

# Charles W. Lepper, Ph.D.

## Summary of Qualifications

Extensive career in higher education with over twenty-years (25) of leadership experience at 4-year universities and 2-year community colleges that includes strategic planning, grant and program development, faculty development, program assessment and evaluation, accreditation compliance, concurrent enrollment, student success and retention, budget management, community outreach and partnerships, health and counseling, multicultural affairs, career services, academic advising, admissions, financial aid, the registrar's office, course scheduling, and concurrent enrollment.

Served as an adjunct faculty member at community colleges, comprehensive regional universities, and research-intensive universities with over six (6) years of adjunct teaching experience, including three years as an adjunct faculty member in a doctoral program teaching courses on the college presidency and shared governance. Worked in Academic Affairs and served as the state-wide Director of Faculty Development and Student Life Initiatives and as the Assistant Vice Provost/Assistant Vice President in the Office of the President at Ivy Tech Community College, a state-wide comprehensive community college comprised of twenty-three (23) campus and over seventy (70) educational sites serving 200,000 students annually. Additional academic affairs experience includes serving as the Institutional Liaison to the Higher Learning Commission (HLC) and co-leadership for the accreditation affirmation/re-accreditation process.

Currently serve as the Vice President of Student Affairs and Enrollment Management at Salt Lake Community College, a comprehensive community college serving more than 60,000 students annually. Responsible for all student affairs and enrollment management functions on the college's ten (10) campuses. Some major accomplishments include:

- served as co-lead with the Provost for Academic Affairs to design, plan, and implement the College's Guided Pathways Model, aligning curriculum across six (6) schools for increased transferability within the Utah System of Higher Education (USHE)
- re-aligned College's academic course schedule to maximize space utilization and support student needs.
- established the Dream Center to support students who are in an undocumented status
- established the Gender and Sexuality Student Resource Center to provide support to womyn and students who identify as members of the LGBTQI+ community
- stabilized and increased enrollment with 1.8% growth in Fall 2019, the first enrollment growth since 2011
- secured four (4) Federal TRIO grants to support first-generation students and under-served communities
- strengthened concurrent enrollment partnerships with local school districts, guidance counselors, and high school students and their families resulting in a 12% increase in concurrent enrollment over a two-year period
- created scholarships/tuition waivers to promote access and diversity within the institution's concurrent enrollment program
- developed and successfully implemented the *SLCC Promise* program that has awarded over \$5 million in scholarships to eligible students
- implemented an electronic scholarship software that led to increase of scholarship applications and distribution of awards
- established a donor-funded Student in Crisis Fund that has distributed over \$500,000 to students
- implemented processes to auto-award embedded credentials within associate degree programs, which awarded over 1500 certificates during its first year of implementation
- re-engineered the Office of Academic Advising to align with College's guided pathway model using an intrusive case-management approach
- secured a \$1.2 million *Child Care Access Means Parents in School* (CCAMPIS) Federal Grant to expand child-care access and services
- received student and State of Utah approval for the construction of the \$20 million Jordan Campus Student Center
- developed and implemented the On-Campus Internship Program that provides professional experiences for students on-campus that are linked to learning outcomes
- established four (4) campus-based food pantries that provide support and assistance to students, faculty, and staff who experience food insecurity.
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Additionally, I am currently leading the construction of Salt Lake Community College's first residential complex, an apartment building housing approximately 400 students on the Taylorsville-Redwood Campus scheduled to open August 2023.

## 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

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

### Vice President for Student Affairs & Enrollment Management

**July 2015 – Present**

*Summary:* Provide 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.

- Provide ongoing college-wide strategic leadership for the Division of Student Affairs comprised of approximately 250 full-time and 350 part-time employees with an annual divisional operating budget of approximately \$42 million
- Supervise 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.

**Major Accomplishments:** Co-led implementation of Guided Pathways; implemented needs-based *SLCC Promise* program; implemented auto-award process of certificates and other credentials; secured Federal TRIO grants; increase concurrent enrollment participation by 12%; secured \$1.2 million CCAMPIS Federal Grant to support childcare; secured \$18 million approval to expand Jordan Campus Student Center; established Multicultural Student Success Coordinators positions; established four (4) food pantries; secured private scholarship funds to support Native American, Latinx, and student-athletes; established men's and women's soccer as sanction collegiate sport; established the Gender and Sexuality Student Resource Center; and stabilized enrollment and grew Fall 2019 enrollment by 1.2%, the College's first enrollment growth since 2011.

