

TWELVE  
YEARS  
OF  
OUTSTANDING  
PROGRESS  
FOR  
MSU DENVER

# PROGRESS REPORT 2017

STUDENT SUCCESS

2017  
2016  
2015  
2014  
2013  
2012  
2011  
2010  
2009  
2008  
2007  
2006  
2005



METROPOLITAN  
STATE UNIVERSITY<sup>SM</sup>  
OF DENVER

LIVES TRANSFORMED

398 Auraria Parkway



THE DYNAMIC DOZEN -

# TWELVE YEARS OF OUTSTANDING PROGRESS FOR MSU DENVER

The mission of Metropolitan State University of Denver 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. Toward that goal, MSU Denver's diverse university community engages the community at large in scholarly inquiry, creative activity and the application of knowledge.

These big ideas frame what it means to be a Roadrunner. And because the ideas are so expansive, it's important to remind ourselves how they affect our everyday lives. That's where CADRE comes in, representing the University's Core Values - Community, Access, Entrepreneurship, Diversity and Respect.

The acronym helps us bring life to bold ideals and connect the goals of our vision, mission and strategic plan to day-to-day operations. In June 2015, the MSU Denver Board of Trustees approved the 2020 Vision (Strategic Plan) that renewed our commitment to CADRE and to an ambitious agenda of goals. This report provides an update on our progress and insights into how MSU Denver has met its challenges.

In 2005, President Jordan arrived at Metropolitan State College of Denver, as it was known then, with the goal to transform it into one of the nation's premier urban universities. MSU Denver in 2017 reflects the dynamic qualities of the city and state, which are among America's fastest-growing and attractive areas.



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# Campus Diversity

“... ONE OF THE TOP 10 COLLEGES AND UNIVERSITIES IN AMERICA FOR DIVERSITY AND INCLUSION EFFORTS.”

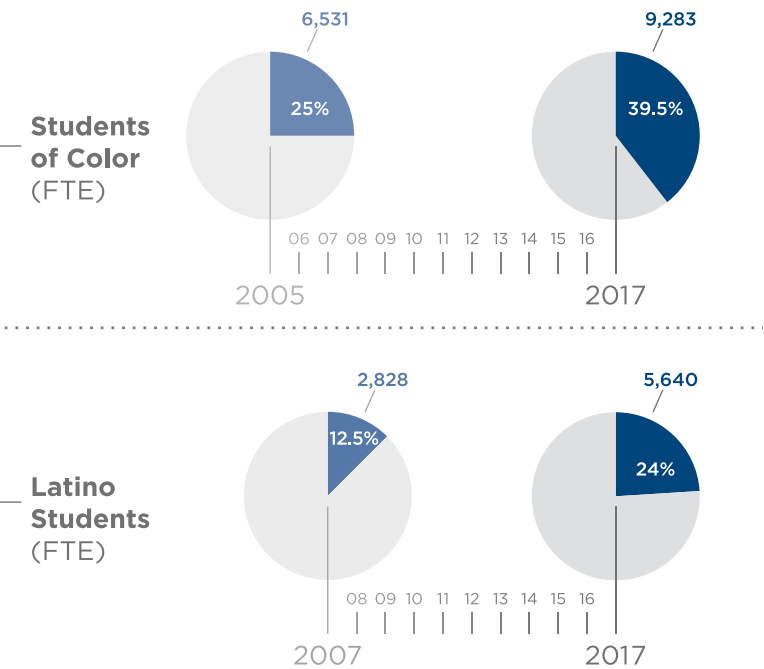
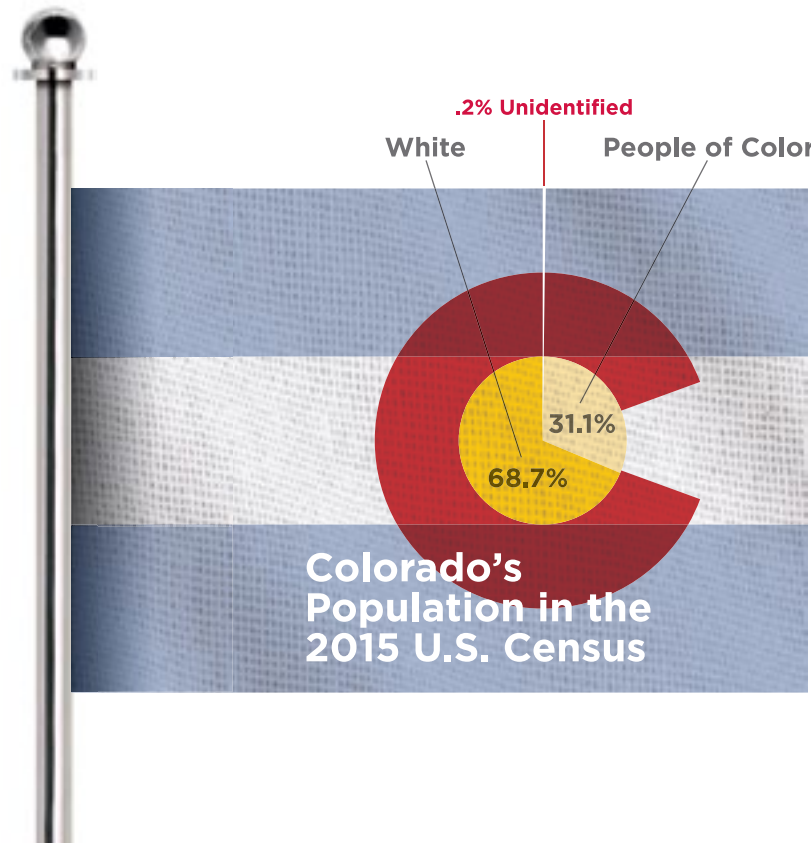


