

Indigenous Communities:

- ▷ Wendy's response (1B): The **Office of Admission will strengthen recruitment and enrollment** of Native peoples. As one step towards this, we will immediately reach out to establish a **formal relationship with [College Horizons](#)**, a nationally-known organization supporting Native students in their path to higher education. The Office of Admission will articulate admission preference for students from the Leni-Lenape nation and students descending from Native peoples original to Pennsylvania state territories. We will do the necessary research, such as reaching out to institutions like Georgetown, to fully understand how to structure such a program, including financially, and to make sure we are in compliance with any legal obligations. While Admission will take responsibility for this work, Admission will welcome input and engagement with any interested students on the further development of such a program.
 - **Timeline:** Complete planning by the end of this academic year. Program to be in place by 2023-2024 admission cycle.
 - **Budget:** TBD
- ▷ Wendy's response (1D): Drawing on research from the Spring 2017 Library exhibit, "Where is the Penn Treaty Elm?", co-curated by Paul Farber and Eleanor Morgan '20, (which emerged from the Introduction to Public History course that year) the College will ensure that programming and materials reflect the appropriate context about the Penn Treaty Elm (and its romanticized narrative), including a **new plaque at the base of the tree**.
 - **Timeline:** programming and materials will be updated immediately and new plaque will be installed by 4/1/2021.
 - **Budget:** Arboretum will cover expenses within its operating funds
- ▷ Wendy's response (1E): We will formalize a Land Acknowledgement for Haverford College, to be included on our website, in formal College materials, and during College events, and will explore avenues for dialogue with the Lenape and other indigenous communities.
 - **Timeline:** March 1, 2021

Our comments:

We acknowledge this demand as NOT met.

- 1B: We need updates by the end of the academic year outlining the framework and budget that the college will be implementing for the matriculation of Native peoples.
- 1B: Admitting underrepresented students to campus without the necessary structures will result in further harm. Increased outreach must work in tandem with institutional support.
- 1B: Perhaps using a structure similar to Padin scholarship -- location based scholarships (or any other work around

CDO:

- ▷ Wendy's response (2A): As of 11/6, President Raymond stepped down as CDO
- ▷ Wendy's response (2B): President Raymond will convene by December 1 a CDO Advisory Group of students, faculty, and staff to recommend the best way forward for a CDO structure for Haverford. This will include budget and organizational support, and how to fill that role at Haverford, with the goal of appointing a new CDO or instituting a model that does not include a CDO (e.g., DEI Council) effective no later than July 1, 2021. Note: making an employment decision based on race violates anti-discrimination law, although a crucial component of the job description and qualifications for hiring will be experience and expertise working with BIPOC and LGBTQ+ students.
 - **Timeline:** CDO Advisory Group by Dec. 1, 2020; CDO to be in place by July 1, 2021
 - **Budget:** CDO Advisory Group will recommend an ongoing budget commitment sufficient to support the CDO's work. \$10,000 will be immediately allocated from the '3126/2631 Fund' to the Interim CDO, and, once named, to the Interim Co-CDO in the Dean's office, **for use toward BIPOC/FGLI initiatives, with BIPOC/FGLI student input.**
- ▷ Wendy's response (2C): **No**, We need an interim CDO to continue institutional progress. Provost Linda Strong-Leek will serve as interim CDO for about one month, with a plan to move to an interim co-CDO structure, that is two people sharing the CDO responsibility, as of December 1. The second person will be a staff member of color currently in the Dean's Office, with the intentional design of having these individuals in academics and student life. White individuals have seen demonstrated success serving as CDOs; President Raymond's interim service does not merit an apology.
 - **Timeline:** November 6: Linda Strong-Leek appointed interim CDO; December 1: appointment of a POC within the Dean's Office as co-CDO; leadership council of faculty, staff, students named Dec.15, with BIPOC and FGLI student input and participation.
 - **Budget:** \$25,000 annual operating budget
- ▷ Wendy's response (2D): Students would be in any CDO search committee. Specific structures and individuals selected will be recommended by the CDO Advisory Group which will include students.
 - **Timeline:** To be determined by CDO Advisory Group per above
 - **Budget:** The position will be funded in the comprehensive salary budget for FY 2021-22. Incremental costs for this year will be included in the same budget components for FY 2020-21 funded out of the hiring freeze savings.

