

**GRAND RAPIDS COMMUNITY COLLEGE BOARD OF TRUSTEES
ANNUAL EVALUATION of PRESIDENT STEVEN C. ENDER, Ed.D.**

May 16, 2016

The Board of Trustees of Grand Rapids Community College (GRCC) hereby presents the community with the 2015-2016 performance evaluation of GRCC President Steven C. Ender, Ed.D. The President has assisted in this evaluation by providing the Board with a document entitled the "President's Self-Assessment 2015-2016."

The President is evaluated in these three areas:

1. Achieving the Ends (with further discussion in the Appendix.)
2. Adherence to the Executive Limitations
3. Positioning the College for the Future: Accomplishments and Expectations.

Achieving the Ends

The Ends are the goals of the institution. Each End has several Indicators by which performance can be measured. Altogether there are three Ends and 17 Indicators. A listing of these Ends and a brief observation concerning each Indicator can be found in the Appendix of this document. A more complete documentation of these Indicators can be found in the President's Self-Assessment.

As CEO, the President is evaluated on the performance of the institution in achieving the Ends. It is understood that many factors other than CEO execution influence organizational performance. It is also recognized that for some Indicators there is a lag period of several years before interventions will yield results.

The Board is pleased to see that for nearly all the Indicators, the College's performance either exceeds the benchmark or is showing improvement. Brief comments on each of these Indicators can be found in the Appendix of this document. The Board is particularly pleased with the College's outstanding performance in all Indicators related to student success: student

performance at transfer colleges (3.1), student performance against state standards (2.2) and student performance on state/national exams (2.3). In all these areas, GRCC has consistently exceeded benchmarks. The Board looks forward to continued improvement in the Indicators, particularly those related to completion (1.2a) graduation yield rate (1.2b) and student engagement (1.6).

Adherence to Executive Limitations

The Executive Limitations Policies set boundaries on the President, directing him as to what he may not permit to happen. The Executive Limitations Policies consist of the following: Academic Freedom, Asset Protection, Budgeting/Forecasting, Communication and Counsel to the Board, Compensation and Benefits, Emergency Executive Succession, Financial Condition, Treatment of People and Vision/Future. It is the consensus of the Board that the President has complied with these executive limitations.

Positioning the College for the Future: Accomplishments and Expectations

The President is responsible not only for achieving the Ends in the present, but also for positioning the College to achieve the Ends in the future. The Board recognizes that the President has been very active in this regard and has accomplished much. Some of the highlights of these recent accomplishments and of the Board's expectations are discussed here.

Completion Agenda

While the latest 3-year graduation rate is disappointing, it is improved from 2010. The Board is very pleased to see that the 6-year graduation/transfer rate is remarkably improved from 2013. The Board looks forward to continued improvements in these Indicators.

Enrollment

Due to an improving economy and the lure of immediate employment, community colleges throughout the country have faced enrollment declines. The strong West Michigan economy has led to enrollment decline at GRCC in particular. This is beyond the control of the President. But the Board does desire to see the College's enrollment stabilize.

Customer Focus

The Board also encourages efforts to improve both new enrollment as well as retention and completion by ensuring that the College is a friendly, welcoming and transformative experience for students from all backgrounds and by meeting students' need for advising. Likewise, community members and their representatives should find the College to be welcoming of and responsive to their input. The Board values the efforts that are being made in these areas.

Budget

The Board has expressed appreciation for the contingency plans that the president has made to deal with declines in enrollment. The College has weathered a steep decline in enrollment with less pain than would otherwise have resulted. Considerable narrowing of the budget gap is being realized as the Voluntary Early Separation Program and differential tuition have been implemented. A total of 55 employees accepted the VESP. Our savings through the 2016-17 year will be approximately \$1.1 M. GRCC is in the first year of a 2 year process developing zero-based budgets for the majority of our non-salary/fringe expenditures. ZBB will be used to realign discretionary operating budgets to reflect current spending requirements and to reallocate resources aimed at improving student outcomes. ZBB will be employed on a periodic basis to assure ongoing budget accuracy and accountability. The Board is pleased with the innovative ways the College is approaching its finances. Furthermore, the Board expects continued discussions and progress in the work to keep the College financially sustainable.

Cost of Education

For most students, next year's tuition will climb to 2.9%, although the differential tuition does result in some students paying significantly more for higher-cost instruction. The Board is pleased that the College remains by far the most affordable option in the area.

Internal Environment and Relationships

Recognizing that the College's internal environment is determined by many factors, of paramount importance to the Board are (1) a culture of trust and accountability, (2) fair

treatment of people so all are given equal opportunity to succeed and (3) openness and transparency in a system where sharing of information is expected and valued. The Board acknowledges the President's efforts in this direction.

Information Technology

I.T. has worked with the Human Resources New Employee Onboarding process to add training for the use of People Soft, Group Wise, Printing and the J: and S: drives. High End users have been trained to run different versions of People Soft Crystal reports. Our Athletic Program is now able to track and report athletes in People Soft. The College Success and Alpha Beta Omega Program have been trained to use the Data Warehouse to better track their students. The Board is confident that the I.T. Department will keep the College up to date in this area, for the benefit of its students, faculty and staff.