One of the founding principles of the institution, originally named Metropolitan State College, was to make a college education available to any student who wanted to attend and could meet the academic standards. MSU Denver was created to be financially attainable and accessible to a population that was increasingly ethnically diverse. Over the last 12 years, MSU Denver has become the four-year institution of higher education that most closely reflects Colorado's population.

The Office of Diversity and Inclusion was created in 2006 to enhance the University's already strong diversity efforts. Clearly the work has paid off. In 2016, INSIGHT into Diversity magazine named MSU Denver one of the top 10 colleges and universities in America for diversity and inclusion efforts. MSU Denver is a leader in diverse enrollment among Colorado's four-year universities, giving students the chance to develop the multicultural awareness critical to thriving in today's workplace.

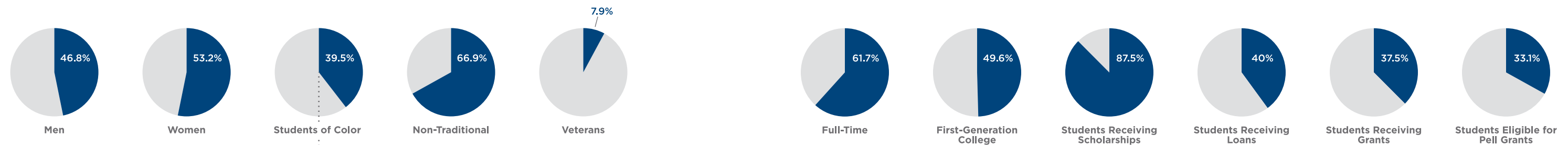
## Students' Racial and Ethnic Diversity Mirror Colorado's

Since its founding in 1965, MSU Denver's commitment to underrepresented students has been a beacon of hope for communities of color:



## Gender, Age and Background Diversity Expands

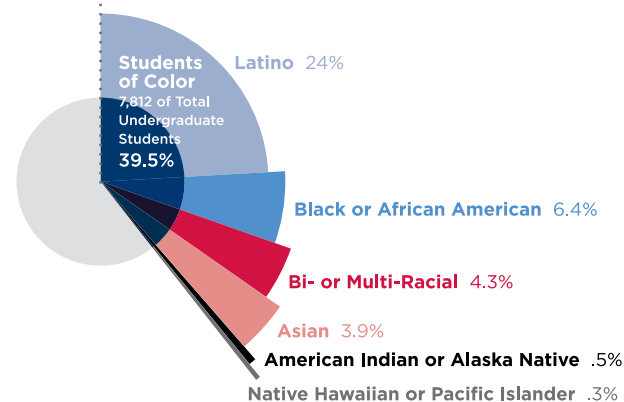
The University's student population is increasingly diverse:



**23**

**Average age is 23**

MSU Denver's youngest student is 16 and oldest is 78.



“We as a public institution accept responsibility that the faces of our students should mirror the faces of our community, and the faces of our faculty should mirror the faces of our students.”

- President Stephen M. Jordan

## Becoming a Hispanic Serving Institution (HSI)

# HSI

Two years after President Jordan arrived on campus, he outlined an ambitious goal to become a federally designated Hispanic Serving Institution (HSI) by 2018. Achieving HSI status requires doubling our Hispanic full-time equivalent (FTE) enrollment to 25 percent from the starting point in 2007 of 12.5 percent. Becoming an HSI makes particular sense in Colorado, which has one of the largest Latino populations in the U.S. HSI status would open doors to more federal funding and benefit all students.

A task force convened in 2007 to set out next steps that would be needed. A follow-up task force was formed in 2015 to take MSU Denver to the goal by identifying and recommending specific strategies. We are now a percentage point away (24 percent FTE enrollment). Latinos are enrolling at a slightly higher percentage than the overall population within the 10-county Denver metro area.

