

[ FOCUS ]



2011 ANNUAL REPORT





“I am proud of how far we’ve come in such a short time.”

# WELCOME

**My first task when I arrived as President of Davenport University in 2009 was to listen.**

Leaders in business, technology and health told me what they needed from our graduates to achieve their goals. Our staff and faculty shared their ideas for the future. Students—current, past and future—told me what they were seeking when considering Davenport.

These conversations provided direction for institutional and market research that would further inform our development of the University's Vision. After months of dialog, information gathering and research, we created Vision 2015 and launched it with our 2010-11 strategic plan.

Our starting point in Vision 2015 is to create a culture of **quality** for Davenport University. By infusing quality into our academic programs and customer service, we will assure our students a valuable education that leads to guaranteed careers in the growth sectors of business, technology and health. Employers will be confident they are getting high-quality performers for their organizations when they hire Davenport graduates.

This year we were accepted into the Higher Learning Commission's **Academic Quality Improvement Program (AQIP)**. Aligned with the Malcolm Baldrige Award process, AQIP infuses the principles and benefits of continuous improvement into the culture of universities. Also, we are launching Davenport's "**balanced scorecard**" this year, tracking key metrics throughout the University and keeping our progress against Vision 2015 before us at all times.

After two full years with Davenport, I am more confident than ever that this institution will realize this Vision. We are pursuing the right things and we are doing them in the right way. We have the right people in place to do the hard work necessary to make Davenport University an educational leader in Michigan and in the U.S., helping our students "Get where the world is going."

**Richard J. Pappas, Ed.D.**

President, Davenport University




**Richard J. Pappas, Ed.D.**  
President



At the beginning of 2010, Davenport University set out on a bold new path we call **Vision 2015**. This journey, infused with quality, based on research and measured rigorously, will result in a final destination where **Davenport University is renowned as a university of the highest measurable quality that exceeds employer expectations, transforms communities and prepares students to achieve their career dreams.**

The **2011 Annual Report** provides a look at the University as it takes a laser focus on making progress toward Vision 2015.



A photograph of a student in a classroom, seen from behind, with their right hand raised. The student is wearing a dark blue shirt and has blonde hair tied back. On their wrist, they have several bracelets: a black cord with a white flower-shaped charm, a yellow and green beaded bracelet, and a red and purple beaded bracelet. In the background, other students are seated at desks, and a person in a red and white striped shirt is standing. The scene is brightly lit, likely from a window on the left.

Davenport University is to be renowned as a university of the highest measurable quality that exceeds employer expectations, transforms communities and prepares students to achieve their career dreams.



# WHAT IS VISION 2015?

**Our vision**—which was developed through an inclusive internal process and has earned the endorsement of prominent Michigan business leaders—calls for a culture of quality, with leading-edge programs based on the needs of students and the marketplace; standards of excellence, with data-driven decision and measurable achievement; and a university that exceeds employer expectations, empowers graduates and fosters stronger communities.

*“Achievement of Davenport’s Vision 2015 will separate this university from the pack.”*

**Blake Krueger**  
Chairman, CEO and President  
Wolverine World Wide



In 2010-11, Davenport conducted extensive market research to better understand how it can best meet the needs of students and employers.

# KNOWING THE MARKETPLACE BETTER THAN ANYONE

*"I chose Davenport because of its convenient location and instructors with real-world experience. The Career Services department helped me secure two internships in marketing and also helped me perfect my resume, portfolio and interviewing skills. I was able to gain the knowledge and confidence needed to secure a full-time job in marketing at Gordon Food Service when I graduated. I am proud to say I am a successful Davenport alum!"*

**Seth Thompson**

Bachelor of Arts in Marketing, 2010  
Product Data Specialist, Gordon Food Service

**Based on analysis of the research and internal data, Davenport announced:**

- **New programs** at most existing campuses, based on market needs.
- **A new center** in downtown Grand Rapids for graduate programs, completed in June 2011 and dedicated Oct. 12, 2011 as the Peter C. Cook Center.
- **A new campus** planned for Lansing to replace inadequate Davenport facilities in that market.
- **Expanded nursing labs** in Midland and Warren, which were completed for the 2011-12 academic year.
- **The May 2012 closure of campuses** in Alma, Caro and Gaylord due to insufficient market opportunities. Davenport will continue to serve the students of those campuses through other locations and online. The Caro Campus has been sold to the Tuscola County Medical Care Facility, which will occupy the space following the 2011-12 academic year.

