

Appropriations Subcommittee on Higher Education

Wednesday, March 2, 2016

Dr. Richard Pappas, President, Davenport University

1. New degree programs are created to respond to market needs.

- Davenport uses two different ways to discover hot, new programs.
 - University “Content Experts” use their industry knowledge and contacts to identify the most viable and new prospects are in their respective business, technology, health and education fields. Davenport’s instructors have real-world experience and often their connections and expertise bring new program recommendations to their deans. Further, Davenport’s outreach to and ongoing dialog with employers results in new program recommendations that are further explored.
 - Davenport’s Office of Market Intelligence recommends new programs based on a thorough market analysis and financial review. The analysis is a comprehensive report that uses market data to understand the long-term job growth, projected annual job openings, above-average median wages and program differentiability. They also use Classification of Instructional Programs (CIP) codes to describe programs and map to occupations through the Department of Education and the Department of Labor – two sources that are the basis for determining market viability.
- On an annual basis, a selection of existing programs are reviewed for their viability through a formal Program Review process. This process analyzes program outcomes, academic services, policies and resources, competitive and market environments and stakeholder perceptions, which are aligned with the Higher Learning Commission standards, to decide if a program should be terminated or not.
- Davenport reviewed its program development process and streamlined it to reduce the program approval process from more than a year to just 60 days. Higher education needs to be responsive to marketplace needs in order to meet the ever-changing demand for skilled and knowledgeable workers. It also needs to apply best practices from other industries to its own internal processes so that it remains in sync with the future and current employers of our students.

2. Innovative approaches to boosting student retention and degree completion.

- Admission standards were set in place to ensure students who enter Davenport are prepared to succeed in a higher education environment. Some not able to enter are directed to area community colleges where their progress can be monitored for possible future admission.

- Based on student feedback and a review of best practices nationwide, DU expanded advising and tied staffing for this function to a student ratio. Increased advising
- Expanded tutoring and supplemental instruction.
- Created developmental math and English programs that all incoming DU students must pass or test out of. Math curriculum includes components of the Kahn Academy approach. Pass rates in developmental math went from 58% to 72% and for introductory English they went from 54% to 83%.
- Implemented an attendance policy which research shows improved student performance.
- More aggressive financial aid advising to ensure students do not run out of loan eligibility before completion.
- Highest student satisfaction in history – helps with retention, persistence and with enrollment. Satisfied students generate strong word-of-mouth.

3. University efforts foster collaboration to strengthen regional assets.

- Davenport believes collaboration between public and private entities to strengthen regional assets is imperative to success. Sharing resources across organizations is not only fiscally and socially-responsible, but it makes good business sense.
- Davenport has made great strides in partnering with local school districts to provide dual enrollment and Middle College opportunities for high school students. The benefits of these opportunities include:
 - School districts can provide advanced study for their students.
 - The high-quality Davenport classes save students and their families' money on tuition.
 - Students graduate with an associate degree that will transfer seamlessly to a bachelor's program at DU.
- Last April, Davenport saw its first graduating class of Middle College students who earned both a high school diploma and an associate degree from Davenport. Parent testimonials have stated that this program is what made college possible for their children. Each fall since 2012, DU has started a new group of Middle College students at a number of local school districts.
- Davenport and Grand Rapids Public Schools partnered together for DU's College of Urban Education which is reforming how teachers are trained. Teachers emerging from Davenport's program have the tools and skillset to:
 - Understand their students in a culturally competent manner.
 - Adapt instruction to inspire and engage.
 - Work with community stakeholders to counter and even mitigate harmful effects from environmental factors that impact student success.

- Ultimately understand that it is critical for society as a whole that all people receive an education that allows them to realize their potential.
- Davenport's College of Urban Ed is accomplishing training teachers through productive partnerships with Grand Rapids Public Schools, Grand Rapids Urban League, community leaders, industry and philanthropists which all have shared vision of improving the quality of education for all students in Grand Rapids.
- Davenport determined that community colleges are doing a fine job providing students with associate degrees and began reducing its own associate degree programs several years ago. Associate degree students have dropped from nearly 60 percent of Davenport's population in 2009 to less than 18 percent today. We now partner with community colleges in the development of joint programs and are basing within community college University Centers, including Mott Community College, Kalamazoo Valley Community College, Northwestern Michigan College and Wayne County Community College, with other partnerships currently in development.
- Students at community colleges benefit because there is a more seamless path toward bachelor degree completion right at the community college location. The community colleges and Davenport also benefit as there is a more efficient use of facilities and shared services.