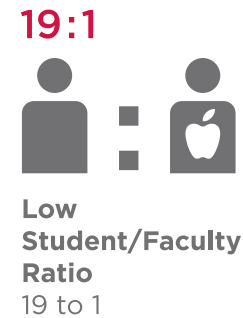
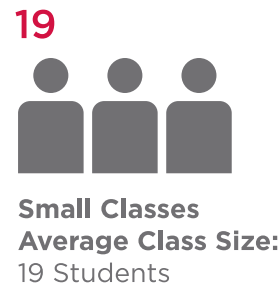
## Creating a More Diverse Faculty and Staff to Serve the Diverse Student Body

MSU Denver has been a leader in faculty diversity with initiatives such as the Target of Opportunity, which gives preference in recruiting to people not represented in specific departments. The efforts have made a difference:

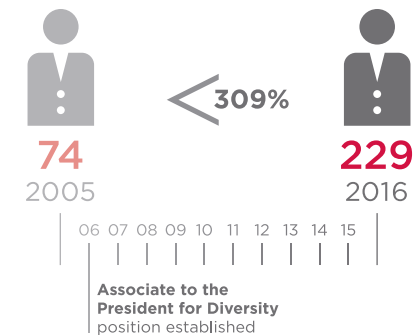


Carlos Fresquez, MFA | Associate Professor | Department of Art

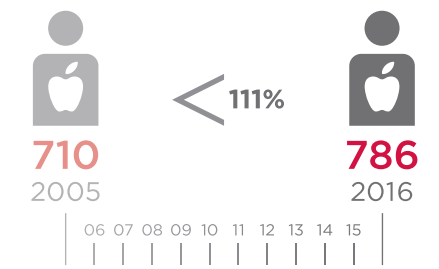
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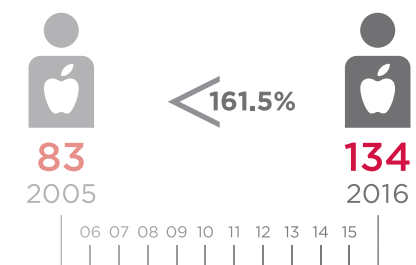
### Administrative Staff of Color



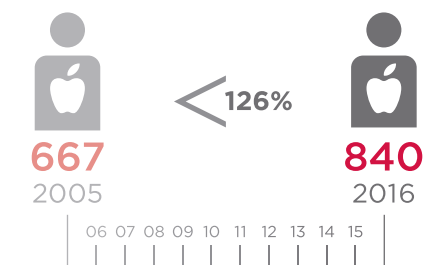
### Male Faculty



### Full-Time Faculty of Color



### Female Faculty



# WELCOMING AND SUPPORTING UNDOCUMENTED STUDENTS

MSU Denver's commitment to diversity and inclusion has been apparent since our founding, but the efforts accelerated greatly in the last 12 years. The greatest evidence is apparent in how we have welcomed Colorado's undocumented students, the "DREAMers," (Development, Relief, and Education for Alien Minors) who were brought to the United States as children by parents who hoped for better opportunities. MSU Denver stepped up for the DREAMers in several ways:

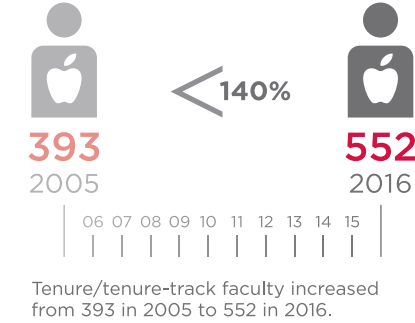
- Offered a special, lower tuition rate to Colorado's undocumented high school graduates who met admission requirements. The Board of Trustees authorized this special tuition in June 2012, in light of the Colorado legislature's repeated inability to allow undocumented students access to lower in-state tuition. The rate was calculated to ensure that no taxpayer dollars went toward tuition. There were 120 undocumented students at the time Trustees took action. This year, 287 ASSET (Advancing Students for a Stronger Economy Tomorrow) students comprise 1.58 percent of our student body. Following MSU Denver's courageous move, the Colorado General Assembly changed course and passed the ASSET bill, providing undocumented students in-state tuition. Gov. John Hickenlooper signed it into law April 29, 2013, in the MSU Denver Student Success Building and publicly praised MSU Denver's leadership.
- Offered assurance when the 2016 election created fear and uncertainty about the future for DACA (Deferred Action for Childhood Arrivals) students. MSU Denver joined more than 600 universities and colleges signing the Pomona Letter urging the Trump administration to continue the DACA program and pledging not to release personal information on students without a court order.
- Expanded services to the existing Immigrant Services Program established in 1989, offering academic and social support to undocumented, DACA and ASSET students. They are provided with academic counseling, ESL (English as a Second Language) support, assistance with scholarship applications and help navigating campus and community resources.

