

A 2020 Vision

**Metropolitan State University of Denver
will become the preeminent public
urban university in the nation.**

**2015-2020 Strategic Plan
Strategic Plan Refresh June, 2015**



**METROPOLITAN
STATE UNIVERSITYSM
OF DENVER**

Metropolitan State University of Denver Strategic Plan 2020

Vision

Metropolitan State University of Denver's vision is to become the preeminent public urban university in the nation.

Role and Mission

MSU Denver is a comprehensive, baccalaureate- and master's-degree granting urban university that offers arts and sciences, professional and business courses and programs to a diverse student population in an atmosphere of mutual respect. Excellence in teaching and learning is MSU Denver's primary objective.

MSU Denver's mission is to provide a high-quality, accessible, enriching education that prepares students for successful careers, post-graduate education and lifelong learning in a multicultural, global and technological society. To fulfill its mission, MSU Denver's diverse university community engages the community at large in scholarly inquiry, creative activity and the application of knowledge.

Metropolitan State University of Denver in 2020

A Five-Year Strategic Vision for a Preeminent Urban University

Introduction

The Metropolitan State University of Denver (MSU Denver) statutory mission of providing high-quality, affordable and accessible education to Colorado residents remains steadfast as evidenced by our teaching, which is known for its relevant and engaging curriculum and dedicated faculty, and our enhanced reputation for the quality of our graduates. Better than any other institution, our graduates are known for their professional and practical preparation in a diverse, fast-paced, and increasingly interdependent world. This commitment to relevant education aimed at economic and societal improvement has gained us extensive local, state and national recognition.

MSU Denver Core Values

MSU Denver’s mission, vision, ongoing operations and strategic planning are informed by a core set of values that define who we are—and aspire to be — as a University. They are: Diversity, Access, Entrepreneurship, Respect, and Community.

Diversity

MSU Denver has been committed to diversity and inclusive excellence since its inception. This is evidenced by our efforts to embed systemic practices to achieve a high quality, culturally sensitive education; is reflected by our leadership, faculty, staff and students; and is woven into the fabric of our University.

Access

Inspired by the students we serve, many of whom are low-income or first-generation, our self-confident academic community breaks down traditional boundaries and takes responsibility for meeting the challenges of access to education in the 21st century.

Entrepreneurship

We embody an entrepreneurial spirit that leads to agility, risk taking and scrappiness, which has framed our innovative approaches to delivering a wide range of academic disciplines, solving problems and addressing community need.

Respect

We boldly seek a climate of mutual respect and reflection that supports different beliefs and perspectives and promotes the open exchange of ideas. Because we respect everyone, communicate effectively, promote transparency, embrace dialogue, cultivate trust and respect governance structures, we are consistently able to make decisions with a student-first mentality.

Community

MSU Denver is an engaged urban university that promotes mutual relationships between the University and the community where we apply the intellectual strength of our faculty and the energy of our students to solve real-world problems. We have the ability to benefit the economic health, cultural health and well-being of the community and promote the public good through the transformation of urban communities in metropolitan Denver.

Background

In the first three years of the 2012-2017 plan, we have achieved many of its goals. During that time, we became a University; built the Student Success Building, Hotel and Hospitality Learning Center and the Regency Athletics Complex at MSU Denver; implemented self-funded Master's Programs; increased our graduation rate from 2,973 to 3,650; received state funding for our Aerospace and Engineering Sciences building and created an Advanced Manufacturing Institute; led the argument to create a more economic formula of higher education funding for the state; and helped frame the 2013 legislative approval of the ASSET bill through our board approved special tuition rate for undocumented students.

Now, we are refreshing the plan with a new foresight aimed at a vision for 2020 that will reinforce all that we stand for and move us toward an even brighter future. This document does not attempt to tally the many specific achievements from the 2012 plan. Rather, it contains all the elements of the 2012 plan that remain pertinent. Therefore, the strategies we devise to take us into 2020 must focus on not only our achievements and growth, but also on surmounting the many challenges we face.

