every student connected with the Arkansas workforce program and obtain a job readiness certificate by graduation. Shorter College applied but was not accepted, but will consider reapplication.</p> <p>2016 Updates: We have partnered with the AR Workforce in all of the College Orientation classes in regards to career assessments, we now have the capability on campus to offer the AR Career Readiness Program on campus through the Career Placement Office.</p> <p>2017 Updates: President Green desires for the institution to offer the Career Readiness, therefore facilities are needed. This will be discussed upon the next strategic planning review.</p> <p>2018 Updates: Shorter College has partnered with the Arkansas Workforce in all orientation classes related to career assessments. There is campus capability to offer the Arkansas Career Readiness Program on campus. The current purchase of the Pine Street House will be used for the</p>

						dedicated space to offer the certificate on campus. This will be overseen by Career Placement Director (who will report to Student Services).
B. Become LEA for a GED Program. Fiscal: \$275,000 (\$55,000 Physical Plant / \$222,000 AA/SA)	Pending	8/1/2015	8/1/2019	Academic Affairs Fiscal Affairs	<p>Assessment Data/Research/Rationale 2014-2015: 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 increase enrollment and retention.</p> <p>Assessment Data/Research/Rationale 2015-2016: No additional assessment data or findings</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional assessment data or findings.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>2015 Updates: Negotiate with Arkansas Baptist College and GED Board to become LED for the GED program housed on Shorter College's Campus. Assist Arkansas Baptist College in restructuring their program so that space may become available for Shorter College to serve North Little Rock.</p> <p>2016 Updates: The negotiations with Arkansas Baptist College & GED Board did not materialize for Shorter College's Campus to become the LED for the GED program. Instead Arkansas Baptist College moved its location and the released space have been utilized for the Literacy and Math locations. However, plans are still underway for Shorter College to become an E-LED for GED. The new timeframe is 2020. Shorter College has met with Arkansas Department of Career Education, received guidelines, and now strategizing time frame. Implemented Ability to Benefit program as an alternative for students without GED.</p> <p>2017 Updates: Revise the projected date for completion to August 2018.</p> <p>2018 Updates: It is anticipated that Shorter College will make application to receive external funding to house a GED program. With the Ability to Benefit program it is an imperative that the college has easy access to GED classes. Spring 2018 semester a sister institution provided a teacher for Shorter campus to offer GED class to ATB students. RFP will be submitted in</p>

						2018 for Shorter College to be a GED provider.
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Objective #4: To obtain additional appropriate accreditations.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Submit the initial application as appropriate. Fiscal: \$8,000	Pending	8/1/2015	8/1/2019	Lead: Academic Affairs Institutional Effectiveness, Assessment and Planning	Assessment Data/Research/Rationale 2015-2016: To expand transferability of credits outside of the state of Arkansas and other non-general education courses, the institution must achieve regional accreditation with HLC. Assessment Data/Research/Rationale 2016-2017: No additional assessment data or findings. Assessment Data/Research/Rationale 2017-2018: Data analysis pending.	2015 Update: President Green and the Dean visited with the HLC staff in 2014 to determine the necessary steps and current policies regarding the accreditation status. President Green will discuss and address with the board regarding next steps. 2016 Update: Will proceed once the institution's accreditation being reaffirmed with TRACS. 2017 Update: Will proceed once the institution's accreditation being reaffirmed with TRACS. 2018 Update: The application has yet to be submitted. Contact with HLC has been made and guidelines have been shared with the Academic Dean. This approval is projected to be Fall 2019. The institution will submit a letter of intent with the agency and an intended application.
B. Seek candidacy status as appropriate. Fiscal: \$15,000	Pending	8/1/2016	8/1/2021	Lead: Academic Affairs Institutional Effectiveness, Assessment and Planning	Assessment Data/Research/Rationale 2015-2016: To expand transferability of credits outside of the state of Arkansas and other non-general education courses, the institution must achieve regional accreditation with HLC. Assessment Data/Research/Rationale 2016-2017: No additional assessment data or findings. Assessment Data/Research/Rationale	2016 Update: Application has not been submitted. Awaiting commissions (TRACS) approval for reaffirmation to proceed with HLC application. 2017 Update: No update. 2018 Update: Upon review of the eligibility packet during the 2019-2020 AY, the institution will then proceed with submitting and application for candidacy by 2021.

					2017-2018: Data analysis pending.	
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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: See total amount next to each strategy.

Objective #1: Strengthen co-curricular student programming and wellness activities.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Partner and collaborate with community partners to provide wraparound support services (counseling, housing, rehabilitation services, financial support, occupational development, employment assistance). Fiscal: \$0.00	Pending	1/1/2017	6/1/2019	Student Affairs (Student Services) — Institutional Support (Community Relations)	Assessment Data/Research/Rationale 2015-2016: During the 2015-2016 Student Satisfaction Survey, students gave C and D ratings to the following areas (Job Placement, Counseling, and Peer and Tutoring Services. Additionally, upon review of the institution's retention rate, it was determined that students have several competing needs which often disrupts and interferes with their academic matriculation. Due to fiscal constraints and limited staff, it is imperative for the institution to consider establishing relationship with other entities and community partner that could provide wraparound services to our students. During assessment week, students expressed the need for a multitude of services such as counseling, financial assistance, employment assistance, that could aid with overcome barrier which impact their	Update 2017: Shorter College has a relationship with the Minority Health Commission to provide mental health services for students and the community. As a result, in March of 2015 Shorter College opened a community health center, which is staffed with a professional Doctor, and salary paid for by a grant from the Minority Health Commission. 2016 Updates: No additional updates 2017 Updates: No additional updates 2018 Updates: Community Relations initiated contact with Harding University, Arkansas Rehabilitation Services, Arkansas Department of Workforce Services, and others, to provide additional services to our students on the campus. The

					<p>academic matriculation. During the 2015-2016 Student Satisfaction Survey, students gave C and D ratings to the following areas (Job Placement, Counseling, and Peer and Tutoring Services).</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional assessment data.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>institution is in discussion with UAMS and the Jefferson Comprehensive Care, with the Shorter College External Physician Advisory Committee and attempt to implement additional service provided by licensed professionals.</p>
<p>B. Increase the number and variety of recreational opportunities (intramural) for students that enhance their curricular and personal experiences. Fiscal: \$10,000.00</p>	In-Progress	1/1/2017	1/1/2019	Student Affairs	<p>Assessment Data/Research/Rationale Assessment Data 2015-2016: During assessment week, students, faculty and staff expressed the need for the institution to develop students a variety of recreational activities until the institution is financially positioned to established intercollegiate sports. Research studies have provided evidence that campus recreational activities tend to have positive effects on student retention, satisfaction, and recruitment. Student Satisfaction Surveys (via open responses), also revealed that students desired more “athletically-infused” activities on the campus.</p> <p>Assessment Data/Research/Rationale Assessment Data 2016-2017: No new data</p> <p>Assessment Data/Research/Rationale Assessment Data 2017-2018: No new data</p>	<p>2016 Updates: Student Affairs will seek to hire an activities coordinator to plan and implement intramural sports and activities.</p> <p>2017 Updates: A Director of Student Activities was hired and is responsible for the development of intramural sports and other recreational activities. Revised data 2017-2018 academic year.</p> <p>2018 Updates: Opportunities are provided by the walking trails through the campus and around the neighborhood. The college and the city as partners have provided this opportunity to students. There are other programs that will be implemented during the Fall 2018 that may enhance their educational and personal experiences.</p> <p>Intramurals will be implemented in Spring of 2019 and HR and Student Affairs will meet with the President in November to review staffing needs. Revised date from 1/1/2018 to 1/1/2019.</p>
<p>C. Establish and Implement an Intercollegiate Sports Team.</p>	Pending	9/1/2014	8/1/2021	Student Affairs	<p>Assessment Data/Research/Rationale 2012-2013: In an effort to expand student activities,</p>	<p>Updates 2013: Conduct a comprehensive SWOT Analysis for Shorter College Athletics.</p>