Our comments:**We acknowledge this demand as met, with qualifications.**

- 2B: At which date will the '3126/2631 Fund' be available? When will the \$10,000 be available?
- 2D: Have the co-CDO solely be for students and chosen by the students.
- 2D: Any committee with student involvement should not simply be an advisory group, but should include compensation for student labor.

Academic Leniency for BIPOC/FGLI Students:

- ▷ Wendy's response (4A): EPC has agreed to the P/F model from the spring for all students for the fall. Deans and faculty will consider impacts while teaching and guiding students.
→ **Timeline:** Done
- ▷ Wendy's response (4B): CSSP met on Nov. 6, 2020 and drafted a letter to the community that will be sent Nov 7 acknowledging that CSSP is part of the problem and needs reform. By Nov. 20, we will clarify all procedures used by CSSP in all 2020-21 student reviews and outline a series of reforms to CSSP that will happen during the 2020-21 academic year. For Fall 2020, we will have full transparency in our processes. CSSP is working to reform the outdated language related to academic warnings, such as that academic warning will be replaced by "academic support" or similar term.
→ **Timeline:** Immediate, ongoing
- ▷ Wendy's response (4C): Right now, CSSP has only one of three students appointed to the committee, so CSSP is reluctant to make substantial changes without the full student perspective throughout the process. CSSP is willing to speak with other students about this.
→ **Timeline:** Awaiting student appointments to CSSP

Our comments:

We acknowledge this demand as NOT met.

- 4: Full transparency throughout CSSP's processes should be the norm, and all changes made in semesters moving forward should be completely transparent.
- 4B: Academic Warnings should be reevaluated by the student committee before being officially approved.
- 4C: Students should be appointed to the committee as soon as possible before these changes are permanently instituted.
- 4C: Get in contact with the elections coordinator
- 4C: While we appreciate that the CSSP would be "willing to speak with other students" we would like to confirm that the CSSP will engage in campus-wide outreach for the inclusion of student perspectives rather than wait on students to reach out to them. Just because something is available doesn't make it accessible, CSSP should commit to doing this campus-wide outreach and capturing feedback that is reflective of the student body with special attention to the perspectives of students from underrepresented and/or marginalized communities.
- Group of students that work with FAPC, seeing through the structural changes that need to be implemented.

Support Student Participation in Direct Action:

- ▷ Wendy's response (5A): The College supports students in living out their values with integrity. I want Haverford to be a place that encourages and supports students to act on their values in service of a more just world, and that includes through direct action.
 - **Timeline:** Immediate, ongoing
- ▷ Wendy's response (5B): As a charitable organization, the College does not provide direct philanthropic support, either in the form of funding or direct donation of resources, to individuals or other organizations. The College supports students, faculty, and staff who engage with communities as part of the College's mission (e.g. relating to student curricular or co-curricular learning). Such initiatives receive financial support and access to resources from standing departments and centers, as well as discretionary funding. See centrally [CPGC funding possibilities](#). The CPGC has recently piloted programs that invest directly into communities through remunerating community-based educators, leaders, activists, and nonprofits. CPGC will develop a report on the ways in which their funding supports community organizations and students and to identify new opportunities to advance social justice, consistent with the values articulated in the demands. The CPGC will reach out to you to share the report in development directly by November 10 at 9 pm, in the hope of further clarifying your interests and goals, while also offering some specific opportunities and lessons learned through recent pilot programming.
 - **Timeline:** Immediate, ongoing. CPGC will contact you about the report by November 10 at 9 pm
 - **Budget:** To address the disparate nature of the support and to track actual amounts and increases or commitments, we will conduct a new internal study that outlines and publicly reports on the College's resources (time, dollars, facilities, programs, etc.) that is of service to (or provided to or supports) various local entities, jurisdictions, and nonprofits. Such a focused 'economic impact study' would be aligned with making and marking a positive impact on the community while reporting on the resources, broadly defined, applied in service of doing so.
- ▷ Wendy's response (5C): As Dean Bylander and colleagues previously communicated, the College has been providing—and will continue to provide—necessary health-supporting measures for students who engage in protest, including COVID-19 testing and campus isolation spaces. There will be no disciplinary consequences from the College for students engaging in protests provided they meet the College's health and safety guidelines, including the Travel Policy.
 - **Timeline:** Immediate, ongoing
 - **Budget:** The College has paid (and will continue to pay) for the costs of all on-campus testing for COVID for all students, faculty, and staff for the entirety of the Fall 2020 semester. Funds have been allocated to do so.