Looking to the Future

Many challenges lie before us. Higher education will continue to be scrutinized on issues of cost and debt, and college tuition will remain a focus for public policy discussion. Aggressive marketing among all higher education institutions will be a source of increased competition; therefore we will need to project a distinct institutional image and a positive presence in the media. The issues of student outcomes including employment and indebtedness will loom larger in public perception, impacting admission and retention. The role of technology will increase as an academic tool, as the subject of academic study, and as a vehicle for communication, marketing and development. Similarly, career paths will continue to assume technological competencies, but also will require a new blend of soft skills that includes interpersonal communication, cultural competencies and critical thinking, influencing the development of our curricula in new ways.

We know that to thrive and continue our progress toward transforming lives, communities and higher education, we must, as an organization, be agile and flexible. This strategic plan update seeks to unite ideas, aspirations, imagination, scientific data and hard-won knowledge collected from hundreds of stakeholders—students, faculty, affiliate faculty, staff, alumni, Trustees, Foundation Board members and community members— in 2012, and then again in 2015. The information was studied, debated and enhanced through a deliberate and inclusive process into a pragmatic document that has been providing direction for the past three years, shining a beacon toward our goals and guiding our steps. Now we refine the plan and enhance it to keep us on course.

Because of MSU Denver's heritage as a public institution, our location in the heart of the state's largest metro area, and our mission of accessibility, diversity and academic excellence, we choose to embody entrepreneurial and courageous principles in providing a relevant education. Our educational programs are aimed at meeting the needs of the local and state economy, Colorado businesses and the community organizations that fuel them. We are more powerfully poised than ever before to apply the intellectual capital of our faculty and harness the energy of our students to solve real-world problems and meet real-world needs. We have the ability and the self-confidence to assume a measure of responsibility for the economic health, cultural health and wellbeing of the community to benefit the public good. We are on the cusp of transforming the role of MSU Denver in metropolitan Denver.

Five Strategic Themes

We will do this with a continued commitment to our five strategic themes:

- Student and Academic Success
- Community Engagement and Regional Stewardship
- University Culture
- University Resources
- Telling the MSU Denver Story

Measurement of Success

We will be measured by fostering inclusivity, by pursuing research for the public good, by supporting the vitality of the community, and by engaging in activities that have positive, real-world applications for the benefit of society.

We will establish metrics that matter and assess progress toward our goals, gather evidence to inform decision-making about them, and fold the results of our assessments back into the delivery of effective programs for our students.

We can provide access and demand excellence; we can set targets and measure our progress toward them, but we cannot declare our own success. Instead, we will know we are successful when the community makes the judgment that we are the university responsible for positively changing and transforming real conditions in the community, providing students of all backgrounds with knowledge and experience to contribute to the community and the economy, and devising programs that lead to well-trained professionals needed by Colorado employers.

With the approval of the Board of Trustees, we will begin implementation of the refreshed 2015-2020 strategic plan at the beginning of our fiscal year, July 1, 2015.

MSU Denver 2020 Strategic Plan Themes

I) Student and Academic Success Champion: Provost Vicki Golich

At MSU Denver, we believe excellence in teaching and learning and student success—supported in a collegial atmosphere of academic freedom—must be accorded the highest priority. We evaluate our success by utilizing measures focused on the knowledge and skills students gain during their educational experience with us. MSU Denver students, faculty and staff strive for excellence in all that they do.

Goal 1: MSU Denver strategically grows enrollment in support of student success and in response to market demand, consistent with Colorado’s 2025 college completion goal.

Metric: Develop strategic enrollment plan in Fall 2015. Implement plan in Spring 2016.

Metric: Measure enrollment goals as defined by performance contract with the state and as agreed upon by Board of Trustees. (See addendum A).

Goal 2: MSU Denver enhances student success through relevant curriculum and targeted student support services and programmatic innovation.

Metric: Increase first-time, full-time freshman retention rate from 63% to 75% by 2020.

Metric: Improve ratio of credential completion per student FTE from the current 1:4.4 to 1:4 by 2020.

Metric: Achieve a 60%/40% full-time to affiliate faculty ratio across campus. (Baseline for FY 13/14 is 57.63% FT and 42.32% PT. Based on current credit hour production we would need to increase full time faculty by 21.5 positions—and decrease the amount of adjuncts accordingly—to achieve 60%. This number would change annually based on total credit hour production.)

