
**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES**

Finance Committee Meeting
Thursday, June 2, 2022, 12:00 p.m. – 1:30 p.m.
Jordan Student Success Building,
890 Auraria Pkwy., Room 400

Board of Trustees Present:

Chairman Russell Noles, Trustee Barb Grogan, Trustee Albus Brooks, Trustee Mario Carrera, Trustee Emily Garnett, Trustee Kristin Hultquist, Trustee Mike Johnston, Trustee Mike Kopp
Trustee Savannah Martel

MSU Denver Personnel Present:

Janine Davidson, President; Dr. Alfred Tatum, Provost and Vice President for Academic and Student Affairs; Will Simpkins, Vice President for Student Affairs; Christine Márquez-Hudson, VP University Advancement & MSU Denver Foundation; Edward Brown, Chief of Staff; George Middlemist, CFO/Associate Vice President of Administration; Larry Sampler, COO/Vice President of Administration; Ann Murphy, Dean, College of Business; Liza Larsen, Controller; Kaycee Gerhart, Director of Government, and other various staff members.

I. CALL TO ORDER:

The meeting was called to order at 12:00 p.m. by Chairman Mike Kopp.

II. APPROVAL OF MINUTES:

A **motion** was made by Chair Kopp to approve the January 27, 2022 Finance Committee meeting minutes and was seconded by Trustee Molina. The motion was **unanimously approved**.

III. DISCUSSION ITEMS

A. Enrollment Update – *Will Simpkins, VP for Student Affairs*

- Enrolling two cycles: Summer cycle and Fall cycle. Summer enrollment is down, expect to begin picking up as the start of Summer classes hasn't begun.
- Fall numbers are at 7.61% down for Fall '22 compared to the same time for Fall 2021. Headcount of 8,469, only 6% down for a difference of 545 students, graduate numbers.
- New student enrollment Summer and Fall; have increased the number of applications coming in, the number of students that have been accepted. The 10.64% increase can attribute to online orientation for transfer students. Transcript evaluation is holding at under a week, two years ago, it was eight weeks.
- Colleagues in the academic departments and the academic advisors, have taken the challenge to pilot early registration outside of the in-person orientation system. Three of the largest programs: Biology, Criminal Justice, and Psychology are now actively enrolling students earlier.
- Eliminated the application fee altogether and permanently. Simplified the application to make it easier for someone, 10 minutes or less to apply to MSU Denver. Doing the early registration pilots. Will be holding a series of events this summer, to engage students based on their interests or their identity, get them connected to the community to encourage them to say yes to MSU. Have done significant communications improvement around FAFSA and CASPA completion; getting scholarships out there. Have been pushing The Roadrunner Promise campaign.
- Predictive Retention Taskforce have been meeting to look at continuing students.
- Making significant improvements to advising technology and thinking about advising systems. Going to look at how students experience the virtual campus, the digital world. Submitted several grants to provide more childcare resources to the students. Developing a 12-month

communications calendar to streamline and ensure that students see the most important messages up front. Made a lot of improvement but still have work on the technology front to do. The Finish What You Started Program is focused on transfer students and adult learners with some scholarship dollars. FAFSA/CAFSA completion a new program to concretely support students who have not declared a major yet to choose a major. Had a first-ever major and minor affair this year, 300 students attended.

- The college credit and high school program focused on concurrent enrollment. It has been gangbuster credit-hour production increases in the last year alone. 160,000 could yield \$1.027 million of additional revenue by increasing the number of students that can serve through the concurrent and dual enrollment programs.
- Pathways to Possible Program, the program created thanks to the Governor's RISE Grant has modeled off the highly successful TRiO program and the highly successful national best practice model, the CUNY ASAP Program headed into Cohort 2 this Fall and a base investment of \$520,000. Estimating by Year 6 would yield almost \$370,000 by both increased recruitment. Estimating about 70% of the students that come into that program, we would not have enrolled without that program. Retention revenue, that program has a significantly higher retention rate so far.