# Faculty Increase

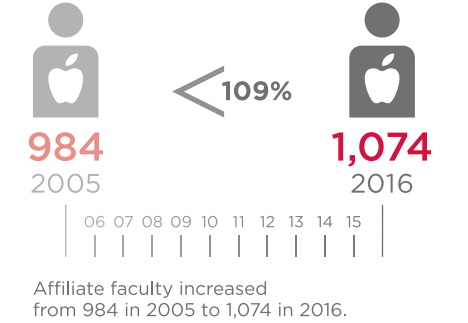
Over the past dozen years, MSU Denver has increased the number of full-time tenured and tenure-track faculty, while other institutions have replaced full-time faculty with adjunct or affiliate teachers. MSU Denver has been a leader in bucking that trend, determining that the faculty reflects the University's commitment to becoming one

of the nation's preeminent urban universities — a commitment validated by Denver Mayor Michael Hancock, who called MSU Denver "the best urban university in Colorado, if not the country." The evidence:

### Tenure/Tenure-Track Faculty

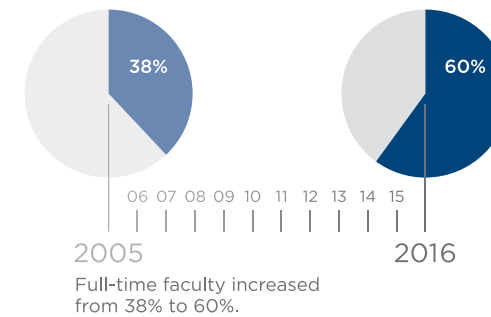


### Affiliate Faculty

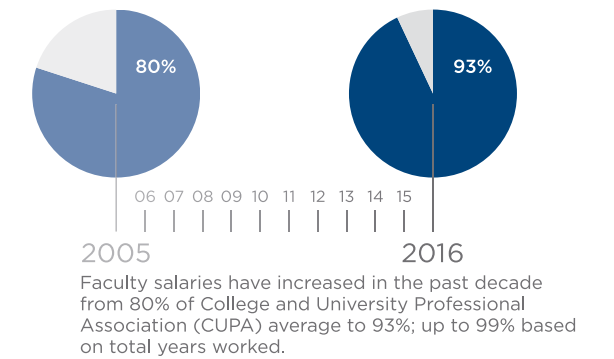


The target of opportunity program, besides supporting faculty diversity, also gives priority to candidates who are nationally or internationally recognized scholars in their fields.

### Full-Time Faculty



### Faculty Salaries



Lisa McVicker, Ph.D. | Professor | Department of Marketing



Recognition from outside groups for our level of quality, including inclusion among "America's Top Colleges," "Best for Vets" in Colorado, The Association to Advance Collegiate Schools of Business (AACSB) and Phi Theta Kappa Transfer Honor Roll.

Wall Street Journal's list of 125 most influential professors (2014).



**Darrin C. Duber-Smith, MS, MBA**  
Senior Lecturer  
Department of Marketing  
MSU Denver

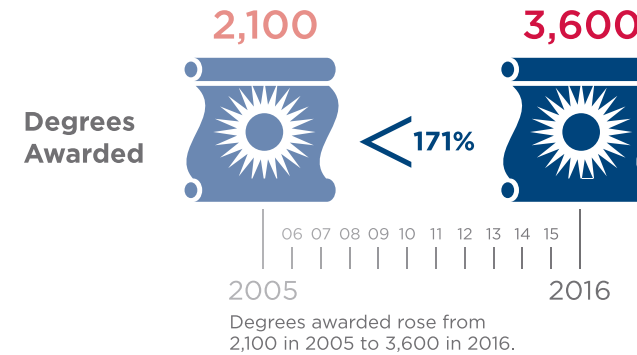
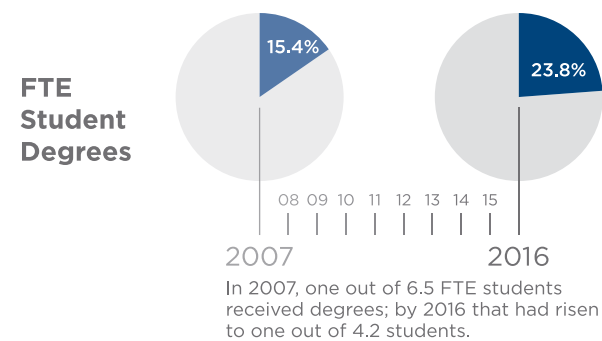
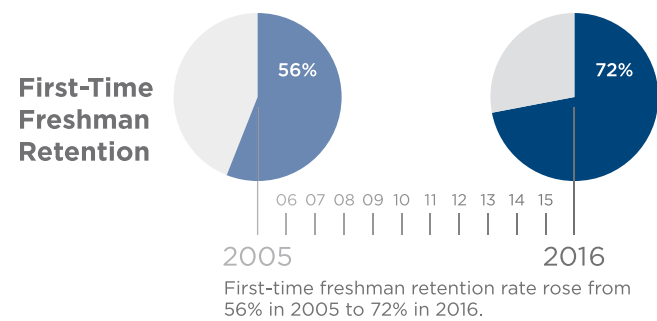


