

## Confidential Vita

### Charles W. Lepper, Ph.D.

#### Summary of Qualifications

An accomplished and forward-thinking leader with over 27 years of proven success in higher education, spanning leadership roles at 4-year universities and 2-year community colleges. Expertise includes strategic planning, grant and program development, faculty development, program assessment and evaluation, accreditation compliance, student success and retention, budget management, and fostering community outreach and partnerships. Demonstrates a commitment to innovation, collaboration, and excellence in driving institutional growth and student achievement. Served as the President and Chief Executive Officer of Grand Rapids Community College (GRCC), a comprehensive, multi-campus community college located in Grand Rapids, Michigan. As the third largest community college in the state of Michigan, GRCC provides education and workforce training programs to approximately 20,000 credit and non-credit students annually. Key leadership positions include: Vice President for Student Affairs & Enrollment Management, Vice President for Student Affairs, state-wide Assistant Vice Provost for Student Development Services, Institutional Liaison to the Higher Learning Commission, state-wide Director of Faculty Development and Student Life Initiatives, and Association Dean for Student Affairs.

#### Education

##### Professional Development Certificate

*Florida State University*, Tallahassee, Florida  
Professional Certification in Trauma and Resilience

**Date of Completion: December 2021**

##### Certificate of Completion

*Harvard University*, Cambridge, Massachusetts  
Graduate School of Education  
Institute for Educational Management

**Date of Completion: July 2017**

##### Doctor of Philosophy

*Indiana State University*, Terre Haute, Indiana  
Emphasis: Educational Administration  
Concentration: Educational Leadership, Administration, and Foundations  
Dissertation Topic: *The Influence of a Lilly Endowment Grant to Recruit and Retain Part-Time Faculty in a Community College System*

**Date of Graduation: May 2010**

##### Master of Education

*Grand Valley State University*, Allendale, Michigan  
Emphasis: Secondary, Higher, and Adult Education  
Concentration: College Student Affairs Leadership  
Thesis Topic: *The Americans with Disabilities Act of 1990 and Residence Hall Facilities: An Assessment of Grand Valley State University*

**Date of Graduation: April 1998**

##### Bachelor of Arts

*Ball State University*, Muncie, Indiana  
Major: Human Resources and Personnel Management  
Minor: French Modern Language

**Date of Graduation: May 1996**

## **Professional Employment**

**Grand Rapids Community College – Grand Rapids, MI**

**January 2023 – April 2025**

### **President & CEO**

*Summary:* Provide executive and strategic leadership for a multi-campus, comprehensive community college serving over 20,000 credit and non-credit students annually and employing approximately 1,800 full-time and part-time employees. Grand Rapids Community College (GRCC) offers over 145 academic programs that are organized into five (5) schools: Health Sciences; Science, Technology, Engineering, and Mathematics (STEM); Liberal Arts; Business and Industry; and Workforce Training. As the third largest community college in Michigan, GRCC has an estimated \$1 billion annual economic impact on west Michigan. Provide direction and leadership to ensure the college fulfills its mission, vision, and values.

- Worked in partnership with the college's four (4) collective bargaining group (full-time and adjunct faculty, police, administrative, and facilities/maintenance/custodial).
- Reported directly to locally elected, seven (7) member Board of Trustees who serve six (6) terms.
- Responsible for student and institutional advocacy with local, state, and federally elected officials.
- Oversight of the college's budgets: \$135 million annual operations, \$24 million reserves, and \$30 million plant fund.
- Collaborated with the GRCC Foundation's Board of Director to effectively utilize its \$42 million endowment to support student and institutional success.
- Responsible for the development and implementation of the college's five-year strategic plan that focuses on teaching and learning, student completion and transfer, equity, community impact, and infrastructure and sustainability.
- Approved college policies and procedures to help support teaching and student learning, exceptional student services, and effective utilization of college resources.
- Represented the college through engagement with business and industry, K-12 partners, and greater college community.

**Salt Lake Community College – Salt Lake City, UT**

### **Vice President for Student Affairs & Enrollment Management**

**July 2015 – January 2023**

*Summary:* Provided strategic leadership and day-to-day operations for student affairs and enrollment management functions for all ten (10) campus of Salt Lake Community College. Salt Lake Community is a comprehensive community college serving over 60,000 students annually and utilizes a centralized administration structure to serves all campuses and local communities.