<p>Fiscal: \$TBD (awaiting development of activity related to this activity).</p>					<p>athletic activities would positively impact the institution by attracting students who desire to pursue athletic aspirations.</p> <p>Assessment Data/Research/Rationale 2013-2014: No new data.</p> <p>Assessment Data/Research/Rationale Assessment Data 2014-2015: No new data.</p> <p>Assessment Data/Research/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Research/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>Develop an advisory board for Shorter College Athletics programming.</p> <p>Update 2014: Upon research, there will be many steps the institution must undertake to offer intercollegiate sports. Therefore, the revised date for completion will be 2019.</p> <p>Updates 2015: No update.</p> <p>Updates 2016: No update.</p> <p>Updates 2017: No update.</p> <p>Updates 2018: There are serious discussions being held related to the establishment of a basketball team. This would be a great source of school pride for students. Academics are given primacy here thus development of a sports team is in keeping with that perspective. Additional research is needed to determine the cost association with this strategy to achieve (logistics, staffing, compliance, establish a committee etc.). Revised date will be 8/1/2021.\</p>
<p>C. Re-establish and implement The Academy of Creative Arts (Community Theater and Community Choir) Fiscal: \$50,000.00</p>	<p>Pending</p>	<p>8/1/2016</p>	<p>8/1/2019</p>	<p>Student Affairs</p>	<p>Assessment Data/Research/Rationale 2014-2015: According to research in secondary education, the benefits of performing arts in academic structures produces higher achievement, confidence, presentation and problem-solving skills. Although minimum research exists regarding the benefits of performing arts in the post-secondary sectors, diverse student program and activities, increases student engagement. In 2013-2014, Shorter instituted the Academy of Creative Arts. Through this academy, plays and other productions</p>	<p>2016 Updates: No person has been identified. Will revised projected date for implementation for 2017.</p> <p>2017 Updates: Search for staff will resume upon reaffirmation efforts.</p> <p>2018 Updates: The opportunity for students to participate in a college singing group was developed during the Summer 2018 for implementation in Fall 2018. The level of participation and interest will be assessed. Students were provided the opportunity to participate</p>

				<p>were held on the campus. The Academy was placed in abeyance absent of an advisor, due to the parting of the establishing advisor. The institution should continue this academy and work towards proper staffing for the position.</p> <p>Assessment Data/Research/Rationale 2015-2016: No new assessment data</p> <p>Assessment Data/Research/Rationale 2016-2017: No new assessment data</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>in a religiously based musical during the Spring 2018 semester, it was well received and there was community participation. If there continues to be interest shown then the Academy can be established. NO firm date will be set because there has to be an assessment of interest.</p> <p>Revised date August 1, 2019. Additional information is needed to review staffing needs, etc.</p>
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Objective #2: Strengthen student programming to support diverse populations and to promote global awareness.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
<p>A. Develop and Implement a plan to accommodate international students and develop a strategic plan to enhance current programs to support international students and scholars. Fiscal: \$0.00</p>	In-Progress	8/1/2017	8/1/2019	Academic Affairs & Student Affairs	<p>Assessment Data/Research/Rationale 2015-2016: Research shows that study abroad programs enhances student's college career by exposing them to practical learning experiences, increase their ability to become flexible and confident in diverse environments, and enhance their intercultural communication skills. Providing international study abroad opportunities will increase employability.</p> <p>Assessment Data/Research/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>2016 Updates: Ten students were identified to receive their passports to study abroad. The partnership with Cornell University is in full effect and a conference was held in February of 2016. The Admissions Director traveled to Spain and one Hispanic student was selected to go to Costa Rica, but had to decline because of legal status. The institution is in collaboration four-year institutions regarding the implementation with international and abroad opportunities for our students.</p> <p>2017 Updates: No new updates.</p> <p>2018 Updates: The president charged the college administration with developing the application for F1 and J1 visa programs. The</p>

						application has been submitted. Additional plans should be developed regarding the recruitment from overseas areas.
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Objective #3: Improve physical plant resources to enhance student experiences.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Build a Student Services and Outreach Building (includes graduate placement, student placement, summer enrichment programs, mentorship programs, etc.). Fiscal: \$25,000	Pending	7/1/2020	1/1/2019	Lead: Fiscal Affairs (Physical Plant)	<p>Assessment Data/Research/Rationale 2015-2016: Due to limited real estate on campus, a center, dedicated to specific programing should be established on the campus. This will allow for the institution to service both current students and to utilize the building for outreach opportunities.</p> <p>Assessment Data/Research/Rationale 2016-2017: No data.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>2017 Update: No update.</p> <p>2018 Update: The College purchased an additional building on Pine Street. It's intended use after renovation will be to establish a center to satisfy initiatives within this goal. Strategy will also include acquiring other properties as they become available. The expected date of completion is 1/1/2019.</p>
A. Construct a student housing complex (Three Phases). Fiscal: \$4.5M	Pending	12/1/2015	8/1/2020	Lead: Fiscal Affairs (Physical Plant), President's Office (Advancement)	<p>Assessment Data/Research/Rationale 2013-2014: 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, however, would welcome the idea of having on campus housing (due to housing challenges). Additionally, to further promote the mission the institution needs residential housing. Research shows, academic performance is greatly improved when housed on campus.</p> <p>Assessment Data/Research/Rationale 2014-2015: No new data</p>	<p>2016 Updates: No update.</p> <p>2017 Updates: No update.</p> <p>2018 Updates: The College is planning a Capital Campaign during fiscal year 2010. It is the intent of the college to build student housing without the use of debt or a minimum amount of debt. Additional fundraising staff is being sought and is anticipated to be hired during fiscal year 2018. The cost of salaries for the fundraising staff will be through grant proceeds. A grant application has been submitted to Rockefeller for fundraising and consulting and potential donors for Phase I has been identified. Revised</p>

					Assessment Data/Research/Rationale 2015-2016: No new data Assessment Data/Research/Rationale 2016-2017: No new data Assessment Data/Research/Rationale 2017-2018: Data analysis pending.	Projected Date for Phase I (Fall 2020).
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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: See total amount next to each strategy.

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	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Establish and Implement an Advisory Council including community leaders. Fiscal: \$0.00	In-progress	8/30/2014	8/1/2019	Lead: President's Office Institutional Support (Community & Alumni Relations)	Assessment Data 2013-2014: As a recommendation of inclusive buy-in and feedback from all community constituents it is recommended to have an advisory committee. Assessment Data/Research/Rationale 2014-2015: No new data Assessment Data/Research/Rationale 2015-2016: No new data Assessment Data/Research/Rationale 2016-2017: No new data Assessment Data/Research/Rationale	Update 2014: President Green is working on devising a group of individuals to create an advisory board. The advisory board will also address the unique needs of the Division of Institutional Advancement, Planning and Technology. Update 2015: No update Update 2016: No update Update 2017: No update Update 2018: No progress has been made other than identify some names, however, the advisory council has not

					2017-2018: Data analysis pending.	been formally organized. The plan is to have similar events to the Community Luncheon to get additional names, from different forms before doing official appointment (target May 2019).
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. Fiscal: \$0.00	In-progress	9/30/2015	5/1/2019	Lead: President's Office Institutional Support (Community and Alumni Relations)	Assessment Data/Research/Rationale 2013-2014: Suggested from the Alumni Surveys, alumni shared the needed for a newsletter for collaborative communication. Assessment Data/Research/Rationale 2014-2015: No new data Assessment Data/Research/Rationale 2015-2016: No new data Assessment Data/Research/Rationale 2016-2017: No new data Assessment Data/Research/Rationale 2017-2018: Data analysis pending.	Update 2015: Will begin working with the Director of Alumni Affairs and the President of the Alumni Association to assist with the development and implementation of the Newsletter. Update 2016: No update. Update 2017: No update. Update 2018: Currently no efforts have been made regarding. Targeted projected dates will be May 2019. Recruit volunteers from the Alumni Association, so the Alumni will actually be doing the publishing. Publish on campus using volunteers. Revised date will be May, 2019.

