



# From Data to Action: 2025 CCA Data Days

**July 28-29**  
**Denver, CO**

*Agenda & Resources:*  
[CompleteCollege.org/DataDays2025](https://CompleteCollege.org/DataDays2025)

Lead sponsor:



**Nuventive™**  
The Data-Informed Improvement Company™

Additional support by:

**ECMC**  
Foundation

**Gates Foundation**

# Welcome to MSU Denver!

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Vice President for Student Affairs

*Metropolitan State University of Denver*



# MSU Denver At-A-Glance

16,600

Undergraduates

66%

Taking at least 1  
Online Course

39%

Pell-Eligible

1,182

Graduate  
Students

3,233

Degrees Awarded  
AY'23

96%

Coloradans

112,315

Alumni

#1

Transfer Destination  
in Colorado

58%

First-Generation

56.2%

Students of  
Color

40%

Transfer Students

87%

Working

#1

Social  
Mobility In  
Colorado

As of Fall 2024 Enrollment Census



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# What Problems Have We Been Solving?

## Student Experience

- 6- to 8-week peak transcript evaluation
- 5+ hour Call Center holds
- Manual Processing
- Student Complaints

## Enrollment Decline

- 13% Overall Enrollment Decline FA19-FA21
- Market Competition
- 5 Year Recruitment Slump

## Student Success\*

- High DFW Rates in Gateway Courses
- 11% 4-Year Graduation Rate
- 70% FTFT Retention
- Equity Gaps

*\*Current IPEDS reporting.*

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# What Outcomes Have We Seen?

- 1-week transcript evaluation
- 10-minute Call Center waits
- Increased new student matriculation
- Increased retention & completion
- Staff stability
- Academic buy-in (plans, DFW playbook, etc)
- Positive “word on the street” student sentiment

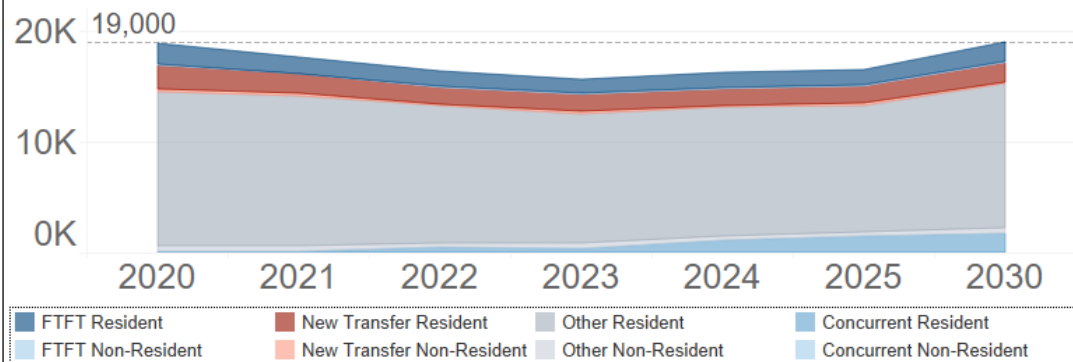
**Enrollment**  
**16,600 UG Students**  
*\*including CE*

**Retention Rates**  
**63% (FTFT 1st Year)**  
**66% (New Transfer 1st Year)**

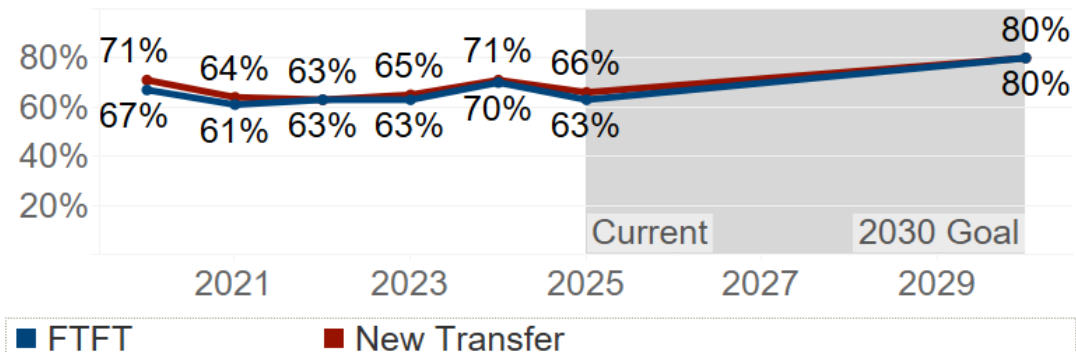
**Completion Rates**  
**13% (FTFT 4-year)**  
**32% (FTFT 6-year)**

