



SHORTER COLLEGE

FOUNDED 1886

2019 PRESIDENT'S REPORT



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LETTER FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES



Bishop Michael L. Mitchell

On behalf of the Board of Trustees of Shorter College, I wish to extend congratulations to the President of the Council of Bishops, Bishop Harry Seawright, Chairman of the Higher Education Commission, Bishop Reginald Jackson, Senior Bishop, Bishop Adam J. Richardson, President of the General Board, Bishop Gregory Ingram, Bishop of the Church, Episcopal Supervisors, General and Connectional Officers, Members of the General Board, Members of the Higher Education Commission and the entire constituency of the African Methodist Episcopal Church.

To God be the Glory for the things that are being done at Shorter College, under the leadership of our President, Dr. O. Jerome Green, who is working diligently with the Board of Trustees, administration, and faculty and support staff to ensure that the College continues to excel in academic excellence. Shorter College continues to provide a quality and affordable education to both the nontraditional and traditional student populations. Shorter College continues to provide an educational opportunity to individuals who are incarcerated through the Second Chance Pell Grant Experimental Program, in which we were able this year to celebrate our second graduating class.

Attaining a college degree is one of the great milestones of life. Its value is priceless in a world of endless possibilities. The students of Shorter are often admonished to refer to the 'Tools of Success' given to them; to ever remain a person of Competency, Character, Citizenship and Culture; to chart their unique course according to their hard work and acquired skill-sets. They are further admonished to always be mindful of the Source of Success within them; to live each day with unwavering faith in the Living God; to submit their abilities, their purpose, their gifts, talents, and even their education to Him, and follow the plan and the path He has waiting for them.

I still believe that Shorter College's best days are yet to come. Again, on behalf of the Board of Trustees, we thank God for the African Methodist Episcopal Church's prayers and support. Continue to lift us up, as we continue to shine in North Little Rock and make the African Methodist Episcopal Church proud!

Sincerely,

Bishop Michael L. Mitchell
Board of Trustees, Chairman

LETTER FROM THE PRESIDENT



President O. Jerome Green, Esq.

Greetings,

It is with great pleasure that I update the Shorter College community on the accomplishments we have made and the changes we are planning at our institution. In the 2018-2019 academic year, the college has worked diligently to prepare for the internal and scholastic improvements that are taking place and those yet to come.

This academic year was record breaking for Shorter College! We reached another enrollment record with a six percent increase from last year. This represents the highest enrollment over a 12-semester period from fall 2012 to spring 2019. This led to an increase of more than \$1,264,000 in tuition and fees over the 2017-2018 school year, as more students than ever chose the transformative experience of a Shorter College education. This is due in part to the Second Chance Pell Program that has been implemented through our institution. I am pleased to announce that the program, for which the college has received national attention, has been successful, graduating a total of 33 participants. Our institution also reached a record number of graduates this year. The total number of graduates at Shorter College of the 2018-2019 year were 70 students. This is the largest class we have had since we received full

accreditation in 2013. We are very excited about this accomplishment and hope to surpass this record in the upcoming academic year.

The administration here at Shorter College feels it is time to grow academically, so we are establishing two new programs that we know will positively impact our students' success. Shorter College is in the process of launching distance education courses. Upon receiving approval from TRACS, Shorter College will begin offering online courses during the summer of 2020. Faculty will begin training fall of 2019, and a small group of students will enroll in courses during summer 2020. Following the summer courses, the online courses will be offered to all admitted students on campus and nationwide. Online class offerings will be available to increase enrollment and meet students' scheduling needs. Additionally, a new associate degree in Computer Analytics is being developed and courses will be offered beginning fall 2020.

Shorter College is also developing a STEM Center for academic excellence and have received a grant of \$116,000 from the Arkansas Economic Development Commission. The STEM Center will be open in fall 2019. Shorter College has also acquired two properties that will be used to contribute to the academic advancement of our students. The first property at 512 Pine Street is being used as a Career Placement Center to help place students in jobs and internships. The second property at 608 Vine Street will be used for classroom space to accommodate our growing enrollment.

