



MSUSM Student Affairs
DENVER

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Annual Impact Report

2023-24



Dear Roadrunner Partner:

I am thrilled to share the remarkable strides we have made in advancing our goals as outlined in the 2023-2024 Student Affairs Strategic Plan. This year has been one of transformation and growth, and the progress we've achieved is a testament to the dedication and hard work of our entire university community.

Our commitment to fostering a vibrant and supportive campus environment has never been more evident.

As we kicked off our 2030 branch strategic plan in August 2023, it was important to me that we honor our predecessors and the work they did so that we could soar, not to mention that we celebrate all the accomplishments we've made in just 6 short years since becoming a branch. We used context through the strategic planning visioning and SWOT analysis sessions in Fall 2022, then we pivoted to seeing patterns and identifying strategy in Spring 2023.

And in 2023-2024, we implemented.

We brought all our knowledge together to focus on achieving our overarching goals. Our success has been as much about planning for the future as it has been about honoring and learning from the past.

This is why our focus in 23-24 was on IMPLEMENTATION and RETENTION.

Do our academic, student engagement, and other institutional policies support student success? For instance, Student Affairs knew five years ago that student engagement has a positive impact on academic performance, so we systematically eliminated restrictions on student leadership, engagement, and scholarship opportunities based on GPA. Why would we keep students from the very activities that could actually improve their academic success?

Processes like how our students apply for financial aid, how they register for classes, and how they identify student engagement opportunities are also influential. When we think about the ways that our students are accustomed to engagement with processes these days, we have a high bar to meet. Think of the interconnectedness and streamlining of Amazon and Google. We can actually sign-on to multiple websites using Facebook. I can request an e-book from the Denver Public Library and have it appear on my Kindle device in a matter of seconds thanks to the Libby app. This is the

experience our students now demand as a baseline, not as a luxury. This past year, our strategic planning work identified a landscape map of student engagement and the student success launch focused on a digital landscape analysis that will inform how we rebuild processes.

Finally, our programs are the foundation of all that we do. From the curriculum (the most important programs we as a University offer) to the co-curriculum (what many of us look back to as key places where we created praxis — bridging theoretical knowledge and skill development), our University is in a constant state of assessment, implementation, and evaluation of our programs. Student Affairs launched a branch-wide and departmental review cycle to ensure we are always evolving to best meet the needs of our students. Measuring learning outcomes is the bedrock of this work. We do not have the resources to spare to continue supporting programs that don't work while starving the ones that do. This is how we begin to meet goal 1 of our branch's strategic plan — aligning resource allocation with strategy.

Cycles of assessment and evaluation are critical to our work; — we need to celebrate our successes and reframe our work to meet our challenges head-on. When we are "in" it, on a daily basis, we lose some objective insights into our work and taking the time to look back on all we've accomplished is essential to ensuring we can see our impact.

As we look forward to the coming year, our strategic vision remains clear: to continue building on these achievements and to further enhance the student experience. The progress we have made is just the beginning, and I am confident that with our continued dedication, we will reach even greater heights.



A handwritten signature in black ink that reads "Will Simpkins". The signature is fluid and cursive.

Will Simpkins, Ed.D.
Vice President for Student Affairs
Metropolitan State University of Denver



Who We Are

Our Values

MSU Denver's values of **Community, Access, Diversity, Respect, and Excellence** permeate the university experience for learners, staff, faculty, and our community stakeholders. They guide our decisions and inform our approach to a twenty-first century postsecondary experience. Student Affairs embraces these values, manifests them through our resources and programs, and holds each other accountable to working in congruence with them.



Our Vision

Student Affairs at MSU Denver is a highly innovative, human-centered team that invests in justice- and community-engaged strategies to transform the learner experience.

Our Mission

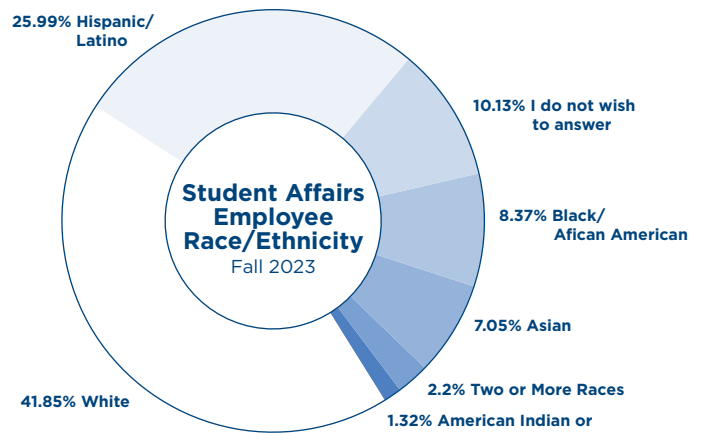
Student Affairs educators at MSU Denver are committed to supporting the learner experience by centering their unique life journeys in the programs, resources, and services that we offer.

