

**REGULAR MEETING OF THE COUNCIL OF TRUSTEES  
MEETING MINUTES  
VIA ZOOM TELECOMMUNICATIONS  
CONFERENCE CALL  
MARCH 25, 2021  
4:17 PM**

**AGENDA ITEM I – CALL TO ORDER:**

Vice Chair Dozor called the meeting to order. Vice Chair Dozor announces the continued temporary suspension of the Pledge of Allegiance until in-person meetings resume once the COVID-19 Pandemic resolves.

Council members present were Members: Dozor, Fillippo, Kaliszak, Lewis, Moskowitz, Schick, Silfa.

Absent but accounted for were Members: Franklin, Ireland, Kinsey, Tomlinson

Vice Chair Dozor proceeds with the meeting after role call is complete.

**AGENDA ITEM II – APPROVAL OF MINUTES OF THE PREVIOUS MEETING AS DISTRIBUTED TO THE COUNCIL OF TRUSTEES**

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**MOTION (MOSKOWITZ/LEWIS)**

**APPROVAL OF MINUTES OF THE JANUARY 28, 2021 MEETING AS PRESENTED**

**MOTION UNANIMOUSLY APPROVED**

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**AGENDA ITEM III – PUBLIC COMMENT: LIMIT OF TEN (10) MINUTES:**

Vice Chairperson Dozor continues, “At this time, we invite anyone who wishes to address the Council of Trustees to please use the raise hand feature which will put you into the queue. When it is your turn we will announce your name and we will open up your microphone for your comment. And we certainly welcome anybody that wishes to participate, I think we have at least one person that queue, is that Laura Fiorenza? Miss Fiorenza, are you with us? I think a representative of APSCUF?”

Laura Fiorenza takes the mic, “Mark Rimple has asked me to read a statement on his behalf as the President of APSCUF and so please, is now time to do that?”

Vice Chair Dozor replies, “Yes it is, and we’re pleased you’re here.”

Laura Fiorenza proceeds, “Thank you very much, it says:

“To the members of West Chester University of Pennsylvania Council of Trustees, thank you for allowing the local chapter of APSCUF time for Public Comment this evening. I apologize for not being here in person, due to family duties.

Chancellor Dan Greenstein threatened the State System with his testimony before the PA senate last week and his rhetoric was taken up as an incentive by at least one legislator, who signaled his enthusiasm to introduce the Chancellor's new legislation to dissolve the entire system next year. These threats dodge the larger historical issue of limited and declining state funding, which negatively impacts student’s affordability. This is not what successful

leadership of a multimillion dollar public institution demands. It is an obvious surrender to the views of those who view public education as a liability that Pennsylvania just can't afford.

Yes, the Chancellor is correct, doing nothing about the system's budget isn't an option, especially when some campuses in the system are losing money due to bad business decisions such as per credit tuition, rampant hiring during declining demographics, and lavish spending on new dormitories. But, the consolidation of six campuses into two new universities in the midst of this crisis is something that has yet to prove is the right action, and a threat to close the system, if he doesn't get his way, is to say the least, disturbing.

The Chancellor chose a terrible time to make threats. You could easily scare more students from the campuses that desperately need to increase their enrollments. Moreover, the BOG budget request this year is upside down, they are requesting just a 2% increase for the operation of the system, while asking the state to pour money into redesign to the tune of 5% for each of the next five years.

When asked how much consolidation will save, the Chancellor's latest answer is that consolidation isn't about the money. If not, then why are we doing it?

When the budget request says, savings will be realized within eight years, anyone who has done Strategic Planning in public higher education knows this is like predicting the weather two weeks from now; no more accurate than a coin toss. Worse still, the Chancellor's communications to the faculty offer a narrative in which everyone on those campuses, and beyond, is excited about systemness and consolidation.

It should be lost on no one that, while the stress COVID has placed on the faculty is intense, many are being overworked to justify their jobs in a wide range of shared governance groups on campuses facing consolidation.

Previous communications during redesign have not so subtly chided naysayers among the system faculty who have shared their contrasting viewpoints as being out of touch or unsupportive of the system and success.

These acts are indicative of a leader who values validation over collaboration and compromise.

I have seen the Chancellor's apology and find it sorely lacking. Since coming to Pennsylvania and preaching systemness, he has failed to make bold budget requests or truly and publicly challenge the legislature for their abandonment of our system. He began by courting faculty and then pivoted to attacking them. He was hired to improve our system, not destroy it.

What would true advocacy look like?

It would mean bringing the issue of a defunded public system repeatedly and strongly to the people of the Commonwealth, to the media and, yes, the offices of those who will support us, and even those who don't. It means building a coalition of willing and holding joint rallies and lobbying efforts to change your constant minds. It means asking for full funding not tiny increments, not simply accepting the sad reality of the status quo. It means working with the Governor and supporters in both Houses of the legislature, Democrat and Republican, who can leverage a combined influence to move us from our pathetic 49th in the nation in terms of higher education funding. And it means treating faculty across the system with respect, not further overworking those who are giving more than 200% to deliver their courses fully online, for the first time in their careers. It means using timelines that allow for smooth transitions out of the current crisis, not adopting techniques of what Naomi Klein calls disaster capitalism to force false choices. It certainly doesn't mean allowing Cheney to get away with closing its library, depriving students of color of necessary resources in their education. APSCUF will not be divided by the Chancellor's actions. We are a 14 campus union within a 14 campus system.

