



SHORTER COLLEGE

FOUNDED 1886

2018 PRESIDENT'S REPORT

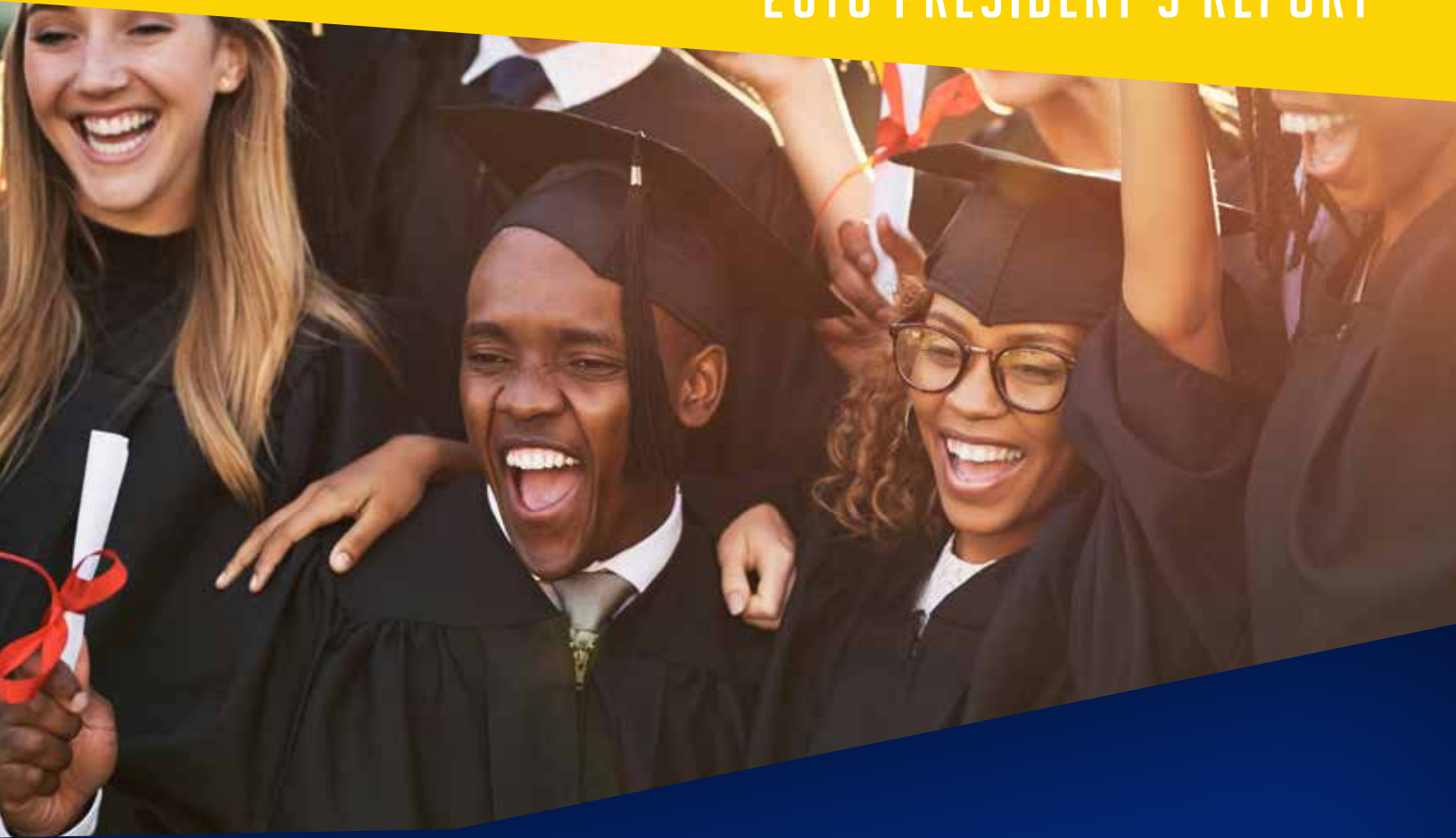
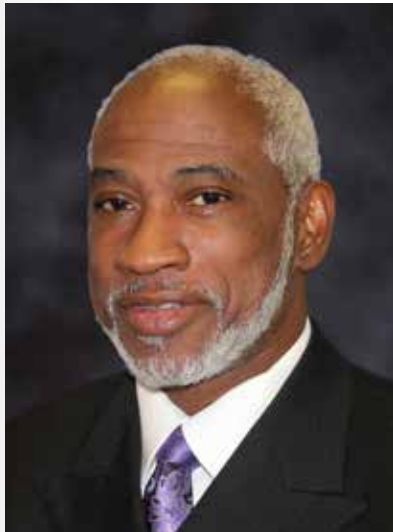


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LETTER FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES



Bishop Michael L. Mitchell

To Bishop Reginal Jackson, President of the Council of Bishops and Chairman of the Education Commission, Bishops of the Church, General and Connectional Officers, Members of the Commission on Higher Education and the entire constituency of the African Methodist Episcopal Church.