- Provided ongoing college-wide strategic leadership for the Division of Student Affairs comprised of approximately 650 full-time and part-time employees with an annual divisional operating budget of approximately \$30 million
- Supervised a highly collaborative team of six (6) executives that includes the Associate Vice President for Enrollment Management, the Associate Vice President for Student Success, the Assistant Vice President for Student Services, the Dean of Students & Assistant Vice President, the Senior Director for Planning & Implementation, and the Director of Athletics
- Responsible for the following functional areas college-wide: concurrent enrollment, academic scheduling, faculty support, campus & site administration, admissions, athletics, academic advising, career services, child care and family services, contact/call-center, disabled student services, diversity & multicultural affairs, financial aid and scholarships, orientation and student success, health & counseling services, international student services, registrar & academic records, student ID and campus card administration, student life & leadership, student volunteer services, testing services, TRIO programs, and veterans' services
- Executive Sponsor/Chair of: SLCC Guided Pathways Collaborative Work Team, Increase College Participation Collaborative Work Team, Arts and Cultural Events Committee, Commencement Committee, Student Fee Board, Student Standards Committee, Technology Fee Board, and the Universal Access Committee.

**Tidewater Community College District Office – Norfolk, VA****Vice President for Student Affairs****July 2013-May 2015**

*Summary:* Provided district-wide strategic leadership for the Division of Student Affairs for a four (4) campus comprehensive community college system serving over 46,000 students annually. Tidewater Community College utilized a centralized administration that worked collaboratively with 4 (four) campus provosts and 4 (four) deans of students.

- Led a highly collaborative team of eight (8) executives that included the Associate Vice President for Student Success, the Associate Vice President for Recruitment, Admission, and Enrollment, the Director of Student Mental Health & Behavior, the College Registrar, four (4) campus-based Dean of Students and three college-wide administrators (Coordinator for Testing Centers, Coordinator for Educational Accessibility, and Coordinator for Student Engagement and Leadership)
- Led the following functional areas college-wide: central records/office of the registrar, advising and counseling, first-year student success, student activities and leadership programs, judicial affairs, disability support services, TRIO, recruitment and retention, and enrollment management

**Ivy Tech Community College of Indiana – Indianapolis, IN  
Office of the President/State-wide System Office****February 2007 – June 2013**

*Summary:* Provided state-wide strategic leadership while employed in various leadership roles within the Office of the President for the community college system in the state of Indiana which was comprised of twenty-three (23) campuses and seventy (70) educational sites located throughout the state. These state-wide leadership roles included: Director of Faculty Development and Student Life Initiatives, Institutional Liaison to the Higher Learning Commission (HLC), and Assistant Vice Provost/Assistant Vice President for Student Development Services.

**Assistant Vice Provost for Student Development Services****July 2009 – June 2013**

- Provided strategic leadership and on-going consultation for academic advising, multicultural affairs, academic success and retention, disability support services, judicial affairs, and career services across the system's twenty-three (23) campuses serving more than 200,000 students annually
- Collaborated with the College's fourteen (14) Chancellors, fourteen (14) Vice Chancellors for Academic Affairs, fourteen (14) Vice Chancellors for Student Affairs on policy development, implementation, and interpretation
- Partnered with academic affairs and workforce and economic development staff on issues related to transfer and retention and workforce development needs
- Developed and monitored of the office of student development services' budgets
- Developed and implemented programs that fostered student retention, course and program completion, and attainment of certificate, technical certificate, and associate degrees

**Institutional Liaison to the Higher Learning Commission****August 2009 – January 2011**

- Served as the college-wide coordinator of regional accreditation processes and procedures
- Served as the College's liaison to the Higher Learning Commission and was responsible for institutional communications and reports submitted to the commission regarding accreditation
- Coordinated the College's Higher Learning Commission accelerated associate degree program focus visits

**Director of Faculty Development & Student Life Initiatives****February 2007 – July 2009**

- Provided leadership and guidance for the College's \$12.5 million Lilly Endowment grant to recruit and retain intellectual capital across the system's twenty-three (23) campuses
- Facilitated system-wide adjunct faculty management program that included identifying, recruiting, retaining, orienting, developing, rewarding, and promoting adjunct faculty, as well as developed and implemented in-service programs and professional development activities to support instructional excellence

- Developed and implemented an adjunct faculty management program that included: on-line professional development activities; inclusion policy for adjunct faculty; adjunct faculty mentoring program; acquired access to medical, health, dental, and eye care insurance for adjunct faculty and their families; and approval of institutional fee remission policy for adjunct faculty, spouses, and dependent children