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

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Build capacity for developing and delivering entrepreneurship programming across campus. Fiscal: \$10,000.00	In-Progress	8/30/2014	8/1/2019	Lead: President's Office Academic and Student Affairs	Assessment Data 2012-2013: 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. Assessment Data/Research/Rationale 2013-2014: No new data. Assessment Data/Research/Rationale 2014-2015: No new data	Update 2014: No new update Update 2015: Shorter College has started the entrepreneurship program whereas we have the framework in place to begin the process of strategic planning. Update 2016: No new update Update 2017: No new update Update 2018: MOU with the innovation hub. Having discussion with the US commerce department (minority

					<p>Assessment Data/Research/Rationale 2015-2016: No new data</p> <p>Assessment Data/Research/Rationale 2016-2017: No new data</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	business development agency). Those efforts are underway. Relationships will be established business/placement/curriculum advisory committee will be established and will be supervised and managed under the Entrepreneurial Program. Fall 2019. Revised from 8/1/2017 to 8/1/2019.
<p>B. Collaborate and partner with Workforce Investment Boards on economic development, job creation and internships. Fiscal: \$0.00</p>	In-Progress	8/30/2014	8/1/2019	<p>Lead: President's Office</p> <p>Academic and Student Affairs</p>	<p>Assessment Data/Research/Rationale 2013-2014: 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.</p> <p>Assessment Data/Research/Rationale 2014-2015: No new data</p> <p>Assessment Data/Research/Rationale 2015-2016: No new data</p> <p>Assessment Data/Research/Rationale 2016-2017: No new data</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2015: Hired additional staff to ramp up the offering and services to students regarding job placements and to collaborate with the Workforce for the development of internships.</p> <p>Update 2016: Careers services works with students and potential graduates to set up internships with local employers in the Little Rock and North Little Rock metro-plex. The Chamber of Commerce and several organizations partner with Shorter College, through STEM representatives, students have been placed on internships with FEMA, etc.</p> <p>Update 2017: No new update</p> <p>Update 2018: Work force efforts have been established through partnering with NLR and LR Workforce, once a week, on the college's campus (at the Vine Street House). Currently, the scope of services is to assist with career development and planning for the students and the community. Revised from 8/1/2017 to 8/1/2019.</p>

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

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
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A. Invite business leaders in strategic positions to join the Board of Trustees in assisting Shorter College. Fiscal: \$0.00	In-Progress	8/1/2016	5/1/2019	President's Office	<p>Assessment Data/Research/Rationale 2014-2015: To create partnerships and relationships with individuals who can provide internship opportunities for our students which will improve the institutions' placement rate.</p> <p>Assessment Data/Research/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Research/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>2016 Update: No update</p> <p>2017 Update: No update</p> <p>2018 Update: This is currently under review by the Board of Trustees. Spring Board meeting in 2019. Revised date from 12/1/2017 to 5/1/2019.</p>

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	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Develop and implement a \$25 million-dollar capital campaign. Fiscal: \$100,000.00 (for both A & B)	Pending	9/1/2020	8/1/2025	President's Office	<p>Assessment Data/Rationale 2014-2015: To strengthen the fiscal operations of the institution to achieve the vision and mission for the institution, giving efforts must be established.</p> <p>Assessment Data/Rationale 2015-2016: No data.</p> <p>Assessment Data/Rationale 2016-2017: No data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2016: No update</p> <p>Update 2017: No update</p> <p>Update 2018: Submitted application for the \$30,000 to the Rockefeller Foundation to hire a consultant to develop fundraising strategy and to rollout in October 2018. Goal was reduced to 25 million from 50 million. Need to establish a development office.</p>
B. Develop and implement an annual-giving program via the use of brochures providing recognition for donors, volunteers and friends of the	In-Progress	12/1/2014	8/1/2017	President's Office	<p>Assessment Data/Rationale 2012-2013: To strengthen the fiscal operations of the institution to achieve the vision and mission for the institution, giving efforts must be established.</p>	<p>Update 2014: Website now includes a link for individuals to give to the college.</p> <p>Update 2015: No new updates.</p>

institution. Fiscal: \$ (see amount above).					<p>Assessment Data/Rationale 2013-2014: No data.</p> <p>Assessment Data/Rationale 2014-2015: No data.</p> <p>Assessment Data/Rationale 2015-2016: No data.</p> <p>Assessment Data/Rationale 2016-2017: No data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2016: No new update.</p> <p>Update 2017: No new updates (reaffirmation efforts).</p> <p>Update 2018: Submitted application for the \$30,000 to the Rockefeller Foundation to hire a consultant to develop fundraising strategy and to rollout in October 2018.</p>
C. Expand our endowment to \$1Million Dollars. Fiscal: \$(see amount above).	Pending	9/30/2014	8/1/2023	President's Office	<p>Assessment Data/Rationale 2012-2013: To strengthen the fiscal operations of the institution to achieve the vision and mission for the institution, giving efforts must be established.</p> <p>Assessment Data/Rationale 2013-2014: No data.</p> <p>Assessment Data/Rationale 2014-2015: No data.</p> <p>Assessment Data/Rationale 2015-2016: No data.</p> <p>Assessment Data/Rationale 2016-2017: No data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2014: Efforts are underway to expand endowment, now that full-accreditation has been achieved.</p> <p>Update 2015: No new updates.</p> <p>Update 2016: New revised date 2018.</p> <p>Update 2017: No new updates (reaffirmation efforts).</p> <p>Update 2018: Submitted application for the \$30,000 to the Rockefeller Foundation to hire a consultant to develop fundraising strategy and to rollout in October 2018. \$125, 000 endowment contribution match from Title III. Revised date from 9/1/2018 to 8/1/2023.</p>
D. Develop and implement and employee giving campaign. Fiscal: \$0.00	Pending	1/1/2019	-	President's Office	<p>Assessment Data/Rationale 2017-2018: As a result of reviewing the Strategic Plan, the institution did not account for a giving program for faculty and staff. Thus, the institution will implement a program to roll out in Jan. 2019.</p>	<p>Update 2018: Will begin working on this imitative for the upcoming calendar year.</p>

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

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

Strategies	Status	Initial	Revised	Division(s)	Assessment Data,	Notes & Updates
Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Implement a program for alumni estate giving. Priorities by securing public and private grants (totally to \$500,000 to \$1Million) Fiscal: \$0.00	In-Progress	8/1/2016	-	President's Office Institutional Support (Community & Alumni Relations)	Data/Rationale 2012-2013: To strengthen the fiscal operations of the institution to achieve the vision and mission for the institution, giving efforts must be established. Assessment Data/Rationale 2013-2014: No data. Assessment Data/Rationale 2014-2015: No data. Assessment Data/Rationale 2014-2015: No data. Assessment Data/Rationale 2015-2016: No data. Assessment Data/Rationale 2015-2016: No data. Assessment Data/Rationale 2016-2017: No data. Assessment Data/Rationale 2016-2017: No data. Assessment Data/Rationale 2017-2018: Data analysis pending. Data/Rationale 2017-2018: As a result of accomplishing our initial grants secured of \$1 Million, the institution is wanting to achieve \$2 Million Dollars	Institution will begin its efforts to work closely with the Brownfield Project, Arkansas Highway Department (Part I and Part II) for the Beautification Project. Will engage the alumni association to assist with the development of this program. Update 2015: Working with the Brownfield Project, Arkansas Highway Department (Part I and Part II) for the Beautification Project. Will engage the alumni association to assist with the development of this program. Update 2016: No new update. Update 2017: No new update. Update 2014: No new update. Update 2018: Received \$125,000 Scholarship from the Duvall Foundation. Update 2015: No new update. Update 2016: No new update. Update 2017: No new update. Update 2018: No progress has been made. Projected date is 2020. This effort will be apart of the Legacy Campaign. Revised date update (updated goal to Spring 2019.) \$2M)
Increase financial resources available for college priorities by securing public and private grants (totally to 2 Million) Fiscal: \$150,000.00	In-Progress	10/9/2018	8/1/2019	President's Office	Assessment Data/Rationale 2017-2018: As a result of accomplishing our initial grants secured of \$1 Million, the institution is wanting to achieve \$2 Million Dollars	Update 2018: No new update (updated goal to Spring 2019.) \$2M)

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: See total amount next to each strategy.