**Social Mobility**  
**Rank 141/1,204**  
**on CollegeNet SMI**

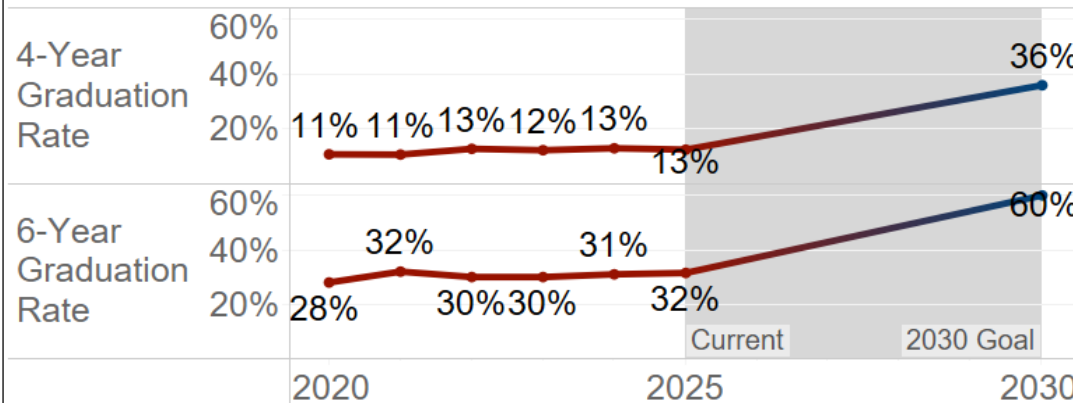
**Undergraduate Enrollment Goal: 19,000**