Finally, we have established an Entrepreneurial Business Program Advisory Committee consisting of seven members. The committee will assist in selecting the program's new director, revising its curriculum, and recruiting instructors. Also, along with other administrators, the committee will develop relationships with businesses that can offer internships, apprenticeships, and employment for the program's participating students as well as funding for the program.

These accomplishments and others are further represented within our 2019 President's Report. We deeply appreciate your support and ask that you continue to pray with us, as we continue to strive to offer our students the best Christian-based education possible.

Sincerely,

O. Jerome Green, Esq.
President



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” as follows:

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 ENROLLMENT 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



Bishop J.A. Shorter

in 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 28 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 14 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 37th 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 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 18 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.

During this process, Shorter welcomed 50 enrolled students



Tyree Hall, circa 1910s

in the 2012 fall semester and 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.

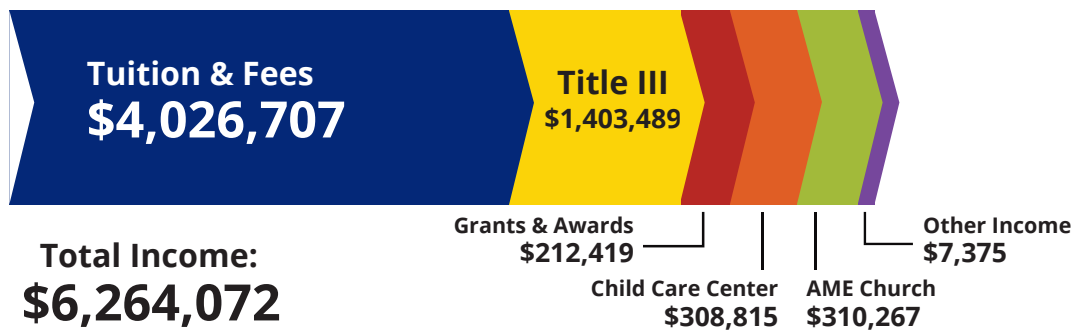
Future plans include the introduction of new degree programs, the building of an ultra-modern dormitory/with student apartments, and an administrative building with classroom and offices. An intensive fund raising strategy had a goal of one million dollars for 2017-2018. By 2020, Shorter College plans to have raised a total of \$5 million in unrestrictive 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.

Student enrollment has continued to increase. During the 2018-2019 year, Shorter College admitted over 500 new and returning students. This year, the College had its largest graduating class since receiving full accreditation in 2013, as 70 degrees were conferred.