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

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
<p>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. Fiscal: \$5,000.00</p>	Pending	7/1/2015	8/1/2019	Fiscal Affairs (Physical Plant),	<p>Assessment Data/Rationale 2014-2015: In an effort to support the expansion and increase in student enrollment, an assessment and inventory should be performed which will allow the institution to manage its assets and to understand the capacity of the current buildings on campus.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Updates 2016: No update.</p> <p>Update 2017: No update.</p> <p>Update 2018: Bids to commission study will be let during the 2019 fiscal year. Revised date 8/1/2019.</p>
<p>B. Commission an outside vendor to conduct an inventory of personal property holdings for the purpose of determining its value and use. Fiscal: See Strategy (A)</p>	Pending	7/1/2015	8/1/2019	Fiscal Affairs (Physical Plant)	<p>Assessment Data 2013-2014: Analysis of personal property and value assessment is needed.</p> <p>Assessment Data/Rationale 2014-2015: No new data.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2015: No update.</p> <p>Update 2016: No update.</p> <p>Update 2017: No update.</p> <p>Update 2018: Bids for this project will be let during the 2019 fiscal year. Revised date to 8/1/2019.</p>
<p>C. Construct a multi-purpose ANNEX (Administration, five-story building). Fiscal: \$2.5M</p>	Pending	9/1/2018	8/1/2023	Fiscal Affairs (Physical Plant)	<p>Assessment Data/Rationale 2016-2017: Improve physical infrastructure to support student learning. According to SSS, classroom and facilities need to be upgraded to best facilitate learning</p>	<p>Update 2018: It is the intent of the college to build student housing without the use of debt or a minimum amount of debt. Additional fundraising staff is being sought and is anticipated to be hired during fiscal year 2018-2019. The cost of</p>

					(which include safe and secure campus). Assessment Data/Rationale 2017-2018: Data analysis pending.	salaries for the fundraising staff will be through grant proceeds. Revised date to 8/1/2023
D. Renovate the Sherman-Tyree Hall Fiscal: \$150,000	In-progress	7/1/2015	8/1/2019	Fiscal Affairs (Physical Plant)	Assessment Data/Rationale 2014-2015: 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). Assessment Data/Rationale 2015-2016: No new data. Assessment Data/Rationale 2016-2017: No new data. Assessment Data/Rationale 2017-2018: Data analysis pending.	Update 2016: As a result of the fire, several renovations will be made in the Sherman-Tyre building (on both the 1 st and 2 nd floors). 2017 Updates: Several areas of the Sherman Tyree building were updated including the President’s office, Bishop’s office and parts of the office of Institutional and Effectiveness (as a result of the fire—removal of carpet). Updates were also made to hallways floors on the first and second floors and several classrooms. 2018 Updates: Additional renovations are planned (business office, academic dean’s office, classrooms up, improve the outside façade—i.e. roof line, etc.). Expected completion Fall 2019.
E. Increase campus exterior signage to include a lit digital billboard facing the interstate. Fiscal: \$50,000.00	In-progress	6/1/2015	8/1/2020	Fiscal Affairs (Physical Plant)	Assessment Data/Rationale 2013-2014: 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). Assessment Data/Rationale 2014-2015: No new data. Assessment Data/Rationale 2015-2016: No new data. Assessment Data/Rationale 2016-2017: No new data. Assessment Data/Rationale 2017-2018: Data analysis pending.	Update 2015: Beautification Project will be responsible for the improvement signage. Update 2016: No update. Update 2017: Beautification project underway (in progress). 2018 Updates: A new exterior entrance sign facing the interstate was installed during the 2017/2018 fiscal year. Plans to include a new digital sign have been made with the expected completion date of fall 2020.

F. To enhance energy efficiency, install programmatic thermostats around campus	Pending	8/1/2020	-	-	Assessment Data/Rationale 2017-2018: Per feedback regarding Assessment Week, it was decided in effort to improve fiscal efficiencies and lower cost.	
G. Sensor lighting added to the various rooms on the building to save energy.	Pending	8/1/2019	-	-	Assessment Data/Rationale 2017-2018: Per feedback regarding Assessment Week, it was decided in effort to improve fiscal efficiencies and lower cost.	Update 2018: <u>Upon reviewing the physical landscape of the college, these would assist immediately with energy savings for the college.</u>

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

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Develop and implement an employee recruitment and hiring process (include new employee orientation, review of benefits, etc.) Fiscal: \$0.00	In-progress	8/1/2016	12/31/2018	President's Office (Human Resources)	Assessment Data/Rationale 2014-2015: To ensure full compliance with accreditation standards, a formal process for recruitment, hiring and orientation must be developed and implemented. Assessment Data/Rationale 2015-2016: No new data. Assessment Data/Rationale 2016-2017: No new data. Assessment Data/Rationale 2016-2017: No new data. Assessment Data/Rationale 2017-2018: Data analysis pending.	Update 2016: The Office of Human Resources will conduct a two-phase new employee orientation program which will be mandatory for all regular full-time and part-time employees. The first phase will be the Benefits Orientation within 15 days of hiring. The second phase will be Policies and Procedures Orientation conducted within the first 45 days of employment. Update 2017: No Update Update 2018: The HR department has revamped the new hire process. It is not in the final stages; however, a first phase (background screening, drug testing, etc.) has been deployed. Revised date 12/31/2018.
B. Implement cross-training and responsibility sharing to improve customer/student services during peak time. Fiscal: \$0.00	In-progress	3/1/2017	5/1/2019	President's Office (Human Resources) All Divisions	Assessment Data/Rationale 2015-2016: In an effort to improve customer service and staff/student relations, all departments and divisions should cross-train employees to assist students and to other individuals.	Update 2017: No update Update 2018: Division head will work with HR (during the evaluation and goal setting process), this will be included. Revised date 5/1/2019

					<p>Assessment Data/Rationale 2016-2017: No new data</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	
<p>C. Establish and Implement an annual Faculty / Staff Retreat. Fiscal: \$1,000.00</p>	In-progress	5/1/2017	4/1/2019	President's Office (Human Resources)	<p>Assessment Data/Rationale 2015-2016: To improve teambuilding, employee morale, etc. the institution must develop an ongoing annual retreat for faculty and staff.</p> <p>Assessment Data/Rationale 2016-2017: No new data</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2017: No update.</p> <p>Update 2018: Human Resources in the Spring 2019.</p>

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

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
<p>A. Conduct an annual comprehensive health fair event that engages employees to enhance and expand employees' access to wellness education. Fiscal: \$0.00</p>	Pending	1/1/2018	-	President's Office (Human Resources)	<p>Assessment Data/Rationale 2015-2016: According to research, employers and employees have many opportunities to influence the work environment to promote health and prevent disease. Therefore, it is important for the overall workplace health program to contain a combination of individual and organizational level strategies and interventions to influence health.</p> <p>Assessment Data/Rationale 2016-2017: No new data</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2017: No update</p> <p>Update 2018: No update provided the Annual Assessment Report.</p> <p>Wellness event with the Open Enrollment for benefits in November 2018</p>

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	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Convert CAMS to a software application from SaaS Fiscal:\$0.00	Pending	12/1/2015	8/1/2019	Institutional Support (Information Technology)	<p>Assessment Data/Rationale 2013-2014: CAMS was purchased as SaaS due to low enrollment. The institution will be allowed remain a SaaS client for two years (as SaaS does not provide the flexibility for back end reporting, which is needed for data management and productivity.</p> <p>Assessment Data/Rationale 2014-2015: No new data.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2015: The institution can remain as a SAAS client due to enrollment, however the institution will need to consider the hiring of a network/database administrator to support the application upon conversation.</p> <p>Update 2016: Due to recent personnel changes, the conversion of CAMS software will be explored to determine its feasibility for the current needs and enrollment of the institution.</p> <p>Update 2017: No updates.</p> <p>Update 2018: Due to the cost of additional servers and possibility of offering distance education, it would be recommended for the institution to explore another LMS/SIS, which could improve productivity and support the additional instructional modes of delivery. Options have been explored and considered. Revised date 8/1/2019.</p>
B. Acquire and implement a HRIS System Fiscal: \$0.00	Pending	8/1/2015	11/30/2018	President's Office (Human Resources)	<p>Assessment Data/Rationale 2013-2014: HRIS benefits relates to the ability of the software program to improve productivity of human resources employees. Currently, the institution is manually maintaining personnel records.</p> <p>Assessment Data/Rationale 2014-2015: No new data.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-</p>	<p>Update 2016: IT has been asked to explore an online platform for the institution to adopt and to discuss with HR for review. Potential platforms were shared with HR for review. Funding for the HR software could be considered through Title III (next funding cycle).</p> <p>Update 2017: No new update.</p> <p>Update 2018: With the hiring of a new HR Director, options will be explored regarding the acquisition of a HRIS. Through Paychex there is a HRO and we have access to it now and in the process in getting it up and running. Revised completion data 11/30/2018.</p>

					2018: Data analysis pending.	
C. Acquire and implement a Great Plains Systems. Fiscal: \$50,000	Pending	8/1/2014	8/1/2019	Fiscal Affairs	<p>Assessment Data/Rationale 2012-2013: Accounting software is needed to integrate with CAMS (SIS).</p> <p>Assessment Data/Rationale 2013-2014: No new update.</p> <p>Assessment Data/Rationale 2014-2015: No new update.</p> <p>Assessment Data/Rationale 2015-2016: No new update.</p> <p>Assessment Data/Rationale 2016-2017: No new update.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2014: Currently, the institution is exploring to purchase with Title III funds.</p> <p>Update 2015: No update.</p> <p>Update 2016: Software will be purchased with Title III funds.</p> <p>Update 2017: No update</p> <p>Update 2018: Software for the Great Plain system will be purchased using Title III funding during the 2018/2019 Title III cycle. Revised 8/2019.</p>
D. Update website (revamp and branding) Fiscal: \$40,000	In-progress	8/1/2015	8/1/2019	Institutional Support (Information Technology)	<p>Assessment Data/Rationale 2013-2014: To increase traffic to the website and to use as a recruitment tool, the website should be re-designed.</p> <p>Assessment Data/Rationale 2014-2015: During assessment week, many staff and students shared concerns about the website (functionality) and that the website needs to be redesigned to attract students to the institution.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2015: No update.</p> <p>Update 2016: Website changes are currently underway.</p> <p>Update 2017: Due to changes in personnel, negotiations for NDS to redesign and maintain website is underway.</p> <p>Update 2018: The website was revamped to ensure functionality. The website is being maintained by NDS (IT provider) and will be transition to the Design Group to further improve functionality and aesthetics (branding). Revised 8/1/2019</p>

Objective #5: Increase net revenue generated by auxiliary service units.