**New Campus Leaders** were identified for most of Davenport's campuses outside of Grand Rapids:



**Susan Crkovski**  
Executive Campus Director, Warren



**Danielle DeLonge**  
Executive Campus Director, Lansing



**Dr. James Loughran**  
Executive Campus Director, Livonia



**Kristy Nelson**  
Campus Director, Midland



**Denise Sherman**  
Campus Director, Saginaw



**Linda Sievert**  
Campus Director, Holland



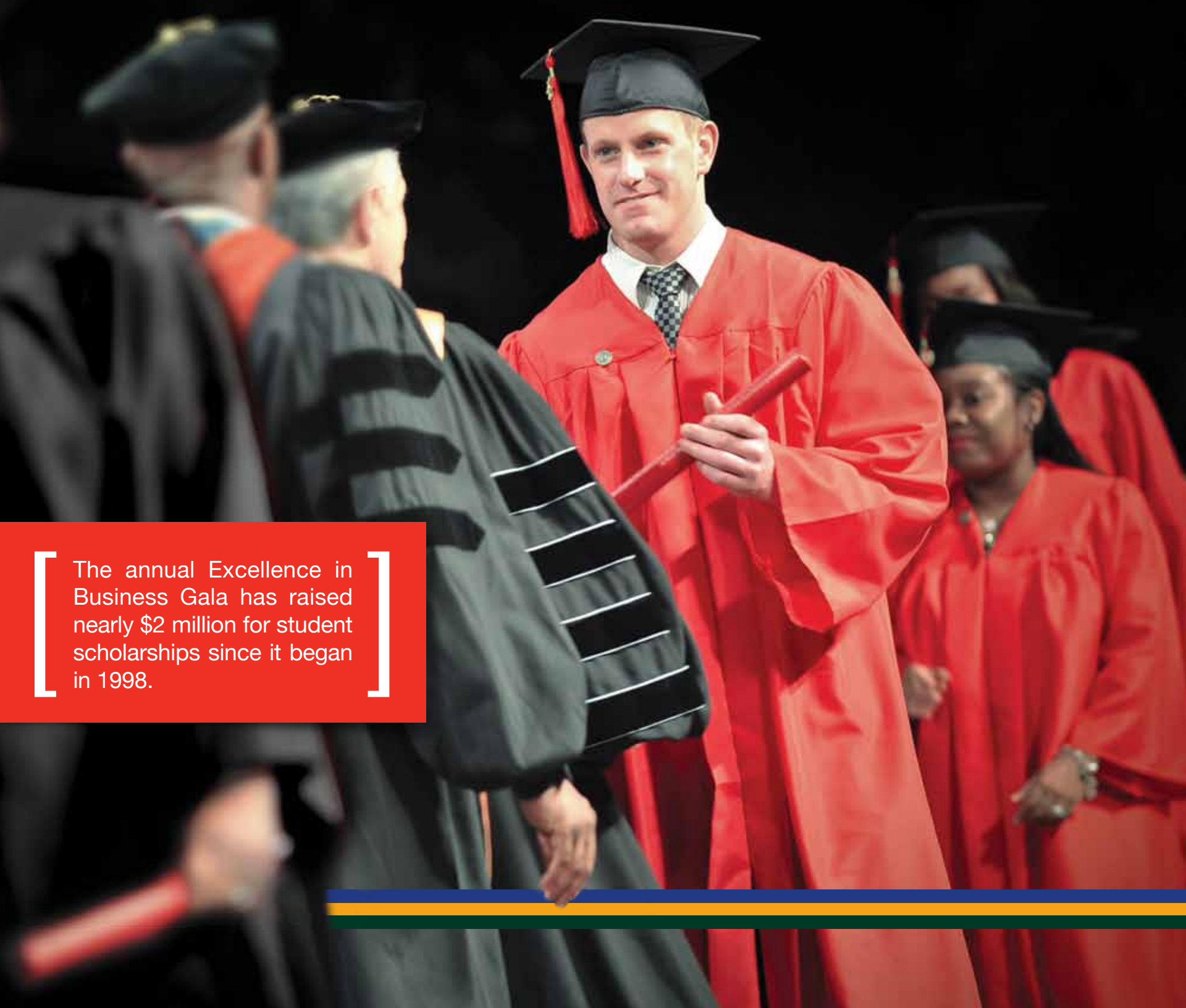
**Kathy Stewart**  
Campus Director, Kalamazoo