Greetings!

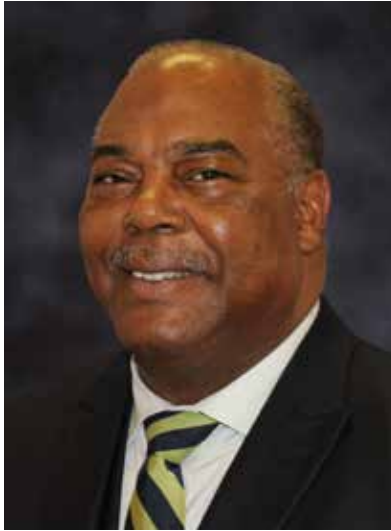
The Board of Trustees of Shorter College, the members of the 12th Episcopal District and I are proud of the many successful efforts and accomplishments we have had over this past year.

The institution's accreditation was reaffirmed for 10 years with TRACS (Transnational Association of Christian Colleges and Schools). We have also completed the campus beautification project as a result of a \$500,000 grant from the Arkansas Highway & Transportation Department to upgrade the landscape of the College. The improvements included the installation of a new entrance sign, new sod, sidewalks, trees, shrubbery, lighting, park benches, and an irrigation system. The project transformed the aesthetic appeal of the campus making it an outdoor sanctuary for students as well as a show place for the community. Additionally, we expect our first graduates from the Second Chance Pell Grant Experimental Program this upcoming academic year.

I want to thank our President, Dr. O. Jerome Green, and Vice-President, Dr. Keiona Middleton, who are both working diligently with the Trustees, administration, faculty and support staff to ensure that Shorter College continues to excel providing an affordable and quality education for both the traditional and nontraditional student population. We are pleased to report on this wonderful year, and even more excited on the future of Shorter College!



LETTER FROM THE PRESIDENT



President O. Jerome Green, Esq.

Greetings Ladies and Gentlemen!

It is my pleasure to again update the stakeholders, friends, and families of the Shorter College community on the yearly accomplishments of our institution. The College's impressive 2017-2018 achievements speak to the commitment of our faculty, staff, and administrators to the success and fulfillment of our mission—to offer an affordable, high-quality education, that meets our learner's needs via a nurturing, Christian environment.

As is the Shorter College way we've continued to build upon our past success. In addition to the projects detailed by our Board of Trustees Chair, Bishop Michael Mitchell, during the 2017-2018 school year we witnessed an enrollment record, as official enrollment (combined enrollment at our main campus and through the Second Chance Pell Pilot Programs) reached 535 students! This represents the highest enrollment over a 12-semester period from fall 2012 to spring 2018. This led to an increase of more than \$1,529,000.00 in tuition and fees over the 2016-2017 school year, as more students than ever chose the transformative experience of a Shorter College education.

Shorter College also benefitted from the strong partnerships we've spent years cultivating. The College received a \$125,000.00 gift from the CJ Duvall Family Foundation for the establishment of an Endowed Scholarship Fund. This gift will allow us to help even more students overcome the financial barriers that can hinder the pursuit of postsecondary education.

This year, we also witnessed the successful continuation of partnerships, as the Regional Head Start Operation at our Campus Child Development Center, the ANCHOR Community Reentry Program, the Youth Services Juvenile Detention College Program, and the Arkansas Minority Health Commission's Health and Wellness Center contracts were all renewed!

The College also secured two, new partnerships with the awarding of a contract with the Department of Human Services to serve as a SNAP benefits program provider, and a contract to operate a Summer Enrichment Program in partnership with the City of North Little Rock and the Clinton Foundation.

Academically, Shorter College awarded degrees in all four degree programs, increased full-time faculty by 38 percent, and established the Career Placement Center to assist our graduates in forging new paths in life upon earning their degree.

These and other highlights of another successful year at Shorter College are presented here in this communication, our 2018 President's Report. Work and pray with us and for us, as we continue to offer a Christian-based education that transforms lives one student at a time!

O. Jerome Green, Esq.



ABOUT SHORTER COLLEGE

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 who embodies the "Four C's:"

Competency – The ability to perform in today's society

Character – The ability to develop a lifestyle of integrity

Citizenship – The ability to embrace social and civic responsibility

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

THE GOALS

GOAL 1: ACADEMIC EXCELLENCE

Enrich academic instructional programs and student 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 support services so the services will enrich career goals, as well as 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

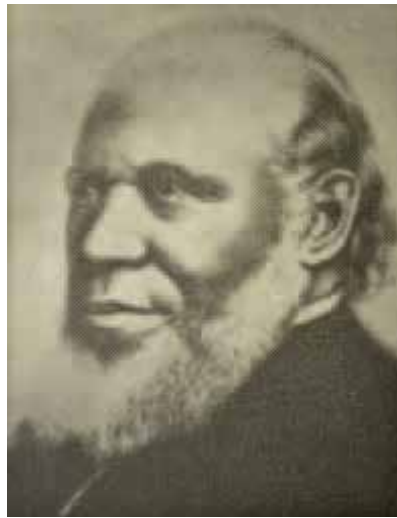
Increase student enrollment and refine student recruitment strategies to recruit and retain a diverse student population