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Increase enrollment in the Daycare by 50% (Childcare Center) to reach full-capacity. Fiscal: \$0.00	In-Progress	9/1/2015	8/1/2019	Academic and Student Affairs	<p>Assessment Data/Rationale 2013-2014: The institution plans to make the Childhood Development program a standalone program, therefore, to serve as a “hands-on” experience, the enrollment should be at capacity.</p> <p>Assessment Data/Rationale 2014-2015: No new data.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2015: Alexander Turner Daycare Center enrollment was increased from nineteen (19) students to thirty-eight (38) students.</p> <p>Update 2016: No update.</p> <p>Update 2017: The daycare has reached capacity and currently there is a waiting to list.</p> <p>Update 2018: As a result of new programs, we anticipate additional students and will meet capacity of 50 (without head start). Revised 8/1/2019</p>

Objective #6: Improve physical plant to increase security measures

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
<ul style="list-style-type: none"> Upgrade the WAP (wireless device) in the various buildings to intercom. 	In-progress	8/1/2019	-	Fiscal Affairs Information Technology	<p>Assessment Data/Rationale 2017-2018: In an effort to provide a stable IT infrastructure, it was determined to update WAP that will assist with both internet speed and security for campus wide emergencies.</p>	Update 2018: N/A
<ul style="list-style-type: none"> Upgrade key locks to digital keypads (be able lock) 	In-progress	8/1/2019	-	Fiscal Affairs Information Technology	<p>Assessment Data/Rationale 2017-2018: In an effort to improve campus security, especially for classroom, locks should be upgraded to digital.</p>	Update 2018: N/A

Objective #7: Manage Title IV Eligibility (Default Rate)

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
A. Validate and Improve Student Loan Default Rate to ensure reporting metrics are within a healthy range (<15%) for the institution. Fiscal: \$0.00	In-Progress	7/1/2015	6/1/2017	Enrollment Management (Financial Aid)	<p>Assessment Data/Rationale 2015-2016: In February 2016, for Fiscal Year 2013, the Draft 3 Year Cohort Default Rate was released. Shorter College’s unofficial rate is 47%, outside the 15% mark and outside the 30% mark. With the School’s first year rate being outside the 30% mark, it warrants the School to have a Default Management Plan to ensure a healthy rate for the institution.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: In February 2018, the School’s FY 2015 Draft 3 Year Cohort Default Rate was released. The unofficial CDR is 27.6%, up from the 23.1% for FY 2014 Official CDR. Shorter College will utilize the default management services provided by Great Lakes under Project Success.</p>	<p>Update 2017: For FY 2014, the School’s Official Cohort Default rate was 23.1%.</p> <p>Update 2018: The following initiatives will continue to decrease the default rate:</p> <ul style="list-style-type: none"> • Default management being included as a part of the student orientation process. • Monthly budget worksheets along with U.S. Department of Education publication on “Responsible Borrowing” provided as hand-outs during student orientation and always available in Financial Aid. • Campus phone-a-thons to delinquent borrowers. • Entrance and exit counseling. • On-site one-on-one assistance to any student loan borrower as a community service. • Financial literacy sessions conducted in all the Orientation classes.

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: See total amount next to each strategy.

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

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
<p>A. Review scholarship opportunities and/or tuition assistance strategies to aid recruitment and retention and timely completion of degrees. Fiscal: \$25,000.00</p>	In-progress	5/1/2014	12/31/2018	Enrollment Management (Recruitment)	<p>Assessment Data/Rationale 2012-2013: In an effort to assist students with financial hardships, institutional scholarships should be available.</p> <p>Assessment Data/Rationale 2013-2014: No new data.</p> <p>Assessment Data/Rationale 2014-2015: No new data.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2014: Institutional scholarships are available and specific requirements were developed. However, the institutional scholarships are currently designed for returning students. Scholarships for first-time (new students) should also be made available.</p> <p>Update 2015: No update.</p> <p>Update 2016: No update.</p> <p>Update 2017: No update.</p> <p>Update 2018: Budget request was made to include incoming freshman of institutional scholarship opportunities. Upon implementation, this strategy would be considered completed. *<i>CJ Duvall Scholarship</i>. We are going to activate the scholarship committee and implement the policies regarding scholarship, as well as specifically identify and monitor scholarships and solicit new scholarships. Market scholarship availability including workforce tuition assistance. Revised date is now 12/31/2018.</p>
<p>B. Building relationships with local churches for potential recruiting opportunities by developing and implementing Office Church Relations. Fiscal: \$1000,000.00</p>	In-Progress	1/1/2016	8/1/2019	President's Office (Advancement)	<p>Assessment Data/Rationale 2014-2015: In an effort to improve the potential pipeline of students, the institution must develop relationships with other faith affiliated organizations.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2016: The Director of Church Relations will develop a formal plan to develop relationships with local churches in the community to promote and market Shorter College.</p> <p>Update 2017: No update</p> <p>Update 2018: In efforts to establish relationships with other entities, President Green (Spring 2018) visited with local churches to promote the Childhood Development Program. The President will ask the Board of Trustees and the Bishop for more support from AME Pastors regarding recruitment. Mrs. Mitchell will assist with working with</p>

						the YPD and missionaries to increase participation and recruitment of students to Shorter College. Ultimately, an Office of Church Relations will ultimately be developed, however, in the interim, the President and Mrs. Mitchell will lead relationship building efforts. Revised date 8/1/2019.
C. The “OK Program” or recruit for team to bring students to Shorter College Fiscal: \$0.00	In-Progress	1/1/2016	8/1/2019	Enrollment Management (Recruitment)	<p>Assessment Data/Rationale 2014-2015: To develop a relationship with individuals in secondary education, in which Shorter College could greatly serve as a post-secondary option.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2016: No update.</p> <p>Update 2017: No update.</p> <p>Update 2018: Due to the recent organizational changes, the enrollment management division will assume responsibility for this strategy and will explore the possibilities of the pipeline for recruitment. Revised date will be Fall 2019 where contacts will be made.</p>
D. Develop and implement a cohesive retention plan. Fiscal: \$6,000.00	In-progress	5/1/2014	1/1/2019	Academic and Student Affairs	<p>Assessment Data/Rationale 2012-2013 & 2013-2014: The institution’s retention rate for the 2012-2013 AY is 41% and for the 2013-2014 is 49%. These rates are below benchmarks for the accreditation agency</p> <p>Assessment Data/Research/Rationale 2014-2015: Retention rate for the institution for the 2014-2015 AY is 25%.</p> <p>Assessment Data/Research/Rationale 2014-2015: Retention rate for the institution for the 2014-2015 AY is 25%.</p> <p>Assessment Data/Research/Rationale2 015-2016: Retention rate for the institution for the 2015-2016 AY is 42%.</p> <p>Assessment Data/Research/Rationale2 016-2017: Retention rate for the institution for the 2016-2017 AY is 28%.</p>	<p>Update 2013: A preliminary retention plan has developed. Additional strategies and objectives will be included upon the collaboration and review.</p> <p>Update 2014: All units of the college including Academic Affairs, Student Affairs, Assessment, and Recruitment will have input into the process and implementation of the revised retention plan to include the roles and responsibilities of SSC.</p> <p>Update 2016: A retention committee has been devised and will be led by the Director of Admissions. The committee will collectively review the current plan and determine if modifications are needed.</p> <p>Update 2017: No updates.</p> <p>Update 2018: A plan has been developed, however the plan needed to be strengthened, therefore it is currently under revisions. Dr. Gilbert has now been appointed to supervise and</p>

