November 17, 2026

Dr. Jeffery Osgood, Jr.
President
Commonwealth University of Pennsylvania
Delivered Via Email

Re: Strengthening Commonwealth University's long-term success with the orderly wind-down of operations at the Mansfield campus

Dear President Osgood:

Thank you for providing the Campus Sustainability Analysis, which Commonwealth University prepared and I received on October 13, 2026. The report responds to my memorandum to you directing Commonwealth University to conduct an analysis of the Bloomsburg, Lock Haven and Mansfield campuses regarding: enrollment, regional demographics, student outcomes, housing, workforce, facilities and financial results. I understand the report has been shared with the State System, the statewide and local unions, and the Commonwealth University community.

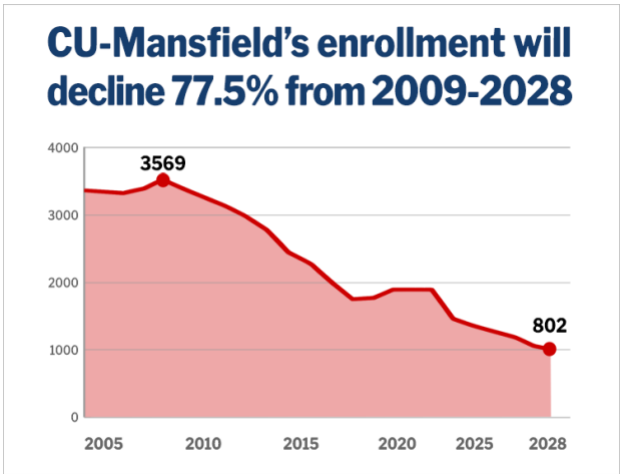
I have thoroughly reviewed the comprehensive analysis, examined the data, campus history and projections, and consulted with the Board of Governors leadership. In accordance with the powers granted to me by Act 188, 24 P.S. § 20-2005-A(1), (7), (8) and (9), and in an effort to strengthen and preserve Commonwealth University's ability to serve Pennsylvania, **I am directing you to provide a framework for the orderly wind-down of operations at the CU-Mansfield campus**.

This is not something I take lightly, but it is necessary to strengthen Commonwealth University's long-term financial stability and its ability to provide a high-quality, affordable education to students. What's more, a stronger Commonwealth University reduces risks to the whole system because any system funding that would be provided to cover operating deficits would come from the reserves of the other universities.

The framework must address how students at the CU-Mansfield campus will be able to complete their education at Commonwealth University and the impact on the long-term sustainability of the CU-Bloomsburg and CU-Lock Haven campuses.

This letter details the information behind my direction and outlines my expectations for the wind-down.

Enrollment Decline
According to the Campus Sustainability Analysis, the Mansfield campus has experienced a prolonged decline in enrollment, which peaked at 3,569 students in fall 2009 and declined to 1,013 in fall 2026, a 71.6% decrease.



Since fall 2017, enrollment has declined from 1,897 to 1,013 (down 46.6%), and full-time equivalent (FTE) enrollment has declined from 1,725 to 903 (down 47.7%). The analysis identifies the Mansfield campus as having the largest percentage enrollment decline of the university's three campuses. This fall's headcount was 7.7% below last fall's 1,098.

MANSFIELD CAMPUS ENROLLMENT

Fall	Headcount	Change from 2009
2009	3,569	---
2017	1,897	- 46.8%
2025	1,098	- 69.2%
2026	1,013	- 71.6%
2027 (projected)	871	- 75.6%
2028 (projected)	802	- 77.5%