**Erick Erickson, Ph.D.**  
Professor  
Department of Economics  
MSU Denver

# Student Retention and Graduation Rates

As an institution that serves many nontraditional and part-time students, student retention and graduation has been a challenge — a challenge we’ve met with increasing success. In 2012, the Student Success Building opened, housing unique student-focused programs. Fully funded by student fees, it is a physical demonstration of the University’s commitment to student retention and graduation. The First Year Success program has been a significant driver in retaining students past their stressful initial college experience. FYS offers wraparound services that support students both academically and socially. Clearly the steps MSU Denver has taken are working:

The progress made in the last dozen years is impressive. MSU Denver has been transforming lives by helping our students find their path to what’s next and preparing them to make the most of it.

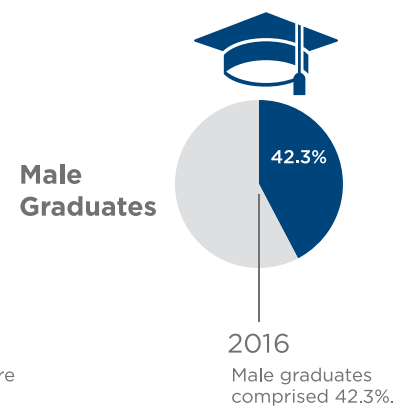
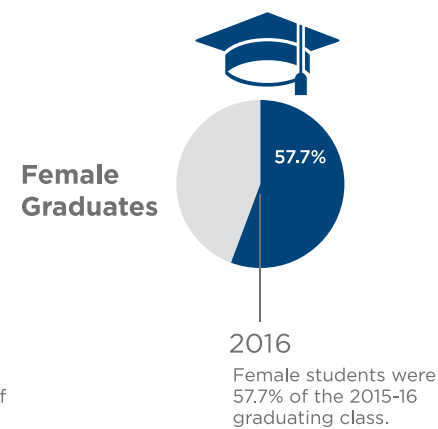
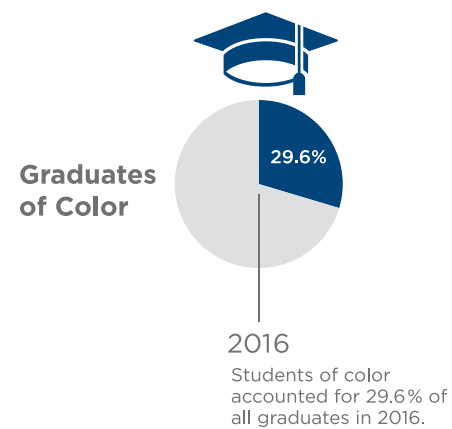


**MSU Denver's tuition is the lowest of any four-year institution in Colorado: \$7,353 for 30 credit hours.**

## Estimated Fiscal Year 2017-18 Tuition and Fees Comparison by Colorado Institutions at 30 Hours

### Four-Year Public Colleges and Universities

Adams State University	\$9,725
Colorado Mesa University	\$8,966
Colorado School of Mines	\$18,420
Colorado State University	\$11,605
Colorado State University-Pueblo	\$8,890
Fort Lewis College	\$8,425
<b>Metropolitan State University of Denver</b>	<b>\$7,353</b>
University of Colorado at Boulder	\$12,099
University of Colorado at Colorado Springs	\$10,272
University of Colorado - Denver	\$11,107
University of Northern Colorado	\$9,457
Western State Colorado University	\$9,646



- Student-Loans.net ranked MSU Denver #190 in its listing of the “Top 250 Public Colleges that Give Students the Least Private Student Debt.”
- Almost a quarter of students major in a STEM (Science, Technology, Engineering and Math) discipline.
- Ten programs account for 48% of MSU Denver graduates:
  - Criminal Justice/Criminology
  - Biology
  - Psychology
  - Accounting
  - Management
  - Individualized Degree
  - Hospitality, Tourism and Events
  - Nursing
  - Human Performance and Sport
  - Marketing



### Fulbright Scholarship

Janet Hernandez was the first in her family to go to college; now she's the first student in University history to win a Fulbright Scholarship, one of the world's most prestigious academic awards.



# Public-Private Partnerships

In an era of diminished public funding for higher education, MSU Denver has turned to the private sector to build partnerships.