- ▷ Wendy's response (5E): The Board of Managers affirms the commitments above from the president and realized relevant campus departments
 - **Timeline:** Immediate, ongoing
 - **Budget:** See I16

Our comments:

We acknowledge this demand as NOT met.

- 5: This response makes this responsibility of social justice work fall under one singular organization (CPGC), rather than making it an institutional priority. This work cannot be treated as optional, but rather incorporated across departments, offices, etc.
 - The College should incorporate community oriented work in classes beyond health studies and anthropology but also in STEM fields.
- 5: CPGC has a clear reputation of white saviorism and voluntourism, and needs to increase the hiring of folks who are already involved with community organizing.
- 5B: Based on the current CPGC structure of funding, money goes directly to students and their expenses. This is not a place where organizations and mutual aid networks can benefit from the economic capital.
- 5B: CPGC should restructure guidelines for student funding to allow student or faculty initiatives such as mutual aid networks the ability to utilize these funds.
- 5B: According to our vision, CPGC should be restructured to only fund students working within their own communities or students directly filling a need an organization has requested.
 - Ex: The model [Thriving Earth Exchange](#) uses

Surveillance and Policing:

- ▷ Wendy's response (6A): The College is committed to ensuring that its own processes are free from, and have zero tolerance for, bias and will investigate and follow up on any specific concerns and/or issues raised about surveillance or policing of the campus BIPOC community. Students may submit concerns or suggestions via their dean or, if they wish to remain anonymous, through the web-based tip line: <https://forms.haverford.edu/view.php?id=732323>. I have asked my colleagues in the Operations Planning Group to evaluate and revise our monitoring and response systems around student health and safety so we will be better able to understand the extent and nature of any patterns of bias and then address them. Based on this work, the OPG will produce a detailed report that will be made available to the entire campus.
 - **Timeline:** Report progress and plans by Dec. 18, 2020
 - **Budget:** Professional development and training takes various forms, particularly in a COVID environment (on-campus training; virtual sessions) as well as conferences and events post-COVID. The College is pledging **to spend no less than \$75,000** over the coming two years, campus-wide, on professional development and training for these specific initiatives and topics, including Campus Safety-centered programs.
- ▷ Wendy's response (6B): This data will be anonymized to protect the identities of individuals.
 - **Timeline:** Report by Nov. 20
- ▷ Wendy's response (6C): Racial profiling of any kind - of members of our campus community or otherwise - is and has been unacceptable and against current policy. This explicit message is and will be conveyed during on-boarding of new officers and reinforced through continuing education programming annually in January.
 - **Timeline:** Immediate, ongoing
- ▷ Wendy's response (6D): The College will convene a group of students, faculty, and staff to review procedures regarding asking students for identification. Campus Safety will develop a mechanism whereby incidents of asking for ID will be compiled. This data will inform efforts to guard against racial profiling.
 - **Timeline:** Review group to be convened by February 1, 2021. Accountability mechanism to be developed by December 1, 2020.

Our comments:

We acknowledge this demand as met, with qualifications.

- How many campus safety officers are former cops?
- 6A: The College needs to be transparent about the details of Campus Safety training. What specifically does 'zero tolerance' mean? Can you commit to holding officers who

are reported accountable? What are accountability measures for Campus Safety officers (retraining, paid time-off, termination of contract)?

- 6D: How exactly will the “data inform efforts to guard against racial profiling”?
 - Data itself is a construct rife with racism and prejudice. “Data informed policing” is not objective.
 - The accountability mechanisms that are developed must not rely on campus safety to police their own actions, but involve an outside administrative body that can make decisions independent from campus safety.

Crediting the Work of Black Women: strike organizers to capture all they are doing via social media outlets and transfer those records to us at the end of the strike for the digital archive.

→ **Timeline:** Project timeline finalized by Dec 18, 2020. Progress report by May 1, 2021.

Our comments:

We acknowledge this demand as met.