Guiding Commitments

- **Access:** We advocate for resources and opportunities to ensure learners have the support they need to succeed.
- **Student Engagement & Career Success:** We create opportunities for learners to recognize and grow the essential skills needed to create positive change in our/their communities and in their career(s) progression/journey/endeavors.
- **Diversity, Equity, & Inclusion:** We insist on and hold ourselves accountable to responding actively to inequity, injustice, and racism.



Student Affairs takes immense pride in the ongoing efforts to enhance diversity and representation within our staff. We are committed to cultivating a team that truly reflects the rich tapestry of our student body and supports our role as a Hispanic-Serving and Minority-Serving institution.



Where to Find Us

Find Us All Over the Auraria Campus!

Across the campus, you will discover a network of over 20 offices placed in key locations throughout the MSU Denver neighborhood, including the Tivoli Student Union, Jordan Student Success Building, Administrative Building, and P.E. Events Center. This allows us to effectively support and engage with our diverse student population, ensuring that no one is far from the needed assistance and resources.

Vice President for Student Affairs

Operations and Planning JSSB 350

Enrollment Management

Office of Admissions and Outreach JSSB Counter 1

Office of Financial Aid and Scholarships JSSB 130, Counter 6

Office of the Registrar JSSB Counter 3

Orientation, Transfer and Reengagement JSSB 217

Office of Testing Services Tivoli 347

Classroom to Career Initiatives

Career Engagement Admin 270

Faculty Engagement JSSB 320

Industry Partnerships JSSB 320

Student Support and Retention JSSB 320

Student Engagement and Wellness

Access Center Plaza 122

Campus Recreation PE 108

Center for Equity and Student Achievement JSSB 237

Center for Multicultural Engagement and Inclusion Tivoli 305, 307, 313 and JSSB 237

College Assistance Migrant Program Tivoli 221

Counseling Center Tivoli 651

Dean of Students Tivoli 343

Health Center at Auraria Plaza 150

Immigrant Services JSSB 238

LGBTQ Resource Center Tivoli 213

Student Care Center Tivoli 311

TRiO Student Support Services JSSB 240

Veteran and Military Student Services Tivoli 215

By the Numbers

Overall Budget of Student Affairs for Fiscal Year 2023-24

Area	FY23 Base	FY23 Fees*	FY23 One-time	FY23 Total
Student Affairs Operations	\$1,021,532	\$0	\$1,339,061**	\$2,360,593
Enrollment Management	\$7,540,690	\$0	\$1,158,646	\$8,699,336
C2 Hub	\$2,455,146	\$356,359	\$1,973,267	\$4,784,772
Student Engagement and Wellness	\$1,204,120	\$10,396,922	\$89,089	\$11,690,131
Total	\$12,221,488	\$10,753,281	\$4,560,063	\$27,534,832

** Projected final FY23 vacancy savings accrual.



\$982,957.23
External Gifts
and Private Grants



\$3,490,611
Sponsored Research
and Public Grants

Student Communications

THE 'RUNNER

24%
Open rate of
weekly student
newsletter,
The 'Runner

17K+

Runner Unique Clicks
(30% increase)

11%

Instagram Average
Engagement Rate
Percentage
(average rate is 2.99%)

24.2K

Instagram Reach
(591% increase)

450+

Events Promoted
in The 'Runner'

Classroom to Career Hub

The Classroom to Career Hub (C2 Hub) centers intentional career development within the student experience, ensuring that all students are equipped with the skills, capabilities, and networks necessary for successful careers. Through strategic partnerships with industry, campus, and community stakeholders, the C2 Hub provides students with career-focused opportunities. Our Student Success programs have demonstrated efficacy with increased persistence and retention rates. Adjustments to program scope, such as integrating Career Lab into Peer Mentoring, have boosted attendance and engagement, while goal setting and high-support supervisory practices have strengthened our peer-to-peer partnerships.