### **Ivy Tech Community College – Anderson, IN**

#### **Associate Dean of Student Affairs**

**February 2004 - February 2007**

- Served as campus' chief student affairs officer and provided strategic leadership for the Office of Admissions, Office of Academic Records, Office of Disability Support Services, Office of Financial Aid, Office of Career Services and Advising, and the Office of Student Life on a campus of over 2,100 students
- Coordinated outreach efforts at two satellite educational sites and developed community partnerships with external organizations that provided access to higher education for current and prospective students
- Coordinated "The Academy," a dual-credit partnership with the local school district which was the first of its kind within the state of Indiana
- Collaborated with the Department of Workforce and Economic Development to provide non-credit educational opportunities to inner-city adults and youth
- Served as the director of the 4Community Network and provided county-wide leadership for career development activities for middle school students in partnership with the United Way of Madison County and The Lilly Foundation, Inc.

#### **Summary of University Housing and Residence Life Professional Experience**

Served in a variety of professional housing and residence life professional positions at four-year institutions. Major responsibilities included supervision of professional, graduate, and para-professional staff; development of programmatic efforts that supported the academic mission of the university; budget and facility management; and served as judicial officer for student behavior and conduct concerns. Positions held:

- Slippery Rock University – Slippery Rock, PA  
*Associate Director of Housing & Residence Education* July 2002 – July 2003
- Indiana University – Bloomington, IN  
*Residence Manager* June 2000 – July 2002  
*Assistant Residence Manager* July 1999 – June 2000
- Western Michigan University  
*Residence Hall Director* July 1998 – July 1999

#### **Teaching Experience**

##### University of Utah – School of Graduate Studies

ELP 6630 / ELP 7630 – The American Community College

Spring 2021

##### Indiana State University – School of Graduate Studies

ELAF 891 – Internship/Practicum Course

Fall 2010, Fall 2011

ELAF 752 – Organization & Governance of Higher Education

Spring 2012

ELAF 687 – Higher Education in the United States

Fall 2012

##### NACADA Summer Institute Faculty

Summer 2011/Summer 2012/Summer 2013

Summer 2014/Summer 2015/Summer 2016

Summer 2018

##### Ivy Tech Community College

IVYT 120 – New Student Seminar (On-Line)