HISTORICAL SKETCH OF SHORTER COLLEGE

Founded by the African Methodist Episcopal Church in 1886, Shorter College was a logical and pragmatic response to the need of recently freed slaves to overcome the many disadvantages and deprivations of slavery and racial discrimination. This was a time, a little more than twenty years after the end of the Civil War and the abolition of slavery, when black people had no access to institutions of higher learning. In fact, the prevailing attitude was that Blacks had no capacity for learning and the vast majority lacked basic education and skills. The church seized the opportunity to provide instruction leading to a general education, but also aimed at developing competent leadership among Black people.

In November 1886, under the leadership of Bishop T.M.D. Ward, the Arkansas Annual Conference of the African Methodist Episcopal Church, less than twenty years after the A.M.E. church was established in Arkansas, formulated a plan for establishing an institution of higher learning. No doubt this was influenced by the years Nathan Warren, one of the founders of the African Methodist Episcopal Church in Arkansas, spent in Xenia, Ohio, at the time Bishop Daniel Payne was President of Wilberforce University. When it opened on September 15, 1886, the school was housed in the basement of Bethel A. M. E. Church on Ninth and Broadway in Little Rock, Arkansas, and was named Bethel University. Its first session opened with an enrollment of 109 students.

In 1888, Bethel University was moved to Arkadelphia, Arkansas, where it opened its fifth academic year on September 23, 1891. In December 1892 the Annual Conference renamed the school to Shorter University in honor of Bishop James Alexander Shorter, organizer of the African Methodist Episcopal Church in



Bishop J.A. Shorter

Arkansas. On May 18, 1894, Shorter University was chartered under its new name. A year later, under the leadership of Principal F. T. Vinegar and Bishop W. B. Derrick, Shorter acquired land and buildings in North Little Rock, Arkansas. From September 22, 1895, to January 1898, the College maintained operations both in North Little Rock and Arkadelphia. In 1898, at the end of a twenty-eight month transition, the college established itself at 604 Locust Street in North Little Rock and terminated operations in Arkadelphia. At present the campus sits on three and one-half blocks of valuable property in the city of North Little Rock.

On August 14, 1903, the charter was amended to change the name of the institution to Shorter College, in that same year, the first building was erected and named Tyree Hall. This initiation of physical-plant expansion, which is attributed to Bishop Evans Tyree and President T. H. Jackson, is significant because it represents an unmistakable commitment to a permanent location. As funds became available, buildings were erected and the scope of its offerings broadened, at one time providing theological,

vocational and liberal arts programs as a four-year college.

Shorter College's open enrollment policy was of great benefit to the African American population across the state of Arkansas and later in Oklahoma. Several of the clergy and lay leaders in the Twelfth Episcopal District graduated from Shorter College and later, Jackson Seminary located on the campus. Other institutions of higher learning in the state of Arkansas were closed to African Americans; therefore Shorter's presence served a great educational void.

In 1955, a decision was made to operate the college as a 2-year institution under the leadership of President Theophilus D. Alexander and Bishop William R. Wilkes. The prevailing institutional goal was to develop and maintain programs and services characteristic of a first rate Junior College. Its two priorities were development of a physical plant designed to support its instructional program and goals, and an administration capable of ensuring institutional effectiveness and adherence to the institution's goals.

In 1958, A.O. Wilson was appointed President and served a two-year term. He was succeeded by Dr. H. Solomon Hill in June 1960. Dr. Hill's eight-year tenure brought many improvements to the college and the community as well. Among his accomplishments were the construction and furnishing of the Sherman-Tyree Hall in May 1961 (under Bishop O. L. Sherman's leadership), as well as the completion of the new library in 1968.

In May 1970, The Board of Trustees, under the leadership of Bishop D. Ward Nichols, elected Rev. Lonnie Johnson of Lawton, Oklahoma, as president of The College. After serving fourteen months, Rev. Johnson resigned and returned to Oklahoma.

In May 1972, Mr. Oley L. Griffin by unanimous consensus of the Board of Trustees was appointed by Bishop Nichols to oversee the operations as president. While President Griffin was in office, ground was broken for the S.S. Morris Student Center in November 1974. The building was completed in the fall of 1975. In the winter of 1977, when President R.J. Hampton was in office, ground was broken for the F.C. James Human Resources Center, named in honor of Bishop Frederick C. James. The James Center was completed in 1979.