Yes, West Chester University has been asked to contribute far more than our fair share to our system coffers. Chancellor Greenstein promised accountability between campuses and surely some of this is behind the massive retrenchments and contraction we see happening in IUP, Clarion, and other campuses.

But, the answer for West Chester University isn't to turn our backs on the system, as was attempted under President Weinstein, it is to advocate for the system for position of success, to lobby together for greater increased appropriations, and as faculty trustees and students alike. Let's show the system and the Chancellor what advocacy looks like.

Sincerely, Mark Rimple, President of West Chester University APSCUF;  
Professor, Department of Music Theory, History, and Composition.'

Thank you."

Vice Chair Dozor states, "Thank you very much. Those remarks will be incorporated into our minutes and I appreciate your comments, and we understand the stress and the emotion, and we understand the competing interests, and you've expressed yourself very well, and we appreciate it."

Laura Fiorenza responds, "I'll relay that to Mark, thank you."

Vice Chair Dozor continues, "Anything else? Any other comments? Anybody out there in the queue, John is there anybody out there?"

Dr. John Villella replies, “I don’t see any other hands, we are good to move on.”

Vice Chair Dozor continues with the meeting.

#### **AGENDA ITEM IV – REPORT OF THE COUNCIL CHAIRPERSON**

None

#### **AGENDA ITEM V – REPORT OF THE PRESIDENT**

Vice Chairperson Dozor, “And then we'll go right to report of our University President.”

President Fiorentino replies, Okay, thank you very much, Judge Dozor. Good late afternoon everyone, nice to nice to see you all. I have a few things that I want to update the Council on and first of all, some very good news about our middle states accreditation visit.

As you are probably aware, we are accredited by the Middle States Commission which accredits institutions in this region of the country. We are visited once every 10 years for a full accreditation visit. In preparation for the visit we spend better than two years preparing, putting together groups of people, and engaging in a very rigorous self-study to really take a hard look at ourselves and see what we're doing well, what we need to be doing better. And the accreditation team that assesses us reads our self-study and then determines whether we're in compliance with the seven standards of the Middle States Commission and some additional requirements that are also included.

The team visited us virtually from Sunday evening, we had to get together Sunday evening, and then they started early Monday morning, spent all day Monday, all day Tuesday, and then reported out to us on Wednesday. And their report indicated that all standards are met. We have no requirements to do any kind of reporting, they didn't make any recommendations for improvement, so this is, this is the best results that the school can get.

They gave us some collegial advice, some suggestions based on their experience, which we're always very willing to receive. And of course, as we went through a self-study we identified a number of areas for improvement for ourselves, and they acknowledged our work in that area and endorsed a number of our suggestions for our own self-improvement.

I do want to give a particular shout out to the three campus leaders that lead this effort: first, Jeff Osgood who's here with us at this meeting, and then Jen Bacon and Stef Schwalm, two members of the academic administration who led the effort, and there are so many more people on this campus who participated that I would take up the rest of the meeting trying to name them all. So, I will just say that we had a cast of thousands who participated, members of Cabinet, members of the administration, members of the Faculty, all who pulled together and presented West Chester University very well and we're very proud of the outcome.

I had the opportunity to meet with the Chair of the team, who is the President of Frostburg State University, Ronald Nowaczyk, and he indicated to me that the pride in the institution was palpable as the team met with our campus community and from his perspective as a visiting team, he said it was a pleasure to do this visit. I, and a number of us, have done Middle States visits to other campuses and I can tell you that when you go to a campus that is well run and achieving its mission, it is a pleasure to do that kind of visit.

So, I want to thank our campus community and congratulate everybody. I do want to thank in particular, Tommy Tomlinson and Marian Moskowitz, two of our

Trustees who participated in the site visit and participated in the work on the process. So, thank you to Tommy and Marian for doing that.

And I will just close by saying on this issue, that this kind of rigorous self-study is really a great opportunity to take a hard look at ourselves to look at what we are doing, as I said, what we need to do better, and this is really setting the stage for us to move forward boldly into the into the next cycle of the accreditation process and with our new building opening and everything that's going on coming out of the pandemic we're very excited about where this puts us moving forward as an institution.

A couple of items that I want to touch on, I do want to just report a little bit on the system issues. The integration process is continuing, we do have retrenchment happening at multiple campuses, we are in the process of an early retirement incentive for all employees - the Faculty, managers, and members of all the other bargaining units. The hope is that if we have employees who are taking this early retirement, that that's going to enable the campuses that are facing retrenchment and possible layoffs to back off on some of the retrenchments if the people who are retiring are basically in the same areas of those being retrenched.

We're also engaging in the process, among the 14 universities, trying to identify opportunities where we can transfer faculty from one institution to another, again in the interest of trying to avoid retrenchment. So, we're working hard with APSCUF and the Faculty and administration of all the campuses to try to identify ways that we can move personnel around because nobody feels good about anybody being retrenched. But, the fact is that we have suffered significant enrollment declines as a system, about 30% over the past decade or so, and there are some hard adjustments that have to be made in that process.