Infrastructure

Soon after the start of the President's tenure in 2009, he noted the problem of outdated infrastructure, as well as \$34M in deferred maintenance projects. The Board acknowledges the work that the President has accomplished in protecting the College's physical plant and ensuring safety and good learning environments for its second century. Much work has been done in the Cook Building, the Applied Technology Center, the Sneden Building and the Student Center.

Construction of the new Early Education Preschool Laboratory and the renovation of the Music Building are underway. These projects total \$16,200,000 in construction and renovation costs. \$10,054,500 was raised through philanthropic and foundation support. \$1,500,000 came from an investment loan from the Kellogg Foundation. Both of these structural endeavors will substantially improve the departments in terms of services and education to students. Furthermore, GRCC's Music Department has renewed its membership into and was accredited by the National Association of Music Schools for 10 years, the maximum amount of time accreditation is awarded.

The College master plan specifies that the ground and first floor of the Main Building become a comprehensive student services facility. Cost estimates range from \$3M to \$5M. Plant funds are being accumulated to assist with this project and the Field House renovation. The Board looks ahead to these future improvements that will provide our students and colleagues with an infrastructure appropriate for these times.

Workforce Development

The college continues to progress in responding to West Michigan's industry needs. GRCC has received an apprenticeship grant of approximately \$1.8M. It ends in October 2020 and is directed toward establishing apprenticeships in Manufacturing and Computer Information Systems. The College has also received a \$3.9M grant for the Community College Skilled Trades Equipment Program (CCSTEP). Of our required match, \$725,000 was from donations.

The funds provided equipment for the following programs: Automotive, HVAC, Machine Tool, Welding and SICE Craft Brewing. All the funds have been expended and all the equipment has been installed and is in use!

The Medical Assistant program has reached a 91% cumulative completion rate and a 93% placement rate. The Craft Brewing certificate program launches this summer with the brew pub scheduled to open this fall. In development are the Certified Nurse Assistant and Truck Driving Certification programs which will provide a boost to the nearly 300 certificates awarded by GRCC last year.

The College provided training for 344 companies last year. GRCC Workforce Development trained 16,905 people in 2014-15. The Board anticipates continued innovation and successes in this area, responding nimbly to the growing and fast-changing needs of the local job market.

Student Success

This past year GRCC applied for and was accepted into the Michigan Student Success Center's Guided Pathways Program Cohort 2. Members of GRCC's steering committee along with faculty and staff have attended the Michigan Student Success Summit. (On Guided Pathways Theory and Practice) This past year work has been done to make curricular language clearer to students. The College's first, most important task with Guided Pathways is centered on student intake into GRCC. Student Success is the *End* for which the College exists. The Board foresees and expects continued effort on the part of the President and department of Finance and Administration toward the End of Student Success.

GRCC Foundation

The Foundation's strategic initiatives have increased giving by \$1.6 million over the previous year. For the 2015-16 Academic year, the Foundation has raised \$2,405,780 to date. In order to increase success rates of scholarship recipients, mandatory recipient workshops have begun. 461 students have been interacted with. The workshops connect students with support services and ensure they all have an advisor and understand their financial aid package. For the 2015-16 school year \$617,552 in scholarships were disbursed to 572 students. The Board holds the Foundation in high regard and looks forward to more stellar results in the future.

Collaboration

The accomplishments of the College and Dr. Ender are the result of collaboration and hard work on his part and that of the faculty, administration and staff. Herein we recognize the leadership and guidance of the College's Vice Presidents: Provost Laurie Chesley; Finance – Lisa Freiburger; Workforce Development – Bill Pink; Information Technology – David Anderson; and Kathy Mullins, GRCC Foundation.

Presidential Succession

As the President enters the 8th year of his tenure, he has notified the Board of his retirement effective June 30, 2017. Hence we are engaged in a search process. The next President will

soon have to be hired. The Board welcomes the insights and support that the President is providing to the Board in this matter. The Board appreciates his continued assistance as we prepare for the transition to the next President, who will lead the College into the future.

Community Service

The Board acknowledges the President's investment of time in other organizations which serve the College, the community and the state. These activities include service on the Spectrum Health System Board, The Right Place Economic Development Board, YMCA Corporate Board, K-Connect Board of Trustees and the West Michigan Center for Arts and Technology Board of Directors. At the state level, Dr. Ender is a commissioner on the Midwestern Higher Education Compact and is very active with the Michigan Community College Association serving on the Board of Directors, The Executive Board, Strategic Planning and Legislative Committees.

Conclusion

We find President Ender's leadership of GRCC to be Highly Effective. Under his leadership the College is achieving the Ends that the Board has prescribed. As noted in this evaluation--there is much evidence that Dr. Ender has reached many of his goals for the College: \$61 million in renovations during his tenure, including this year's construction of the new Early Childhood Laboratory and the renovation of the Music Building. The Board fully appreciates that our President has worked intensely to position the College for the future, particularly in addressing sustainability of the College's infrastructure and finances. The current environment is very challenging for community colleges and GRCC has weathered the storm well. For 7 years President Ender has served Grand Rapids Community College and our community with distinction.

