



Board of Trustees

Regular Meeting of the Academic and Student Affairs Committee

Tuesday, April 21, 2026 – 6:00 p.m.

Revised Meeting Minutes

Trustees Present:

Dr. Esther Barazzone, chair
Mr. Michael Dannenberg, trustee
Dr. Tracey Jackson, alumni representative
Mr. Bisi Oyedele, trustee

Trustees Absent:

Other Trustees Present:

Mr. Warner Session, trustee
Dr. Maurice Edington, ex-officio

Executive Cabinet Present:

Dr. Dr. April Massey, chief academic officer
Dr. Teri Little-Berry, chief student development and success officer
Ms. Frenika Rivers, chief of staff & dir. board operations
Ms. Avis Russell, general counsel

Staff Present:

Ms. Janet Joiner, board secretary

Call to Order and Roll Call

Chair Barazzone, called the meeting to order at 6:05 p.m. Ms. Joiner called the roll and confirmed a quorum was present.



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Roll call for Quorum (3):

Trustee	Present	Absent
Dr. Barazzone, chair	x	☐
Mr. Dannenberg	x	☐
Dr. Jackson	x	☐
Dr. Oyedele	x	☐

Approval of Minutes

As the minutes were not ready for review, Trustee Barazzone asked to table the minutes of the March 3, 2026 to the next meeting.

Informational Items:

Student Affairs Report

The Division of Student Success and Development reported significant progress toward UDC's strategic enrollment goal of 6,000 students by 2029. Spring 2026 enrollment increased by 5.7 percent to 3,933 students, while undergraduate enrollment grew by 6.4 percent due to improvements in retention and student progression. The university awarded more than \$61 million in federal financial aid and has received approximately 5,000 FAFSA applications for the upcoming academic year. To support expanding student services and campus engagement, the administration announced the reinstatement of the Athletic and Recreation Fee and Student Center Fee beginning in Academic Year 2026–2027. These fees are expected to generate approximately \$2 million annually to sustain athletics, recreation, student programming, and campus facilities without increasing tuition.

The division also highlighted improvements in student success initiatives. Continuing student registration increased by 6.4 percent following the implementation of a professional advising model, and student persistence from fall to spring improved by an average of 2.8 percent. Faculty participation in the student alert system rose to 53 percent, helping more students receive timely intervention and support. Additional efforts included student success workshops, a cross-campus Student Success Collaborative, and the planned opening of the Flame of Freedom Veterans' Center



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to support veteran students. The report concluded with notable athletics achievements, including a 3.3 semester GPA among student-athletes, 25 students earning perfect 4.0 GPAs, and a strong performance by the women's indoor track and field team at the East Coast Conference Championship.

Trustees' questions focused on financial aid, the athletics budget, and the reinstatement of student fees, seeking greater clarity on costs, funding sources, and budget allocations. They also asked how students would be informed about the fees and what additional programs and services would be supported by the revenue. Several trustees expressed interest in future discussions regarding student debt, athletics spending, and comparisons with peer institutions.

Academic Affairs Report

Dr. Massey provided an update on the Dean of the David A. Clarke School of Law search. She reported that the search committee had identified three finalists who would visit campus during the first weeks of May. A recommendation is expected to be presented to the Board for consideration. She also informed the Committee that faculty tenure recommendations would be presented during the May–June Board meeting cycle.

Student Outcomes Task Force

Trustee Dannenberg presented a report on the work of the Student Success Task Force and highlighted several key findings related to student outcomes, retention, completion, and institutional accountability.

The taskforce reviewed recent student success metrics and noted improvements in Community College completion rates. Trustee Dannenberg reported that community college completion rates appear to have increased from approximately 8 percent to 14 percent and most recently to 22 percent. While noting that confirmation of the data is still needed, he characterized the trend as progress and evidence that current student success interventions may be producing positive results.