In September 1980, the Board named the Reverend John L. Phillips, Sr., the thirty-seventh president of the college. A man of proven administrative ability, President Phillips received unanimous support from the other administrative officers and the faculty members for his plan to reorganize the administration, which he explained soon after taking office. The plan consisted of three phases: 1) the analysis of the existing administrative organization; 2) the evaluation of existing administration functions by the criterion of relevance to the mission; and 3) revisions of the administrative system and job descriptions to establish a management-by-objectives administrative style conducive to planning, management, and evaluation that would ensure the relevance of the various functions of the college to its mission. The first phase of the plan was completed in January 1981; the second was included in a perpetual planning cycle essential to management by objectives; and the third was executed as, one by one, the various offices were adapted to management by objectives.

Under President Phillips' administration, the college was led to full unconditional accreditation by the North Central Association of

Colleges and Schools, the Arkansas Council of Independent Colleges and Universities, the National Association of Junior Colleges, and the Arkansas Department of Higher Education. This accreditation enabled Shorter College to compete for students who could then transfer easily to four-year institutions. In the years following, many attempts were made at improving the administrative effectiveness of the institution and shaping its programs to meet the needs of students.

In 1984, Bishop H. Hartford Brookins was assigned to the Twelfth (12th) Episcopal District of the African Methodist Episcopal Church. He served as the Chairman of the Board of Trustees responsible for the welfare and upkeep of Shorter College. Bishop Brookins' tenure of office ended in July 1988, with the subsequent assignment of Bishop Henry A. Belin, Jr. who became the Chairman of the Board of Trustees of Shorter College.

Dr. H. Benjamin Williams joined Shorter College as the Vice President for Academic Affairs in the Fall of 1984 under Dr. John L. Phillips. He was appointed the interim President in July 1987 and was confirmed the 38th President of the college in March 1988. Dr. Williams resigned his leadership in June 1988. Dr. Williams succeeded in accomplishing the following: reinstating the men's basketball team, establishing a new federally funded program (Title III) designed to strengthen academic programs at the college; setting up a dormitory for the male students on campus (Honors Hall), and making some improvements in the administrative components of the college.

Dr. Williams was succeeded by Dr. W. Dean Goldsby who was appointed by the board to the seat of Interim President in June 1988 thereby

vacating his previous position as Director for Student Services. Dr. Goldsby embarked on a number of improvement projects including: increasing the student enrollment for the 1988/89 session; overhauling and restructuring the internal financial management; and completing the physical improvement projects on campus (i.e. the renovation of Sherman Tyree Hall). During the administration of Dr. W. Dean Goldsby (1988-89), ground was broken for the Henry A. Belin-Health-Plex, which houses the Gymnasium.

Dr. Katherine P. Mitchell, elected on September 21, 1989, by the Board of Trustees, took office on November 1, 1989, becoming the first woman to be elected President of the college. Under Dr. Mitchell's leadership, the college made significant progress to include the completion of the Henry A. Belin Health-Plex and the Alexander-Turner Child Development Center.

In 1998, Dr. Irma Hunter Brown was elected President of Shorter College. Following Dr. Brown's tenure, the Board of Trustees named Dr. Cora D. McHenry acting president of Shorter College in April 2001. In May 2002, the Board of Trustees elected Dr. McHenry as President. The Board of Trustees and the administrative staff set out on a two-phase program of revitalization and implementation of the newly adopted strategic plan. Following the administration of Dr. Cora McHenry, the Board of Trustees elected Lillie Alexis as its 43rd President.

In June 2008, Bishop Samuel L. Green, Sr., the 125th elected and consecrated Bishop of the African Methodist Episcopal Church, was assigned to the 12th Episcopal District. His responsibility included serving as Chairman of the Board of Trustees for Shorter College.

HISTORICAL SKETCH OF SHORTER COLLEGE

(CONTINUED)

Shorter College had lost its accreditation in 1998, but with a watchful board and a few dedicated staff, the doors of the college were kept open. Within the first few months, Bishop Green assembled the Board of Trustees to assess the situation of Shorter College and to critically evaluate its future.

After reviewing the institution's mission, goals, and objectives, the Board of Trustees determined that Shorter College should move forward in continuing its rich heritage. They elected to bring back one of its former presidents, Dr. Katherine P. Mitchell, to lead the effort to gain candidacy status with the Transnational Association of Christian Colleges and Schools (TRACS). An intensive eighteen month process with an introspective critical look at Shorter College resulted in Shorter Colleges' self-study report which was presented to TRACS. The self-study team, then, made its initial visit to the College.

On April 13, 2011, Shorter College received notification of its completion of this accomplishment: candidacy status was granted. Dr. Katherine P. Mitchell had completed her task. The next step was to work toward full accreditation.

In July 2012, the Board of Trustees elected O. Jerome Green, Esq., as the 45th President of Shorter College. The Board charged Dr. Green and staff to move Shorter College to full accreditation. The team commenced its task. Full-time faculty were hired to instruct students; student learning was facilitated; infrastructure was enhanced, and student services were strengthened. Sound fiscal affairs were maintained and curriculum was enhanced. Consequently, with intensive work, strong leadership, and a committed board, the self-study for full accreditation was developed and submitted to TRACS.