B. Foundation Update – Christine Márquez-Hudson, VP University Advancement & MSU Denver Foundation

- Raised \$9.8 million this year, so far, dollars in the door. The best done ever in MSU Denver history. That is from 4,140 donors, 10,135 gifts.
- Have \$18.9 million in planned gift pipeline. This is part of the goal of building future sustainability. Have about \$7.6 million in gift pipeline, which could still come in this year.
- Almost \$17 million in total committed to the campaign. The number's better because the board decided to change the planned giving expectancy policy. Once only recognized gifts from people over age 70, now are recognizing gifts for people who will turn 65 by the end of the campaign. Allowing to include \$6 million in recent planned gifts into total. Now at \$22.7 million in total dollars raised for the campaign. 30% of goal.
- Recent gifts that have come in, the \$1 million-dollar remainder annuity trust from an alumni, John Montana.

C. Hotel/Hospitality Learning Center (HLC) Update – Larry Sampler, VP of Administration/COO and George Middlemist, AVP of Administration/CFO

The HLC board met and approved the Hotel's budget. Hotel is doing great right now.

- Did a SWAT analysis to really looking at what are the strengths, weaknesses, opportunities and threats for the Hotel right now. Strong partnership with MSU has worked well, giving a competitive advantage over other hotels.
- Recent renovations are holding strong; hadn't had the traffic for a year to wear and tear the Hotel, is really vibrant. Weaknesses continue to the Speer Divide, a busy street, people don't like to cross it and that creates a challenge for the Hotel. The restaurant isn't highly visible, a struggle in bringing people outside of the Hotel over to the restaurant. Opportunities are a really strong catering team, can grow those catering revenues. Are good at leveraging nights like the Avalanche being in the Conference Finals to really up their room rate.
- Continue to work with business travelers, business groups, to make that the primary hotel that people want to come to, done a great job at selling to businesses.
- The biggest threat that to the Hotel right now is almost 2,000 rooms coming online in Denver, giving customers a lot of choice.
- The economy continues to be unstable, has had an impact on the hotel industry.

- When building the budget, things that drove recommendation and why the HLC board adopted it was continued to maintain strong performance with customer satisfaction, whether it's looking at TripAdvisor or Marriott's rankings of the Springhill Suite brand, they continue to perform at the top of all those metrics and exceeded their net income budget this last year.

IV. ACTION ITEMS

A. Approval of Tuition Guarantee or "Tuition Lock" for FY 2022-23 – *George Middlemist, AVP of Administration/CFO*

Previously talked to the board about work to look at a potential lock program, tuition guarantee for our students. Trying to solve a leverage, a tool, to help improve retention rates and potentially improving graduation rates. Importance of the guarantee program is that it makes tuition predictable for students, it locks tuition in, students can plan for four years, they know what they're going to be paying. A tool for them to graduate on time.

A lock is, a guarantee for students that are coming to the University for the first time, whether first time to college or transfer students, they will pay the same tuition rate for their four or two years here. A new student to college would pay the same tuition rate for four years. A transfer student would pay the same tuition rate for two years. This is this is very different, more innovative than what other universities do. Other universities programs are targeted to first-time full-time freshmen and require students to take a full load every semester and if they drop below that, they no longer get the promise of a lock.

Recommending going back in five years and looking at the program, it takes five years to develop it and then to assess did it work or not? The intention is to go live for Fall 2022.

MOTION:

A motion was made by Chair Kopp to approve the Tuition Lock. Trustee Hultquist moved for approval and was seconded by Trustee Brooks. The motion was unanimously approved.

B. Approval of New HLC Board Member – *George Middlemist, AVP of Administration/CFO*

One of the responsibilities of this Board is to approve the appointment of Board members to the HLC. Have had a couple of vacancies on the HLC board; Evan Makovski, who stepped down. Charlie Kercheval who's currently the president of Alpine Bank, had been with 1stBank for 25 years and sits on the Foundation board, really strong finance background or financial background, be a great replacement. Charlie is excited and has served on a lot of boards and he's served on DPS Foundation. His son is a student Road Runner.

MOTION:

A motion was made by Chair Kopp to approve the appointment of Charlie Kercheval to the HLC Board. Trustee Grogan moved for approval and was seconded by Trustee Hulquist. The motion was unanimously approved.

I. INFORMATIONAL ITEMS

A. FY 2021-22 Third Quarter Financial Statements

V. ADJOURNMENT

A motion was made by Chair Kopp to adjourn at 1:30 p.m.