Spring 2007

IVYT 120 - New Student Seminar

Fall 2010 / Fall 2011/Fall 2012

Indiana University – Bloomington

U450 – Resident Assistant Training Course

Fall 1999/Fall 2000 / Fall 2001

Western Michigan University

Non-Credit Alcohol &amp; Substance Abuse Course

Fall 1998

Grand Valley State University

Freshman Studies Course

Fall 1997

**College Service****Salt Lake Community College**

Increase On-Campus Employment CWT, Executive Sponsor

August 2021 - Present

Increase College Going Rate Strategy, Executive Sponsor

August 2020 - Present

P-20 Alliance

August 2021 - Present

Utah Board of Higher Education Student Fee Taskforce

August 2020 – Present

P-20 Collaborative Work Team

August 2019 – Present

Guided Pathways Collaborative Work Team / Co-Exec. Sponsor

August 2019 – Present

Utah System of Higher Education, Chief Student Affairs Officers, Chair

June 2019 – June 2020

Strategic Enrollment Management Collaborative Work Team – Phase II

August 2018 - 2020

Strategic Enrollment Management Collaborative Work Team – Phase I

August 2016 - 2018

College Planning Council

August 2016 - Present

Utah System of Higher Education Chief Student Affairs Officers, Vice Chair

June 2017 – June 2019

Guided Pathways Implementation Team Co-Chair

January 2016 - Present

Joint Academic &amp; Student Affairs Team Co-Chair

January 2016-Present

Commencement Committee

July 2015 – Present

Student Fee Board, Chair

July 2015 – Present

Athletics Advisory Council

July 2015 – August 2019

**Virginia Community College System (VCCS) / Tidewater Community College**

Chancellor's Budget Re-Alignment Taskforce

September 2013 – May 2015

VCCS BlackBoard Steering Committee

August 2014 – May 2015

TCC/ODU Admissions &amp; Transfer Committee

July 2013 – May 2015

**Ivy Tech Community College**

Policy Consolidation Taskforce

August 2010 – June 2013

Strategic Plan, Strategy 1E, Co-Champion

March 2010 – June 2013

Academic Advising Expert Design Team, Co-Chair

March 2010 – June 2013

Strategic Plan 2010, Strategy 2D Committee

March 2010 – September 2011

Judicial Affairs/Student Code Committee

March 2010 – September 2011

Co-Curricular / International Initiatives Committee, Chair

March 2009 – July 2011

Higher Learning Commission Focus Visit, Chair

March 2010 – June 2010

Co-Curricular Taskforce

January 2008 – March 2009

Higher Learning Commission Self-Study, Co-Editor

February 2007 – March 2009

Higher Learning Commission Criterion IV, Co-Chair

February 2007 – March 2009

Adjunct Faculty Development Committee

February 2007 – July 2009

Higher Learning Commission Steering Committee

February 2007 – March 2009

Alcohol and Drug Education Committee, Chair

October 2004 – October 2007

TRiO/Lifesteps Grant Writing Committee

September 2004 – November 2004

Regional Student Affairs Officers Committee

February 2004 – March 2005

**Slippery Rock University of Pennsylvania**

Frederick Douglass Community Advisory Board	January 2003 – July 2003
Academic Initiatives Committee	July 2002 – July 2003
Division of Student Affairs Assessment Committee	July 2002 – July 2003
University Assessment Committee	July 2002 – July 2003

**Indiana University – Bloomington**

Gay, Lesbian, Bi-Sexual, Transgender Anti-Harassment Team	September 2001 – July 2002
Academic Initiatives Committee	August 2001 – July 2002
Professional Recruitment & Selection Committee, Chair	August 200 – May 2001

**Relevant Community Service**

Kids’ Food Basket – Volunteer	March 2025 - Present
Junior Achievement – Michigan Great Lakes <i>Board of Directors</i>	September 2024 – July 2025
Grand Rapids Chamber of Commerce Foundation <i>Board of Directors</i>	May 2024 – Present
Grand Rapids Sisters Cities <i>Participant – Zapopan, Michigan</i>	November 2023 – Present
The Right Place (Economic Development Corp) <i>Board of Directors</i>	March 2023 – Present
West Michigan Works! <i>Board of Directors</i>	March 2023 – April 2025
Envision Utah Education Steering Committee	June 2021 – January 2023
Economic Development Corporation of Utah <i>Board of Advisors</i>	August 2020 – January 2023
Leadership Utah – Salt Lake Chamber of Commerce	August 2018 – January 2023
The HIVE – Salt Lake Chamber of Commerce	August 2018 – January 2023
The Navigators Academy – Salt Lake County	August 2017 – January 2023
Madison County Community Foundation <i>Lilly Scholarship Selection Committee</i>	January 2008 – June 2013
Indiana State University College of Education <i>Capital Campaign Co-Chair</i>	January 2008 – June 2009
Indiana Collegiate Action Network <i>Steering Committee Member</i>	December 2006 – March 2009
United Way of Madison County <i>Vision Council Member</i>	August 2006 – February 2007
Court Appointed Special Advocates – East Central Region <i>Board Member</i>	August 2006 – February 2007
Indiana Health Care Association Foundation <i>Board Member</i>	December 2005 – December 2008
Leadership Academy of Madison County <i>Member</i>	February 2005 – August 2005
Indiana Coalition to Reduce Underage Drinking <i>Board Member</i>	April 2005 – April 2008
Community Education Summit	March 2004 – February 2007
4Community Network	June 2004 – April 2006
Kalamazoo Area Women’s Festival <i>Planning Committee</i>	November 1998 – July 1999

**Professional Service**

Michigan Department of Lifelong Education, Advancement, and Potential <i>Basic Needs Taskforce - Member</i>	May 2023 – March 2025
Michigan Education Trust Board – Gubernatorial Appointment	December 2023 – February 2025

Michigan Community College Association Board	January 2023 – April 2025
Indiana State University Higher Ed. Leadership Advisory Board	April 2022 – January 2023
NACADA AACSS Advisory Board	January 2020 – January 2023
USHE Student Affairs Officers Committee Chair	July 2019 – July 2020
USHE Student Affairs Officers Committee Vice Chair	July 2017 – July 2019
NASPA Western Region Board Member	April 2018 – July 2019
NACADA Summer Institute Faculty	August 2012 – August 2018
NACADA/CAS Standards Expert Review Panel	July 2012 - November 2012
Indiana University GLBTQ Anti-Harassment Team	July 2000 – July 2002
Conference for Indiana Student Staff Co-Chair	November 1999 – July 1999
GLACUHO Conference Programming Committee	January 1999 – January 2000
GLACHUO Sexual Orientation Issues Committee	January 1998 – January 1999
Resident Housing Association Advisor	October 1997 – July 1998
International Student Association Advisor	October 1997 – July 1998
Theta Chi Fraternity Advisor	November 1997 – July 1998