**Susan Wisniewski**  
Campus Director, Flint



**CAMPUS LOCATIONS**



The annual Excellence in Business Gala has raised nearly \$2 million for student scholarships since it began in 1998.

# ON A STABLE FINANCIAL PATH

*“For many students, financial aid can determine whether or not they continue their education. When returning to college at Davenport University as a non-traditional student, I was fortunate enough to be awarded one of many available Foundation Scholarships that helped offset the cost of my tuition. Now that I work in the nonprofit sector, I continue to value the generosity of donors and their impact on the community, no matter the dollar amount.”*

**Jaime Brookmeyer**

Bachelor of Arts in Applied Business, 2008  
Donor Relations Coordinator, Van Andel Institute

**A private, non-profit institution, Davenport University is financially stable, with revenues exceeding costs.**

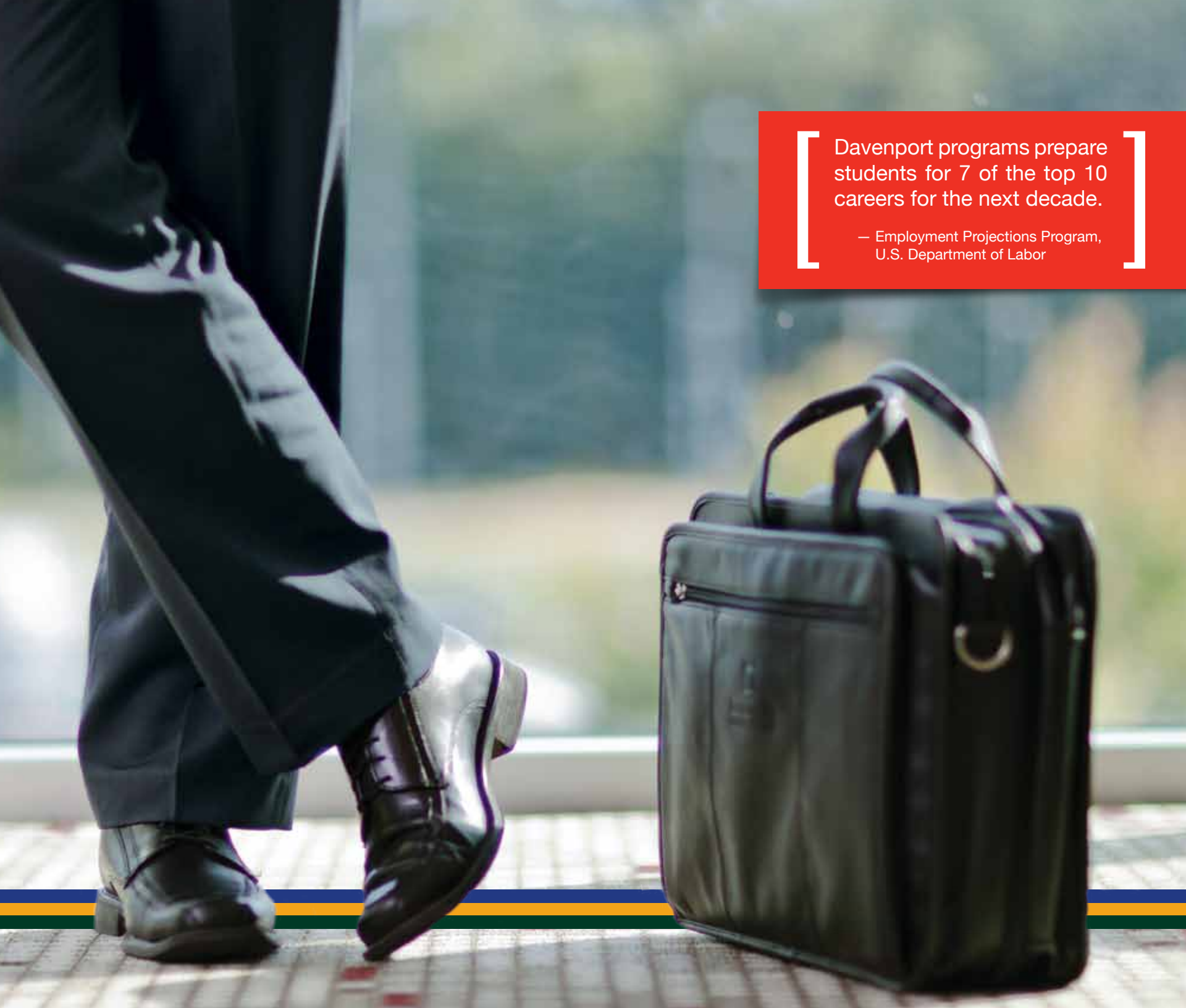
This largely is due to the University’s strong enrollment.