Discussion then turned to bachelor's degree completion rates. Trustee Dannenberg noted that approximately 40 percent of students complete a bachelor's degree within six years of



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enrollment. While recognizing that this outcome is below peer and aspirational benchmark institutions, he expressed optimism that recently implemented student success strategies may improve long-term results.

The Committee reviewed several leading indicators associated with student persistence and graduation, including:

Third-year retention rates, which have shown measurable improvement;

DFW (Drop, Fail, Withdraw) rates, which have increased and remain a concern because of their strong correlation to student attrition;

Full-time versus part-time enrollment patterns;

On-time credit accumulation and progression toward degree completion.

Trustee Dannenberg emphasized that students who complete at least 24 credits during an academic year are substantially more likely to graduate within six years and noted the importance of monitoring credit accumulation as a key student success metric.

The taskforce discussed several evidence-based interventions currently being implemented by the University, including predictive analytics, case management support, early alert systems, differentiated advising, and efforts to increase full-time enrollment. Trustee Dannenberg described these approaches as "high-impact practices" that research has shown can significantly improve persistence and graduation outcomes. He noted that these investments appear to be contributing to improved community college outcomes and expressed hope that similar gains will be realized at the baccalaureate level.

The discussion also focused on financial aid as a potential strategy to encourage greater full-time enrollment among bachelor's degree students. Trustee Dannenberg noted that financial aid policies may be leveraged to help students transition from part-time to full-time enrollment, which research suggests substantially improves completion rates.



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There was further discussion on the role of faculty in advancing student success outcomes. Trustee Dannenberg noted that faculty engagement and course-level outcomes have a significant impact on DFW rates and overall student progression. Members discussed the inclusion of student success measures within faculty evaluation processes and the importance of understanding how those measures are incorporated into performance reviews.

Trustee Oyedele raised questions regarding barriers that prevent students from enrolling full-time and emphasized the importance of strengthening partnerships between UDC, DCPS, and the District's charter school sector. He highlighted the value of early college and dual enrollment programs as mechanisms to improve college readiness and accelerate degree completion.

Dr. Edington provided an update on the University's existing early college initiatives and reported that UDC currently supports an early college program serving District students. He shared that the University is working to expand these efforts and is developing a broader District-wide proposal related to dual enrollment and early college programming. He noted that the University currently absorbs many of the associated costs and is exploring opportunities for increased District participation and support.

Trustee Dannenberg referenced successful early college models in other states and noted the strong research supporting dual enrollment programs as a strategy for improving college enrollment, persistence, and completion outcomes among traditionally underserved student populations.

The Committee also discussed institutional accountability for student success outcomes. Trustee Dannenberg acknowledged recent efforts by the administration to provide regular performance reporting to the Board and commended President Edington for increasing transparency around student success metrics. He further suggested the development of a more comprehensive accountability framework that could include public reporting, performance targets, incentive structures, and clearer accountability measures throughout the institution.

Future Actions and Follow-Up Items Identified During Discussion:



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- Administration to continue reporting student success metrics and outcome measures to the Board.
- Administration provides additional information regarding bachelor's degree completion indicators, including credit accumulation and DFW trends.
- Continued review of strategies to increase full-time enrollment among bachelor's degree students.
- Exploration of financial aid policies that may support improved persistence and completion.
- Continued development of early college and dual enrollment partnerships with DCPS, charter schools, and District agencies.
- Further discussion regarding a comprehensive institutional accountability framework for student success outcomes.
- Potential future discussion regarding UDC's role in improving college readiness and academic preparation among District secondary school students.

Resolution: Approval of the Master of Social Work (MSW) Program, College of Arts & Sciences

- **Motion:** Dr. Barazzone
- **Second:** Trustee Oyedele

Closing Remarks and Adjournment

Chair Barazzone expressed appreciation to Dr. Massey, Dr. Little-Berry, and faculty for their preparation. A motion to adjourn was made and seconded. The meeting adjourned at 7:02 p.m.