As part of that process I'm serving on the statewide negotiating team. We're negotiating issues around, well, primarily around the integration of the campuses



which is again attempting to restructure, reduce costs, and operate more efficiently, to increase enrollments so that we can preserve all the institutions, make sure they're economically viable, able to pursue their missions, and preserve as many jobs as possible. So, that's taking a significant amount of my time right now, we've been meeting with negotiating team from APSCUF several times a week and having preparation sessions with the PASSHE negotiating team, but it's very important work and I'm happy to be participating. And I'll also mentioned again, I've mentioned this before but, Laurie, Zeb, and Tracy - members of the Cabinet - are all participating in the leadership of the engagement among the 14 schools and the Presidents and the Chancellor's office, working to try to undertake everything that we can to help preserve the system and to help our sister institutions to continue to remain as viable institutions.

One other thing I would like to report on that or related to that, we've talked in the past about some of the processes that the Chancellor is pursuing. In particular he's been working on regional procurement centers. We have taken a hard look at the pure incentives we've worked with the Chancellor's staff. Our staff determined that participating in the Eastern Procurement Center would be detrimental to West Chester University, it would not generate savings for us and in fact, it would be quite the opposite, it would in many cases increase our costs, lengthen the time it takes for us to acquire the things that we need to purchase. I discussed this with the Chancellor after Dr. Bernotsky discussed it with the Vice Chancellor, Sharon Minnich. And the Chancellor agreed that it would be appropriate for West Chester to withdraw from the Procurement Center, so we are not participating in the shared procurement center for the eastern part of the Commonwealth. The fact is that we operate so efficiently as a large institution, that it has been recognized that we should continue to pursue the processes that are currently in existence at West Chester University and we appreciate the support of the Trustees and the support of the Chancellor's Office in acknowledging that this is the best move for West Chester University. And we

remain prepared to assist our sister institutions as they move forward in this effort.

The integration plans, one more comment about that, the integration plans are going to be presented by the Chancellor at the April Board of Governors meeting. The Board of Governors are going to be reviewing the plans and then there will be a 60-day comment period after that where anyone will have an opportunity to review and comment on the proposals that are being presented for the integration of universities.

The last thing I want to touch on is that we're working hard towards our public launch of our capital campaign, 150 Forward. And again, I want to give kudos to the development officers and the leadership of the Foundation. We're ramping up our activities, we had another event this morning with the Cottrell Entrepreneurial Leadership Center with many friends and alumni of the university who have been supporters, and continue to be willing to be our supporters, both in terms of their time and their resources. And so, I'm looking forward over the course of the next year to really be ramping up this capital campaign, focused again on raising dollars to support student success. So, we'll have more to say about that in the future.

And that concludes my report and I now request approval for purchase orders for December and January over \$20,000

Thank you Judge Dozor.”

Judge Dozor replies, “Thank you, thank you for your report and we’ll entertain a motion to approve the purchase orders and contracts for December 2020 as well as January 2021.”

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**MOTION (LEWIS/MOSKOWITZ):**

**APPROVAL OF PURCHASE ORDERS AND CONTRACTS FOR  
DECEMBER 2020 AND JANUARY 2021.**

**MOTION UNANIMOUSLY APPROVED.**

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Vice Chairperson Dozor continues, “Before we turn to the report of our Vice President, where’d he go, where’s Tom? Tom Fillippo, we see you, wave. Good to see you, I know it's good to be seen it's great to see you.

Okay we'll turn now to Dr. Osgood.”

**AGENDA ITEM VI – REPORT OF THE VICE PRESIDENT:**

Dr. Osgood takes the mic, “Thank you Judge Dozor. So, tonight we have Sarah Freed with us, she is our Assistant Vice President for Admission. Judge Dozor, this is in response to some of your good suggestions on things we can do related to our admission practices and I'm glad to see that you're excited about it as much as we are.

So, one of the things I do want to tell you is we're very fortunate to have a really strong Enrollment Management team that includes Sarah, Megan Jerabek, Lisa Yannick, and Kathleen Howley. In fact, Sarah and Kathleen had been strong partners, and especially in strengthening our relationship with the Community Colleges at the direction of the President.

In fact, Elizabeth Bolden, who is the President and CEO of the Pennsylvania Commission for Community Colleges, has held up West Chester University’s recent agreement with Delaware County Community College as the gold

standard and what we should be all pursuing across the State System of Higher Education.

And under Megan Jerebek's leadership as well, we are extending the academic passport, which is a program that allows us to accept an Associate's degree from the 14 Community Colleges as satisfaction of West Chester University's general education curriculum. But the academic path forward, as legislated, only applies to the Associate of Arts or the Associate of Science, but we have taken a hard look at the other degrees that the community colleges offer, including the Associates of Applied Science, and now include them in our academic path forward. So, our students who are coming with Associates of Applied Science will also have their general education curriculum satisfied. So, we are working tirelessly with our community college partners to create and sustain that pipeline. And just as a point of data for the Council of Trustees, 40% of students who actually walk across that commencement stage every year is a transfer student. Now, that includes both community colleges and other four-year institutions. But, West Chester University, while we have a strong first year, first semester population of students that we admit or that Sarah admits every year, quite a few our students come to us as a transfer student.