For 2010-11, DU **enrollment grew** .23 percent for credit hours and 3.1 percent for head count, despite reduced numbers experienced at most universities due to reductions in federal and state aid. Also, **student retention improved** 2 percent from fall 2009 to fall 2010 over the previous year, and 3 percent from fall 2010 to winter 2011 compared to the previous year.

Also contributing to Davenport’s bottom line is the University’s **Institute for Professional Excellence (IPEX)**. IPEX provides training services to corporations and organizations, leveraging University resources and expertise. Clients have included Amway Corp., Steelcase Inc., the Detroit Police Department and other leading organizations.

In 2010-11, Davenport University enhanced its **advancement** efforts with a new **Alumni Board** and an expanded **Foundation Board**. Efforts are underway to determine the feasibility of a fundraising campaign that will bolster scholarship endowment and capital needs.

At the **Excellence in Business Gala** in May, Steelcase Inc. President and CEO Jim Hackett was honored with the Peter C. Cook Excellence in Business Award. Academy and Emmy-Award winning actress Helen Hunt served as the event’s keynote speaker. The annual Excellence in Business Gala has raised nearly \$2 million for student scholarships since it began in 1998.



Davenport programs prepare students for 7 of the top 10 careers for the next decade.

— Employment Projections Program,  
U.S. Department of Labor

# STUDENTS GET WHERE THE WORLD IS GOING

## NEW PROGRAMS

In the past year, Davenport streamlined its process for launching new academic programs, drastically reducing the time-to-market for new programs from 18 months to just 90 days. Based on market research, Davenport offered **new programs at nearly every campus** for the 2011-12 academic year. Today, all Davenport campuses offer bachelor degree programs in business, the Master of Business Administration program, and the Bachelor of Science Completion Program in Nursing to support the needs of business and health organizations. In January 2012, Davenport will launch its Master of Science in Nursing program.

The University also is exploring a Master of Technology Management degree and programs in occupational therapy, physical therapy, insurance industry management and more.

## THE DAVENPORT WAY

A Davenport education is much more than mastering subject matter; it also focuses on the attributes employers are looking for in the workforce. That includes communications skills, leadership, dispute resolution, cultural competencies, entrepreneurship, working in groups and more. All of these are taught to DU students through the University's "**Excellence System**" built right into the curriculum.

Another way Davenport is helping ensure the success of its students is through **intrusive advising**. Advisors work with new students to develop graduation plans, including a roadmap of courses to take and related experiences to schedule, such as tutoring, international studies, internships and more. Davenport's Career Services group further works with students to plan for their integration into the workforce after graduation. Career Services conducts talent assessments, helps set up internships with area businesses and health organizations, and assists with job placement for graduates. DU alumni have complimentary career services for life and may audit DU courses for free so that they can remain current in their field.