→ The Faculty Engagement & Experiential Learning (FE&EL) team

has expanded its collaborative efforts with faculty and academic affairs, fostering employer connections in classrooms to enhance career development skills among students. This year, the C2 Hub mapped employer/student connections to key skills and integrated employer panels into key courses. The Career Catalyst initiative celebrated faculty who championed career exploration, and the FE&EL team actively engaged faculty through Career Link. Industry partnerships have grown by 11%, with significant contributions from key partners enhancing student career development. The year also saw increased participation in Career Fairs and employer-related programs, reflecting the C2 Hub's continued commitment to student success and career readiness.

- The Career Catalyst received 119 nominations from students to celebrate the faculty who have championed their career exploration and growth. Sixty-five faculty attended the event and there is strong momentum to build a program for faculty in addition to the annual event.
- Two faculty fellows led career development and experiential learning activities under FE&EL's leadership.
- 114 faculty actively engaged in Career Link.

→ The **Student Success** programs continue to indicate efficacy as is demonstrated by increased persistence and retention rates. The made adjustments to program scope and parameters and learned that conducting Career Lab in Peer Mentoring helped boost attendance numbers and interaction with the Career Peer Mentor Program. We also learned that goal setting, high-support supervisory practices, and strengthening our P2P partnership helped increase mentee meeting numbers.

- Fall to spring persistence rates for exploratory students increased by 4% for a rate of 70%.
- 65.3% of exploratory students met with an advisor throughout the year and 95% of exploratory students enrolled in an orientation experience.
- **Cohen Scholars** attained an average credit completion rate of 96.67% for the 23–24 academic year. 100% of Cohen scholars actively engaged in substantive career planning.
- 80% retention rate for **Pathways to Possible** scholars.
- **COSI Back to Work:** 85% of program participants maintained good academic standing, and 65% of program participants completed an academic related event or activity.

Industry Partnerships

To enhance strategic engagement and alignment with Corporate and Foundation Relations strategy, the Industry Partnerships team developed engagement for 70 strategic partners. These partners were heavily engaged in student career development from sponsoring events such as Career Carnival, Workplace Equity Summit and panel discussions, workshops and resume reviews. In addition, Colorado Access progressed from a recruiting partner to an advancement partner with a gift of \$1.4M and Gates Inc with a scholarship gift of \$5000.

Employer partners grew by 11% to over 5,560 driven by growth in the number of employers in Bioscience, Law & Public Service, Advanced Manufacturing and Infrastructure Engineering.

This was also a growth year for participation in Career Fairs and Employer related programs **with over 3,902 students participating in employer connected programs**. Student participation in all Career Fairs was up 45–60% with employer participation growth from 45 to 60%.



Enrollment Management

In Enrollment Management, we are dedicated to making the students' journey smoother and more successful from recruitment to graduation. With innovations like automated systems between Orientation and Admissions and a **new "Guaranteed Admission" agreement with local schools**, we've made enrolling easier and increased new student numbers. By leveraging technology through texting and RowdyBot, we achieved a 170% increase in student engagement and a 24% increase in proactive campaigns. Our targeted campaigns, improved communication, and diversity, equity & inclusion initiatives ensured a supportive and inclusive environment for all students, with resources available to them at a time that meets their schedule, even if that is at 2:00 a.m.

New student enrollment:

Fall 23 - up 16.77%

Spring 24 - up 5.25%

Summer 24 - up 12.69%



Enrollment Management

→ **Admissions & Outreach** increased activities (i.e. Next Steps Sessions, Admitted Students Events, Spanish Speaking events/tours) to boost engagement and enrollment readiness contributing to a +15.21% increase in summer registered students and higher registration numbers across all events, with 215 attendees at the inaugural Admitted Roadrunner Celebration.

→ **Orientation, Transfer, and Reengagement (OTR)** saw an increase in student and parent participation in orientation over the past three semesters. OTR successfully launched FAS 1010, an online orientation for parents, guests, and supporters of new incoming students, along with the new 'Parents and Families' program. While students can still complete the online orientation on our website, first-year, first-time students must also meet with an advisor before registering for courses.