					Assessment Data/Rationale 2017-2018: Data analysis pending.	oversee the retention process. A retention committee is still in place. Revised date is Spring 2019.
E. Enroll 100 students from concurrent / dual enrollment program. Fiscal: \$0.00	In-progress	8/1/2019	-	Lead: Academic Affairs Enrollment Management	Assessment Data/Rationale 2017-2018: Upon review of the institution's strategic plan and initiatives to increase student enrollment, no activities were considered to be included in the Strategic Plan. Thus, upon review of all teaching sites, and MOU with other entities, the institution must increase concurrent enrollment to increase post-secondary enrollment pipeline.	Update 2018: Working with the NLRSD MOU for concurrent enrollment to work with the alternative school (North Little Rock Academy) by Spring 2019 and then expand these efforts to North Little High School.
F. Increase DYS (teaching site) enrollment by (25 students) Fiscal: \$0.00	In-progress	8/1/2019	-	Lead: Academic Affairs	Assessment Data/Rationale 2017-2018: Upon review of the institution's strategic plan and initiatives to increase student enrollment, no activities were considered to be included in the Strategic Plan. Thus, upon review of all teaching sites, and MOU with other entities, the institution must increase concurrent enrollment to increase post-secondary enrollment pipeline.	Update 2018: Working with DYS to strengthen relationship and to increase enrollment efforts.
G. Increase ANCHOR Participation (at least 50 students) Fiscal: \$0.00	In-progress	8/1/2019	-	Enrollment Management	Assessment Data/Rationale 2017-2018: In an effort to support the institution's mission, by providing accessible educational opportunities to underserved population, the institution must strengthened their enrollment efforts for probation and parolees.	2018 Updates:
H. Accept international students. Fiscal: \$0.00	In-progress	8/1/2019	-	Enrollment Management	Assessment Data/Rationale 2017-2018: In an effort to increase enrollment, additional efforts are needed to offer post-secondary educational opportunities to international students.	2018 Updates: The president charged the college administration with developing the application for F1 and J1 visa programs. The application has been submitted. Additional plans should be developed regarding the recruitment from overseas areas.
I. Increase Second Chance Pell enrollment by 500. Fiscal: \$0.00	In-progress	8/1/2020	-		Assessment Data/Rationale 2017-2018:	
J. Increase Hispanic	Pending	8/1/2020	-	Enrollment Management	Assessment Data/Rationale 2017-2018:	Host celebrations regarding the Hispanic population (i.e. Cino DeMayo, etc.).

population by 10% Fiscal: \$1,000.00						
K. Develop and implement a year-round media and advertising program. Fiscal: \$120,000	In-progress	8/1/2019	-	President's Office	Assessment Data/Rationale 2017-2018:	

**Compilation of Completed
Strategic Objectives/Strategies**

Strategy/Objectives	Status	Initiated Date	Initial Completed Projected Date	Revised Projected Date / Date of Completion
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 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
Hire Student Success Coaches	Completed	12/1/2013	8/1/2014	8/1/2015
Black Male Initiative	Completed	12/1/2013	8/1/2014	8/1/2015

Secured a grant from the Winthrop Rockefeller Foundation to create and sustain an African American Male Initiative. The grant is a total of \$150,000.00 to be utilized over a period of three years. The main purpose of the grant is to “support the development of a campus-based, recruitment and retention program at Shorter College for males of color with barriers to academic success.”	Completed	12/1/2013	8/1/2014	8/1/2015
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 Cornell 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 service.	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 are 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 system loop 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
2016-2017 Strategic Plan Review				
Replace all chalkboards with dry erase	Completed	8/1/2014	8/1/2015	7/1/2017
2017-2018 Strategic Plan Review				
Develop and implement a needs assessment instrument to identify areas for professional development to increase participation in professional organizations and professional development.	Completed	8/1/2015	8/1/2015	8/30/2018
Develop and implement process/programs where faculty and staff are recognized for professional excellence.	Completed	8/1/2015	8/1/2016	08/01/2018
Retain faculty by offering competitive salaries (By Market).	Completed	8/1/2014	8/1/2016	8/1/2019
Establish an online public access to library catalog.	Completed	8/1/2014	5/1/2018	8/1/2018
Implement digital learning with textbook.	Completed	8/1/2015	8/1/2016	8/1/2018
Become a provider for educational services for the DHS Snap Program Participants	Completed	8/1/2016	1/1/2017	7/20/2018
To develop and implement a land acquisition program to acquire and control all property adjacent to Shorter College property	Completed	8/1/2015	7/1/2020	8/1/2018
Hire a full-time HR Manager.	Completed	8/1/2015	8/1/2016	1/1/2018
Educate, train and support faculty and staff with regard to Emergency Operations Plan.	Completed	8/1/2015	8/1/2016	12/2016

Compilation of Removed Strategic Objectives/Strategies

Strategy/Objectives	Status	Initiated Date	Initial Completed Projected Date	Date of Removal
Design and implement an institutional process for identifying and hiring excellent faculty members who can advance the mission.	Removed	8/1/2015	8/1/2015	8/30/2018
Develop and implement a faculty mentoring program.	Removed	8/1/2015	6/1/2017	8/30/2018
Increase the number of weekend classes for by providing both on-campus and web-enhanced/online classes.	Removed	8/1/2015	4/1/2017	10/1/2018
Offer ESL Courses/Services to students.	Removed	8/1/2015	8/1/2017	10/1/2018
Build a Crosswalk across Bishop Lindsey to improve ease and access to other facilities across campus.	Removed	8/1/2016	8/1/2019	10/1/2018
Create and deploy a Legacy (monument) Plaza through alumni/alumnae giving program.	Removed	12/1/2013	8/1/2017	10/1/2018
Improve the physical plant of the college by Re-roofing all campus buildings by the use of green technology.	Removed	8/1/2014	8/1/2015	10/1/2018
Assessment of energy efficiency and environmental sustainability of facilities and equipment on campus to implement Smart System for physical plant system for the institution.	Removed	9/1/2014	8/1/2018	10/1/2018

Index of Completed and Removed Items

Completion of Items

Strategies	Status	Initial Projected Completion Date	Revised Projected Completion Date	Division(s) Responsible	Assessment Data, Research Support & Rationale	Notes & Updates
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	8/1/2015	8/30/2018	Academic Affairs	<p>Assessment Data/Research Rationale (2013-2014): 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.</p> <p>Assessment Data/Research Rationale (2015-2016): According to the Faculty Support Survey & Employee Satisfaction Survey, Faculty have expressed a need for continual faculty professional development and the attendance of conferences and joining other professional organizations. Faculty expressed during the Employee Satisfaction Survey they were not satisfied with their career progression at the institution. When tasked with suggesting recommendations for improvement, faculty wanted administrators to inform them collectively of available resources to pursue educational opportunities for professional development, as well as other professional related opportunities within the higher education domain. Additionally, faculty wanted to be made aware of all advancement opportunities at the institution.</p> <p>Assessment Data/Research Rationale (2016-2017): According to the Faculty Support Survey, although a small sample size (5 of 13),</p>	<p>2015 Updates: The Dean of Academic Affairs has started a thorough examination of professional development efforts and have commenced building a framework regarding a professional development committee. The institution is anticipating Title III funds for the upcoming year to begin aggressive professional development for faculty which includes the following components that will be utilized:</p> <ul style="list-style-type: none"> - Enlist faculty to stay abreast of educational changes, innovative in their respective fields by recognizing faculty who are members of organizations such as NACDRAO -National Council of Teachers of English, STEM organizations, etc. -Assist faculty in attending their professional development organizations and sharing information upon their return. <p>2016 Updates: The process has begun with the acquisition of Title III funds which can be used for professional development opportunities for the faculty. Further discussion regarding future professional development opportunities for faculty are being devised in conjunction with a needs assessment instrument.</p> <p>2017 Updates: Although a needs assessment instrument has not been devised, the Center for Faculty Development and Instructional Effectiveness (CFDIE) was created. Thus, the purpose of CFDIE is to promote, enhance, and assess teaching effectiveness and student</p>