Tyree Hall, circa 1910s

During this process, Shorter welcomed fifty (50) enrolled students in the 2012 fall semester and two hundred thirty six (236) enrolled students in the 2013 spring semester. The first summer school session held in more than ten years had 83 students enrolled for summer session I, and 90 students enrolled for summer session II.

TRACS sent another site team to Shorter College on August 19-22, 2013. By this time, enrollment for fall 2013 had reached 331 new and returning students. TRACS evaluated the data and relevant information in the accreditation report and made its preliminary determination. On October 29, 2013, the Chairman and representatives of the Board of Trustees and administration of Shorter College traveled to San Diego, California, to stand before the Commissioners of the Transnational Association of Christian Colleges and Schools (TRACS) to answer questions relative to Shorter College's adherence to TRACS' accreditation standards. At the end of the interview, Shorter College was awarded full accreditation status as a Category I institution for a period of five years -- 2013-2018.

With full accreditation, the focus for Shorter College was on excellence in all arenas. The committed staff focused on developing first-rate information technology, student

services, assessment, strategic planning, curriculum development, faculty development, and other strategic areas. Great strides were made and are continuing to be improved in these areas. In the spring semester of 2014, Shorter College had a student enrollment of 437 students, library holdings were increased, cooperative library usage agreements were implemented, curricular improvements were made, and the renovation of the S. S. Morris Student Center was completed in July 2014.

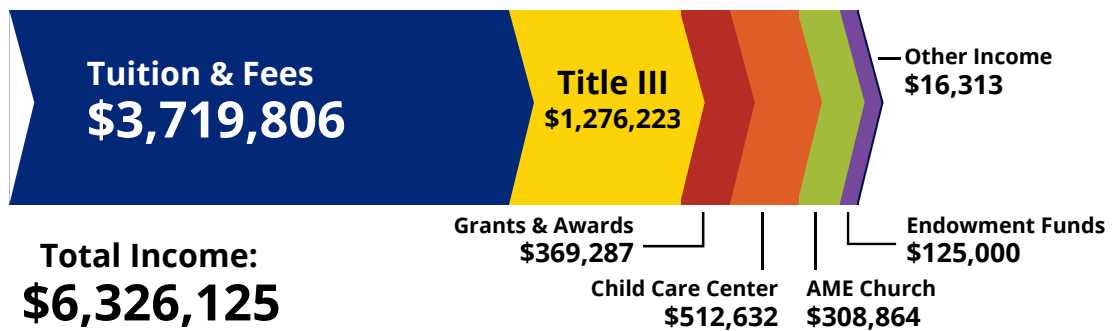
In April 2015, two new Associate of Arts Degree Programs were added to the curriculum: Associate of Arts in Entrepreneurial Studies and the Associate of Arts in Criminal Justice. In August 2016, two new Associate of Arts Degree Programs were added to the curriculum: Associate of Arts in Christian Leadership and the Associate of Arts Early Childhood Development.

Future plans include the introduction of new degree programs, the building of an ultra-modern dormitory/with student apartments, and an administrative building with classroom and offices. An intensive fund raising strategy has a goal of one million dollars for 2017-2018. By 2020, Shorter College plans to have raised a total of \$5 million in unrestricted private gifts and have an increase in the Shorter College Endowment Fund. The rebirth of Shorter College as a viable option for higher education is evident, and "You Fit Here."

In July 2016, Bishop Michael Mitchell was elected and consecrated as the 134th Bishop of the African Methodist Episcopal Church. He was assigned to the 12th Episcopal District and with this Episcopal service, his responsibility includes serving as Chairman of the Board of Trustees for Shorter College.