Appendix and Commentary. Ends and Indicators.

The Board of Trustees has approved the following three Ends, or objectives for GRCC: Student Success Pathways, Workforce Pathways and Transfer Pathways. Here follows a brief observation on the performance on each of the Indicators measuring accomplishment of the Ends.

END # 1 Student Success Pathways. “A student-centered experience will ensure opportunities for students to learn the skills necessary to achieve their educational goals.” This End has nine Indicators of success.

1.1 Persistence Rate (fall to next term, part and full-time) Students, including both part and full-time, who entered GRCC in Fall 2015 had a persistence rate of 71.3%. For the past 3 years the persistence rate has remained around 71%. The benchmark for this indicator shows that our results are in line with those of other community colleges across the state.

1.2a Three-year completion rate for first-time, full-time students. Of those first-time students entering GRCC in Fall 2012, 15.3% completed a degree or credential within three years. This is an increase from 12.5% in 2010, but falling short of the benchmark of 21.5% for the previous year.

1.2b Graduation yield rate (the percent of all attending students who earn a degree in an academic year.) This is improving. In the most recent year assessed, 8.4% of all students attending GRCC earned a degree. This compares to 7.1% four years earlier.

1.3 Course Success rates (% of A to C- grades) This exhibits a favorable trend: 75.5% of grades in Fall 2015 were C- or better, up from 73.4% for Fall 2013 and up from 71.9% for Fall 2011.

1.4 Developmental student success rate in subsequent courses. 70% and 66% of students completing developmental math (Math 098) and developmental English (English 097) respectively, with a grade of C or higher, passed the subsequent college-level course with a grade of C or higher.

1.5 Retention rate (fall to fall for first-time students) First-time, full-time students entering GRCC in Fall 2014 had a retention rate of 56.4% down from the 58.1% retention rate for first time, full-time students who entered in Fall 2013. This percentage has stayed around 55-58% for the past four years as has the benchmark.

1.6 Student engagement benchmarks. The Community College Survey of Student Engagement (CCSSE) is performed every two years, most recently in 2015. GRCC scored in the range of 45.8 to 49.5. GRCC scores have improved slightly and are closer to the benchmark of 50 than scores in 2005.

1.7 Entering student benchmarks of effective practice. The Survey of Entering Student Engagement (SENSE) is also performed every two years, most recently performed in March 2015. GRCC's score averaged 48.0 compared to 47.0 in 2012 and 45.1 in 2010. GRCC's score has increased steadily and is approaching the national benchmark of 50.0. GRCC students outperform the extra-large college benchmark in the areas of Early Connections, Clear Academic Plan and Pathway, Engaged Learning and the Academic and Social Support Network.

1.8 A Pell Grant is sufficient to cover tuition, fees and books for a full-time student. GRCC remains the most affordable option in college education in the area. A student receiving a full Pell Grant of \$5,775 for the last academic year would be expected to be able to have the grant cover all educational expenses with \$854 left over.

END # 2 Workforce Pathways "GRCC will prepare students for the workforce in our community and the world."

2.1 Percentage of GRCC career graduates who are employed in their field of study or continuing their education. For the 2014-15 year, 64% of graduates were employed in a related field or pursuing continued education. This percent has grown from 51% five years ago.

2.2 Perkins core indicators for workforce development program performance. For the 2014-15 year GRCC impressively outperformed the state standard in all categories having to do with quality of the programs: technical skill assessment (97% versus 92%);

earning a credential, certificate or degree (40% versus 31%); and student placement (97% versus 85%). GRCC also outperformed the state standard in the area of student retention or transfer. (72% versus 71%).

2.3 Licensure pass rates. For the 2013-14 year, 95.1% of workforce graduates passed the licensing test in their field. GRCC graduates greatly exceeded the national benchmark of 87%.

END # 3 Transfer Pathways “GRCC prepares students to transfer to the college or university of their choice.”

3.1 Student performance at transfer colleges. For the 2014-15 year, former GRCC students who transferred to a transfer college/university earned a cumulative grade point average of 3.05, exceeding the benchmark of 2.96 from 2013.

3.2 Six-year completion/transfer rate. Of those students entering GRCC in 2009, 51.2% had successfully completed or transferred by 2015. This is a large improvement from the 2007 period, of which 44.7% had successfully completed or transferred by 2013. And this is a marked improvement from the 2005-2011 period, when only 38.9% of students had successfully completed or transferred by 2011.

3.3 Number of articulated and pre-major programs. From the 2013 year, the number of articulated and pre-major programs went from 9 to 24.

3.4 Student satisfaction with GRCC preparation for transfer. When 2015 graduates were asked after the Fall 2015 semester the question, “Overall, how would you rate your educational experience at GRCC”, 85.7% of them gave GRCC a 4 or 5 on a five point scale. This is improved from 80.8% for 2013 and 79.4% for the year before that.

3.5 8-year transfer rate. 50% of students entering GRCC in 2007 transferred to another college by 2015.