I can't say enough good things about Sarah and she is amazing at what she does. She knows that there's only one right response to 'how are the numbers looking' and that's good and she delivers every year. So, with that I'd like to hand it over to Sarah to present on some of our practices.

Sarah Freed takes over, "Hello everybody, just give me a second, let me share my screen. Okay, thank you Jeff for the introduction and, yes, the numbers are looking good. So, our team is tirelessly working on Fall 2021 enrollment. But with the few minutes that I have with you this evening we will be talking

about just some of our recruitment efforts for first year students, as well as student pipeline initiatives that we have been focused on. Obviously, I could spend hours talking about all the things that we do so, this is a general overview and happy to answer any questions you have at the end. So, for first year recruitment, much like other institutions, our office of admissions is focused on conducting typical high school visits in the fall, as well as attending college fairs in the fall and the spring semesters. We are always willing and want to be meeting with students, one on one or in groups. Obviously, with COVID things changed drastically for us and very quickly we had to pivot; actually a week before admitted student day last year, a pivot to 100% remote. So, fall recruitment and spring recruitment looks very different this year but we're very much looking forward to getting back to being with students in front of students, because we see how impactful that can be.

With that, we have been really happy to be able to welcome students to campus, starting in the fall semester with COVID compliant events. We have hosted small tours every day Monday through Friday, multiple times a day. And in the spring we've been hosting admitted student experience events. These events, we call them tour and treats, one was held on Halloween, but we also have been holding them so that specific students can talk to their specific colleges or representatives of faculty members. These are events that they can walk around campus, they receive information from different departments, as well as different gifts and swag along the way.

We've also worked very tirelessly the last 18 months on cultivating our connections with our school counselors. We created School Counselor Advisories Teams that have helped us in making some of our harder decisions, like going test optional or going remote and having fully remote recruitments. We have a counselor advisory group that helps us assist and better serve our students coming from the Philadelphia School district, out of

state students, transfer counselors as well to better serve our transfer students, and then the PA suburbs.

In April at the end of April, West Chester University will be hosting the PASSHE Counselor Information day or CID. This is another great way for school counselors, both in the Commonwealth and out of state, to be able to hear from all 14 Office of Admissions across the system so, that we're excited to host. And then finally, as we're doing all this work, in tandem with us and supporting us along the way, is RNL. Ilene did mention this in part of her presentation earlier. RNL is helping us build interest as well as generate applications but also very importantly, helping us with our scholarship modeling and strategically using institutional dollars to stay competitive in the market.

Just want to briefly mention, out of state recruitment efforts. What you'll see there is a map, this is just where we have admitted students from and where we have some metrics. Just yesterday we got a metric or deposit of students, I should say (I'm using sorry, admissions lingo) from Arkansas which was really exciting, the team was very excited to see that. But for out of state engagement, we do have an out of state recruitment team. Their mission is to promote West Chester, walk through travel and recruitment efforts but also, right through to yielding them and matriculating them until the starter classes. We engage alumni as well in these efforts and oftentimes are hosting off campus receptions. In fact, we will be hosting a COVID friendly off-campus admitted student reception next Thursday in the greater DC area, as well as in New Jersey later in April.

You'll also see, I have listed there expansion areas like California, Florida, Ohio, and Washington DC. We use the data that we have in our system, as well as alumni data, to kind of determine where we should be expanding. When we say expansion areas we're not spending a lot of our time there but we're very strategic and where we're going and how long were there for. And this will take

time to build, but it was important that we started to look and branch out beyond just New Jersey, Delaware, and Maryland.”

Dr. Osgood interjects, “Sarah, real quick, because I'm very proud of our partnership, can you say a little bit about the agreement we have with the Washington DC Consortium that helps those students who live in Washington DC receive scholarships to attend West Chester University?”

Sarah Freed replies, “Yep, I'm actually, I'm going to just change the slide and they're on the next slide.

So actually, what Jeff is referring to, as you see at the bottom right hand side, a pipeline is the Washington DC CAP. Which is a community organization that is assisting students in the heart of DC with continuing their education. We are now a partner of DC CAP, we are one of three institutions where they are promoting West Chester as a next step, a next institution for their students to continue their education. We are happy to report that last year we had two applicants from Washington DC proper and we now have over 80 applicants from Washington DC because of this program. And not only is it helping with getting our name out there and diversity efforts, but we are happy also because we're able to provide them with financial assistance. DC CAP provides the students with grants money and we have also, with assistance from financial aid, been able to also close some of the gap and cost for the students who decided to enroll with us this fall.

In addition to DC CAP you'll see, I have Gear Up listed as another pipeline. The Academic Success Program (ASP) last year, was awarded a grant to help assist Gear Up students and we help the ASP alongside of them in different

districts like Norristown as well as Harrisburg in recruiting more Gear Up students to West Chester.

In addition to these items, this past spring we elevated a position in our team to Associate Director of Diversity Recruitment. We're very proud of the work that this individual is doing, they are overseeing our diversity team who much like are out of state team, are charged with the recruitment and yielding of more diverse populations. And we are proud to say that this moment, as we enter into April 1<sup>st</sup> we are currently ahead and deposits from our Latinx populations, as well as our African American populations.

We also have a series of events that we hold, much like we do for out of state students, for diverse populations. In fact, if you maybe want to play Bingo tonight, virtual Bingo is happening with admitted students this evening, but we will also be hosting them on campus throughout the month of April.