Metric: Achieve AACSB (Association to Advance College Schools of Business) Accreditation by 2016-17.

Goal 3: MSU Denver graduates are civic-minded and ready to meet career and/or graduate school expectations.

Metric: Increase the number of graduates getting jobs within one year of graduation by 5% by 2020. (Current number = 57.1% working full time; 22.7% working part time).

Metric: Increase the number of graduates enrolled in or seeking post-baccalaureate education within one year of graduation by 5% by 2020. (Current number = 39.3%).

Metric: Increase the civic skills of our graduates as measured by the National Survey of Student Engagement (NSSE) data by 5% by 2020. (New category; base line will be established in 2015-16).

Goal 4: MSU Denver achieves the federal designation of Hispanic Serving Institution (HSI).

Metric: Achieve HSI status by Fall 2018. (Benchmark is Fall 2014 which shows that 19.8% of all FTE students qualify under current HSI standards. Goal by Fall of 2018 is 25%.)

II) Community Engagement and Regional Stewardship

Champions: Vice President of Administration, Facilities and Finance Steve Kreidler, Vice President of Advancement John Burtness, Chief of Staff/Associate to the President for Marketing and Communications Cathy Lucas

As Colorado's urban university, we will transform metropolitan Denver's urban communities. To achieve this, our University neighborhoods must be recognized as a welcoming urban environment to the external community, students and alumni. We must also be a sought-after partner for public-private partnerships (P3s) that involve joint financial investments or joint investments of physical and/or human capital for the mutual benefit of MSU Denver and the community. These partnerships allow MSU Denver to leverage its strengths and the strengths of community partners to advance our educational mission and community interests.

Goal 1: MSU Denver is sought after by Colorado's public, private and nonprofit sectors as a partner in addressing and solving community problems.

Metric: Increase the number of high-impact P3s from 2 to 4 by 2020. (Current high-impact P3s: AES initiative and Hotel and HLC).

Metric: Increase the number of entry-level P3s from 5 to 10 by 2020. (Current entry-level P3's: US Bank, Dazbog, Tivoli Brewing Company, Denver Parks and Recreation, and the Denver Metro Chamber on the Civic Health Index).

Metric: Increase by 20% the faculty community engagement efforts in Digital Measures in 2020. (2014-15 316 faculty participated in 394 community engagement efforts. Goal by 2020 would be 473 engagements).

Metric: Increase faculty expert placement in news media and speakers bureau by 25% by 2020. (2014-15 # of faculty expert placements in news media: 314. Speakers bureau is being developed and baseline will be established).

Goal 2: MSU Denver neighborhoods are recognized as a welcoming urban environment to the external community, current students, prospective students and alumni.

Metric: Increase number of external events to MSU Denver Hotel and HLC, CVA, CAVEA, Regency Athletic Fields, Student Success Building, South Campus and new facilities as developed by 25% by 2020. (NOTE: The number of external events in these facilities has not been tracked in similar ways, or at all. Baseline will be developed in 2015-16 for the 2020 goal.)

III) University Culture

Champions: Vice President of Administration, Facilities and Finance Steve Kreidler, Chief Diversity Officer Myron Anderson, EEO Director Percy Morehouse, General Counsel Loretta Martinez

At MSU Denver, it's not just about work, it's being part of our long-standing cause of transforming lives. Pride in the institution, individual contribution to the mission and diverse workplace are consistently identified as positive aspects of MSU Denver's culture, as well as the positive impact and influence faculty and staff have on students. This provides a solid foundation for a workplace

culture that aligns with the University's brand, and that permeates the collegiate experience for students.

Goal 1: MSU Denver is a preferred workplace and destination of choice for faculty and staff.

Metric: Achieve Great College to Work For ranking in 3 of 12 relevant categories by 2020.

Metric: Achieve Denver Business Journal Best Place to Work finalist ranking by 2020.

Metric: Obtain employee satisfaction in this category by 75% in Campus Climate Survey by 2020. (Currently at: 69% per 2013 Campus Climate Survey).

Goal 2: MSU Denver faculty, staff and students feel valued and engaged in an environment of empowerment, trust, inclusion and fairness.