Accountability for Problematic Professors:

- ▷ Wendy's response (8A): FAPC is willing to commit to the students' timeline of 1/29/2021. FAPC will be developing a statement to that effect and seeking faculty feedback on it immediately, and will bring it to the floor of the emergency faculty meeting scheduled for Wednesday, November 11, 2020.
 - **Timeline:** Initial Progress Report by March 1, 2021
- ▷ Wendy's response (8A.2): Please see details above. Faculty are working with FAPC on a process that will make more transparent and update methods for engaging with "problematic faculty." Please see the information above regarding FAPC's timeline, which includes discussion at the Wednesday, November 11, 2020 Faculty Meeting.
 - **Timeline:** We will meet the timeline requested
- ▷ Wendy's response (8B): The Provost commits to providing support for both tenure-track and contingent faculty of color. The Provost will meet with tenure-track and contingent faculty of color collectively and individually to understand their specific needs as they navigate the reappointment and promotion process.
 - **Timeline:** immediate, ongoing
- ▷ Wendy's response (8B.2): Academic Council will continue discussions about reevaluating the tenure and promotion criteria to include all "shadow work" and other non-traditional forms of scholarship. This work must take place within faculty governance as only faculty can alter the tenure and promotion processes. The Provost commits to working with the faculty to investigate best practices and other methods for evaluating faculty that include attention to non-traditional scholarship no later than Fall of 2021.
 - **Timeline:** May 15, 2021 for a proposal to the faculty from Academic Council; consideration by the full faculty by November 30, 2021

Our comments:

We acknowledge this demand as met, with qualifications.

- 8A: FAPC must work closely with the student organizers of the strike in achieving this goal.
- 8A.2: The structure of support for faculty should not solely rely on the provost as this role is constantly changing and support is contingent on the individual holding the position. This should be formalized into the structure of the provost position as a whole.

Protection for Strike Participants:

- ▷ Wendy's response (10): **No**, Many faculty are working to accommodate students, and EPC has agreed to a pass/fail model for Fall 2020 that mirrors that process for Spring 2020. Students may take a pass/fail in any class this fall with the option to uncover the grade, which should alleviate the worry of grades or retaliation. Individual faculty do have final authority over whether or not they forgive or provide alternate assignments for striking students as a consequence of their decision to strike.
 - **Timeline:** Fall 2020

Our Comments:

We acknowledge this demand as NOT met.

- 10: Although we recognize the need to allow professors to make decisions about their own classes, President Raymond should make a public statement encouraging academic leniency for all students who participated in or were affected by the strike. Professors will determine for themselves how leniency would best work in their specific courses.
- 10: Will the CSSP be able to uncover these grades like they did in the Spring semester, against the wishes of many faculty and students?
- 10: As president and as the provost/CDO, you need to leverage your roles to at the very least make a strong, positive, and public recommendation to faculty that they do not punish students for their involvement in the strike. This is not limited to the P/F model, but also includes ensuring that professors **do not** schedule mandatory makeup sessions through the Thanksgiving or winter breaks or otherwise any future scheduled time off.

Stop Violence Against Disabled Students:

- ▷ Wendy's response (11): Access & Disability Services (ADS), Facilities, Counseling and Psychological Services (CAPS), and other departments will be key partners in making tangible change in support of disabled students. ADS and Facilities conducted an accessibility deficiency survey of our campus and have been making annual investments in accessibility based on the survey's recommendations. There is more work to be done. Facilities and ADS will coordinate to make additional priority improvements to the physical accessibility of campus next year.
 - **Timeline:** Ongoing, annual work tied to budget cycle. By March 1 each year, Facilities and ADS will solicit suggested improvements in addition to the work outlined in the deficiency survey.
 - **Budget:** The College will re-assess the campus for shortcomings in access and will commit to spend no less than \$200,000 over the next three years on accessibility improvements to buildings and facilities.
- ▷ Wendy's response (11A): CAPS will foreground the priority of reflecting our diverse student body in its current search for a senior CAPS staff member and in its ongoing selection of trainees.
 - **Timeline:** Next therapist to be hired as early as possible, pending a suitable candidate, for Spring 2021
- ▷ Wendy's response (11A.2): CAPS will convene conversations with students about the changes they are seeking and how best to pursue them in order to co-create an optimal approach.
 - **Timeline:** Immediate
 - **Budget:** TBD based on conversations
- ▷ Wendy's response (11A.3): Students will be invited to serve on search committees in CAPS but will not be compensated for this voluntary role. Student reps on the committee will be able to share relevant (non-confidential) information about the hiring process.
 - **Timeline:** Beginning with the next search in CAPS and ongoing thereafter.
 - **Budget:** The CAPS counseling (staffing) budget can be adjusted/increased as needed in order to include this expertise and experience.
- ▷ Wendy's response (11B): **No**, Pennsylvania licensing laws require CAPS staff to be 'mandated reporters' for issues involving child and elder abuse. CAPS also must report information if there is clear and present danger to self and/or others. Within these structures, CAPS will only report when absolutely necessary and, whenever possible, with students' consent.
- ▷ Wendy's response (11B.2): Information about mandated reporting will be made available through a variety of channels and formats.
 - **Timeline:** Jan 29, 2021
- ▷ Wendy's response (11C): **No**, ADS considers each student's history, experience, and accommodation request. While students are a vital source of information, some

accommodations legally require documentation. If providing documentation is a financial hardship, ADS works with the student to help fund testing, if testing is necessary, and/or assist in finding a health care professional for an appointment/evaluation.

