

## The Plan for Haverford 2020 / Status Report, 9-18

Approved by the Board of Managers in the fall of 2014, the *Plan for Haverford 2020* stands at about the two-thirds mark of its developmental timeline. Through the diligent exertions of community members among all constituencies, the document's strategic vision is well more than two-thirds realized, as this report will enumerate across the Plan's four overarching organizing areas: academic enrichment (curricular innovation; faculty development); enhanced learning spaces (capital projects; classroom renovations); student and community development (co-curricular support; residential resources; diversity and inclusion); and institutional stewardship (technology; finances; sustainability; governance).

While each area, subcategory, and initiative, having necessarily been defined and implemented on its own terms, will be discretely enumerated and evaluated in the following mid-course assessment, the Plan was guided by an ethos of *connective innovation* through which individual ideas are enlarged into features of a coherent mission. Programs identified for support were organized by the plan's strategic vision into "constellations" through which disciplinary and interdisciplinary inquiry could evolve through creative dialogue; learning spaces were conceived not as receptacles of these curricular modules but, rather, as protagonists in new forms of engaged learning and knowledge-production; co-curricular programs were designed to function not only as supplements to the student experience but also as partners in the aim of "educating the *whole* student"; diversity and sustainability were conceived not simply as "good to haves" orbiting the central educational mission but as *core principles* of that mission; and rebuilt technological, financial, and managerial systems were understood to constitute generative, not merely supportive, modes of institutional excellence.

Thus, while for purposes of careful comprehensive review this report takes the rhetorical form of an inventory, we want to underscore that commitment to integrative vision and collaborative creativity has guided each moment of the Plan's implementation. So, too, additions and alterations to specific ideas in the original document, though modest in number and scope, have arisen as opportunities to connect themes, programs, and people more effectively and durably—and, as such, deepen rather than reshape its conceptual foundations and essential aims. In short, the work underway continues to be guided by the fundamental spirit underlying the *Plan for Haverford 2020*: "Our goal is to assure that Haverford fulfills its potential as a transformative educational institution and joins with others, including especially its Tri-Co partners, in being a clarion voice for the importance and the effectiveness of a rigorous liberal arts education and for 'the ideal of learning as an act of community.'"

### Review Key:

Green: On Target or Project Complete

Yellow: in Process, planning complete

Purple: Strategy under development

I. Academic Enrichment: Curricular Constellations; Faculty Development; Related Co-Curricular Programming

**Constellations.** New tenure track hires in Computational Linguistics, Computer Science, Applied Mathematics; Health Studies, Visual Studies; related hires made in Astro-Physics, Biology, Philosophy, Religion/Africana Studies, English, and others slated in Computer Science, Anthropology, Environmental Studies, and Psychology that will variously support computational, visual, environmental, health, and area studies. Visual Studies interdisciplinary minor established with programming supported by VCAM. Health Studies interdisciplinary minor launched in collaboration with Bryn Mawr. MEIS restructured to improve accessibility. BiCo Environmental Studies department formed and ENVS major launched. Working group on Transnational Studies formed.

**Faculty Development.** Restructuring of Provost internal funding to provide more flexible support for research and travel; compensation for chairs and coordinators in budget; TLI opportunity for post-reappt and post-tenure faculty; course development funds for ethics (Initiative on Ethical Engagement and Leadership: IEEL) and diversity (Strategic Plan for Diversity & Inclusion: SPDI) Teaching with Technology w/ IITS, LACOL; Term Professorships awarded; phased retirement program in place. Restructuring of faculty handbook and improved support of the Handbook with technology (Courseleaf). In collaboration with VP Finance, a new mortgage policy drafted; draft of new parental leave policy.

**Co-curricular academic programming.** HIP Coordinator position hired and Advisory Council assembled with faculty and staff members; First HIP Summer fellows supported for summer 2018 programming; **Public Policy Forum:** Successfully run several times. **Doculab:** Launched. **Campus as a Living Laboratory:** Plans articulated in Sustainability Strategic Plan and partly underway. **4+1 Programs:** 1) Bioethics@Penn; 2) East Asian Studies@ Zhejiang Univ, China; 3) Engineering (bio,elec, nanotech, graphics/game, CS/IS) @Penn; 4) Finance@Claremont McKenna; 5) Latin American Studies@Georgetown, 4 +1 Classics with Bryn Mawr College; Social Work @ BMC under consideration.

II. Enhanced Learning Spaces: Capital Projects; Classroom Renovations

**Sharpless, VCAM** completed. **Library** construction underway. **Music:** architect determined. Economics and Linguistics in **Chase Hall** with new conference room. **Classroom committee** in place and classrooms improved in Hall and Stokes. **KINSC** classroom scheduled for major upgrade. **Gateways project** governance process in place with BoM. **College Space Planning Committee (CSPEC)** monitoring ongoing needs and priorities.

