

# 2030 Strategic Plan Summary

Reimagine **possible**

Metropolitan State University of Denver's 2030 Strategic Plan serves as a guiding framework for decision-making and provides clear direction for the future of the University to drive success, sustainability and excellence. MSU Denver's vision is a natural extension of what it does best to educate and meet each student where they are in life.

## Vision Statement

We are a nationally recognized leader for social mobility - where students of all ages and backgrounds build a better, more equitable Colorado through innovative and transformative education.

## 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: **Community, Access, Diversity, Respect and Excellence.**



### 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 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.



### 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.



### Diversity

MSU Denver has been committed to diversity, equity 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.



### 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 students-first mentality.



### Excellence

MSU Denver faculty members are known for their commitment to excellence in student-centered teaching and scholarship. Staff members are dedicated to the delivery of high-quality wraparound services for all students. Roadrunners strive for excellence in all they do, embracing the challenges in front of them and rising to reach their full potential.



## Pillar I Student Access, Service and Achievement

MSU Denver attracts, develops, credentials and graduates tenacious students who realize their goals and craft their futures. Regardless of where they have been, we meet them where they are and launch them to where they want to go. Through an affordable, flexible and holistic education, we help students build essential skills grounded in a multicultural and global perspective that lead to graduation, followed by career and life success.

### Goals:

- 1. Attract, prepare and graduate students equipped to succeed in the 21st century.** MSU Denver will provide a seamless and affordable undergraduate and graduate student experience from recruitment to degree completion where all students will have the opportunity to research, work and serve in the broader community, through robust service-learning, internships and undergraduate research programs.
- 2. Be Colorado's solution for closing the educational-attainment gap.** MSU Denver will increase postsecondary attainment by working with K-12 schools, community colleges and other community partners to increase access to financial aid and create a seamless and affordable degree-completion experience for Colorado's diverse student population in careers that are critical to the state's economic vitality and future workforce needs.
- 3. Provide an ideal transfer experience for students.** MSU Denver will be known as Colorado's best institution for ease of transfer, both in and out, through a flexible curriculum and welcoming environment that provides supportive policies, programs, and processes needed to support the unique needs of the transfer student.

## Pillar II Student-centered Academic Excellence

MSU Denver has a richly talented faculty of teacher-scholars. We deliver a relevant, rigorous and innovative academic experience. We empower our faculty to support our diverse students in growing as scholars, becoming leaders in their fields and succeeding in their personal, professional and civic lives.

### Goals:

- 1. Produce rigorous and enriching learning experiences tailored to meet students where they are.** MSU Denver will provide high-quality and effective curriculum processes that empower and support faculty to create new and innovative courses, certifications, micro-credentials, badges and other flexible "on- and off-ramps," while continuing to enhance learning spaces on campus.
- 2. Build up on our signature academic experience while providing the Roadrunner Difference** MSU Denver will connect undergraduate and graduate students to city, industry and civic leaders both locally and globally, while growing our experiential and service-learning opportunities, and encourage and recognize collaboration and cross-disciplinarity to ensure that students receive a well-balanced, holistic education.

## Pillar III Civic and Economic Catalyst

MSU Denver activates the talents and passions of our students, alumni, faculty and staff. As an Anchor Institution with a vibrant urban campus, we serve as a civic, economic and talent-rich catalyst to meet the opportunities and challenges facing Colorado and its diverse communities.

### Goals:

- 1. Be the indispensable and agile provider of talent and skill that drives Colorado's economy.** MSU Denver will create a pipeline of high-impact career-related experiences for students, leveraging alumni and industry partnerships while embracing economic-impact opportunities throughout Colorado.
- 2. Be the convener for problem-solving and forecasting community needs through civic discourse.** MSU Denver will be the community's resource for problem-solving by leveraging our expertise, inclusive community and welcoming physical space to address challenging issues, while creating a culture that values civic leadership and driving change.
- 3. Enrich the greater Denver community through lifelong learning and engagement.** MSU Denver will elevate its role as an Anchor Institution by supporting excellent programs in the arts, athletics and culture that will enrich the community and build broad, diverse connections and relationships with external stakeholders.

## Pillar IV Diversity, Equity and Inclusion

MSU Denver embodies diversity in all its rich representations and expressions. It is who we are. We commit ourselves to justice that provides a foundation for equity and inclusion. We mend internal and external inequities through the cultivation of a vibrant, healthy community.

### Goals:

- 1. Cultivate and sustain a culture of inclusive and intersectional teaching, learning and practice.** MSU Denver will be a model for shared leadership that fosters an anti-racism environment and systemic transformation through a more representative workplace that attracts and retains diverse faculty and staff, while investing in DEI service, scholarship and practice.
- 2. Be an agent of healing, helping to convene and celebrate Denver's diverse communities and cultures.** MSU Denver will be known in Colorado as a connection point for people from diverse backgrounds and experiences that supports the respectful exchange of ideas and holds space for the collaborative work of advancing equity and inclusion in the state.
- 3. Serve as a model Hispanic-Serving Institution (HSI) for higher education.** MSU Denver will be a national leader for serving Latinx students by creating new and continuing initiatives that support students as they complete their academic goals and prepare for their careers.

## Pillar V Organizational Agility and Sustainability

MSU Denver achieves agility by investing in our human talent. We improve our physical infrastructure with an eye toward environmentally sustainable practices, and we work together to create a culture of continuous process improvement. We accomplish sustainability by expanding revenue streams that diversify and grow our academic offerings, student success, endowment and partnerships to benefit our community.

### Goals:

- 1. Be Colorado's most desired place of employment.** MSU Denver will continue to improve compensation, benefits, professional development and our infrastructure backbone, while enhancing our diverse workforce and inclusive leadership environment – allowing leaders to lead from all levels of the University community.
- 2. Diversify and grow the University's revenue streams for long-term sustainability.** To continue to grow and thrive, MSU Denver will design and implement a comprehensive campaign, increase our endowed funds, revisit our business model to seek new ways to grow revenue and work with a broad coalition of stakeholders to radically reform the state's investment in public higher education and the diverse students the University enrolls.
- 3. Champion the reinvestment and development of the Auraria Campus.** As a critical partner of the Auraria Campus, MSU Denver will explore partnerships that will ensure we remain contemporary and relevant through new construction and renovation that will maximize enrollment and retention and support academic programs.

## Looking Ahead

### Five imperatives that will drive this plan:

- Remain committed to providing a rigorous and enriching university education.
- Foster an anti-racism and inclusive environment.
- Design a sustainable business model that allows MSU Denver to grow and thrive.
- Continue to build MSU Denver's reputation and brand.
- Demonstrate a responsiveness through agility, flexibility and tenacity.

Progress on each pillar and goal will need to be evaluated and measured to course correct and mark successes along the way. From the President's Office to the classroom – virtual or in person – MSU Denver's community must invest and commit for the plan to succeed. If properly resourced, this comprehensive strategic plan has the potential to lift MSU Denver into a higher orbit. The Roadrunner spirit has carried it for nearly six decades, preparing a well-educated workforce for Colorado, but now is the time to reach its full potential and prepare each person who enrolls at MSU Denver to pursue their dreams of social and economic mobility while building a more equitable Colorado through innovative and transformative education.