### **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

**Major Accomplishments:** Developed and implemented High School Career Coach program; established and implemented educationally-based judicial process that provided students with due-process; revised college-wide Code of Student Rights and Responsibilities; established practices to ensure procedural and policy compliance with Federal, State, and system statutes and requirements; established practices to ensure procedural and policy compliance with requirements set-forth by the Southern Association of Colleges and Schools (SACS); and established college-wide Title IX and sexual misconduct policies and procedures.

### **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 /Assistant Vice President 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

**Major Accomplishments:** Significant contributions to ten-year Higher Learning Commission accreditation process and co-authored Criterion Four narrative; re-engineered college-wide academic advising process, which included hiring and on-boarding fifty (50) new academic advisors; led implementation of Starfish Retention Solutions technology; developed and received approval for nine (9) college-wide policies focused to improve the recruitment, retention, and satisfaction of adjunct faculty; implemented college-wide career services technologies; developed and received approve for policies and procedures to govern academic advising, career services, disability support services; and judicial affairs

#### **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 & Substance Abuse Course Fall 1998

#### Grand Valley State University

Freshman Studies Course Fall 1997

### College Service

#### Salt Lake Community College

|                                                                             |                        |
|-----------------------------------------------------------------------------|------------------------|
| 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  |
| Utah System of Higher Education, Chief Student Affairs Officers, Vice-Chair | June 2018 – June 2019  |
| Strategic Enrollment Management Collaborative Work Team – Phase II          | August 2018 - Present  |
| Strategic Enrollment Management Collaborative Work Team – Phase I           | August 2016 - Present  |
| 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 & 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 & 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 2000 – May 2001     |

**Relevant Community Service**

|                                                                                     |                             |
|-------------------------------------------------------------------------------------|-----------------------------|
| Envision Utah Education Steering Committee                                          | June 2021 – Present         |
| Economic Development Corporation of Utah<br><i>Board of Advisors</i>                | August 2020 - Present       |
| Leadership Utah – Salt Lake Chamber of Commerce                                     | August 2018 – Present       |
| The HIVE – Salt Lake Chamber of Commerce                                            | August 2018 – Present       |
| The Navigators Academy – Salt Lake County                                           | August 2017 – Present       |
| Madison County Community Foundation<br><i>Lilly Scholarship Selection Committee</i> | January 2008 – June 2013    |
| Indiana State University College of Education<br><i>Capital Campaign Co-Chair</i>   | January 2008 – June 2009    |
| Indiana Collegiate Action Network<br><i>Steering Committee Member</i>               | December 2006 – March 2009  |
| United Way of Madison County<br><i>Vision Council Member</i>                        | August 2006 – February 2007 |
| Court Appointed Special Advocates – East Central Region                             | August 2006 – February 2007 |

|                                               |                               |
|-----------------------------------------------|-------------------------------|
| <i>Board Member</i>                           |                               |
| Indiana Health Care Association Foundation    | December 2005 – December 2008 |
| <i>Board Member</i>                           |                               |
| Leadership Academy of Madison County          | February 2005 – August 2005   |
| <i>Member</i>                                 |                               |
| Indiana Coalition to Reduce Underage Drinking | April 2005 – April 2008       |
| <i>Board Member</i>                           |                               |
| Community Education Summit                    | March 2004 – February 2007    |
| 4Community Network                            | June 2004 – April 2006        |
| Kalamazoo Area Women's Festival               | November 1998 – July 1999     |
| <i>Planning Committee</i>                     |                               |

### **Professional Service**

|                                                    |                             |
|----------------------------------------------------|-----------------------------|
| NACADA AACSS Advisory Board                        | January 2020 – Present      |
| 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**

|                                                                |               |
|----------------------------------------------------------------|---------------|
| Professional Development Certificate                           | December 2021 |
| Trauma and Resilience Level-1 Certification                    |               |
| <i>Florida State University</i>                                |               |
| 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                                     | April 2008    |
| <i>PEAQ Pre-Conference Workshop</i>                            |               |
| Learning College Summit                                        | July 2007     |
| <i>Getting Results Workshop &amp; Certification</i>            |               |
| ACPA National Conference                                       | March 2006    |
| <i>Assessment Pre-Conference Workshop</i>                      |               |
| National Council on Student Development                        | November 2005 |
| <i>NCSD Leadership Institute</i>                               |               |

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

### **Awards and Recognition**

|                                                                                                                         |               |
|-------------------------------------------------------------------------------------------------------------------------|---------------|
| 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<br><i>Special Congressional Certificate of Appreciation</i> | March 2006    |
| Madison County Community Foundation<br><i>Community Collaboration &amp; Partnership Award</i>                           | March 2006    |
| Central Atlantic Affiliate of College and University Residence Halls<br><i>Advisor of the Year</i>                      | February 2003 |

### **Publications**

*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).