I'll now turn it over to Jeff to talk a little bit more about the pipeline that is happening from undergraduate to graduate school through our accelerated programs.”

Dr. Osgood continues, “Thank you, Sarah. So, one of the things that we have done since we've partnered with Sarah is that we have really taken away the siloed approach to Admissions being Undergraduate Admissions and Graduate Admissions operating independent of one another, and we see this as a cohesive strategy, set of strategies, we use for our enrollment management goals. We now have 16 programs across five colleges, where students can start to take graduate level course work in their senior year, their last year of study, and they can complete up to 40% of their Master's degree course work while they're an undergraduate student. And so not only do they get to pay undergraduate tuition for those 40%, they are seeing a reduction in the time that it would take to complete a Bachelor's and a Master's degrees. As the slide



indicates it shortens the completion for the graduate degree and is able to get out in just one year of graduate study after they've completed their undergraduate degree, and so we've a lot of success in this. For many of our students, for them to be successful in the workplace, they have to have an advanced credential beyond the undergraduate degree and many of our careers are actually shifting the expected degree credential from the undergraduate to graduate degree. So, this is another way in which we are continuing to be supportive of our students' lifelong learning and their commitment to West Chester University. All of this represents some cost savings to students, we think there's a lot to be offered in terms of also the time savings."

Sarah Freed continues, "And then, finally, we can't forget about our transfer students, as Jeff mentioned over 40% of our undergraduate population enrollment are transfer students. You'll see, I have listed here our key community college feeders.

Delaware County Community College obviously, being in our backyard. Montgomery County Community College being our second largest feeder. Community College of Philadelphia, which is vitally important to the success of our Philadelphia Center. And Bucks County Community College as well.

As outlined in WCU's Pathway to Success, we're committed to transfer student success and it's critically important to West Chester's success. The framework that were utilized, as Jeff mentioned earlier, is a commitment to access and affordability, housing security, and student success along the way.

You'll see that with Delaware county Community college our partnership has really grown and flourished over the years. the pipeline agreements that you see to the left-hand side have kind of developed over the last several years, particularly our dual admission agreement, that was just recently signed as

Jeff mentioned. This agreement solidifies not only admission for students but also scholarship dollars for the first time, as well as housing. We're proud of this agreement and actually were able to, although Fall '21 is supposed to be slated as the first cohort to enter through this redesigned dual admission agreement, we were able to offer the scholarship and housing to the Spring '21 students coming from Delaware County Community College. We also signed this past spring a coalition agreement which is geared towards those applicants of West Chester who are not admitted and/or are waitlisted. That provides the students with an opportunity to attend Delaware County Community College and have guaranteed admission to West Chester along with the same scholarship and housing.

As you know, we have WCU @ DCCC with our management program and nursing. And our nursing concurrent agreement where students are starting their nursing degree at Delaware County Community College while then they begin taking West Chester classes, at the same time. In addition to the agreements, we really integrated into our daily work, not just on our campus but as well as on Delaware County Community College's campus, our marketing plans are engaged between both institutions and oftentimes any of our communications are signed by both our President, Chris Fiorentino as well as their president. We conduct visits, at this point virtual visits, but we will be back on their campus hopefully in the fall. And then we have a student engagement plan that starts the moment the student signs the Letter of Intent, while at Delaware County Community College and all the way through their enrollment at West Chester so that it begins to build that sense of community from the very beginning. So, this is something we're very proud of and we are already having discussions with Montgomery County Community College, Bucks County Community College, as well as CCP to have similar agreements. And so those conversations are already underway.

So with that, I thank you for your time and open up to any questions you may have.”

Vice Chairperson Dozor, “If I might first, Ms. Freed, your report was just excellent. Gosh, you answered everything that I prayed in months and many, many more, which is a great report. These co-agreements that you have Delaware County Community College, it's fantastic, especially with the nursing program.

As you know, Delaware County Community College services all of Chester County and there's campuses throughout Chester county so, it covers both counties.

But having those agreements in Montgomery County, Berks County, Bucks County, some of these other community colleges would really, really serve West Chester well. So, if that comes about that would be very, very helpful. I just want to ask two questions, one is: in the old days, West Chester would often send somebody down to high schools, public and parochial high schools, throughout Delaware County and Chester County would have visits from representatives of West Chester. Now, with remote technology I don't know if you need to do that, do you do that? Are we are we planting the seeds actually in the high schools?”

Sarah Freed replies, “Sure so, that's actually been a long-time debate across admissions professionals in terms of the effectiveness of these visits. We, up until COVID, were still going into all high schools in Delaware County, in Chester County, in all of our five major feeder counties. With COVID, we transitioned obviously to doing them all remotely and to be honest, the students, it was not effective. That they were not as engaged as they are in person. And I think if there's any silver lining with COVID, it kind of solidified

the importance of us being in the high school. So, if the high schools will welcome us this fall, and we won't know that until they have their COVID plans in place, it will be really important for us to be back there and visiting each of those schools and talking with them in person.”

Vice Chairperson Dozor responds, “Yeah, I really would encourage that. I'm in the high schools very often, and I always ask and, in recent years, I don't think West Chester has been in there, you know in their schools, but the other schools haven't done either so, hopefully, we'll do that again.

