

**2018-19 Institutional Effectiveness Committee
End of Year Report
May 8, 2019**

Richard Freedman, Associate Provost, IEC Chair
Cathy Fennell, Director of Institutional Research, IEC Co-Vice Chair
Jesse Lytle, Vice President & Chief of Staff, IEC Co-Vice Chair

Working Group 1: Retention (Year 3)

Phil Bean, Dean of Academic Affairs, CSSP - WG Chair
Richard Freedman, Associate Provost, IEC Chair
Jesse Lytle, Vice President & Chief of Staff, IEC vice-chair
Kevin Iglesias, Assistant Director of Institutional Research
Jim Keane, Registrar
Ana Lopez Sanchez, CSSP Chair

Haverford's rates of student completion are becoming increasingly stressed, a trend also evident among our peer institutions. Anecdotally, and across higher education, factors such as student health including mental health, learning differences, financial challenges, and cultural differences combine to complicate student pathways to graduation. WG1 has put in place a number of new administrative practices to monitor and collect data around student retention at Haverford so that we may begin to develop a better diagnostic sense of the issues. We anticipate that the challenge of retention will only increase, with much at stake for at-risk students and the College's fulfillment of its mission. Accordingly, WG1 has proposed to Kim Benston and Wendy Raymond that Haverford's response to this challenge move out of IEC purview into a designated College-level task force with scope and authority commensurate with the challenge.

Working Group 2: Self Study (Year 2)

- Cathy Fennell, Director of IR, IEC Co-Vice Chair, ALO, WG Chair
- Richard Freedman, Associate Provost, IEC Chair
- Jesse Lytle, Vice President and Chief of Staff, IEC Co-Vice Chair

During the 2018-2019 academic year, the Self Study advanced on a number of fronts:

- management and coordination of the various Working Groups for the Self Study, with a clear schedule for the production of Position Papers, Preliminary Reports on Gaps, and a curated archive of Relevant Documents.
- the production of lists of emerging recommendations that were shared with the community and with the Board of Managers, via written documents and open meetings.
- Preliminary organization for the Self Study team Visit in Spring of 2020.
- Relevant documents and tools are curated on the Self Study website:
<https://sites.google.com/haverford.edu/self-study/home>