The New Student Orientation, and Parents and Families programs and Spanish language integrations by OTR were pivotal in supporting our Hispanic-Serving Institution (HSI) mission by enhancing family involvement and access to vital information. **These initiatives not only provided tailored support for Spanish-speaking families but also contributed to higher student success and engagement rates.**

→ This year, the **Office of Financial Aid & Scholarships** invested considerable effort into preparing for the FAFSA Simplification process. We focused on refining our communication strategies, updating our website, creating video tutorials, and streamlining our operations. This included making updates to our systems, compliance procedures, and policies to better serve our students and adapt to the changes. Through these efforts the office:

- Increased engagement for internal and external stakeholders, 180+ students served at the in-person workshops.
- Improved Financial Aid system solutions and packaging structures improved overall awarding processes:
 - Spring 2024: \$47,598,162.16 awarded to 7,834 students vs. Spring 2023: \$35,622,117.98 awarded to 6,734 students.
- Indigenous & Native Peoples' Grant is designed to provide funds for tuition and published mandatory fees for undergraduate students who are Colorado residents and enrolled in one of 574 federally recognized Native nations.
 - In Fall 2023 and Spring 2024, the amount paid totaled \$512,749 in institutional funds supporting 118 student recipients.
- Available to first-time students, the Roadrunner Promise assists Colorado residents whose families make less than \$60,000 a year by fully covering the cost of tuition and fees after state & federal grants.
 - In Fall 2023 and Spring 2024, the total amount of institutional funds dispersed was \$1,951,686, supporting 953 student recipients.



On June 22, Metropolitan State University of Denver awarded its first associate degree in more than 50 years. In fact, 336 degrees were conferred! This momentous occasion was made possible through the Colorado Re-Engaged Initiative, which enabled four-year institutions to award an earned associate degree to eligible students who had stopped -out from a baccalaureate program after earning at least 70 credit hours.

The legislation was born out of the Covid-19 pandemic, which forced many students — particularly those from low-income communities — to stop out before attaining a bachelor's degree. In many cases, students had invested a significant amount of time and money to advance their knowledge and skills through higher education but did not have an academic credential to reflect their investment.

The **Office of the Registrar** was instrumental in the awarding of associate degrees by reviewing and contacting over 4,000 students eligible for the associate degree.

Student Engagement & Well-being

The programs and services within Student Engagement & Well-being (SEW) enhance the overall student experience by fostering a sense of belonging, promoting engagement, and supporting academic success through a lens of wellness. By addressing diverse needs and creating inclusive environments, programs and services in SEW help students navigate challenges, build essential life skills, and prepare for future careers, thereby enriching their educational journey.



→ The **Center for Multicultural Engagement and Inclusion (CMEI)** increased campus-wide student engagement by 5% in 2023–2024 with over 6,414 undergraduate and graduate students. Engagement happens through our many signature events such as Convocation: the official welcome to new students and their support systems, and Welcome Week: our university-wide welcome to all students at the beginning of every semester to foster community and connection, among other events that happen weekly. **CMEI also supports over 100 student clubs and organizations including sorority and fraternity life, the Student Advocacy Council and many multicultural groups.**

→ In spring 2024 the **LGBTQ Student Resource Center (LGBTQ SRC)** underwent the extensive process of program review. The staff of the center completed a self-study and invited two experts in the field to the campus to review their department. A final report was written by the reviewers that included recommendations for program improvements. The LGBTQ SRC at Auraria staff helped develop and refine a program review process that all units within Student Affairs will now complete and is intended to help all departments take a purposeful view of their unit leading to improved student access and support.

- MSU Denver students who utilized the **Counseling Center** with elevated levels of distress showed more improvement than the improvement achieved by 86.8% of counseling centers in the national sample.
- The **Health Center at Auraria (HCA)** served nearly 385 students for nutrition counseling; due to a 181% increase in need for these services, HCA added a registered dietician to the team.
- The **Student Care Center** helped students navigate 1,374 unique situations.
- The **Emergency Fund** provided more than \$75,000 in direct financial support to students navigating food insecurity, eviction, DACA renewal fees or other unexpected expenses.

Student Highlight:

Gabe Trujillo, Graduate 2024

Gabriel Trujillo made remarkable strides over the past year, exemplifying leadership, resilience, and dedication. As a senior at Metropolitan State University of Denver (MSU Denver), majoring in Psychology and minoring in Spanish, he maintained an impressive 4.0 GPA while actively participating in student government and various university committees. Trujillo's leadership roles included serving on the Diversity, Equity, and Inclusion Council, the Hispanic-Serving Institution subcommittee, and the Student Affairs Board. His advocacy and impact earned him the prestigious 2024 Boettcher Student Leader of the Year Award. Trujillo also presented research at two of the field's most esteemed conferences, thanks to the Student Travel Program funds, marking his first experience flying on a plane.