*"Davenport gave me the knowledge and critical experience I needed to secure an internship on Amway Corporation's emerging market development team. Through my internship, I had the amazing experience of traveling to Ghana to participate in a project firsthand, and I have made numerous connections with business leaders who have expressed interest in hiring me after graduation."*

### Alexandra Bruyn

Bachelor of Arts in Accounting/Master of Business Administration, 2012  
Emerging Market Development Intern, Amway Corp.

*“The BPA program taught me essential skills such as networking and personal responsibility for success that complement the formal curriculum and academic atmosphere at Davenport. BPA helped build a solid foundation for my career, and through my BPA network of contacts, I was able to begin a successful career after graduation.”*

**Nicholas Buiter**

Bachelor of Arts in Accounting, 2004  
Accounting Supervisor, L-3 Communications

## STUDENTS ACHIEVING SUCCESS

Competing against peers from across the U.S., Davenport students participating in **Business Professionals of America** (BPA) and DECA national competitions once again demonstrated the superior preparation they have obtained through their Davenport education.

At the BPA National Leadership Conference in Washington, D.C. in May 2011, Davenport students took home eight first-place awards and a record-breaking 71 top-10 finishes. The BPA competition, where more than 5,000 students from 25 states competed, challenged students in the areas of financial services and information technology.

At the three-day **DECA** International Career and Development Conference in Orlando, Fla., in April 2011, 10 of 25 Davenport competitors came home with top-10 finishes, including the University’s second consecutive national championship in business law. DECA prepares emerging leaders and entrepreneurs for careers in marketing, finance, hospitality and management in colleges around the globe.

## In February of 2011, Dr. Linda Rinker joined Davenport University as its new Executive Vice President of Academics and Provost.

Under her leadership, academics underwent a re-organization and new processes were put into place to review and launch new academic programs, based on market research.

Academics were reorganized under four colleges:

- **Donald W. Maine College of Business**
- **College of Technology**
- **College of Health Professions**
- **College of Arts & Sciences**



**Dr. Linda Rinker**

Executive Vice President and Provost,  
Davenport University

In her new role, Dr. Linda Rinker is leading faculty and staff along with academic programming to advance Davenport University’s mission to “prepare individuals and organizations to excel in the knowledge-driven environment of the 21st century.” In her previous positions, Dr. Rinker was responsible for the overall administration of the institutions’ academic progress, the strategic planning process and the comprehensive enrollment management process.

### Education

Doctorate of Administration  
and Education  
*Columbia University*

Master of Science in  
Nursing Administration  
*Villanova University*

Master of Arts in  
Counseling Psychology  
*Kutztown University*

### Previous

Vice President for Academic  
Affairs and Provost  
*Western Connecticut  
State University*

Vice President for Academic  
Affairs and Provost  
*Kutztown University*



[ In the annual Employee Satisfaction Survey, overall employee satisfaction was 4.1 on a 5-point scale. ]

# BECOMING AN EMPLOYER OF CHOICE

**In 2010-11, Davenport launched a number of initiatives to enhance its ability to be an employer of choice.**

Benefit offerings were enhanced, employee recognition opportunities were increased and new professional development training programs were launched for faculty and staff. More than 325 employees attended “Working Collaboratively to Serve Students” training, focused on managing conflict with both internal and external customers.

Davenport faculty and staff are **engaged in the strategic direction** of the University. Davenport’s annual strategic planning process involved the input of more than 400 faculty and staff, and town hall meetings that featured President Pappas and Leadership Team members sharing information and seeking input on initiatives and the University’s strategic plan were well-attended.

A new program under development called **Innovation Station** will offer new levels of employee involvement in creating University programs that help achieve Vision 2015. The Innovation Station will allow employees from across the University to submit, discuss and vote upon ideas online, arriving at peer-reviewed strategic tactics that enjoy broad consensus.

Davenport University cultivates an environment that **respects and celebrates diversity, strives for equity, and includes the input and contributions of all.** Among key successes in 2010-11 were a 4-percent increase in minority applicants for DU positions, the hiring of the University’s first Executive Director of Diversity, Equity and Inclusion, and launching the new Diversity Program Development Fund, which awarded its first grant to The Women’s Initiative on Learning and Leadership project.