### **Relevant Professional Development & Training**

NASPA National Conference <i>Vice President for Student Affairs Pre-Conference</i>	March 2018
NASPA National Conference <i>New Student Affairs Vice President Leadership Institute</i>	March 2017
IUPUI Center for Philanthropy <i>Fundraising School for Student Affairs Professionals</i>	
NACADA Summer Institute Participant	July 2010
Higher Learning Commission <i>PEAQ Pre-Conference Workshop</i>	April 2008
Learning College Summit <i>Getting Results Workshop &amp; Certification</i>	July 2007
ACPA National Conference <i>Assessment Pre-Conference Workshop</i>	March 2006
National Council on Student Development <i>NCSD Leadership Institute</i>	November 2005

### **Higher Education Consulting Experience**

Connecticut State Community College System	July 2020 – December 2020
Horry-Georgetown Community College	November 2019
Redlands Community College	November 2018
Minnesota State Community & Technical College	October 2017
Alamo Community College District	October 2017
Community College of Aurora	March 2017
Metropolitan Community College	September 2016
Central Oregon Community College	June 2016
Community College of Alleghany County	March 2015
Pennsylvania Highlands Community College	March 2015
Ohio Central Technical College	May 2013
Des Moines Area Community College, Urban Campus	February 2013

### **Select Regional and National Presentations**

NASPA Western Region Conference <i>Assistant Vice President Institute Panelist</i>	November 2019
NACADA Region X Conference <i>Academic Advising Panel Discussion</i>	May 2018
NASPA Western Region Conference <i>Designing the Promise: SLCC's Promise Program</i>	November 2017
Higher Learning Commission Annual Meeting <i>Introduction to Community College Instruction</i>	April 2008
League for Innovation in the Community College <i>Getting Results: Community College Instruction</i>	March 2008
GLACUHO Regional Conference <i>Panel Discussion on Alcohol Use in Higher Education</i>	November 2005
State System of Higher Education Conference <i>Developing an Educational Student Conduct System</i>	May 2003
GLACUHO New Professionals Conference <i>Managing the Political Process in Higher Education</i>	October 2001
GLACHUO Regional Conference <i>Creating Your Flight Plan for an Academic Community</i>	November 2000
GLACUHO Regional Conference <i>Housing Considerations for Transgendered Students</i>	November 1998
GLACUHO Regional Conference <i>What Does ADA Mean for Us?</i>	November 1997

### **Awards and Recognition**

Newsmaker of the Year Nominee – Higher Education <i>Crain's Business Journal</i>	March 2025
West Michigan's 200 Most Influential Leaders <i>Crain's Business Journal</i>	November 2024
SLCC TRIO/PACE Outstanding Mentor Award	April 2021
NASPA Region V Outstanding Service to the Profession	October 2019
U.S. House of Representatives / Representative Julia Carson <i>Special Congressional Certificate of Appreciation</i>	March 2006
Madison County Community Foundation <i>Community Collaboration &amp; Partnership Award</i>	March 2006
Central Atlantic Affiliate of College and University Residence Halls <i>Advisor of the Year</i>	February 2003

### **Publications & Select Media**

*Crain's Power Breakfast: Higher Education.* Panelist. (September 2024).

*Leveraging Partnerships and Funding to Drive Innovation in Education.* TechEd Podcast. (July 2024).

*GRCC President Reacts to Gov. Whitmer's Proposal for Expansion of Free Community College.* WZZM. (January 2024).

*GRCC gets \$16.8 Million from state to renovate, expand Learning Resource Center.* MLive. (December 2023).

*2023 CEO Summit Interview.* WOOD TV (June 2023).

*Inside Track: New College President Leads from Humble Roots.* Crain's Grand Rapids Business. (March 2023)

*Designing the Promise: The Salt Lake Community College Promise Program* (Taylor, J.T. & Lepper, C.W.) in The Role of Student Affairs in Advancing Community College Student Success (2020). Routledge: New York.

*Designing the Promise: The Salt Lake Community College Promise Program* (Taylor, J.T. & Lepper, C.W.) Community College Journal of Research and Practice (March 9, 2018).

*The Influence of a Lilly Endowment Grant to Recruit and Retain Part-Time Faculty in a Community College System* (Lepper, C.W.) Doctoral Dissertation (May 2010).

*The Americans with Disabilities Act of 1990 and Residence Hall Facilities: An Assessment of Grand Valley State University* (Lepper, C.W.) Master's Thesis (May 1998).