My last thing I wanted to mention to you is our summer remedial programs where our students don't quite have the marks to be a full-time student in September. But I know we have at least two excellent, excellent remedial programs that allow students to start during the summer and they get credit, they pick up credits and if they, you know, meet the bar there, they're admitted as full-time students in September. But I've often been frustrated, lobbying you know, for people to apply for this program, that the programs aren't very large numbers of people in these two programs during the summer. And they're great programs, and they bring a lot of new students into the campus that are really marginal but they blossom during the summer, in many cases. Is there any chance of increasing the numbers and beef it up? I used to hear that, well we didn't have room in the dormitories but there's plenty of room in the dormitories. Is there any talk about beefing up those programs?”

Dr. Osgood replies, “Absolutely, in fact, since Sarah's taken over as the AVP for Admissions, we've now increased significantly the number of students in the Academic Success Program, where we now have north of 200 incoming students through that program every year. And when I when I first came to this institution, it was low, it was 80. So Judge Dozor, you're absolutely right.”

Vice Chairperson Dozor questions, "And there's a second program too?"

Dr. Osgood responds, "There's a there's a second program that we're currently studying it was the one that Dr. Rieser Danner was overseeing and we're taking a look at that as well, yeah. But Sarah, if you want to give Judge Dozor and the other Trustees, I mean we were at our high watermark right now in terms of how many students, we admit to that Program."

Sarah Freed picks up, "We are, Jeff's correct, we are every year looking to bring in 200 students. And also, they are now accommodating out of state students, which was not something they had done historically, which has helped with our out of state enrollments."

I think you're right, that there are some students that even we refer to that program, that are not taking advantage of it the way that we hope and that's something that we're working on in terms of the promotion of the program. But we are looking to bring in a cohort of 200 every summer."

Vice Chairperson Dozor asks, "Yeah advertising it, a Trustee, Eli Silberman, had helped us with a number of years ago, with all the billboards up and down the Amtrak line. We had identity in the city, in New York, we've got an identity in Washington DC. God, knows where else. Do we give any feedback about how helpful that was? I had the impression it really raised our visibility, but in terms of ignition do we have any idea, I mean can we return to that again? Can we spend COVID money on that?"

Sarah Freed, “Well, that's not my decision but I'm happy to spend, you know, the money on marketing. You know, billboards are a little hard to, and the marketing folks would be better suited maybe to answer this question along the way, but they're a little hard to kind of recognize whether they work or not. Other than someone saying “Oh, I saw your billboard,” right? It's hard to test that out, but um you know I think there is still work that the marketing team is doing out of state in terms of their efforts and I'm sure, with the branding project that is that's happening, we can continue those conversations.”

Vice Chairperson Dozor, “Well our radio and our TV and the billboards we had, they were just effective. It was great, it was fantastic, I mean I got feedback all the time, it was great.”

Sarah Freed, “I do know a commercial is part of the rebrand, and that is something that its under discussion now, and I think will be they'll be coming to campus this summer or late spring to begin work on that commercial.”

Vice Chairperson Dozor, “Thank you, Jeffery, anything else to report?”

Dr. Osgood, “Yes, Trustee Lewis I think has his hand up.”

Member Christopher Lewis takes the mic, “Yes, I do. First let me say, Barry I finally remember the pre-COVID days when I would go down to Washington a few times every month and see those wonderful billboards advertising WCU. It

was great and they were everywhere, it was just terrific. So, I don't know how effective that was but it lifted my spirits!

And I too want to commend Ms. Freed for a tremendous, excellent report and and I'm a data hound, and so I really appreciate the presentation of the data and I want to commend the University's efforts to make an outreach, in particular, to the populations of diverse students.

I have two questions, one is with regard to yield, which I take it means the percentage who actually attend versus who are admitted. Does the yield for the diverse populations track that of the non-diverse populations? And if not, why not? That's one question.

And then the second question I have is completely different is, on the transfer students from the community colleges, how does their graduation rate fair to those we admitted as freshmen?"

Sarah Freed replies, "Sure, so to take your first question about our yield, yes you are correct, it is the number of students that we enroll divided by the number of students, we admit.

And you know our yields, if we look just generally, has been shifting the last few years right. As you can imagine, COVID, it impacted our yields on all populations this fall. We had more students who decided not to enroll with us when we decided to go remote than we've had in the past, although still able to enroll a large diverse group. I will say that the same is to be true for our diverse populations right, it was impactful moving to remote this fall for those students so our diversity team, their goal is to increase the yield this year on those populations, you'll see those different events that we're doing they've been cultivating relationships with these students. So, we feel good that we will able to grow, not only the number, but also the yield. It's just been a little

difficult. I tell my team, let's just ignore Fall '20 numbers because it's just too hard to kind of compare to considering the behavior and the situation we were in, but that is something we're dedicated to.”

Dr. Osgood responds to second questions, “Yeah, Trustee Lewis they actually performed just a little a little bit better than our first year, first semester students. But it's definitely on par if not better, yeah.”

Member Christopher Lewis, “Interesting. Thank you.”

Vice Chairperson Dozor states, “Really, a fantastic report there, Sarah. You'll find that the Trustees were cheerleaders for you, you know, we're out there every day and just you know, cheering for you.”

