

## Report from the February 2020 Meeting of the Board of Managers

Friends,

We write to report on the meeting of the Board of Managers held February 6-7, the third of four meetings of the Board for the 2019-20 academic year.

Over the past four years, guided by the *Plan for Haverford 2020*, the College has modernized and revitalized the academic core of our campus with the Sharpless, VCAM, and Lutnick Library projects. At this meeting the Board formally approved the fourth major academic capital project outlined in the *Plan for 2020*, the creation of a new home for the Bi-Co music program in Roberts Hall. Construction will begin this spring with expected completion for the Fall 2021 semester. The abiding generosity of Haverford alumni and friends, centrally the Jaharis Family Foundation, makes possible this transformational project.

While we complete the music project and other final components of the *Plan for 2020*, the Board and campus community have turned our attention to Haverford's next phase of development through an open and inclusive process that will begin to conceptualize our next strategic plan. President Raymond apprised the Board of the initial formal stages of idea gathering on campus, and the Board reflected on its own recent conversations about institutional mission, opportunities, and challenges that provide important context for developing institutional strategy as Haverford anticipates entering its third century.

Among Haverford's distinctive advantages are the productive relationships we enjoy with consortial partners in greater Philadelphia, most importantly with Bryn Mawr College. Every year, the boards of both colleges gather over dinner in February. This year, in an effort to deepen their engagement with each other, Haverford hosted a joint session of the two boards to discuss career advising for students in the liberal arts sector and in the Bi-Co. Both boards benefitted from this opportunity to engage in strategic, collaborative thought. The experience reflects the continuing power and generative potential of this unique and essential partnership between Haverford and Bryn Mawr.

At its meeting, the Board also formally received and approved the Self Study report that forms the centerpiece of Haverford's decennial reaccreditation process. This report provides a thorough assessment of the College's health across many institutional facets. It also points to a wide range of opportunities for improvement, foregrounding in particular recommendations to improve student advising systems, to understand and address factors contributing to student success and attrition, and to improve our data culture and systems in order to better support College operations and enhance our understanding of how well Haverford serves its students. A team of evaluators from peer institutions, led by President Barbara Altmann of Franklin & Marshall College, will conduct the on-campus portion of the reaccreditation process March 29-April 1.

In 2018, Haverford and three other higher education institutions challenged a new federal immigration policy on unlawful presence in court. The Board, which backed Haverford's decision to file suit at the time, was apprised that the case was recently decided in favor of Haverford and the other plaintiffs, an important victory in protecting the ability of international students to pursue their educations in the United States.

Among ongoing Board business, the Finance Committee reviewed the College's preparation of next year's operating budget, which will be the final year of a five-year initiative to close a full-accrual operating deficit that was at its peak in FY 2013-14. The Board commended the community's systematic work to balance expenses and revenues since that time, while advancing Haverford's mission and minimizing institutional shocks. The Board recognizes that the final steps in closing a deficit like Haverford's are often the hardest. It urged campus leadership to continue its thoughtful and disciplined work, in keeping with Haverford's community values and educational mission, in order to produce a balanced operating budget, on a full-accrual basis, for Board approval at the April 2020 meeting.

Haverford's institutional strength rests fundamentally on the quality of its faculty, and in that vein the Board announces with pleasure the tenure and promotion to associate professor of Sorelle Friedler (Computer Science), the promotion to full professor of David Wonnacott (Computer Science), and the reappointment of Tetsuya Sato (Japanese, East Asian Languages and Cultures). Looking further to the

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future, the Board approved the hiring of the following tenure-track professors: Foen Peng, (Biology); Amy Cooke (Biology); Clyde Daly (Chemistry).

In other business, the Student Affairs Committee discussed insights provided by the recent Clearness Committee Report and heard updates from student leadership, while the External Affairs Committee reviewed current admission and fundraising cycles. The Audit & Risk Management Committee conducted its customary fiduciary duties including the review of the 2019 audit process. The Honorary Degrees Committee reviewed candidates nominated by the Class of 2021 and the rest of the Haverford community. The Property Committee received updates on improvements to campus including the installation of a new HVAC system in Hall and roughly four dozen energy conservation measures that Facilities will oversee in the next 12-18 months. These energy improvements will save money for the College while reducing carbon emissions by nearly 2,000 metric tons per year as the College moves toward achieving carbon neutrality no later than 2035.

We thank all the students, faculty, and staff who contributed to this productive meeting.

Sincerely,  
Charles G. Beever '74, Chair  
Garry W. Jenkins '92, Vice Chair  
Wendy E. Raymond, President