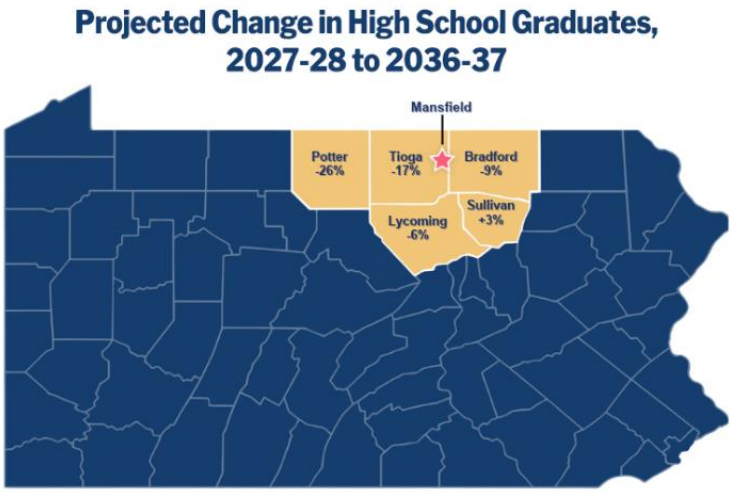
The analysis projects a further decline in enrollment to 871 students in fall 2027, then down again to 802 in fall 2028. The fall 2028 figure would be 77.5% below the 2009 level. Fewer new students are enrolling at the Mansfield campus, reducing tuition revenue and putting additional pressure on the university's finances. First-time enrollment fell 49.1%, from 379 students in fall 2017 to 193 in fall 2026, and transfer enrollment fell 27.3%, from 77 to 56. Second-year retention is weakening as well, with 60.6% for the fall 2025 entering cohort, down from 67% for fall 2024 and 77.1% for fall 2023 — at a time when the system is experiencing record-high retention. The Mansfield campus accounts for 9.9% of Commonwealth University's fall 2026 enrollment of 10,196 students and 1.2% of enrollment in the State System.

Declining Population of High School Graduates
The Mansfield campus faces a shrinking pool of prospective students in neighboring counties, making it more difficult to reverse the enrollment decline. Tioga and Bradford counties account for 47.2% of Mansfield's enrollment, making the projected decline in high school graduates in those counties especially concerning.

Between the 2027-28 and 2036-37 school years, the number of high school graduates is projected to decline in Tioga County (-16.3%), Bradford County (-7.8%), Potter County (-27.9%) and Lycoming County (-5.7%). Sullivan County is projected to see an increase of fewer than five graduates.

Of the students from Tioga, Potter and Bradford counties who attend PASSHE universities, 49% already attend a State System campus other than Mansfield.

The Mansfield campus did not cause these population shifts and could not control them. But the number of prospective students in the region is expected to decline, and Commonwealth University and the State System must adjust to that reality.



Unsustainable Annual Financial Losses

The Mansfield campus has experienced financial deficits for years — even prior to integration — requiring system loans and prompting heightened monitoring of the university's finances by the chancellor and the State System's Board of Governors.

At the time of integration, Commonwealth University had reserves from Bloomsburg and Lock Haven in excess of $100 million and were essentially depleted by the time you arrived as president. As far back as 2023, the Office of the Chancellor warned the university of the financial impact of decisions such as overextending its commitment to student aid. The steps you are taking to achieve sustainability are not easy but are necessary.

The Mansfield campus lost $7,825 per full-time equivalent student in 2025-26, placing significant strain on Commonwealth University's finances. The campus had an unrestricted deficit of $7.72 million in 2025-26, which was higher than its $7.43 million deficit in 2024-25. Looking ahead, the expected enrollment decline will result in losses of tuition revenue on campus. That is projected to fall about 41%, from $10.81 million in 2023-24 to $6.34 million in 2028-29.

Fewer students living in the Mansfield campus residence halls are contributing to Commonwealth University's financial challenges. In fall 2026, nearly 60% of the beds in campus housing were empty before some halls were taken out of service due to low enrollment.

With fewer students living on campus, housing revenue has decreased while the university still incurs expenses to operate and maintain the residential facilities. The auxiliary operations at the Mansfield campus, which include housing, account for nearly 20% of the campus's budget deficit.

Facilities and the Steam Heating System

As detailed in the Campus Sustainability Analysis, an independent review by facilities consultant Gordian identified $233 million in current and future building needs at the Mansfield campus. The steam heating system is a particular concern and needs replacement, with an estimated cost of $20 million. If a major failure of the steam system occurs, several buildings could be without heat for a prolonged period. The campus may need to rent temporary boilers at an estimated cost of $1.15 million, creating another substantial expense without eliminating the need for a permanent replacement of the heating system.