The Great Recession together with constitutional constraints on the state's budget, had an enormous impact on the availability of public funding. To continue offering our students a high-quality education, it was imperative to find new resources. MSU Denver has pursued a creative and entrepreneurial approach.

Public-private partnerships developed in the last few years have given MSU Denver students new opportunities to build the needed academic and job qualifications to succeed while offering industries trained workers with up-to-the-minute skills. Ultimately, the partnerships benefit the community as well.



## Tivoli Brewing Company and Beer Operations Program

The old brewery building was repurposed years ago into the Auraria Campus Student Center. But in August 2015, the brewery was reborn as the Tivoli Brewery and Tap House, a \$7 million operation. The first full-production brewery on a college campus is an extension of the Tivoli Distributing Company, founded in 2012 by native Coloradans. Students in the program work with and learn from professionals in all aspects of the craft beer business, including restaurant management, distribution, sales, marketing, packaging, quality control and business operations.

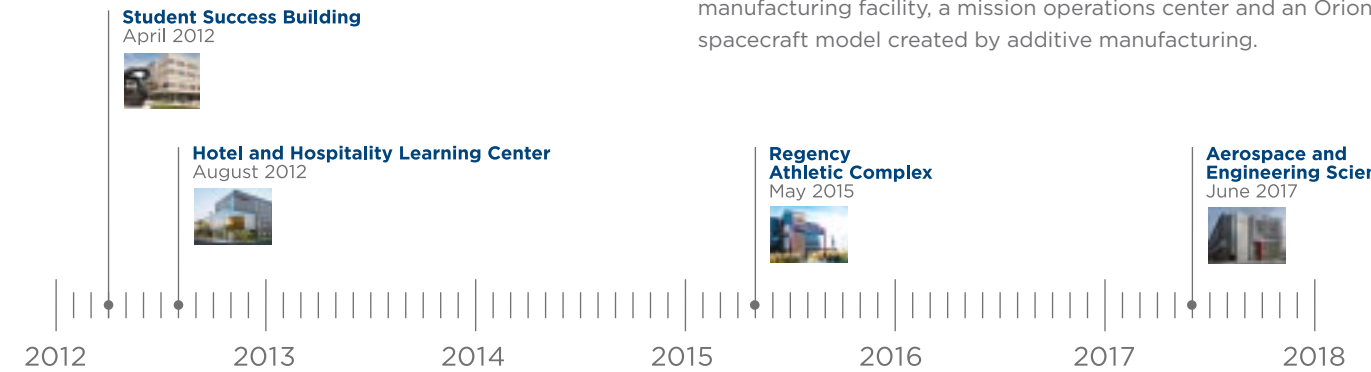


## Hotel and Hospitality Learning Center and Springhill Suites Downtown

Responding to Denver's growing profile as a national hub for hospitality education, the Hotel and Hospitality Learning Center (HLC) is a distinct combination of a higher education classroom building, a teaching laboratory, a commercial hotel — SpringHill Suites by Marriott — and a conference space. SpringHill Suites Denver Downtown, a collaboration between Sage Hospitality and the HLC, is distinctive in its staffing and operations models. Students from MSU Denver along with full-time professionals with Sage Hospitality serving as mentors work together to provide a truly unique learning environment and a successful revenue-generating venture for the University. The HLC won a 2012 Downtown Denver Partnership award for design and for contributing to a more vibrant Downtown Denver.

## Four New Facilities in Five Years

In five years, MSU Denver transformed the campus with construction of four major facilities: the award-winning Hotel and Hospitality Learning Center (HLC) the only facility in Colorado of its kind; the Student Success Building, a physical demonstration of the University's commitment to student retention and graduation; the Regency Athletic Complex that transformed a blighted 13-acre area west of campus into a top-notch, \$23.6 million athletic complex and community resource; and Aerospace and Engineering Sciences, which will house a satellite manufacturing facility, a mission operations center and an Orion spacecraft model created by additive manufacturing.



## Regency Athletic Complex

A blighted 13-acre area west of campus was transformed into a top-notch, \$23.6 million athletic complex with tennis courts, a soccer field, baseball and softball diamonds and training and locker facilities. It also includes a fitness trail. Besides housing Roadrunner athletic programs, the facility is open to the community. The result is a gateway that creates physical, social, economic and programmatic connections to adjacent neighborhoods and downtown Denver. Its amenities and programs, including after-school and summer sports activities that benefit more than 5,000 low-income families, are designed to engage the community. Partnerships with the Colorado Rockies, Colorado Youth Tennis Foundation, Denver Parks and Recreation and others encourage the entire community to participate in health and fitness programs.