→ **Timeline:** Clarity regarding protocols for receiving funds for testing will be published by no later than the beginning of the spring Semester.

- ▷ Wendy's response (11C.2): If providing documentation is a financial hardship, ADS works with the student to help fund testing, if testing is necessary, and/or assist in finding a health care professional for an appointment/evaluation.

→ **Timeline:** Clarity regarding protocols for receiving funds for testing will be published by no later than the beginning of the spring Semester.

- ▷ Wendy's response (11C.3): This a wide array of new demands that individually need more time and conversation. Some relate to other demands, for example about accommodations. We wish to assess and partner with a wide variety of BIPOC and FGLI students across all communities and identities, as well as offices and groups, to bring more access, diverse programming, workshops to the campus.

→ **Timeline:** TBD

→ **Budget:** TBD

- ▷ Wendy's response (11D): Faculty are required to implement the accommodations identified in a student's accommodation letter. If a student opts not to implement accommodations in a course, the student should notify the director of ADS immediately. If a student prefers not to speak directly with a professor on their own, ADS can assist in notifying professors of a student's accommodations and/or meet with students and their professor to discuss accommodations. The provost, in her review of faculty personnel systems above (8 A 10/29), will ensure that there is accountability for faculty who provide inadequate attention to this responsibility.

→ **Timeline:** Spring 2021

- ▷ Wendy's response (11D.2): The Provost's Office commits to providing training for faculty-led by experts who embody the diversity of the disability community by Fall semester 2021.

→ **Timeline:** Fall 2021

- ▷ Wendy's response (11E): CAPS will review the use of Campus Safety during mental health emergencies and explore alternatives to ensure that students are able to access the on-call counseling services they need, in a safe way.

→ **Timeline:** Preliminary review to be completed by January 29, 2021

- ▷ Wendy's response (11E.2): In consultation with CAPS, we commit to a review of policy with an eye toward redesigning the response team structure, providing appropriate training so that every first responder has the appropriate understanding of crisis intervention that makes the handoff to the Counselor-on-Call better for students.

→ **Timeline:** Review to be completed by January 29, 2021

Our comments:**We acknowledge this demand as NOT met.**

- 11: There needs to be more accountability and transparency for making this information accessible: be more specific about what channels will be used, what formats you will use, etc.
- 11C: ADS has a history of denying accommodations to various diagnoses that are not in the traditional canon of disability. They should publish which accommodations they are accepting/rejecting (keeping students anonymous). At the close of the window for accommodation requests, the data on accepting/rejecting should be reviewed by an outside party.
- 11C: **Every single** test and accommodation request should be **fully covered** by the school
 - Should function like LIFTFAR, in where students on any range of financial aid are able to apply for and receive **full** funding.
- 11C.3: We would like to reiterate that the suggestions in our initial response were not “new demands”, but tangible solutions to our demands, as requested by the administration.
- Doctor’s notes are not required by law to be an excused absence, the Provost should direct faculty to stop requiring them.
- 11D: What is the accountability structure for holding professors who neglect accommodations?
- 11D2: Where’s the budget for diversity training for ability and disability? Will this training be annual/bi-annual?
- Hire a full-time psychiatrist to reduce wait time for students needing aid beyond therapy.
 - Ensure the retention of these hires and LGBTQ and BIPOC faculty through comprehensive benefits and packages
- 11E: What is the barrier for committing to not using Campus Safety in a mental health crisis unless student consent is given?
- 11E: Can CAPS commit to prioritizing responses by emergency medical services over police for mental health emergencies?
- 11E: Prioritize calling the ambulance for mental health response instead of the police

More Support for Queer and Trans Students of Color:

- ▷ Wendy's response (12): A Task Force on Retention and Persistence, with leadership from Associate Director of Institutional Research Kevin Iglesias and Professors Matt McKeever and Ben Le, is in the midst of a detailed study of student experiences, including BIPOC and LGBTQ+ students, in order to identify causes of student attrition and ways Haverford can better support thriving.
 - **Timeline:** Focus groups to take place before conclusion of Fall semester, preliminary report of findings by March 1, 2021
 - **Budget:** \$4000, allocated from President's Discretionary Fund
- ▷ Wendy's response (12A): Consistent with (11 A 10/29) above, CAPS will prioritize the identification of candidates with demonstrated successes in support of LGBTQ+ clients in its current and future hiring processes in order to better reflect the needs of the student body.
 - **Timeline:** Next therapist to be hired as early as possible, pending a suitable candidate, for Spring 2021
 - **Budget:** See I41
- ▷ Wendy's response (12B): CAPS will explore the recommendation to reserve specific hours for LGBTQ+ identified students and other strategies to ensure that CAPS meets LGBTQ+ students' needs. Additionally, we will immediately provide new, ongoing financial support to enable BIPOC and LGBTQ+ students to access therapeutic practices off campus with diverse professionals.
 - **Timeline:** CAPS will implement a new pilot strategy to address this by November 20.
 - **Budget:** See I41, with increased hours.
- ▷ Wendy's response (12B.2): CAPS will explore the recommendation to reserve specific hours for LGBTQ+ identified students and other strategies to ensure that CAPS meets LGBTQ+ students' needs. Additionally, we will immediately provide new, ongoing financial support to enable BIPOC and LGBTQ+ students to access therapeutic practices off campus with diverse professionals.
 - **Timeline:** The Director of CAPS has reached out to students to engage in dialogue that will allow students and CAPS an opportunity to articulate and understand resources and needs. CAPS will implement a new pilot strategy to address this by November 20.
- ▷ Wendy's response (12B.3): CAPS offers a list of practices and their specialties, which includes LGBTQ+ clients, to help students identify therapists that meet their criteria. Students will not be limited to practitioners on the list if they wish to utilize a different therapist.
 - **Timeline:** The details of this will be outlined and implemented by no later than February 1, 2021.

- ▷ Wendy's response (12C): The College will support students working through trauma. In cases when an accommodation is legally documented, it will fall under the framework discussed in (11 C 10/29) above. In other cases, the work described in (4 A 10/29) above about mechanisms to support students' academic work under extenuating circumstances will apply.
 - **Timeline:** Immediate, ongoing
- ▷ Wendy's response (12C.2): The Dean of the College will work with and CSSP, who will work more closely with FAPC to create a proposal to effect pedagogical change
 - **Timeline:** A preliminary plan by December 15
- ▷ Wendy's response (12D): This summer, our new BiCo Title IX Coordinator developed and implemented a new comprehensive Sexual Misconduct Policy (<https://www.haverford.edu/sexual-misconduct/policy-procedures/sexual-misconduct-resolution-process>) that applies to students, faculty, and staff. This policy and the accompanying procedures provide multiple options for addressing and resolving complaints, including an alternative resolution option. The College is committed to equitable treatment for any community member who has experienced sexual misconduct or gender-based discrimination. Our BiCo Title IX Coordinator is available to meet with students to further understand concerns about policing, and will facilitate a Zoom session with the Director of Campus Safety early in the spring semester on the topic of concerns about policing with regards to Title IX, policing, and BIPOC/LGTBQ+ students.
 - **Timeline:** The alternative resolution option has already been implemented, and the session will be held early in the spring semester.
- ▷ Wendy's response (12E): CAPS will administer an annual survey at the end of the fall semester to solicit student feedback and evaluate student satisfaction, effectiveness of resources, and ease of access. The survey will not only include those who access CAPS, but also those students who do not, in order to ensure that all students are aware of available services and to identify any obstacles to student access.
 - **Timeline:** Survey process to conclude by Dec 18, 2020

Our comments:

We acknowledge this demand as NOT met.

- 12: Following the failure of CODEI, and countless other committees and task forces, to implement any meaningful changes, we request that CAPS and the College respond to these persistent issues of BIPOC and LGBTQ+ student attrition through more creative responses and models than just more task forces and committees. If these task forces and committees must be implemented and are universally agreed to and encouraged, what measures and structures will be provided to ensure that these groups and their impact don't just fall in line with the already troubled and unstable histories of such groups?
- 12A: In regard to your response to 12A, we ask that CAPS prioritize the hiring of

therapists who not only work with LGBTQ+ clients but are also certified and have experience in working with clients who suffer from trauma and PTSD considering the extensive overlap between the two. We also ask for the inclusion of student input in the hiring process aforementioned in 12A. As we've stated earlier, any student input into hiring positions at the college must be compensated, especially when the call is for a specific group of marginalized students.