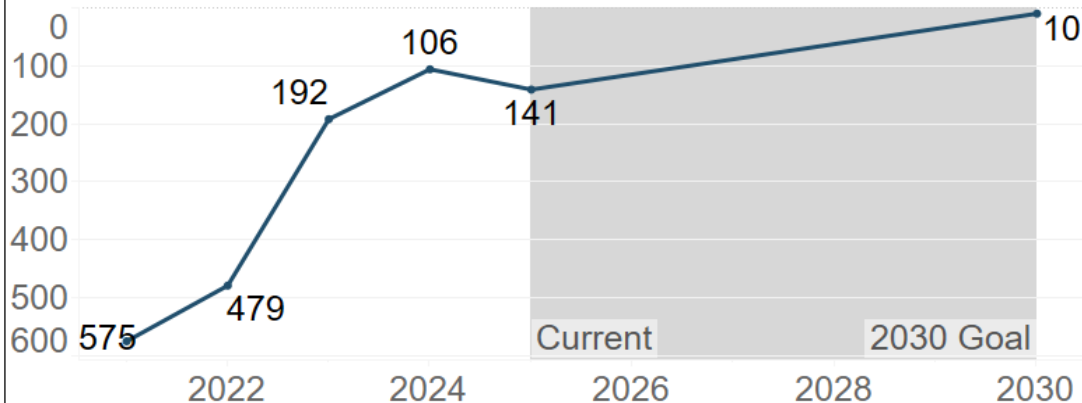
**First-Year Retention Goal: 80%**



**FTFT Completion Goals: 4-Year 36%, 6-Year 60%**

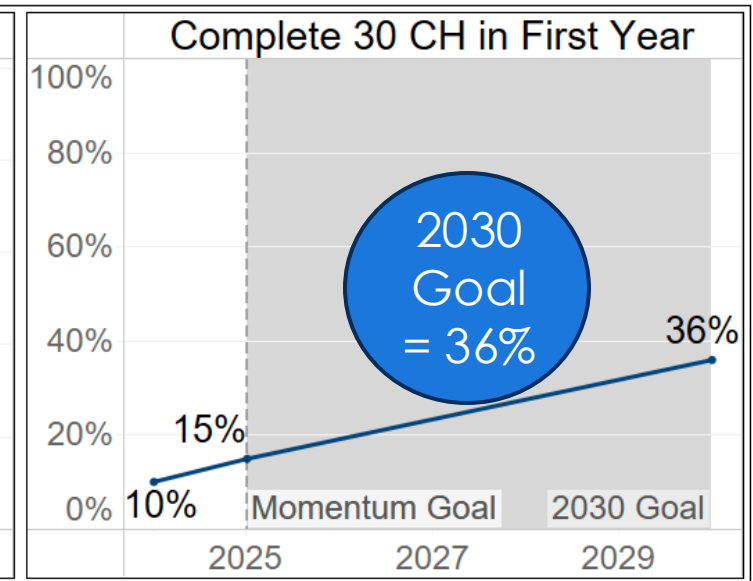
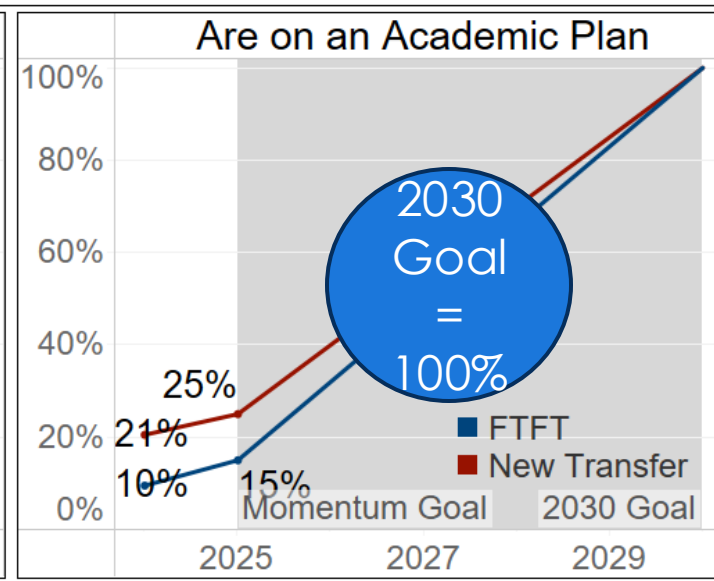
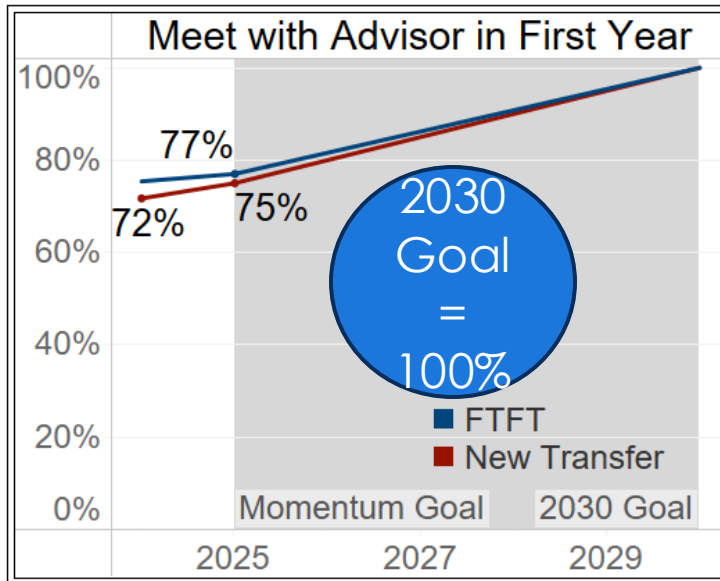