					<p>faculty stated that policies and procedures at Shorter College promote professional development was adequate.</p> <p>Assessment Data/Research Rationale (2017-2018): Employee Satisfaction Survey and Faculty Support Surveys were not deployed due to action plans being developed to address areas of opportunities. However, during the Fall 2017 Assessment Week Feedback, feedback, employees stated the professional development is needed yearly for all offices.</p>	<p>learning. As a result of the CFDIE, on November 5, 2016, three of our faculty were invited to participate in the “Internationalization and Inclusion: Refugees in Community Colleges” program at Cornell University in New York. One faculty/staff member was invited by Northwest University and joined other participants to go to Madrid, Spain in July 2016. The purpose of the trip was to look at several educational institutions and provide “study abroad” experiences for our students. To date, however, not assessment tools have been devised to determine specific areas of need for professional development.</p> <p>2018 Updates: The Academic Council approved the use of the Individualized Faculty Professional Development Plan (in Summer of 2018). The plan is an agreement between the faculty member and supervisor related to professional growth. Mid-year there is a monitoring assessment and there is an end of year evaluation based in the agreement.</p>
B. Develop and implement process/programs where faculty and staff are recognized for professional excellence.	In-progress	8/1/2016	08/01/2018	Academic Affairs	<p>Assessment Data/Research/Rationale: (2014-2015) According to survey data (Faculty Support Survey & Employee Satisfaction Survey), faculty and employees poorly rated the area of “Employee Recognition”. Both faculty and staff alike, desired the institution to implement and develop incentive programs and employee recognition programs such as “Appreciation Day”, Provide a “Featured Faculty” photo of the month, and institute a faculty/staff retreat, consistently.</p> <p>Assessment Data/Research/Rationale (2015-2016): According to the Employee Satisfaction Survey/Faculty survey data, no statistically significant changes in responses.</p> <p>Assessment Data/Research/Rationale (2016-2017): According to</p>	<p>2016 Updates: The institution has started the process of faculty and staff recognition during honors convocation and Spring Student Assessment Day. Additional efforts will be made to develop a formal program for “Years of Service”.</p> <p>2017 Updates: In addition to previous years’ efforts, the institution has incorporated a feature faculty within the Shorter Reporter, monthly. Additional efforts are underway with the onboarding of an HR Director within the upcoming months to assist with the development and management of ongoing employee recognition programs.</p> <p>2018 Updates: Human Resources is developing a series of events designed to recognize professional accomplishments. Human Resources will be working with Academic and Student Affairs</p>

					<p>the Employee Satisfaction Survey/Faculty survey data, no statistically significant changes in responses.</p> <p>Assessment Data/Research/Rationale (2017-2018): Employee Satisfaction Survey and Faculty Support Surveys were not deployed due to action plans being developed to address areas of opportunities.</p>	<p>to ensure that professional recognition is given to faculty for specific accomplishment and other service awards. This will be implemented in the 2018-2019 academic year. This strategy is accomplished (development and implemented).</p>
C. Retain faculty by offering competitive salaries (By Market).	In-progress	8/1/2016	8/1/2019	<p>Academic Affairs</p> <p>Human Resources</p>	<p>Assessment Data/Research/Rationale (2013-2014 & 2014-2015): According to the Employee Satisfaction/Faculty survey, both faculty and staff expressed the greatest satisfaction with their base pay. Upon doing market analysis with other faculty (no rank) with other like institutions in the state of Arkansas, a proposed wage for faculty will be considered and presented to the Board for review.</p> <p>Assessment Data/Research/Rationale (2015-2016 & 2016-2017): Moderate change in employee satisfaction regarding base pay. Marginal increase in satisfaction among full-time faculty. However, overwhelming majority of employees are dissatisfied with base pay. Although increase was performed, additional increase may be warranted to reach market rate.</p> <p>Assessment Data/Research/Rationale (2017-2018): Employee Satisfaction Survey and Faculty Support Surveys were not deployed due to action plans being developed to address areas of opportunities.</p>	<p>2015 Updates: Reintroduce a merit pay and cost of living pay to President to present to Board of Trustees. Discussions will begin in October for inclusion for the following year. Recommendation will be made to include bonuses in December 2015.</p> <p>2016 Updates: During the 2016-2017 academic year, full-time faculty received a 25% salary increase to bring their salaries into a more competitive market. In making the salary adjustments, made Shorter College attractive to qualified faculty. Adjunct and part-time faculty receives \$667.00 per credit hour (3-hour course load is \$2,000.00), which is also highly competitive for this market, attracting well qualified adjunct faculty. Additional faculty salaries will be considered to bring faculty salaries to market.</p> <p>2017 Updates: No new update</p> <p>2018 Updates: With the onboarding of an HR Director, additional analysis was conducted regarding review of all positions (including staff to determine market value for positions). Effective July 1, 2018 all faculty were given salary equalization raises that would bring them to within range related to SRB Standards. (Fiscal Resources: \$65,000)</p>

D. Establish an online public access to library catalog.	Pending	5/1/2018	8/1/2018	Academic Affairs (Library Services)	<p>Assessment Data/Research/Rationale 2015-2016: With the institution's efforts to expand their outreach and accessibility for our current students, the institution will establish an online catalog.</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional or new supporting data or details.</p> <p>Assessment Data/Research/Rationale 2017-2018: Pending data analysis.</p>	<p>2017 Updates: This initiative will begin after reaffirmation efforts with TRACS. Implementation is necessary once online classes are established.</p> <p>2018 Updates: The A. W. Young Library is a member of ARK-LINKs and the Arkansas Travelers State Library System. These memberships provide students access to statewide and national databases including eBooks and references. All libraries, including all Institutions of Higher Education in the State of Arkansas are members. This strategy is completed.</p>
E. Implement digital learning with textbook.	In-progress	8/1/2016	8/1/2018	<p>Lead: Academic Affairs,</p> <p>Assistance: Fiscal Affairs and Institutional Support (IT)</p>	<p>Assessment Data/Research/Rationale 2015-2016: According to the SSS and assessment day activities, students and faculty alike shared that updating the classrooms would assist in improving student learning. According to research, eBooks enhance learning as most eBooks are accompany with bonus materials that enrich experiential learning and easier to upgrade and update version printed text.</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional assessment data.</p> <p>Assessment Data/Research/Rationale 2017-2018 Data: Per feedback provided during Assessment Week, both faculty and students shared their concerns about the cost of textbooks through the institution. The suggested the institution, again, should quickly consider electronic textbooks, which will assist with cost and ensuring that students are provided with the most up-to-date text for class.</p>	<p>2016 Updates: Although eBooks are substantially less expensive than traditional digital textbooks. In the new digital age, students thrive on infographics or following along with a narrator. eBooks would allow for a more enriching experience. In this way, students would expand their learning opportunities and an opportunity for those who may not have done well with traditional textbooks. Therefore, additional research will be done to determine the feasibility and pilot the concept.</p> <p>2017 Updates: The consideration and adoption of textbook will be reviewed with potential textbook vendor. Efforts will resume after reaffirmation. Additional policies and procedures also need to be reviewed to support the SCP program.</p> <p>2018 Updates: Additional research has been done to determine the pilot the concept and an implementation plan will be in place August 2018.</p>
F. Become a provider for educational services for the DHS Snap Program	In-progress	1/1/2017	7/20/2018	Lead: Academic Affairs & Student Affairs	<p>Assessment Data/Research/Rationale 2015-2016: To increase community partnerships, in fulfilling the institution's mission, the college will be a provider for SNAP</p>	<p>2017 Update: The institution is currently working through the logistics, in concert with fiscal affairs, regarding the DHS/SNAP benefits program.</p> <p>2018 Update:</p>

Participants				Fiscal Affairs	<p>participants who will benefit from open enrollment institution.</p> <p>Assessment Data/Research/Rationale 2016-2017: No additional assessment data or findings.</p> <p>Assessment Data/Research/Rationale 2016-2017: Data analysis pending.</p>	<p>A contract was signed with DHS during the 2017/2018 academic year. Expected implementation during the 2018/2019 academic year.</p>
G. To develop and implement a land acquisition program to acquire and control all property adjacent to Shorter College property.	Pending	7/1/2020	8/1/2018	Fiscal Affairs (Physical Plant)	<p>Assessment Data/Rationale 2014-2015: To prepare for increase enrollment, the institution should proactively engage and develop a plan for land and property acquisition around the perimeter of the campus (i.e. Vine Street House).</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2016: No update.</p> <p>Update 2017: No update.</p> <p>Update 2018: A formal strategy has been established, however, the College has continued to acquire property contiguous to campus. Several realtors have been contacted to express the College's intent and management constantly surveys surrounding areas for properties that are placed on the market for sale.</p>
H. Hire a full-time HR Manager.	In-progress	8/1/2016	1/1/2018	President's Office (Human Resources)	<p>Assessment Data/Rationale 2014-2015: To assist with employee relations, and other HR matters, a full-time, experienced, HR Director should be hired.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: Data analysis pending.</p>	<p>Update 2016: No update.</p> <p>Update 2017: No update</p> <p>Update 2018: A Director of Human Resources was hired in January 2018. This position will continue to report to the President.</p>
I. Educate, train and support faculty and staff with regard to Emergency Operations Plan.	In-Progress	8/1/2016	12/1/2016	Fiscal Affairs (Security)	<p>Assessment Data/Rationale 2014-2015: In the wake of recent active shooters on college campuses, the institution needs to develop an emergency operation plan and train all staff regarding active shooter emergencies.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p>	<p>Update 2016: No update.</p> <p>Update 2017: No update.</p> <p>Update 2018: Training regarding emergency procedures and operations were completed.</p>