- 12B.2: We need commitment to CAPS specific hours for LGBTQ+ identified students instead of merely just exploring the recommendation. We understand that the president can not mandate what CAPS does and does not do, however, we ask that you loop them into this conversation and that they commit to this demand. We are open to a meeting or discussion with them on this front.
- 12B.2: Outline the exact financial support and budget for therapeutic practices off-campus.
- 12C: References the work in 4A. 4A includes a temporary solution for this semester by moving to P/F and "considering impact" for the long term solution. Faculty discretion on what is trauma and how it should be treated is one of the issues we are trying to resolve. There needs to be a formal petition for students to receive academic leniency during times of trauma.
- 12E: What is the action taken when a therapist is found to be harmful?

Police and Prison Abolition:

- ▷ Wendy’s response (13A): The College does not maintain a relationship with the Philadelphia Police Department.
- ▷ Wendy’s response (13A.2): **No**. By law, local police have jurisdiction over Haverford's campus. Relationships allow the College to advocate that law enforcement agencies, over which it has no control, provide services in a manner that is as supportive as possible of Haverford's community and educational mission.
- ▷ Wendy’s response (13B): The College can and in some cases already does support this work when it is within faculty scholarship or students' curricular, co-curricular, and extra-curricular opportunities. Through the CPG, students, faculty, and staff are engaged in this work.
 - **Timeline:** immediate and ongoing
 - **Budget:** see I16
- ▷ Wendy’s response (13C): The College is not aware of any such partnerships. The endowment has no direct or indirect exposure to prison companies based in the U.S. Underlying holdings of an international equity index fund, which is meant to provide broad exposure to all international equities and holds approximately 4,000 companies, results in effectively zero, or about 0.001%, exposure to internationally-based prison companies in the endowment.
 - **Timeline:** Endowment exposure reported and ongoing; Endowment DEI/ESG survey results to be reported in annual letter by November 30th, discussed by Investment Committee by December 15th

Our Comments:

We acknowledge this demand as NOT met.

- 13: **Cease** the hiring of ex-police officers
- 13A.2: The Director of Campus Safety needs to explain the history of and provide transparency about the College’s both formal and informal relationships with Haverford and Lower Merion police departments
 - See comments to “Support Student Participation in Direct Action”
 - 13A.2: “Haverford Campus Safety officers are non-sworn and are not authorized to make arrests. The Campus Safety Department’s jurisdiction is limited to the property that is under the control of Haverford College. The Campus Safety Department maintains an excellent working relationship with the Haverford Township and Lower Merion Township Police Departments (although we do not have a written Memorandum of Understanding with either department).”
<https://www.haverford.edu/sites/default/files/Office/Safety/Annual-Security-Report-Haverford-College-2019.pdf>

- 13C: Although the specifics of Haverford's Endowment are not available to the public, their lack of exposure to the prison industrial complex should be further explored, as the retirement funding options for Haverford are exposed. The TIAA-CREF retirement plans for Haverford College employees includes the TIAA-CREF Social Choice Fund, which in its various iterations and allocations has assets connected to the prison industry, incarceration and detention facilities (Prison Free Funds/Morningstar). In addition, the TIAA-CREF Stock Account available has holdings in CoreCivic, a private prison firm(SEC Form N-Q). Haverford should examine and present **all** financial holdings and benefactors, not only in connection to the endowment, to ensure that the Corporation does not profit, benefit, or provide options that do either, in relation to the prison industrial complex.

Physical Spaces:

- ▷ Wendy's response (14A): The College invites collaboration on the vision for this space.
 - **Timeline:** Near-term projects (improvements to the current space) will start by December 30, 2020. Long-term planning will start during the Spring semester 2021 and planning will be concluded by December 30, 2021.
 - **Budget:** The College will make improvements this academic year to the Ira DeA. Reid House, of the nature and scope already submitted by students, with a budgeted cost of \$75,000.
- ▷ Wendy's response (14B): We have publicly made a commitment to establish a LatinX Center. Conversations with ALAS have included the possibility of new construction, with other options also under consideration in those conversations.
 - **Timeline:** Consistent with recent conversations with students, the College will continue to partner with ALAS on long-term planning, which will be completed by December 2021.
 - **Budget:** Initial planning assumptions have been made and will be incorporated into the planning discussions with students. Residential and non-residential models will be analyzed and contemplated.