## Detroit Institute of Music Education (DIME)

The Detroit Institute of Music Education (DIME) and MSU Denver through DIME Denver offers accredited bachelor's degrees in commercial music performance, commercial songwriting and music industry studies. This exclusive educational partnership is grounded in both music and liberal arts studies, allowing aspiring musicians to pursue careers in music while simultaneously working towards their bachelor degrees. MSU Denver is accredited by the Higher Learning Commission (HLC) and is a full member in good standing of National Association of Schools of Music (NASM).



## Aerospace and Engineering Sciences

Aerospace and Engineering Sciences initiative brings together civil, electrical and mechanical engineering technology, computer information systems and computer sciences in a new \$60 million facility opening in June. It also includes Colorado's only Advanced Manufacturing Sciences Institute. Funding came from the state Capital Development Fund, University construction dollars and private donations. The new building will house York Space Systems, Hartwig, Inc. and EyesSat LLC, all of which will collaborate with faculty and students on projects such as building and operating satellites from our campus.

# Becoming a University with Master's Degrees and Prestigious Accreditations

Gov. John Hickenlooper signed SB12-148 into law on April 18, 2012, transforming Metropolitan State College of Denver into Metropolitan State University of Denver (the change was official on July 1, 2012). The governor said our institution had become "a great asset for not just Denver, but for all of Colorado." Dr. Jordan even more rightly characterized the change as "the beginning of a new era." How right he was. MSU Denver has made impressive strides, received significant notice and acquired accreditations that affirm the quality of our programs:

## Acquired program accreditations, approvals and/or recognition from professional organizations, including:

- Higher Learning Commission
- The Association to Advance Collegiate Schools of Business (AACSB). Only five percent of business schools worldwide earn this distinction.
- Commission on Accreditation of Allied Health Education Programs, one of only a few such programs so honored.
- International Coalition for Addiction Studies Education (INCASE)
- National League for Nursing Accrediting Commission and Colorado State Board of Nursing
- Council for Standards in Human Services Education
- Association of University Programs in Health Administration
- American Chemical Society
- The Commission on Accreditation of Athletic Training Education (CAATE)
- National Recreation and Park Association
- The Federal Aviation Administration for our Air Traffic Controller Collegiate Training Initiative
- The Colorado Department of Education
- Colorado State Board of Accountancy
- The Council on Social Work Education
- The National Association of Schools of Theatre
- The National Association of Schools of Music
- The National Association of Schools of Art and Design
- The Council on Accreditation of Parks, Recreation, Tourism and Related Professions
- The Engineering Technology Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET)
- The Computing Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET)

# Awards and Recognitions

Over the last dozen years, the University has garnered an impressive collection of awards and recognitions from government, business, philanthropic and other organizations. These recognitions reflect the growth of MSU Denver in quality and stature. They also are a testament to how deeply the University is integrated into the community. In the spirit of our mascot, Rowdy the Roadrunner, these recognitions show that we run fast, we run hard and we run well!



### 5 Master's Degree Programs

- Business Administration (2017)
- Health Administration (2017)
- Professional Accounting (2010)
- Social Work\* (2010)
- Teacher Education\* (2010)

\*The first Master's degrees were awarded in December of 2011.

**67**  
Bachelor's Degrees

**85**  
Minor's Degrees

**32**  
Certificate Programs

## 2012

### Downtown Denver Partnership Award

The Partnership recognized MSU Denver's Hotel and Hospitality Learning Center as one of its six awardees, citing "significant contributions toward creating a unique, vibrant and diverse downtown environment" that have made "a lasting, positive impact on Downtown Denver."

## 2016

### Diversity Champion

INSIGHT into Diversity magazine recognized MSU Denver as one of 15 colleges nationwide that has an unyielding commitment to diversity and inclusion.

### Downtown Denver Partnership Award

The Partnership recognized the University for its Regency Athletic Complex, following the 2012 award for the HLC. The annual awards honor organizations, projects and events that contribute to making Downtown Denver and the Mile High City a more exciting place to work and live.

### Excellence and Innovation Award

The American Association of State Colleges and Universities (AASCU) recognized MSU Denver's Department of Hospitality, Tourism and Events.

### Mayor's Design Award

The mayor honored the Regency Athletic Complex at MSU Denver in the "Sustainable Style" category as a project that "promotes sustainability, green building and new energy technologies."

## 2016-17

### The Association to Advance Collegiate Schools of Business (AACSB)

Only five percent of business schools worldwide earn this distinction.

### STEM Jobs-Approved University

Victory Media named MSU Denver to its inaugural STEM Jobs-Approved Colleges list, one of only 123 schools nationwide. The list was the first of its kind to rate institutions on their responsiveness and relevance to the kind of high-demand, high-growth STEM occupations that can transform lives.

## 2017

### Best for Vets: Colleges

Military Times ranked MSU Denver one of the top Colorado colleges for veterans and 52nd in the U.S. because of our vet-friendly campus and programs.