Sarah Freed replies, “We appreciate your help and you should all know that there is a scholarship that is named after all of you, the Council of Trustee Award. It's an \$8,000 scholarship and in fact we have about 60 students coming to campus next week, Jeff will be talking to them, who will be competing for this scholarship. These are our top tier merits recipients, so we're really excited. But I didn't know if you knew that there is a scholarship named after this group, so we appreciate all your help.”

**AGENDA ITEM VII – REPORT OF THE EXECUTIVE COMMITTEE:**

None



**AGENDA ITEM VIII – REPORT OF THE STANDING COMMITTEES:**

Vice Chairperson Dozor, “Unless there's a report for any standing committee, will move right to Finance and Administration, and we have three resolutions. Christopher, you want to make these motions?”

Todd Murphy states, “Chris, if you’d like me to pull up the resolutions, I can.”

Member Christopher Lewis replies, “Please, I do not have them in front of me.”

Vice Chairperson Dozor, “I have them here. I guess the first one we’ll do is, in no special order, the resolution pertaining to the total return endowment spending rate.”

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**MOTION (LEWIS/MOSKOWITZ):**

**BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THAT THE CURRENT 3.5% TOTAL RETURN ENDOWMENT SPENDING RATE OF THE MARKET VALUE OF THE ENDOWMENT BE CONTINUED FOR THE 2021-22 FISCAL YEAR.**

**MOTION UNANIMOUSLY APPROVED.**

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Vice Chairperson Dozor continues, “The next resolution is a resolution titled auxiliary enhancement fee.”

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**MOTION (LEWIS/SCHICK):**

**BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE REALLOCATION OF THE AUXILIARY ENHANCEMENT FEE SO THAT 100% OF THE FEE IS DESIGNATED TO A SEPARATE LIFE CYCLE RESERVE FOR FUTURE AUXILIARY NEEDS.**

**BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE TRANSFER OF \$1,614,629 OF AUXILIARY ENHANCEMENT FEE REVENUE FROM THE SYKES LIFE CYCLE RESERVE TO THE NEW AUXILIARY ENHANCEMENT LIFE CYCLE RESERVE.**

**MOTION UNANIMOUSLY APPROVED.**

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Vice Chairperson Dozor continues, “And then, finally, the five-year capital budget request. This should only be a prayer that some of this happens.”

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**MOTION (MOSKOWITZ/LEWIS):**

**BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE FIVE-YEAR CAPITAL BUDGET REQUEST PREPARED BY THE UNIVERSITY FOR SUBMISSION TO THE PENNSYLVANIA STATE SYSTEM OF HIGHER EDUCATION ON MAY 1, 2021.**

**MOTION UNANIMOUSLY APPROVED.**

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Vice Chairperson Dozor continues with the meeting, “Okay. Thank you. So, unless there's any further reports regarding finance and administration, any reports for Finance and Administration? If not we'll move to Academic and Student Affairs. We do have one resolution and I think Sue and I co-chair this. Sue do you have it?”

Member Sue Schick replies, “I've got it. Thank you, Judge Dozor. I'd like to introduce the motion as it is contained in your binder granting the designation of Emeritus for the Center for International Programs and Educational Development to distinguished retired faculty Andrew Dinniman. That is, of course, the great and iconic Senator Andrew Dinniman what an honor it is to introduce this.”

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**MOTION (DOZOR/LEWIS):**

**BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF  
WEST CHESTER UNIVERSITY  
CONFERS THE DESIGNATION OF  
EMERITUS DIRECTOR OF THE CENTER FOR INTERNATIONAL  
PROGRAMS AND EDUCATIONAL DEVELOPMENT UPON THE FOLLOWING  
DISTINGUISHED RETIRED FACULTY: ANDREW DINNIMAN**

**MOTION UNANIMOUSLY APPROVED.**

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Vice Chairperson Dozor, “Marian did you want to make a little comment?”

Member Marian Moskowitz replies, “No, it's so deserving of Senator Dinniman for all the work that he's done and will continue to do for not only West Chester but our communities, so this is great. Thank you.”

Vice Chairperson Dozor continues, “Well said, I also want to indicate that the Senator, Dr. Dinniman, you know, is a West Chester University star, a Chester County community treasure, and just a magnificent public servant. And God bless him because he's blessed us for years and service.

Member Christopher Lewis, “Barry, I certainly agree with, and want to echo your comments and Marian's. I would hope that one day we will be able to

meet together in person, and when we do, perhaps we could have the Senator come in person, so that we can present that recognition to him in person.”

Member Sue Schick states, “You know i've been able to attend so many events where he's presenting to others, I so agree on that idea, Chris, just that opportunity to give back to him and let him, be the star, it's nice it.”

Member Betty Silfa agrees, “Definitely.”

Vice Chairperson Dozor replies, “Okay, so we'll do that when we meet again. But definitely you know, in September on, I'm sure.

University Affairs I don't that we've heard, we had a full report on that, and there's no resolution so unless there's any other items we'll just move ahead.”

**AGENDA ITEM IX – REPORT OF THE SPECIAL COMMITTEE:**

None

**AGENDA ITEM X – REPORT OF LIASON PERSON TO CONSTITUENCIES:**

Vice Chairperson Dozor continues, “And moving ahead there's no reports for any special committees or reports, the liaison person is there any report for any liaisons?”

