

Report from the April 2020 Meeting of the Board of Managers

Friends,

We write to report on the meeting of the Board of Managers held April 24, the fourth meeting of the Board for the 2019-20 academic year. Like our Haverford classrooms and much of our community this spring, the Board and its guests gathered in common cause from around the world—via Zoom—to advance the work of the College under these unprecedented conditions.

The critical agenda of this Board meeting was to take stock of the state of the College in light of the COVID-19 pandemic, and to begin to chart a path through the uncertain terrain ahead for Haverford and all of higher education. The College entered this turbulent period in a position of strength built on a strong balance sheet and endowment, a well-stewarded physical campus, robust student demand for our exceptional academic program, and—most critically—our talented and devoted community of faculty, staff, students, alumni, families, and friends. Working together as has always been our way, Haverford is weathering this initial disruption, while we grieve pain, loss, and hardship across our communities.

In the Board's various sessions, Board members discussed with President Raymond, Senior Staff, and faculty, staff, student, and alumni representatives the College's responses to date. The Board affirmed the principles that continue to guide Haverford through this crisis:

1. We will provide our students an excellent liberal arts education.
2. We will safeguard the health and well-being of Haverford students, faculty, and staff.
3. We will contribute to the greater good.
4. We will steward the College as a perpetual institution that has a responsibility to future generations of students as well as today's.

The Board was briefed on the health, well-being, and work of students, faculty, and staff still being supported on campus, as well as those advancing the College's mission remotely. The Board expressed its deep appreciation for the flexibility, hard work, and commitment to Haverfordian ideals exhibited by students, faculty, and staff in pivoting the academic program and the vast majority of College operations to remote delivery in such a short period time and under such adverse conditions. In light of the more than \$6 million in lost revenue to date, the Board asked President Raymond and the campus leadership team to continue its ongoing dedication to adjusting the College's expenses this spring to minimize the budget deficit, while prioritizing the successful completion of the spring semester for all enrolled students. The Board acknowledged the difficulty of such necessary steps, which will by their nature require sacrifices across the College and our community.

The Board deliberated on the many implications of continued disruption to all aspects of the life of the College. While campus leadership has assessed the costs of a disrupted spring and summer, many unknowable uncertainties—especially the course of the pandemic—must become clear before together we can set specific strategies and tactics for the fall semester. The Board affirmed the assumption of a return to on-campus instruction in the fall as a baseline scenario for the 2020-21 academic year. The College will engage in continuity planning across the Bi-Co for a range of likely scenarios for 2020-21 and beyond, hewing to our four principles, and

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acknowledging that continued adverse public health and economic conditions could require significant departures from the College's customary operating and financial model. In order to provide the College more time to evaluate and respond to external factors, the Board deferred the approval of the FY 2020-21 operating budget to a special meeting to be held on June 12.

Reflecting the continuity of our educational mission even in the face of current challenges, the Board also conducted a number of critical pieces of regular business, including the following approvals:

- for reappointment: Ted Brzinski (Physics/Astronomy), Jane Chandlee (Linguistics), Dan Grin (Physics/Astronomy), Anna West (Health Studies).
- for tenure and promotion to associate professor: Lindsay Reckson (English)
- for reappointment (in a Continuing Appointment): Kathryn Corbin (French), Ariana Huberman (Spanish)
- for hiring into a tenure-track line: Sarah-Jane Koulen (Peace, Justice, and Human Rights), Luis Rodríguez-Rincón (Spanish), Ava Shirazi (Classics)

The Board also conducted a number of fiduciary, financial, and compliance activities and authorizing resolutions as part of its regular business cycle.

In what is always a celebratory occasion, but this year perhaps even more than others, the Board approved the conferral of degrees on the graduating Class of 2020 at the recommendation of the faculty. The Board expressed its sorrow that the seniors would not experience the Commencement for which they had planned, and looks forward to joining our latest graduates in celebration at adapted Commencement exercises in 2021.

We thank all the students, faculty, and staff who contributed to this productive meeting. The Board will remain in close partnership with President Raymond and the campus leadership team in the months ahead in order to support Haverford and its mission. Together we will steer Haverford through these challenges toward what we know will be a brighter future.

Sincerely,

Charles G. Beever '74, Chair

Garry W. Jenkins '92, Vice Chair

Wendy E. Raymond, President