Cost Reductions Cannot Offset the Enrollment Decline
Commonwealth University has worked diligently to reduce expenses as enrollment and revenue have declined. The integration of the former Bloomsburg, Lock Haven and Mansfield universities on July 1, 2022, into Commonwealth University enabled the Mansfield campus to continue educating students while the university worked to address its deficit.

Since integration, Commonwealth University has received considerable financial support from the state and PASSHE. Funding from the state is distributed using a formula primarily driven by enrollment.

- **Annual funding increased by 21%.** Prior to integration, the three separate universities received $80.5 million per year (as of 2020-21). Today, Commonwealth receives $97.6 million per year, an increase of $17 million despite an 18% decrease in enrollment.
- **$75 million in one-time state funding** was provided to eliminate Mansfield's debt and reduce Bloomsburg debt.
- **$21 million in loans for Mansfield were transferred to the State System.**
- **$17.5 million in one-time funding** was provided for integration, including the new student information system.

The university also achieved $26 million in administrative personnel savings, more than double the projected $11.2 million. That required difficult decisions and substantial effort across the institution. I commend the university leadership, faculty, and staff for their commitment to ensuring the institution's long-term financial stability.

Despite those savings and added funding, enrollment at the Mansfield campus continues to decline, reducing tuition revenue and contributing to ongoing operating losses. In my judgment, Commonwealth University cannot reduce expenses enough to keep pace with enrollment declines without weakening the academic programs and services its students deserve.

Strengthening Commonwealth University for Long-Term Success
Commonwealth University is not alone in making hard decisions to strengthen the institution's long-term future and its ability to serve students for generations to come. Colleges and universities across the country are responding to declining enrollment, shifting demographics and rising expenses by evaluating their program offerings, exploring new student recruitment strategies, controlling expenses and consolidating services. In PASSHE alone, multiple branch campuses have closed across the system, and the system office sold its campus in Harrisburg to reduce operational costs.

By planning now for an orderly wind-down of operations at the Mansfield campus, the CU-Bloomsburg and CU-Lock Haven campuses will be better positioned to address these financial pressures and strengthen their ability to provide high-quality, affordable education to students in the future. It will also reduce the likelihood that Commonwealth University would need to draw upon the reserves held by the other PASSHE universities.

Direction: No later than December 8, 2026, deliver to me a framework for the orderly wind-down of operations at the Mansfield campus to occur no later than June 30, 2028. The document should address:

1. A process to enable students at the Mansfield campus to complete their education at Commonwealth University, including initial information regarding academic advising, financial aid, housing, athletics and other transition arrangements for Mansfield students;

2. The impact of closure on revenue and expenditures and the long-term sustainability of the university;

3. Communication processes that will be used to provide information to students, faculty, staff and other stakeholders;

4. A process to work with the Department of General Services, Department of Community and Economic Development and the local community to address the impact on the local community; and

5. A process for the ultimate disposition of CU-owned and DGS-owned physical property at the Mansfield campus location.

I understand how deeply people care about the institution and how difficult this will be for those who have dedicated years of their lives to the campus. That history and the people connected to the Mansfield campus, including today's students, deserve our respect. At the same time, we all must acknowledge the hard work that has been done — and is being done — by the students, faculty and staff across Commonwealth University to chart a path for the future. Closing the Mansfield campus will not be easy, but it will provide the best opportunity for the whole university to continue fulfilling its mission.

Process
I will review the framework with the Board of Governors so they can understand how the university is able to meet student needs, minimize employee losses to the greatest extent possible, and address the economic impact on the community. While branch campus closures such as this normally would not involve the Board, closure of the Mansfield campus requires Board authorization because of the nature of its integration action in 2021. An authorization vote would occur at a future public meeting of the Board. After that, appropriate documentation would be provided to the Pennsylvania Department of Education per state regulations to initiate the formal closure of the campus.

Thank you for your leadership during these challenging times.

Sincerely,

Christopher M. Fiorentino, Ph.D.
Chancellor