**Social Mobility Ranking Goal: Top 10**

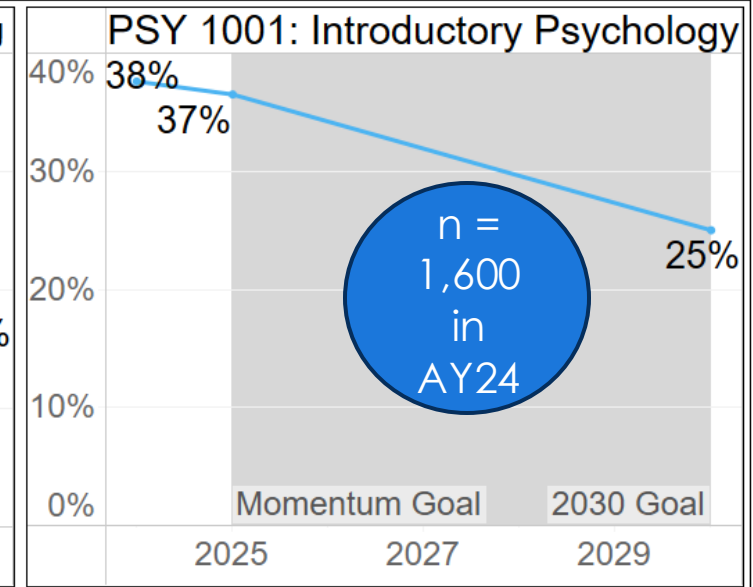
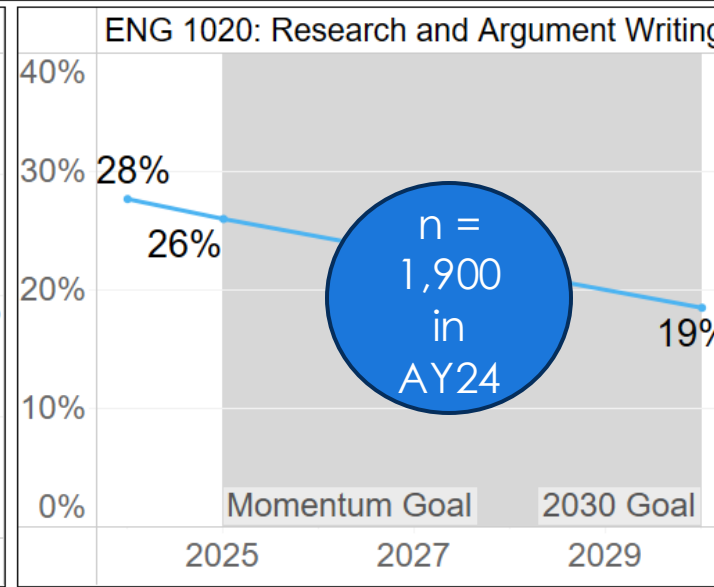
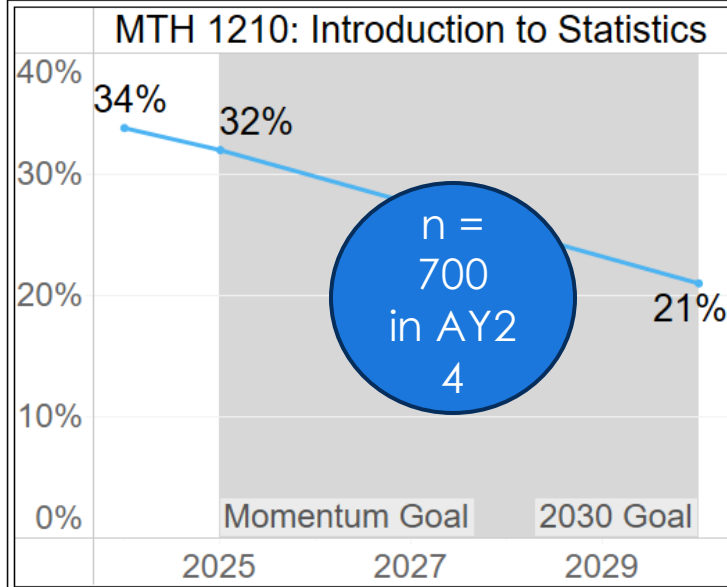


Data sources: CollegeNet SMI, MSU Denver census files, IPEDS.