### Master Brewers Association of the Americas

MSU Denver was recognized as being one of eight academic institutions in the U.S. that meet or exceed the association's Guidelines and Learning Outcomes as established by its education advisory committee.

### Phi Theta Kappa Transfer Honor Roll

MSU Denver was recognized for its excellence in offering community college transfer pathways, one of only 65 institutions honored.

### Top Universities for Professional Sales Education

The Sales Education Foundation (SEF) named MSU Denver to its list of 140 institutions with the best programs in sales education, the only Colorado university to make the grade.

# Support and Engagement from Alumni and Donors

Since our founding in 1965, we've understood that MSU Denver would need to take a different and more out-of-the-box approach to growth. Without a long history and the deep alumni support that legacy affords, we have had to strategically prioritize and leverage our limited financial, physical and human resources. The priority has been on using innovative approaches to maximize student success.

In the 2020 Strategic Plan, we outlined ways to enlarge University resources:

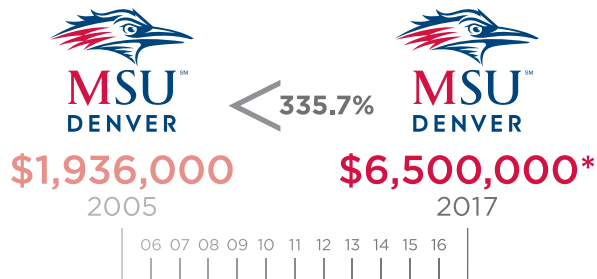
- 1 Continue to seek, sustain and grow innovative resources through more public grants and fees for service.
- 2 Increase private donations.
- 3 Expand alumni participation in annual fund giving.

To do this, MSU Denver has worked hard to tell a powerful and compelling story. We have focused on sharpening our brand and lifting our profile among our stakeholders, including potential donors, the community at large and especially among alumni who need to be continually engaged with the institution. Private gifts have risen considerably. In 2005, the University received \$1.9 million in private gifts. For fiscal year 2016-17, ending June 30, 2017, that figure is expected to top \$6.6 million.

Alumni donors have increased as well in the past dozen years. In 2005 there were 1,617 alumni donors. This year we expect approximately 2,400. Alumni engagement has risen as well, from 2,252 in 2005 to approximately 4,000 this year.

MSU Denver has made a commitment to transform lives by offering academic and professional education opportunities in the urban heart of a changing city and state. The numbers indicate that former Roadrunners recognize the value they have received through their involvement with the University. The high level of individual donor support also shows that the community recognizes MSU Denver's importance and the value of our contributions.

## Private Gifts



## Notable large gifts in the past few years include:

- **One World, One Water Center for Urban Water Education and Stewardship**  
anonymous donor  
\$1 million
- **Hospitality Learning Center**  
Marriott Foundation  
\$1 million
- **Regency Athletic Complex**  
Regency Student Housing  
\$1 million
- **Hotel Management program**  
Rita and Navin Dimond  
\$1.5 million
- **College of Business**  
Mariner Kemper and the Kemper family-related foundations  
\$1.5 million

# Conclusion

The facts and figures tell an impressive story of how well Metropolitan State University of Denver has thrived in the last dozen years. They have been a Dynamic Dozen, indeed.

But it's critical to comprehend who and what those facts and figures really represent.

Transformations happen here. The lives of thousands of students have been enriched and improved because of the education they received at MSU Denver.

And the University's impact on Colorado has been immense. It's no surprise that Forbes named Denver as the best place for business and careers for the second straight year because of its diverse economy, growth outlook and educated workforce. Companies are expanding their workforces and workplaces, and unemployment is at its lowest rate — about three percent in the first quarter of 2017 — in more than 15 years.

Our city, state and nation have benefited from our educated, involved and engaged alumni. MSU Denver, located in the heart of Denver, is at the heart of the extraordinary transformation of Colorado.

And the next dozen years promise to be just as exciting.

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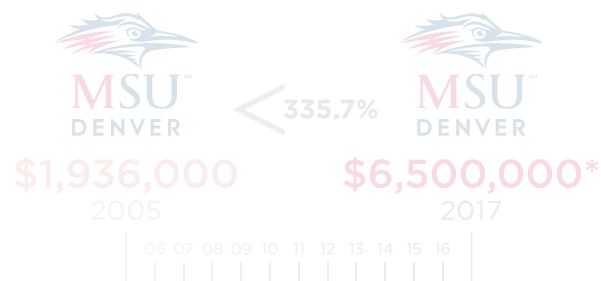
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TWELVE  
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# PROGRESS REPORT 2017



METROPOLITAN  
STATE UNIVERSITY<sup>SM</sup>  
OF DENVER  
LIVES TRANSFORMED

[msudenver.edu](http://msudenver.edu)