Our comments:

We acknowledge this demand as NOT met.

- 14A: What is the distinction between near-term and long-term projects? What's the difference in budgeting and goals for each timeline? Further elaborate on these details.
- 14A: How will you make sure that the responsibility of drafting these models and plans do not fall onto students? Will you commit to providing all models and iterations of possible BCCs and LCs and "inviting" student feedback at that point?
- 14B: With the Latinx Center will the planning be concluded by December 2021? The request for the building started on November 29th of 2018. If planning concludes December 2021 that means it would take 3 years to even give a full commitment (timeline, budget, and space)?
 - Are we to assume that by the end of December 2021 there will be a donor, chosen model, space on campus, explicit budget, and a timeline of the construction?

Additional Comments:

- ▷ Wendy's response (15A): We will create a new vendor policy, including commitments from the College to prioritize the hiring of certified minority-owned businesses (and local minority-owned businesses), as well as businesses that employ formerly incarcerated individuals, businesses that comply with "ban the box" in their hiring practices, and businesses with published non-discrimination policies. The College will plan routine, intentional outreach to identify and pursue these relationships.
 - **Timeline:** Draft by March 1, 2021, and implementation by July 1, 2021
- ▷ Wendy's response (15B): The Corporation is actively working on significant changes to its bylaws and membership processes, in order to more quickly diversify the composition of the Corporation and the Board of Managers, to which it nominates many members.
 - **Timeline:** By-law change is legislated to be a multi-year process with multiple interim steps; it could conclude by May 2022.
- ▷ Wendy's response (15C): A wholesale reorganization of the DEI work within the Dean's Office is underway and will continue, designed to become a sustainable organizational support structure both for ongoing work of value to the student body as well as many of the changes/initiatives currently under discussion.
 - **Timeline:** Complete by May 1, 2021
- ▷ Wendy's response (15D): Staff and faculty anti-racism professional development via [21-Day Racial Equity Habit Building Challenge](#)
 - **Timeline:** Begins in January 2021
 - **Budget:** \$20,000
- ▷ Wendy's response (15E): Anti-racism professional development specific to the field of Institutional Advancement conducted by Aspen Leadership Group
 - **Timeline:** Begins Nov. 19; ends Dec 18, 2020
 - **Budget:** \$7,500
- ▷ Wendy's response (15F): The President's Office hired three Anti-Racism Project Assistants for 2020-21 to support anti-racist learning and action across the institution
 - **Timeline:** Hired October 2020
 - **Budget:** \$7,500

Our Comments:

- 15A: We appreciate and encourage these efforts. Will the drafts and progress be made public for community-accountability?
- 15B: Diversification of the Corporation and the Board of Managers should not be advertised as an "anti-racist" action in the College's messaging to prospective students, parents, alumni, donors, and peer institutions.

- 15C: We acknowledge and accept.
- 15D: We acknowledge this effort and encourage it, but frankly this education will not be enough. The 21 day challenge appears to be a reading list with a \$20,000 budget.
- This needs to be in place with Demand 8 (framework to deal with problematic professors) to protect BIPOC and FGLI students in the classroom.
- We continue/expand the teach-in model and pays students and faculty contributors
- 15E: Similarly to 15B, Haverford's consultation in the field of Institutional Advancement is not something that should be advertised as anti-racist action, especially not from a group led almost exclusively by white people for the aims of making Haverford more palatable to donors who are uncomfortable with its racism.
- 15F: Will this student-worker position be permanently institutionalized in the president's office? We want to be sure that this is not just a year long endeavor. Will students taking up this position be provided with emotional/mental support?
- (0: Accountability): Regarding the Board of Managers implementing "Anti-Racism Inclusive Accountability Group," can the structure of this group include regular public update reports sent out to members of the community? We recommend these reports be made on a monthly basis. We also recommend that this group holds publicly accessible town-hall-style meetings at the release of every report so they can collect feedback from the entire community. While we understand that this group will be convened by December 1st, when can the Haverford Community expect to receive more information about HOW this group will be convened? Lastly, recognizing that ridding the incision of racist and colonial structures and practices is an ongoing process, will this group exist indefinitely?