In addition to his academic and leadership achievements, Trujillo made significant contributions to his community. He supported undocumented students through the University's Immigrant Services Program, gave workshops to high-schoolers, and participated in faculty and staff training on the needs of undocumented students. His dedication to empowering others was further highlighted by his recognition with MSU Denver's President's



Award. As a graduate of MSU Denver, Trujillo embarks on a two-year fellowship with the El Pomar Foundation. Trujillo remains committed to his mission of providing access and opportunities to students from diverse backgrounds, continuing to inspire and lead by example.

Student Engagement & Well-being

Programmatic Highlights:

During the 2023-2024 academic year, Student Engagement & Well-being achieved several notable successes in supporting our students.

- The **College Assistance Migrant Program (CAMP)**, boosted financial literacy among participants and connected second-year students to impactful programs. In fact, 85% of CAMP scholars participated in financial literacy activities and engaged with key practices as they continued into their second year.
- The **Immigrant Services** program exceeded retention rate targets and secured substantial funding to support immigrant and undocumented students.
- The **TRIO Student Support Services (SSS)** program made progress in integrating mental health awareness into its student development model, offering numerous stress-reduction events, and partnering with the Counseling Center for mental health programming.
- The **Veteran and Military Student Services** team worked on enhancing student engagement and support through targeted programming and budget management.
- The **Native-Indigenous Student Support Initiatives** team successfully implemented restorative practices, increased cultural programming, and strengthened collaborations across campus to support Native students effectively.
- **Campus Recreation** promoted BIPOC student involvement through social media spotlights and inter-department collaborations, achieving a remarkable number of targeted posts and events like Rec Fest, which saw an increase in student attendance and memberships.
- The **Counseling Center** demonstrated its commitment to addressing equity gaps by surpassing its goal of serving Latinx clients, with 30.6% of its clientele identifying as Hispanic/Latino/a.
- The **Health Center at Auraria** provided an extensive immunization program that exceeded its vaccination targets.
- The **Office of the Dean of Students** team implemented restorative justice circles and refined data processes to improve transparency and address equity gaps in incident reporting.
- The **Access Center** supported the institutional efforts to comply with H.B. 21-1110, a Colorado law strengthening protections for persons with disabilities by meeting the accessibility standards set by the state around digital resources.
- The **Student Care Center** increased outreach and training efforts and provided targeted education to multiple departments, which resulted in a 10% increase in student referrals with consent. These efforts resulted in the publication and distribution of the new Red Folder Support Resource. Furthermore, the center made strides in supporting student housing stability by building partnerships with local non-profits and eviction prevention programs.

Event Highlight:

The inaugural **Brother-to-Brother Men of Color Leadership Summit**, held in Spring 2024 and sponsored by the **Center for Multicultural Engagement and Inclusion (CMEI)**, successfully brought together over 150 attendees, including students, staff, faculty, and community members. This impactful event provided a dedicated space for male-identified students of color to not only engage with keynote speakers and experts but to participate in enriching panel discussions and partake in interactive workshops aimed at fostering leadership skills and promoting holistic well-being. Notable breakout sessions focused on critical topics such as positive representation, personal branding, and leadership wellness. The summit emphasized the importance of diverse narratives, personal branding, and resilience, offering invaluable networking opportunities and career guidance that are essential for the personal and professional advancement of attendees.



These collective efforts reflect Student Engagement and Well-being's strategic efforts to foster diversity, equity, inclusion, and overall student engagement, ensuring that the campus community is well-supported and thriving.

Student Affairs Strategic Plan Goal Progress

In Fall 2022, Student Affairs convened conversations through appreciative inquiry to construct our first strategic plan in concert with the MSU Denver Strategic Plan 2030. Each of our goals include several strategy areas that include tactics led by individuals or teams to realize our strategic plan. Below are just a few highlights of the work that was completed in 23-24 that will help us achieve our strategic plan.

Goal 1: Student Affairs will create and utilize data-informed strategies to identify priorities and make resource allocation decisions.

- It is important for programs and services in Student Affairs to regularly evaluate the effectiveness of their programs and services. The process of program review allows us to regularly and intentionally assess our programs to help us identify problems, seek growth opportunities, and make adjustments, as needed, to our many areas. To launch us into the world of program review, Student Affairs invited the advisory services area of our professional organization, NASPA, to campus in Fall 2023 to conduct a comprehensive review of our branch. This review served as a launching point for the many areas in Student Affairs to begin a cycle of program review that will see all departments complete their reviews within the next six years. In the Spring of 2024, we piloted our first program review with the LGBTQ Student Resource Center of Auraria.
- We believe that building the competencies of our staff in Student Affairs is essential to creating and utilizing data-informed strategies and in order to actualize this goal we created the Community of Practice on Assessment in Student Affairs. This committee brings together members from all units in Student Affairs with the purpose of creating a culture of assessment.