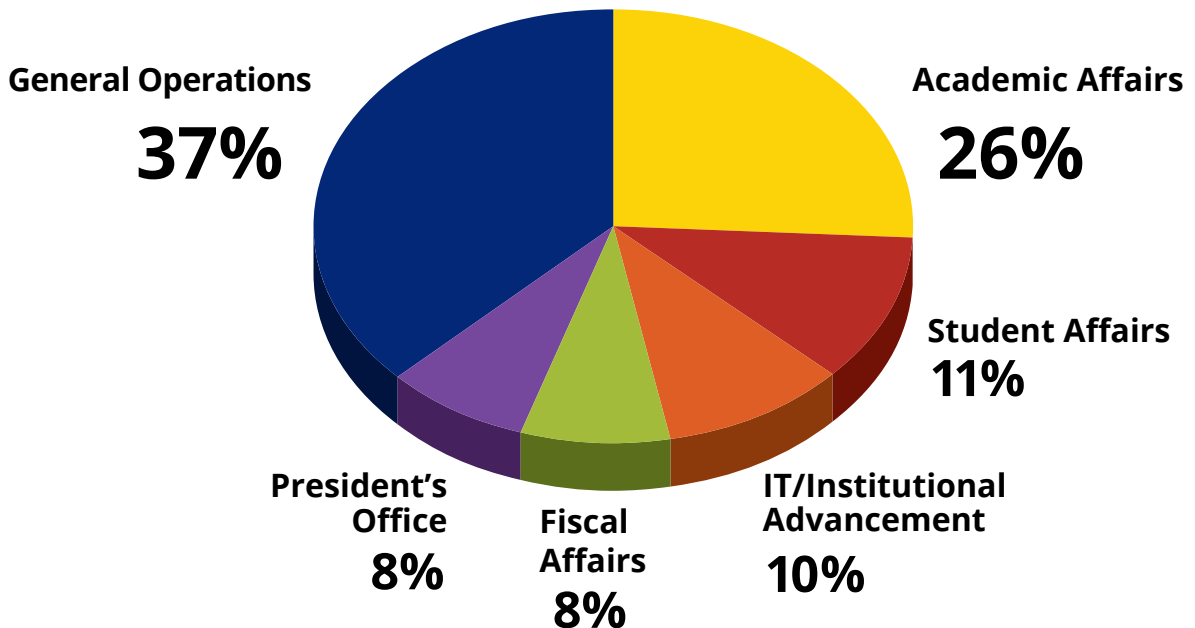
Shorter College Income Allocation

2017-2018



Shorter College Expenditures

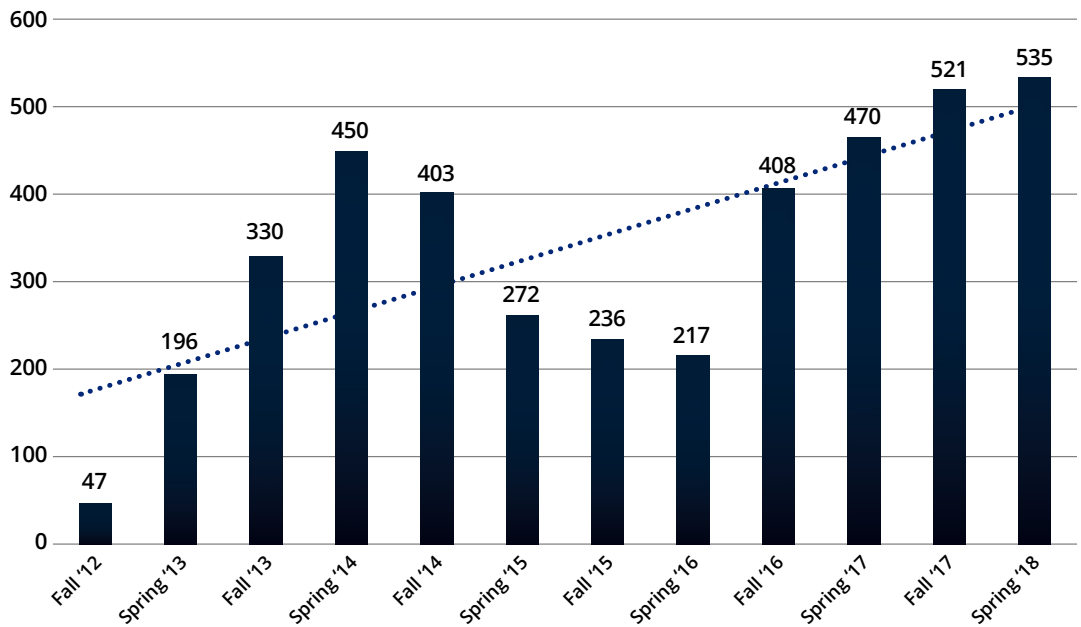
2017-2018



ENROLLMENT FIGURES & 5-YEAR ENROLLMENT PROJECTIONS

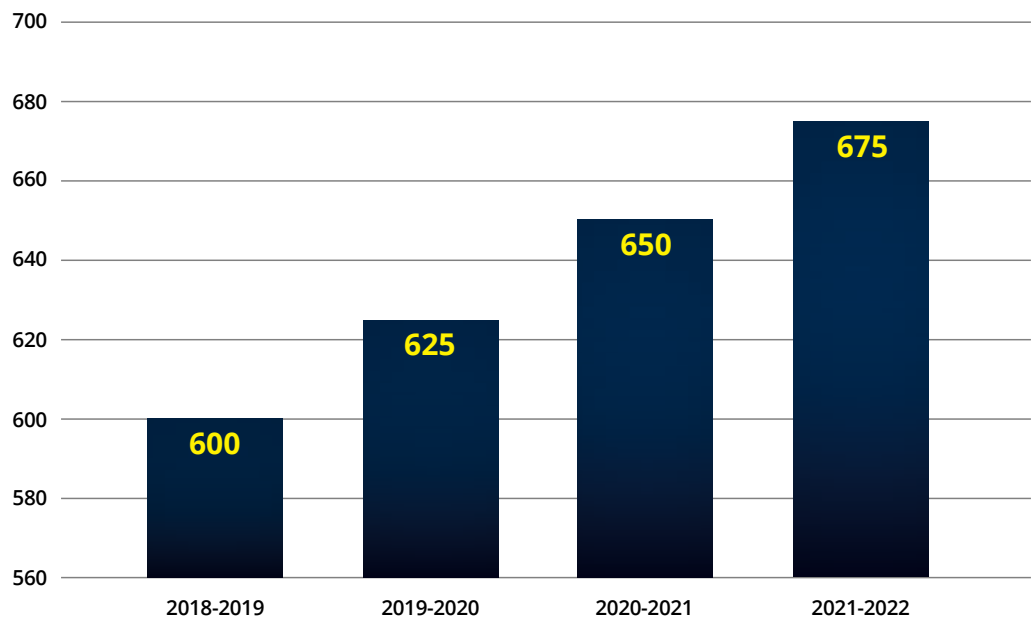
Shorter College Official Enrollment

(includes Main Campus and Second Chance Pell)



Enrollment Projections

(includes Main Campus and Second Chance Pell)



SECOND CHANCE PELL PROGRAM

Shorter College is one of two Arkansas institutions participating in the Second Chance Pell Pilot Program for incarcerated students as provided under former President Barack Obama's direction. It is one of three HBCU's and one of 69 institutions throughout the United States participating in the program. Shorter College is serving 268 students at five Arkansas Correctional facilities through Arkansas Community Correction (includes West Memphis and Texarkana), and the Arkansas Department of Correction (includes Wrightsville, Pine Bluff, and Ouachita River).

At the two ACC facilities, incarcerated students are housed for 18 months or less and this program is offered in modular sessions (six-week sessions where students take 6-7 hours). These students may not have enough time to complete the Associate of Arts degree, however, the hope is that they will continue post-release. Shorter College is committed to helping these students transition to other colleges and universities.

At the three ADC facilities, incarcerated individuals are there for up to five years. The semester approach is used and these students may earn the Associate of Arts Degree. All students must have sentences of less than five years, and be Pell eligible (no student loan default, and no sex offender registration or conviction). In addition to full-time faculty assisting, Shorter College recruits adjunct faculty near each of the correctional facilities. Faculty receives training by the facilities and Shorter College. To be successful, Shorter College works with Arkansas Community Correction Deputy Director Kevin Murphy and with Wendy Kelly of the Arkansas Department of Correction.

Shorter College has a team of staff representing financial aid, admissions, and academics that provide services on a weekly basis. This group, along with the President of the College, is very committed to seeing this experimental program work beyond the pilot. The Second Chance Pell Program aligns with Shorter College's philosophy, and has allowed us to bring this philosophy to the incarcerated population. The College has two other similar programs: The Arkansas Department of Youth Services – Alexander unit (serving juvenile offenders) & the Anchor Program, which serves previously incarcerated adults or adults who are on probation. We believe this is another opportunity for Shorter College to transform lives.