**Dr. Rhae-Ann Booker**  
Executive Director of Diversity,  
Equity and Inclusion

## **Education**

Doctorate of Philosophy in  
Evaluation, Measurement  
and Research Design  
*Western Michigan University*

Master of Social Work  
*Colgate University*

Bachelor of Arts in Sociology  
*Calvin College*

## **Previous**

Director of Pre-College  
Programs  
*Calvin College*

Life Takes You

The brand promise was introduced in the University's new advertising campaigns with the tagline, "Get where the world is going."



**MBA**s for where the world is going.  
MBA Classes Begin Downtown This Fall



# SHARING OUR BRAND PROMISE

*“I was looking for a university that would make me marketable, knowledgeable and confident in my abilities to perform. I found that at Davenport University. They’re definitely getting me where the world is going.”*

**Jacqueline Kramer**

Bachelor of Science in Nursing, 2012

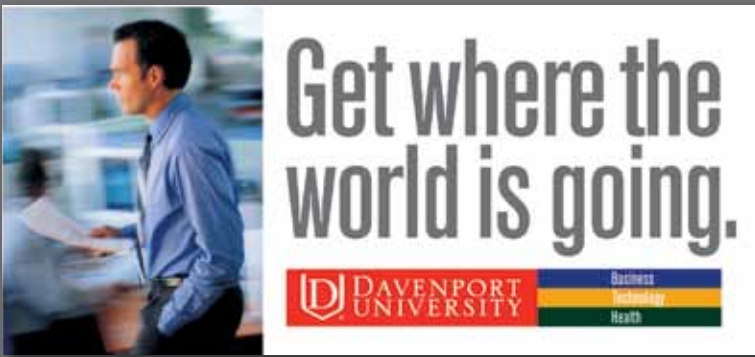
In 2010-11, in a major initiative to increase public understanding of Davenport and support for its goals, the University identified and introduced a new brand that captures its promise to students, staff, alumni, donors and employers.

In-depth research and extensive interviews with key stakeholders revealed Davenport’s unique position in the marketplace to be its relentless focus on where the world is going in the three future economic drivers—business, technology and health professions—with a passion to know these markets better than anyone else. Davenport’s vision for higher education with programs that are more innovative and responsive gives its graduates a unique competitive advantage.

The **brand promise** was introduced in the University’s new advertising campaigns with the tagline, “Get where the world is going.”

In addition to advertising via TV, radio, print, billboards and online, all marketing communications to key internal and external stakeholders were rebranded with the fresh look, feel and messaging of the University’s new brand. This includes *University eNews* for employees, *DU Daily* for students, *DU Review* for alumni and *Partners* for leaders in the community and government plus education, business, technology and health organizations.

Also, the University launched its **rebranded website** at **[www.davenport.edu](http://www.davenport.edu)** to communicate Davenport’s brand promise to prospective students while serving the information needs of its stakeholder audiences, including current students, faculty and staff, alumni, donors and members of the community.



Outdoor Board



Print Ads



TV



Postcard

# Get Where the World Is Going



[ Davenport reported more than 63,000 volunteer hours in 2010-2011. ]

# AN ACTIVE MEMBER OF THE COMMUNITIES WE SERVE

## Davenport strives to be an active member of its communities.

With 14 campuses, including those in seven of the top 10 Michigan markets, Davenport University desires to make a positive impact on Michigan through its graduates in the workplace and through the community efforts of its students, faculty and staff.

President Pappas will serve as the 2012 board chair for the Grand Rapids Area Chamber of Commerce. He also serves on the boards of The Right Place Program and Heart of West Michigan United Way. His personal efforts are matched by the community and industry involvement of Davenport students, faculty and staff.

- DU faculty, students and staff served more than **400 community partners** in 2010-11 and reported more than **63,000 volunteer hours**.
- Davenport proudly supports **Junior Achievement**, United Way's **Adopt-A-Family** program, **Volunteer Income Tax Assistance (VITA)** and many other non-profit organizations across Michigan.
- DU is an active member in the **Chambers of Commerce** representing its campus communities.