Students are most likely to retain when they...



We most impact retention when we lower DFW rates in...



Data sources: SSC Navigate, Postsecondary Data Partnership, Banner



# Our Journey

- Recover
- Stabilize
- Launch



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# Myth of Constant Supply

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*"Enrollment is like a  
spigot. When we need  
more students, we turn  
the spigot on."*



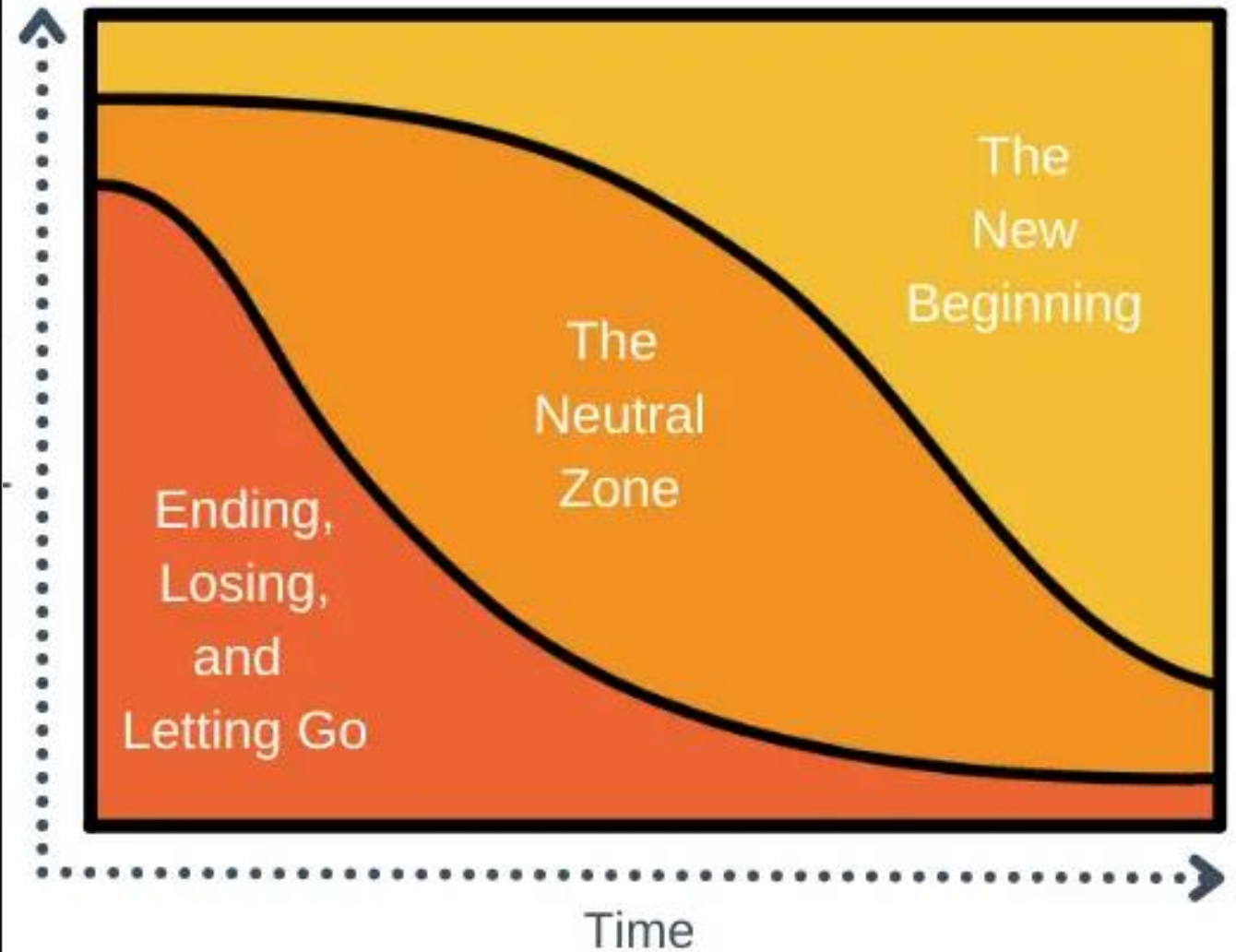




# Bridges Transition Model

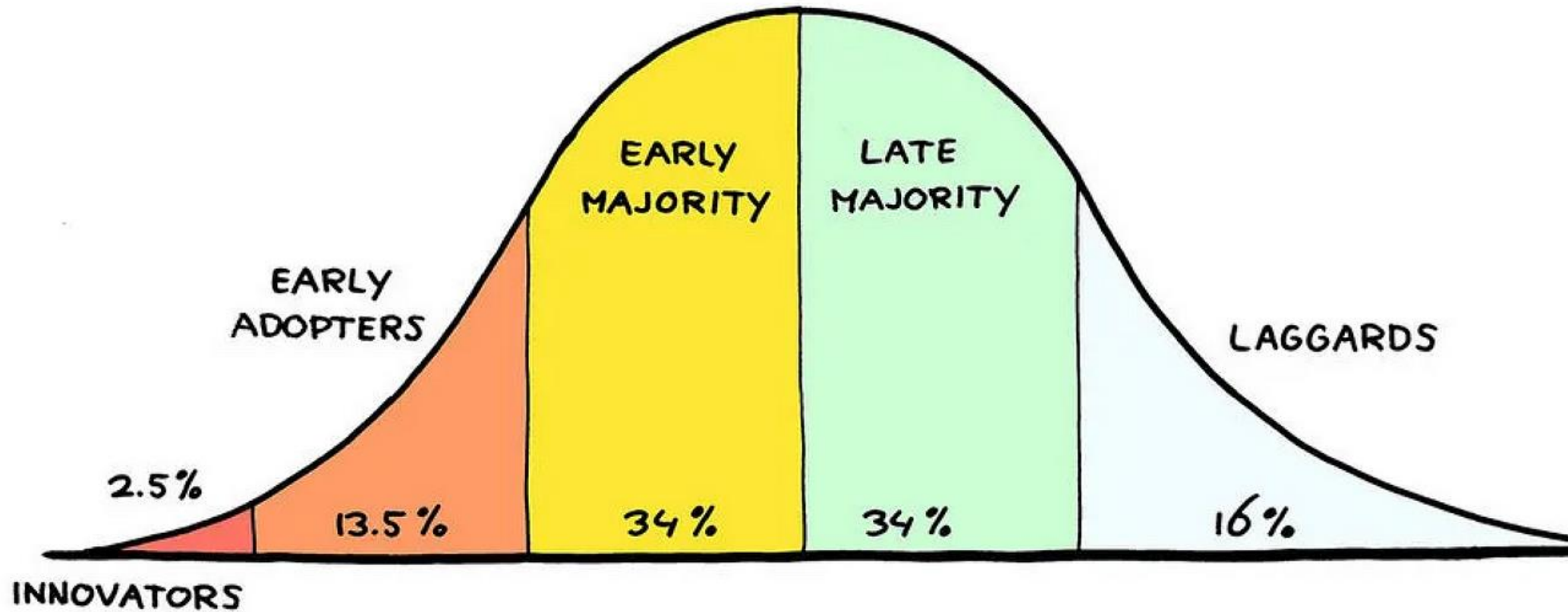
- Every new beginning starts with an ending.
- The Neutral Zone is the space of greatest creativity.
- The Neutral Zone is also the space of greatest fear because people realize what's been lost.
- Change Management is pastoral care.

## Bridges Transition Model





# SIMON SINEK ON EARLY ADOPTERS





Thank you!

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