PARTNERSHIPS

- Shorter College Board of Trustees
- Shorter College Alumni Associations
- Arkansas Baptist College
- Arkansas Black Caucus
- Arkansas Community Corrections
- Arkansas Department of Corrections
- Arkansas Department of Higher Education
- Arkansas Department of Human Services Division of Youth Services
Arkansas Department of Workforce Services
- Arkansas General Assembly
- Arkansas Minority Health Commission
- Arkansas Regional Innovation Hub
- Arkansas State Highway & Transportation Department
Arkansas State University
- Arvest Bank
- Centennial Bank
- Central AR Planning & Development District
- Central Arkansas Housing Corporation
- City of Little Rock Workforce Development District
- Dr. Alonzo Williams
- Arkansas Diagnostic Center
- Eagle Bank
- Henderson State
- Kreative Expressions
- Little Rock Job Corps Center
- LULAC-League of United Latin American Citizens
Metropolitan Housing Alliance
- North Little Housing Authority
- North Little Rock Mayor's Office
- North Little Rock School District
- Philander Smith College
- The Design Group
- The Little Rock Chapter of The Links Inc.
- University of Arkansas-Pine Bluff
- Williams Baptist College



ACCOMPLISHMENTS

TOP 5 ACCOMPLISHMENTS FOR 2017-2018:

- Completion of \$500,000 Beautification Project
- 10-Year TRAC Accreditation Reaffirmation (without condition)
- Completion of AME Church's 12th District Headquarters and Jackson Theological Seminary
- \$300,000 Block-beautification Grant awarded from State Highway Department (to beautify three blocks of street-front property near Shorter College)
- \$125,000 gift for Endowed Scholarship from the CJ Duvall Family Foundation

OTHER ACCOMPLISHMENTS FOR 2017-2018

- Continued Regional Headstart Operation at Campus Child Development Center
- Awarded contract as Department of Human Services SNAP benefits program provider
- Continuation of Second Chance Pell, ANCHOR Community Reentry Program and Youth Services Juvenile Detention College Program
- Renewal of Arkansas Minority Health Commission Contract maintain Health & Wellness Center
- Summer Enrichment Program for NLR High School students in partnership with City of North Little Rock and the Clinton Foundation

