

**Haverford College**  
**Institutional Effectiveness Committee (IEC)**  
**2020-21 End of Year Report**

Richard Freedman, Professor of Music, Associate Provost, IEC Chair

Cathy Fennell, Director of Institutional Research, Accreditation Liaison Officer (ALO),  
IEC Co-Vice Chair

Jesse Lytle, Vice President and Chief of Staff, IEC Co-Vice Chair

**Working Group 1: Middle States Self Study (year 4)**

- Franklyn Cantor, Special Assistant to the President
- Cathy Fennell, Director of IR, IEC Co-Vice Chair, ALO
- Richard Freedman, Associate Provost, IEC Chair
- Jesse Lytle, Vice President and Chief of Staff, IEC Co-Vice Chair

Following the postponement of the planned March 2020 Team Visit due to the pandemic, the Working Group prepared an August institutional update related to COVID-19, planned a virtual Team Visit in September 2020, and prepared the Institutional Response to the Team Report. The self study process successfully concluded in a reaffirmation of accreditation on March 4, 2021. The Mid-Point Review will take place in 2024 and the next evaluation visit is scheduled for 2027-28. Process planning will start in fall 2025.

**Working Group 2: Middle States Substantive Change Application for Alternative Delivery**

- Franklyn Cantor, Special Assistant to the President
- Cathy Fennell, Director of IR, IEC Co-Vice Chair, ALO
- Richard Freedman, Associate Provost, IEC Chair
- Jesse Lytle, Vice President and Chief of Staff, IEC Co-Vice Chair

To increase our flexibility for remote instruction, covering both accreditation and interstate commerce aspects during the pandemic and perhaps beyond, the Working Group obtained:

- Membership in the National Council for State Authorization Reciprocity Agreements (NC-SARA)
- Distance learning approval from MSCHE

**Working Group 3: Strategic Plan Assessment**

- Franklyn Cantor, Special Assistant to the President
- Cathy Fennell, Director of IR, IEC Co-Vice Chair, ALO
- Richard Freedman, Associate Provost, IEC Chair

- Jesse Lytle, Vice President and Chief of Staff, IEC Co-Vice Chair
- Chris Mills, AVP for College Communications

As the community develops a new strategic plan, assessment dimensions will be incorporated into the plan's priorities. Due to time constraints and pressures of the COVID-19 pandemic, unfortunately, publishing a final assessment of *The Plan for Haverford 2020*, noting its accomplishments at a high level for a broad audience, was not possible as of the spring of 2021.