III. Student and Community Development: Co-Curricular Support; Residential Resources; Diversity & Inclusion

**Advising.** College Catalog supported with new technology, enabling visible curriculum. Dean's Office external funding from Lumina Foundation will support pilot of non-faculty advisors. New CCPA position/structure will enhance integration of campus engagement/leadership experience and career preparation. IEC doing initial exploratory/diagnostic work on enhanced advising models and retention strategies.

**Student Support Services.** ADS in place; OAR thriving. CAPS enhanced, including outreach, technological support, and summer coverage. Health Services undergoing restructuring.

**Residential Resources.** DC exterior and basement renovations, HCA 50 arts space, VCAM completed. Center for Spiritual Practice in place. Improvements to club sport support, including access to fitness center. Themed housing additions. Improvements to Dining/COOP, Real Food Challenge, and vending in DC basement.

**Leadership/Engagement.** Rufus Jones Institute leadership curriculum revised, expanded. Summer Ethical Leadership Institute established and successfully run several times. New org structure in Dean's office designed to support student wellbeing via programmatic synergy and integration nearly completed. New position to link res life with engagement, leadership, and career training. CESR exploration completed. EPC discussing CE within or in addition to already-revised gen ed requirements. International/Global vision under exploration (building on area studies, language studies, CPGC, study abroad/Travel Council and other established programs). TriCo Philly Semester Pilot to launch in spring, 2019.

**Admission.** Application numbers and yield have already hit Strategic Plan targets; quality and diversity of pool (by various, standard measures) all continue to rise. Several strategic partnerships have evolved or been established (group travel with other institutions, more formalized cooperation with community organizations, etc.). Added resources for outreach programming, more robust communications plan, and ongoing assessment. Art & Science project generating new ideas for honing the College's value proposition and widening pool and access for next generations of outstanding Haverford students.

**Campus Community, Diversity and Inclusion, Ethical Leadership.** Strategic Plan for Diversity & Inclusion (SPDI) completed and endorsed by Board in 2017. 85-90% of its 60+ initiatives designed, established, or accomplished (update report can be found here). Task Force for Classroom Climate established under direction of Provost. Administrative functions strengthened in OMA, International Student Support, Access and Disability Services. LIFTFAR program established. Chesick and Horizons programs strengthened. Haverford Student Loan Debt Relief Program to launch in 2018-19. Pilot Assessment completed and funding secured to extend Chesick for five more years beyond initial pilot; Chesick Summer Director and new Academic Year Director in place. IEEL-funded courses, symposia, exhibitions, and research underway; overall program design still under development.

IV. Institutional Stewardship: Technology; Finances; Sustainability; Governance

**Technology.** IITS supporting faculty teaching and research via Teaching with Technology, LACOL, and ad hoc project. Classrooms becoming smarter. Workday implemented. New EMS, Communications, and phone systems installed. Comprehensive approach to data management/curation/analytics under development. Technology governance under review.

**Finances.** Completed record-breaking *Lives that Speak* Campaign at 20% beyond goal. Need-aware Admission policy successfully implemented, with no deterioration of the academic quality or in racial/ethnic/economic diversity of applicant pool or matriculating classes. Debt restructuring successfully undertaken and ratings stabilized. Continued optimization of purchasing practices and mid- long-range contracts. Plans in place to approach GAAP equilibrium by target date of 2021. More rigorous budgeting practices (including capital planning) continue to be put in place. Continued strengthening of key offices such as Comptroller, Budgeting, and HR. Continued improvement of training and professional development programs. Best practices to enhance diversity in hiring in place (to be monitored and revisited as needed).

**Sustainability.** Strategic Plan for Sustainability completed and endorsed by Board in 2017. Council on Sustainability and Social Responsibility formed and activated. Haverfarm established. BiCo Environmental Studies department and major established and launched. Multiple campus projects underway or completed (vis. waste stream; water and energy use; grounds management; Arboretum revitalization; purchasing practices; etc.) and outreach to neighboring communities for partnering on environmental concerns is underway. (Reports on the Plan's progress can be found here.)

**Governance.** Corporation operating under refined strategy document and with guidance from the Corporation Advisory Committee in close partnership with the campus and Board of Managers. Steere Professorship established. Board completed systemic governance review and reform. Faculty and Staff Handbook revisions near completion. Conversations regarding contemporary shared governance among Corporation/Board, administration, faculty, and students being planned.

Respectfully,

Kim Benston  
President