Member Erin Kaliszak gives her report, “Alright, well, good evening everyone. As students come off of spring break, there are many new and exciting things happening within the division of Student Affairs regarding student life.

So, first as Dr. Davenport mentioned, on Friday March 5 the Student Government Association elected and announced its new Executive Board for the 2021-2022 academic school year. An election debate was held on Tuesday March 2 with all the candidates and over 100 participants on Zoom. And then elections were held between Thursday March 4 and Friday March 5. Over 900 undergraduate WCU students voted via the D2L page in the election and among those elected include, Catherine Young, Public Relations Chair; Brenna McGallon, Parliamentarian; Jacqueline Griffith, Secretary; Hannah Rothman, Treasurer; Quinnasia Paine, Vice President, Nebiyou Elias, President. As Dr. Davenport said, we will be writing the newly elected Executive Board to the next Council of Trustees meeting.

Next, during the week of March 8 - March 12, the Office of Parent and Family Relations hosted a Sibs Week where siblings of WC students had the opportunity to sit in on a variety of different classes, organization meetings, and events to experience all that West Chester University has to offer.

Additionally, during the Chancellor's visit, he had the opportunity to meet with 10 WCU students via Zoom on Wednesday March 10, where they discussed remote learning and, obviously, everything that comes with experiencing learning in this environment.

Next, undergraduate and graduate students both had the opportunity to get involved in the Middle States reaccreditation process through participating in Zoom meetings on Monday and Tuesday of that week where we obviously were able to discuss our various experiences at WCU. I had the opportunity to attend that Zoom meeting and I can definitely say that all the students who

were present there were extremely prepared and really were speaking very high of the University, which was great to hear.

Additionally, just recently WCU launched a student organization designated to first year generation college students and it is called First Gen Rams. This organization will represent roughly one third of the student population that makes up this demographic and we are very, very excited about it.

And while there's been a lot that's been happening over the past few months there's also a lot that we have to look forward to.

So first, 40 junior and senior students were selected to receive the 1871 award, which is an award that recognizes students who excel in academic and co-curricular realms. And it's based upon these criteria: academics, leadership, community engagement, and career readiness. A virtual award ceremony will be held to recognize these students on Thursday April 15 via the WCU YouTube channel.

Next, nomination letters for this year's student awards are live and are due by Friday March 26 to the Office of Student Leadership and Involvement. And these awards are in place to recognize, obviously, the high achieving student leaders, organizations, advisors, and all the fun events that we've had going on at WCU this academic school year. Anyone from WCU can submit a nomination letter and they are very highly encouraged to do so.

Additionally, the student organization reregistration process is currently underway. Student organizations must elect four of their 2021-2022 Executive Board officers by Wednesday March 31, and one or all of these members will have to attend a virtual student leadership summit on Saturday April 10. And then to officially complete the reregistration process as an organization, they must submit a Ram Connect form that will be approved by the Office of Student Leadership and Involvement.

And then finally, my last area of student life to report on is in regard to the Board of Governors student nominee that West Chester University has the opportunity to bring forward. So, a search committee has been created, which I have the honor of being part of, Dr. Villella is also a part of it, and applications of undergraduate and graduate students were due on Sunday March 21. Applications are currently being reviewed this week and we will hold the interviews next week, the week of March 29, and then we are hoping to select a WCU student nominee by the week of April 5. Currently, all three student representatives who are on the Board of Governors right now are graduating so we're really hoping to have the opportunity to see a WCU student serve on this board again and I'll be sure to keep you updated on the process once we've completed it. But otherwise that's the end of my report.”

Vice Chairperson Dozor comments, “Erin, that was a fabulous report and I don't think you looked down at your notes once.”

Member Erin Kaliszak responds, “Luckily, being on Zoom I had them right in front of me, so it was fairly easy.”

**AGENDA ITEM XI – OLD BUSINESS:**

None

**AGENDA ITEM XII – NEW BUSINESS:**

Vice Chairperson Dozor picks up, “As the new business, I just want to remind everybody my calendar reminds me that we have meetings ahead on April 22



and then I looked ahead, and I see there's a meeting for May 27, so those two dates should be in our calendar.

The Pennsylvania Council of Trustees, their spring conference is going to be conducted all by Zoom. We have gotten some advance notice of it. We'll probably get more notice, and that's on April 28. So, in the afternoon of April 28, we will have an opportunity to call in and participate with that and the Chancellor of course gives a report, if they don't tar and feather him by then he'll give a report.

Any other new business? I got through another meeting, huh? Anything else.”

**AGENDA ITEM XII – ADJOURNMENT:**

Vice Chairperson Dozor, “Okay, is there any motion to adjourn?”

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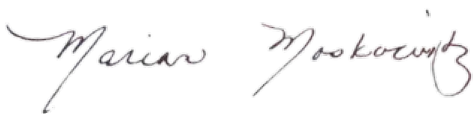
**MOTION (MOSKOWITZ/LEWIS)**

**MOTION TO ADJOURN AT 5:21 P.M.**

**MOTION UNANIMOUSLY APPROVED.**

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Respectfully submitted,



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Marian Moskowitz