Goal 2: Student Affairs will lead efforts to close equity gaps in student retention and completion.

- In order to design success strategies for first-generation students, work was done in partnership with Business Intelligence to create a data dashboard that includes an overview of early momentum metrics. Additionally, work was done to establish and define “first-generation” students. To highlight the many intersecting identities and to reflect the diverse student population at MSU Denver, a internal definition of “first-generation student” was created.
- A common practice to assist in closing equity gaps is to create spaces, both physical and virtual, that allow students from shared backgrounds and identities to come together to converse and connect. In Spring 2024 we were able to offer classroom space to student clubs and organizations in the Jordan Student Success Building for identity-based groups to use for meetings and events.

Internal first-generation Definition

An individual both of whose parents or legal guardian did not earn a bachelor’s degree in the United States; or in the case of any independent who regularly resided with and received support from only one or less parent or legal guardian, an independent whose only such parent or legal guardian did not earn a bachelor’s degree in the United States.)

Goal 3: Student Affairs will create tailored experiences to increase student engagement.

- One area of focus for Goal 3 was to develop a holistic student lifecycle communications plan that provided “just in time” resources for students seeking opportunities for campus engagement. With the leadership of the Director of Student Communications, the first ever student communication lifecycle was created and highlights the main communications a student can expect to receive throughout the year. The mapping out of outreach that the lifecycle produced will no doubt have significant impacts across our branch and will provide a better directive on how best to communicate with our students.
- To foster a robust support network that enhances student success and promotes a sense of belonging on campus, we believe it is important to engage with families and supporters of MSU Denver students. By involving families and supporters we can create a more holistic and enriching educational experience that benefits students, families, and the institution. Student Affairs expanded family and supporter engagement opportunities by identifying the needs of families, supporters, and caregivers. Based on survey results, suggestions for future programming were communicated and an online course was created, offered in English and Spanish, available to family and supporters.
- We were successfully able to define career engagement for MSU Denver and developed an exhaustive menu of opportunities that support the definition across the university.

Student Affairs Strategic Plan Goal Progress

Goal 4: Student Affairs will reduce or eliminate student housing insecurity at MSU Denver.

- Stable housing is a basic need that all students on our campus should be guaranteed, yet we know the reality is that a portion of our students are housing insecure. Student Affairs was able to focus our efforts to assist students by simplifying the process for eviction referrals based on location, income, demographics, and timeline. This process allowed our partner agencies to not be overburdened by the number of referrals and avoided duplicate work when students did not meet specific requirements for providers. In general, the work of this goal has started to connect students to housing opportunities overall by understanding the experience of our incoming students and making sure students are provided the resources they need upon admission.

Goal 5: Student Affairs will become the best workplace for student affairs educators.

- Supervisors have a tremendous impact on employee satisfaction in the workplace and on employee well-being overall. To become the best workplace, Student Affairs developed a competency framework for effective supervision that aligns with the MSU Denver Human Resources supervisory tools and resources. This framework, accompanied by a scoring rubric, will be launched in the 24-25 academic year.
- The Office of Student Affairs introduced the BRAVO! Awards to recognize both individual staff members and groups of team members within Student Affairs who have gone above and beyond at MSU Denver. Peer nominations are open throughout each term with winners being announced at an event towards the end of each semester. A new award was introduced, The Roadrunner Forward Award, which highlights individuals and teams that are working toward achieving the goals of our student affairs strategic plan.

Our strategic plan is a living document and work completed in the last year has led us to develop new objectives and strategies. Some of the key objectives that have been identified for 24-25 are:

- Build a culture of effective supervision.
- Ensure consistent data collection across all departments.
- Launch a plan for Black Student Success.
- Finalize outreach action plans for all departments using orientation data to accelerate early student engagement.
- Lead efforts to reach "100% Career engagement" for all MSU Denver undergraduate students.

For up-to-date information on the progress of our student affairs strategic plan visit: <https://www.msudenver.edu/student-affairs/student-affairs-2024-strategic-plan/>





MSUSM
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Student Affairs

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