*“Working for the Volunteer Income Tax Assistance program gave me the opportunity to give back to the community. While I am not preparing taxes in my career, having the VITA experience put me at a strong advantage in securing my current job as Controller, where I work in accounting and manage a team of CPAs who complete the company’s taxes.”*

### **Marlana Huston**

Bachelor of Arts in Accounting, 2009  
Controller, West Michigan Tag & Label

With a history dating back to 1866, Davenport University prepares students for careers in business, technology and health professions. DU is a Michigan-based private, non-profit university with 14 campuses statewide and online classes serving an enrollment of more than 13,000 students.



# ABOUT DAVENPORT UNIVERSITY

## **GOVERNANCE**

The Davenport University Board of Trustees, comprised of leaders in business and the community, guides the strategic direction and growth of the institution as it strives toward achieving Vision 2015.

## **ACCREDITATION**

Higher Learning Commission—North Central Association of Colleges and Schools (NCA), International Assembly for Collegiate Business Education (IACBE) and other program-specific accreditations.

## **QUALITY AND VALUE**

Davenport offers value by keeping tuition among the lowest of all state private colleges and universities, while providing academic quality, small class sizes (17-student average), conveniently located campuses, faculty with real-world experience (no teaching assistants) and a dynamic curriculum addressing in-demand careers.

## **STUDENTS**

Davenport serves more than 13,000 students statewide. The average age of a DU student is 31, with 64 percent attending part-time and 63 percent female.

## **SCHOLARSHIPS**

Based on academic qualifications and need, award amounts vary up to full tuition.

## **COURSE DELIVERY**

Courses offered days, evenings and weekends, in-seat and online.

## **ACADEMIC PROGRAMS**

Davenport offers more than 40 master's, bachelor's and associate degree programs through its Colleges of Business, Technology and Health Professions.

## CAMPUSES

Davenport University is headquartered in Grand Rapids, Mich., where it operates its traditional W.A. Lettinga Campus with academic facilities, residence and dining halls, student activities center and athletic facilities. The University also operates the Peter C. Cook Center in downtown Grand Rapids, where MBA programs and corporate educational services are offered.

Additional academic facilities are maintained in Alma, Battle Creek, Caro, Flint, Gaylord, Holland, Kalamazoo, Lansing, Livonia, Midland, Saginaw, Traverse City and Warren.

## ATHLETICS

Davenport is a member of the Wolverine Hoosier Athletic Conference (WHAC) and the National Association of Intercollegiate Athletics (NAIA).



In 2010-11, Davenport's athletic program enjoyed its most successful year ever, with national championships in **hockey**, **lacrosse** and **rugby**. Also, **women's basketball** enjoyed a perfect 30-0 regular season, losing in the national championship game. **Men's basketball** also played deep into the national postseason tournament.



Davenport's 24 men's and women's teams also include baseball, bowling, competitive cheer and dance, cross country, golf, soccer, softball, tennis, track and field, and volleyball.

The Board of Trustees members are:

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**Tracy D. Graham**  
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### Vice Chairman



**Frank H. Merlotti**  
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Fifth Third Bank  
Grand Rapids, Mich.



**Kenneth Yerrick**  
Executive VP Emeritus  
Dow Corning Corp.  
Traverse City, Mich.



**[ BE PART OF  
THE VISION ]**

# COMING INTO FOCUS

We invite everyone to be part of Davenport's vision to change the face of education and positively impact the state of Michigan.



For more information, visit [davenport.edu](http://davenport.edu) or call 800-686-1600.

## Through Vision 2015:

- **Students** will enroll at DU because it is their best opportunity to achieve their career dreams.
- **Faculty** and **staff** will change the lives of students and others in their communities.
- **Alumni** will support their alma mater because it is making a difference in their community and the world.
- **Donors** will know their gifts are sound investments with a profound impact on the lives of individuals and the wellbeing of their communities.
- **Employers** will realize their best-prepared employees have earned DU degrees.
- **Communities** will recognize DU as a rich resource for their economies and quality of life.
- **The world** will view DU as a top institution of learning in the critical areas of business, technology and health.



Get where the world is going

For more information, visit [davenport.edu](http://davenport.edu) or call 800-686-1600.



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