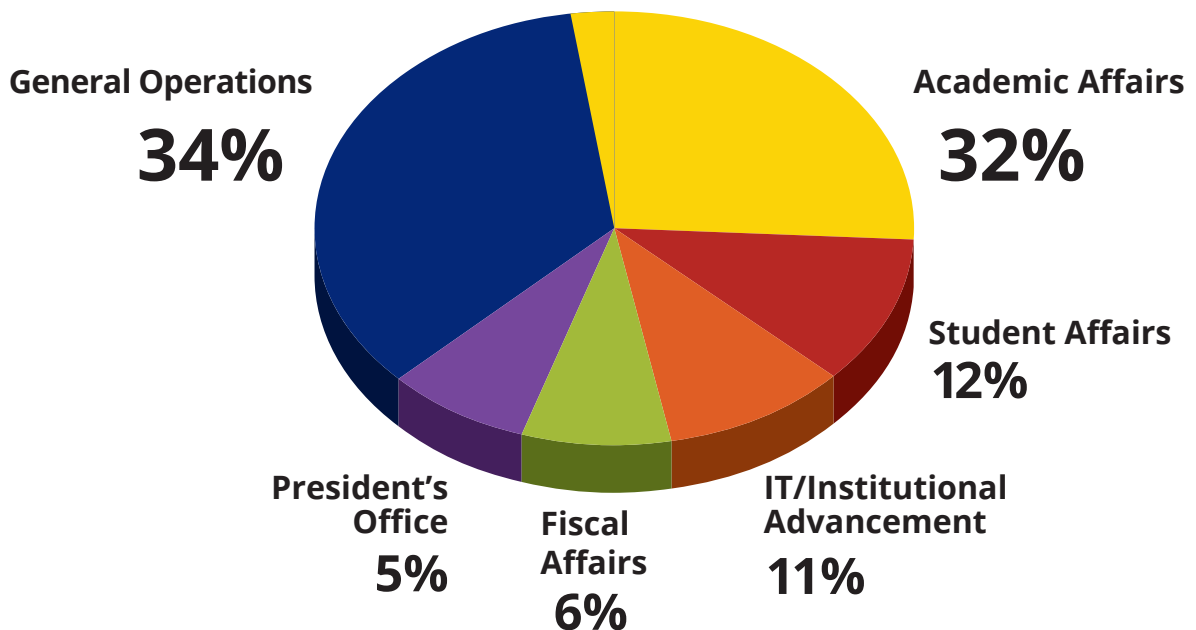
Shorter College Income Allocation

2018-2019



Shorter College Expenditures

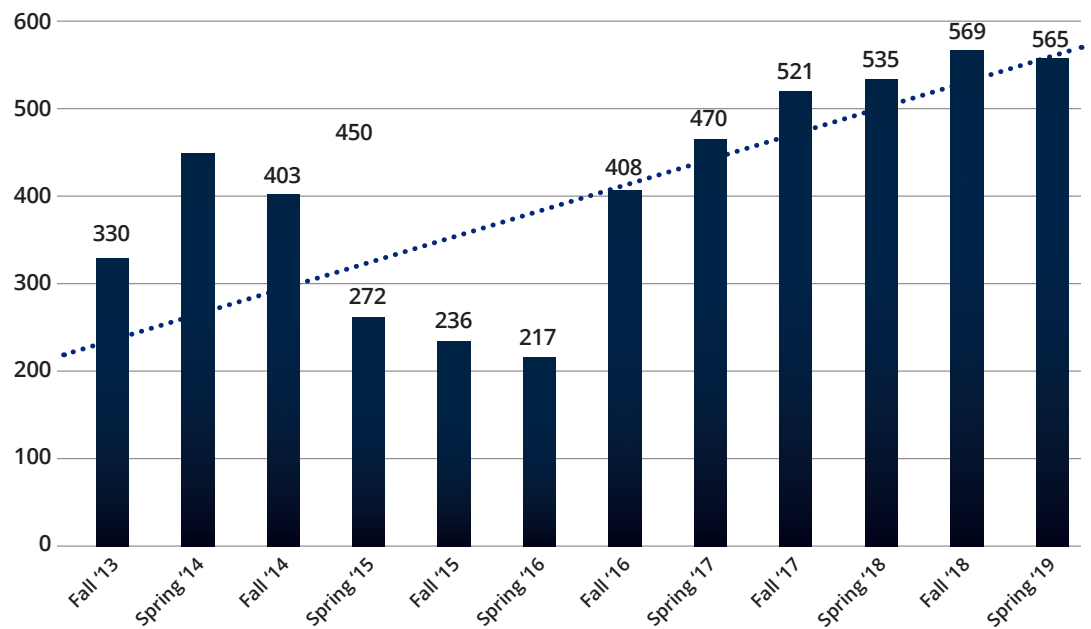
2018-2019



ENROLLMENT FIGURES & ENROLLMENT PROJECTIONS

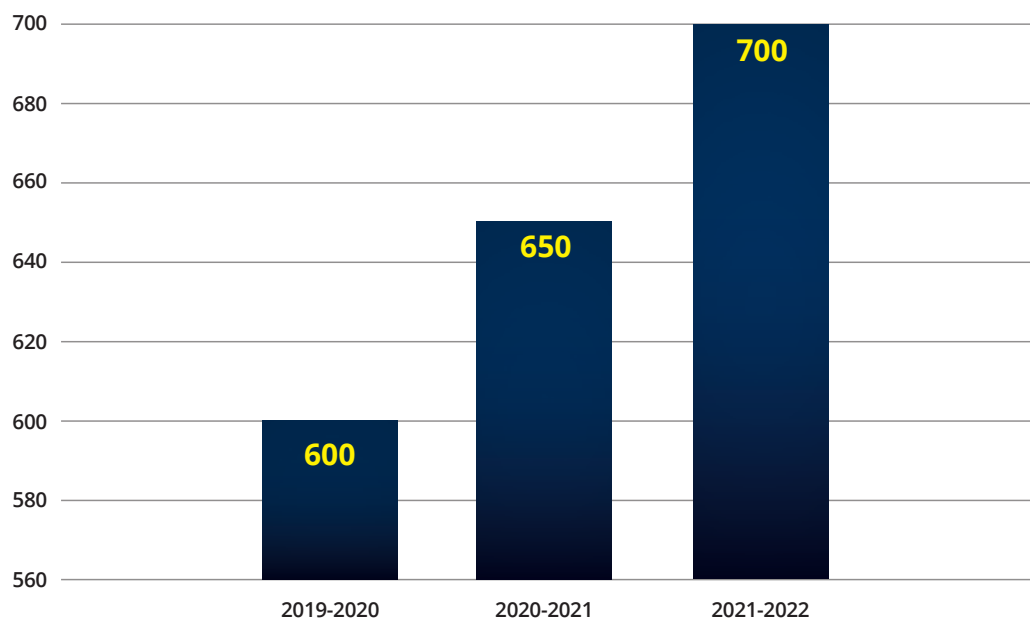
Shorter College Official Enrollment

(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 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. Initially, Shorter College served 268 men and women at five Arkansas Correctional facilities through the Arkansas Community Correction and the Arkansas Department of Corrections to obtain a college degree while incarcerated. In the spring of 2018, Shorter College was authorized to increase its number of second chance pell facilities from five to eight and increase the number of students it serves for the 2019-2020 year up to 550 students.

On November 30, 2018, Shorter College held its first Second Chance Pell commencement ceremony at the Arkansas Department of Correction's Wrightsville Unit, honoring 25 men and women with an associate of arts degree. For the fall 2018 graduation, all 25 students received academic recognition for earning a grade point average of 3.00 or higher on a 4.00 scale for work completed with Shorter College. A spring commencement was held on May 15, 2019 for 8 more men and women as they completed the program.

Throughout the facilities, incarcerated students are offered courses under the Entrepreneurial Studies Program, preparing them to become successful entrepreneurs upon release, with an opportunity to explore baccalaureate studies at a four-year college or university.

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 works with Arkansas Community Correction Director, Kevin Murphy and with Wendy Kelly, Director of the Arkansas Department of Corrections.

Shorter College has a team of staff representing financial aid, admissions, and academics that provide services on a weekly basis. The Second Chance Pell Program aligns with Shorter College's philosophy and has allowed us to bring this philosophy to the incarcerated population. We believe this is another opportunity for Shorter College to transform lives.

PARTNERSHIPS

Arkansas Black Caucus

Arkansas Community Correction

Arkansas Department of Corrections

Arkansas Department of Human Services

Arkansas Department of Workforce Services

Arkansas Economic Development Commission

Arkansas General Assembly

Arkansas Minority Health Commission

Arkansas Regional Innovation Hub

Arkansas State Highway & Transportation Department

Central AR Planning & Development District

City of Little Rock Workforce Development District

CJ Duvall Foundation

Dillard's, Inc.