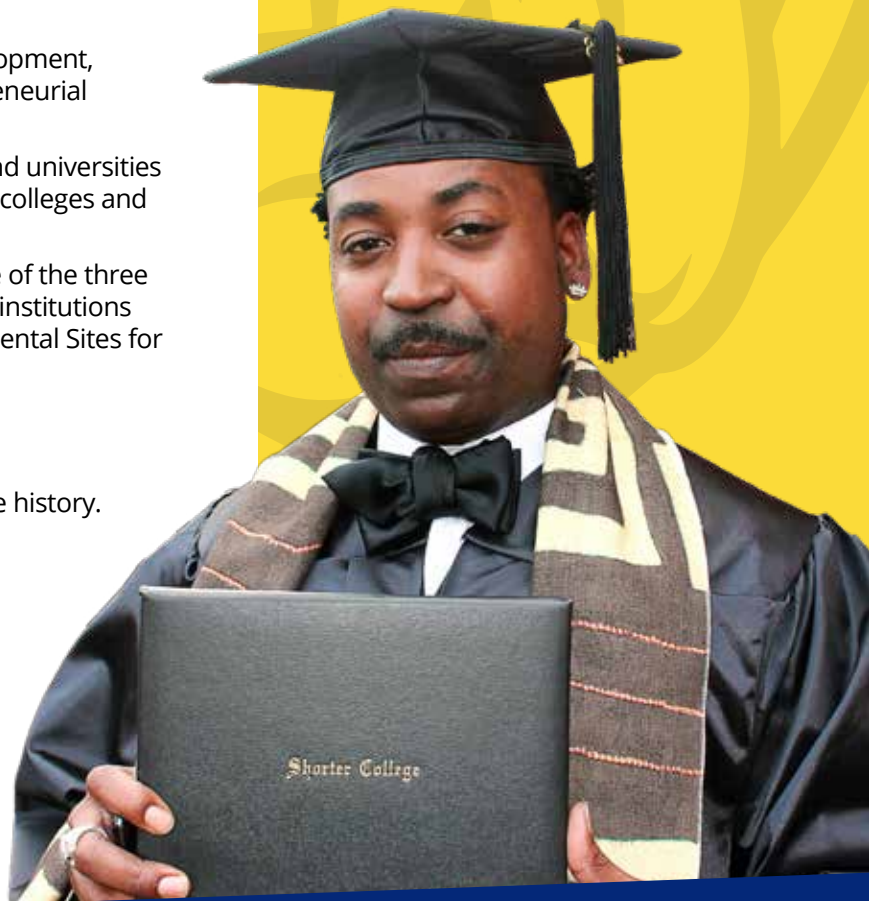


SIGNIFICANT ACHIEVEMENTS

Shorter College has made significant gains in several areas including academic and student achievement, capital improvements, grants, assessment and evaluation.

ACADEMIC AND STUDENT ACHIEVEMENTS

- Associate degrees in the areas of Childhood Development, Christian Leadership, Criminal Justice, and Entrepreneurial Studies were approved.
- New partnerships were established with college and universities in Arkansas and other African Methodist Episcopal colleges and universities.
- One of 69 colleges and universities selected as one of the three HBCU's and one of two Arkansas higher education institutions to participate in Second Chance Pell Grant Experimental Sites for Incarcerated Students.
- Fulltime faculty was increased by 38%.
- Career Placement Center was established.
- First graduates in four new degree programs made history.



COMMENCEMENT CEREMONY

GRADUATES	SCHEDULED GRADUATION DATE	PROPOSED TRANSFER COLLEGE
Reginald Baker	Fall 2017	Jackson Theological Seminary
Antonio Campbell	Fall 2017	TBD
Ashley Courtney	Fall 2017	University of Arkansas-Pine Bluff
Sharon Howard	Fall 2017	TBD
Bryant Lewis	Fall 2017	TBD
Heather Barnett-Allmon	Spring 2018	TBD
Mary Bone	Spring 2018	TBD
Eugene Brannon	Spring 2018	TBD
Maya Ford	Spring 2018	TBD
Conrad Green	Spring 2018	Langston University
Glenda Johnson	Spring 2018	TBD
Travis Johnson	Spring 2018	TBD
Mecca Lee	Spring 2018	TBD
Odessa Long	Spring 2018	TBD
Dennis Mitchell	Spring 2018	TBD
Jermaine Powell	Spring 2018	TBD
Chelsie Sharpe	Spring 2018	University of Arkansas-Little Rock
Rodrick Shutes	Spring 2018	TBD
Erica Singleton	Spring 2018	TBD
Ebony Stacker	Spring 2018	Workforce
Chakita Stovall	Spring 2018	TBD
LaTara Sturgis	Spring 2018	TBD
Jessica Thompson	Spring 2018	TBD
Shirley White	Spring 2018	University of Arkansas-Little Rock
Faheema Wright	Spring 2018	Jackson Theological Seminary



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SHORTER COLLEGE

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