Metric: Obtain employee satisfaction in these categories by 75% in Campus Climate Survey by 2020. (Currently at: 55% per 2013 Campus Climate Survey).

Goal 3: MSU Denver has quality faculty and professional staff who support student success by providing user-friendly, high value experiences and co- and extra-curricular activities.

Metric: Increase high-quality campus interactions in NSSE data from 40.5 to 45.5, based comparison to that of our relevant peers by 2020.

IV. University Resources

Champions: Vice President of Administration, Facilities and Finance Steve Kreidler, Vice President of Advancement John Burtness

MSU Denver has a rich history of building success by wisely employing the historically limited financial, physical, capacity and human resources available to us. The University will continue this approach by investing its resources in its areas of strategic priority with a strong emphasis on student success.

Goal 1: MSU Denver is recognized for responsible stewardship of university resources by its peers and the greater community.

Metric: Achieve and maintain the best efficiency ratio of Education and General Expenses per degree granted annually for Colorado public universities by 2020.

Metric: Maintain or improve our current rank for the efficiency ratio of Education and General Expenses per degree granted annually for our CCHE/NCHEMS peer group by 2020.

Goal 2: MSU Denver has an effective, efficient and transparent university allocation resource process in alignment with its vision.

Metric: Obtain employee satisfaction in these categories by 75% in Campus Climate Survey by 2020. (Currently: 51% per the campus climate survey).

Goal 3: MSU Denver continues to seek, sustain and grow innovative resources for the University.

Metric: Increase public grants awarded and fee for service by 50% by 2020 (Currently \$5 million/year in new public grant awards and \$1.25 million/year in fees for services. Goal is \$7.5 million/year in grants and \$1.88 million/year in fees for service).

Metric: MSU Denver and its Foundation will increase private donations from the current five-year average of \$3.3 million annually to at least an annual average of \$10 million by 2020.

Metric: Increase alumni participation rate to the annual fund by a minimum of 30% per year by 2020. (Currently participation rate is 1,000 alums making a gift annually).

V. Telling the MSU Denver Story

Champion: Chief of Staff/Associate to President for Marketing and Communication

MSU Denver has a powerful and compelling identity that will be leveraged to improve its market position and stature. As Colorado's urban university with a transforming role and mission, and an exceptionally diverse, historically underrepresented and dedicated student population, MSU Denver has no lack of great stories to tell. We must do so with focus through a series of tenets boldly expressing the values and beliefs of MSU Denver and tying them directly to impacts and outcomes.

Goal 1: MSU Denver is regionally and nationally recognized as a high-quality university that contributes to the success of our students and to the growth of our state and local economies.

Metric: Increase news media stories placed, and social media engagement and website impressions by 20%. (2014-15 total coverage 525 mentions, 506 news media stories, with 109 primary stories; Facebook Fans: 17,461, Facebook Engagements: 128,729 and Facebook Reach: 2,236,620; msudenver.edu homepage: unique page views 1,890,107).

Metric: Increase the number of local, regional and national awards and rankings, and references in national publications annually by 50% by 2020. (Increase current 12 awards and rankings to 18. Examples include in Military Times Best College for Vets in Colorado; increase current 6 references in national publications to 9. Examples include US NEWS and World Report article on Aerospace and Engineering Sciences initiative).

Goal 2: MSU Denver has an authentic and clear brand that is easily recognized and understood by all our stakeholders.

Metric: Raise university brand reputation (as defined in bi-annual brand audit) ranking from current 70% to 85% by 2020. (Current: 70% ranked MSU Denver reputation as good to excellent in 2012).

Metric: Increase alumni engagement by 30% per year by 2020. (Current engagement rate is unknown; baseline will be established in FY 2015/16.)

Metric: Improve Roadrunner Athletics' brand by increasing attendance at all home sports events by 15% (from 25,650 to 30,000), increasing sponsorships/advertising cash income from \$25,000/year to \$75,000/year, and improving our rank to first in the Rocky Mountain Athletic Conference in social media participation. (Current rankings are YouTube #1, Twitter #3, Facebook #2, and Instagram #6) by 2020.