Eagle Bank

Harding University School of Pharmacy

Kreative Expressionz

Little Rock Job Corps Center

LULAC- League of United Latin American Citizens

North Little Rock Mayor's Office

North Little Rock School District

Rotary Club 99

Shorter College Alumni Association

Shorter College Student Government Association

The Little Rock Chapter of The Links, Inc.

The Design Group

United Methodist Church



ACCOMPLISHMENTS

SHORTER COLLEGE HAS MADE SIGNIFICANT GAINS IN SEVERAL AREAS INCLUDING ACADEMIC AND STUDENT ACHIEVEMENT, CAPITAL IMPROVEMENTS, GRANTS, ASSESSMENT AND EVALUATION.

- **Honored 25 men and women with an associate of arts degree on November 30, 2018, during Shorter College's first Second Chance Pell commencement ceremony at the Arkansas Department of Correction's Wrightsville Unit**
- An additional eight men and women earned their associate of arts degree through Second Chance Pell on May 15, 2019
- Acquired two properties at 512 Pine Street and 608 Vine Street that will be used as a Career Placement Center to help students find jobs and additional classrooms to accommodate our growing enrollment
- Initiated steps to offer distance learning for all students by 2020

Governor Asa Hutchinson and Shorter College President O. Jerome Green at the Second Chance Pell Commencement Ceremony.





SIGNIFICANT ACHIEVEMENTS

- Graduated largest class of 70 students since receiving full accreditation in 2013
- Granted \$116,000 from the Arkansas Economic Development Commission to fund the development of the STEM Education Center
- Developed new associate degree program in the area of Computer Analytics to launch fall 2020



ADVISORY COMMITTEE

The Shorter College Entrepreneurial Business Program Advisory Committee has been formed to further real-world access to the business community.

The committee will assist in selecting the program's new director, revising its curriculum, and recruiting instructors concerning an associate degree and any appropriate certificate in Entrepreneurial Business from Shorter College. Also, along with other administrators, the committee will develop relationships with businesses willing to offer internships, apprenticeships, and permanent job placement opportunities for the program's participating students as well as funding for the program. Committee members include (clockwise from top):

- **Ms. Leanna Godley,**
Goddess Products, Inc., President & CEO
- **Dr. George Herts,**
Shorter College, Dean of Academic Affairs
- **Mr. William Moody,**
U.S. Small Business Administration, Deputy District Director
- **Dr. Howard Gibson,**
Shorter College, Director of Institutional Effectiveness and Accreditation
- **Mr. Chris Johnson,**
Dillard's, Inc., Senior Vice President of Finance
- **Ms. Paula Pumphrey,**
Shorter College, Director of Community Relations
- **Mr. Chris Coleman,**
Safe Foods Corporation, President & CEO



STUDENT AND EXCHANGE VISITOR PROGRAM

Shorter College is now approved through the Student and Exchange Visitor Program (SEVP) to accept applications from International students. The approval status of the SEVP allows the college to enroll students regardless of their country of origin, furthering the college's potential to enroll more students' with the opportunity to study abroad. We've recently admitted our first international student, Lorenzo Gordon, to begin classes in the fall 2019. Lorenzo is originally from Cape Town, South Africa, and believes Shorter will equip him to give back to his South African community. Lorenzo plans to receive the Associate of Arts degree in General Studies and proceed to pursue a bachelor's degree in Physical Education. As the nation's only private two-year HBCU, Shorter now provides a unique opportunity for students around the globe to pursue higher education and potentially further their studies at a four-year college or university.

International students studying at Shorter College will receive a transformative educational experience by way of groundbreaking teaching techniques and involvement of the campus community. They will be prepared to act within the world by the light of the principles that we endow in all students attending Shorter College as well as embody the "Four C's": Competency, Character, Citizenship and Culture.

*Lorenzo Gordon,
International student
from Cape Town,
South Africa*



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