					Assessment Data/Rationale 2016-2017: No new data. Assessment Data/Rationale 2017-2018: Data analysis pending.
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Removal of items

J.	Develop and implement a faculty mentoring program.	In-progress	6/1/2017	8/30/2018	Academic Affairs	<p>Assessment Data/Research Rationale (2014-2015): It was discussed among the Strategic Planning Committee to include mentorship as a means of retaining current faculty and recruiting new faculty. Mentorship will assist faculty with attaining professional career goals and advancement.</p> <p>Assessment Data/Research Rationale (2015-2016): No additional or new supporting data or details.</p> <p>Assessment Data/Research/Rationale 2017-2018: As a result of the institution developing an Individualized Faculty Development Plan, mentorship is now a component of the plan, and thus the institution has decided to no longer to develop a faculty mentoring program. This strategy will be removed.</p>	<p>2016 Updates: The process has begun with the acquisition of Title III funds which can be used for professional development opportunities (which could include the development of a faculty mentoring program). Details of the program are in the process of being devised.</p> <p>2017 Updates: No new update.</p> <p>2018 Updates: The faculty mentoring program has been under review since Spring 2018 semester. The Individualized Faculty Professional Development Program adopted by the faculty and the Academic Council includes and promotes mentoring as a part of the program.</p>
K.	Increase the number of weekend classes for by providing both on-campus and web-enhanced/online classes.	In-progress	4/1/2017	-	Academic Affairs	<p>Assessment Data/Research/Rationale 2015-2016: 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.</p>	<p>2016 Updates: Survey will be disseminated to determine the needs assessment for weekend courses.</p> <p>2017 Updates: Survey will be disseminated to determine the needs of evening courses.</p> <p>2018 Update: A comprehensive plan for weekend course offering has yet to be developed. Also, individual online, web-enhanced courses are not being developed. With the focus on upgrading, strengthen</p>

					<p>Assessment Data/Research/Rationale 2016-2017: During assessment week, many students expressed the need to add variety to course offerings to accommodate evening working students. Additionally, surveying of students may be needed to determine the viability of evening courses (and hybrid courses).</p> <p>Assessment Data/Research/Rationale 2017-2018: With the current launching of distance education.</p>	<p>developing a more rigorous curriculum, it is not wise to stretch faculty with additional charges at this time. These approaches to increasing enrollment will be discussed for implementation Fall 2020.</p>
L. Offer ESL Courses/Services to students.	Pending	8/1/2017	-	Academic Affairs, Student Affairs	<p>Assessment Data/Research/Rationale 2015-2016: In efforts to fulfill the mission, other underserve populations are needed to be served and offered educational opportunities. With an increasing Hispanic population, offering ESL courses will provide.</p> <p>Assessment Data/Research/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>2016 Updates: Efforts will begin to determine what is needed to offer ESL courses on the campus.</p> <p>2017 Updates: Efforts regarding ESL courses will resume after reaffirmation.</p> <p>2018 Update: There has not been a demand for an ESL program. In anticipation for the need for a program the Shorter College Latino students can be hired immediately as tutors/counselors to assist any student and family in need of such services.</p> <p>Due to further conversations and with the public schools being engaged in the process, this strategy will be removed.</p>
M. Build a Crosswalk across Bishop Lindsey to improve ease and access to other facilities across campus.	Pending	8/1/2016	8/1/2019	Lead: Fiscal Affairs (Physical Plant), President's Office (Advancement)	<p>Assessment Data/Research/Rationale 2014-2015: In an effort make all aspects safely accessible to the students, the institution should build a crosswalk, so students can safely gain access to the library, Vine Street House, etc. During student assessment day, students expressed their concern regarding crossing Bishop Lindsey due the traffic.</p> <p>Assessment Data/Research/Rationale 2015-2016: No data.</p> <p>Assessment</p>	<p>2016 Update: No update.</p> <p>2017 Update: No update.</p> <p>2018 Update: The College started the process during fiscal year 2018 to seek approval for the installation of Crosswalk. Architectural and Engineering renderings will be commissioned. Strategy includes using funds from capital campaign and Arkansas Highway Department to finance project. It is anticipated that the process will be completed, if approved by 2020.</p>

					<p>Data/Research/Rationale 2015-2016: No data.</p> <p>Assessment Data/Research/Rationale 2017-2018: Data analysis pending.</p>	<p>After further discussions it has been determined that this will be removed from the Strategic Plan due to the other initiatives that will satisfy this need.</p>
N. Create and deploy a Legacy (monument) Plaza through alumni/alumnae giving program.	Pending	12/1/2013	5/1/2017	<p>Lead: President's Office</p> <p>Institutional Support (Community & Alumni Relations)</p>	<p>Assessment Data/Rationale 2012-2013: To strengthen the fiscal operations of the institution to achieve the vision and mission for the institution, giving efforts must be established.</p> <p>Assessment Data/Rationale 2013-2014: No data.</p> <p>Assessment Data/Rationale 2014-2015: No data.</p> <p>Assessment Data/Rationale 2015-2016: No data.</p> <p>Assessment Data/Rationale 2016-2017: No data.</p> <p>Assessment Data/Rationale 2017-2018: After further discussion and analysis this strategy will be removed.</p>	<p>Update 2013: The institution will begin its efforts to work closely with the alumni association (Director of Alumni Affairs), since achieving full-accreditation. Will engage the alumni association to assist with the development of this program.</p> <p>Update 2014: No new update.</p> <p>Update 2015: No new update.</p> <p>Update 2016: No new update.</p> <p>Update 2017: No new update.</p> <p>Update 2018: No progress has been made. Projected date is 2020.</p>
O. 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	Fiscal Affairs (Physical Plant)	<p>Assessment Data/Rationale 2013-2014: In an effort for the campus to be more environmentally friendly and to reduce cost, the institution should consider upgrading its infrastructure renewable sources of energy.</p> <p>Assessment Data/Rationale 2014-2015: No new data.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No data.</p> <p>Assessment Data/Rationale 2017-2018: According to discussion this strategy is being removed.</p>	<p>Update 2015: These enhancements may be possible via the Brownsfield Grant.</p> <p>Update 2016: No update</p> <p>Update 2017: Efforts temporarily suspended due to reaffirmation efforts.</p> <p>Update 2018: This initiative has been temporarily suspended. No projected dated can be provided as other more pressing infrastructure needs are being addressed. As new projects are being developed green technology is being used where possible.</p>
P. Assessment of energy efficiency and environmental sustainability of facilities and equipment on campus to implement Smart System for physical plant	Pending	9/1/2015	8/1/2018	Fiscal Affairs (Physical Plant)	<p>Assessment Data/Rationale 2013-2014: To reduce cost and improve the fiscal infrastructure, the institution should assess the efficiencies and facilities and equipment and to consider employing smart technology to improve environmental efficiencies.</p>	<p>Update 2015: No new update.</p> <p>Update 2016: No new update.</p> <p>Update 2017: No new update. Pending efforts due to reaffirmation.</p> <p>Update 2018: The College has implemented a policy that evaluates energy efficiency</p>

<p>system for the institution.</p>					<p>Assessment Data/Rationale 2014-2015: No new data.</p> <p>Assessment Data/Rationale 2015-2016: No new data.</p> <p>Assessment Data/Rationale 2016-2017: No new data.</p> <p>Assessment Data/Rationale 2017-2018: This will be removed from further discussion.</p>	<p>with each new purchase. The bids regarding inventory and property value will be used to improve energy efficiency.</p>
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