

HVERFORD

Leadership Goals 2023-24

Haverford 2030: Implementation Year 1: The goals set forth below are derived from and aligned with [Haverford 2030](#)'s Aspire-Connect-Transform framework as well as other continuing priorities in support of Haverford' mission:

Haverford College offers students better learning for broader impact as scholars, creators, citizens, and practitioners. Committed to critical inquiry and ethical practice in local and global settings, we foster an inclusive intellectual learning community to prepare students for lives of integrity, ambition, and purpose.

Italicized text is from *Haverford 2030*.

- 1. Establish implementation structure for *Haverford 2030***
 - a. Launch Implementation Committee 2030 (IC2030) and implementation teams across all plan initiatives.
 - b. Plan and begin multi-year arc of implementation by creating a preliminary 3-year timeline for each initiative and delineating responsible divisions, departments, and implementation teams.
 - c. Conclude market research study with consultant Art & Science Group to prioritize opportunities to enhance Haverford's alignment with the educational needs and preferences of future students; begin implementing recommendations.
 - a. Every College division will incorporate *Haverford 2030* goals into DAPs (divisional assessment plans), toward the College fully covering Haverford 2030.

- 2. Launch the leadership ('silent') phase of a comprehensive fundraising campaign to provide philanthropic support to *Haverford 2030*.**
 - a. Secure anchor gift commitments for top five priority areas: academics, financial aid, ethical inquiry and leadership, career preparation, and unrestricted endowment.
 - b. Onboard new vice president for institutional advancement; hire and onboard other key IA positions to support external relations and fundraising success.
 - c. Refine an engagement strategy for internal and external constituents and establish engagement goals to increase engagement through events, volunteering, and advocacy by spring 2024.

- 3. *Haverford 2030: Aspire, Year 1.* Through our academic enterprise we *aspire* to truth and, with it, human growth and a better future; to that end we will prioritize a dynamic liberal arts curriculum; writing, interpretation, and creativity; dialogue across perspectives; and moving beyond the customary.**
 - a. Inaugurate an ongoing enrollment study, and utilize its data to inform curricular planning while connecting curricular planning to faculty hiring and projections for next 10-25 years. (A.1.1, A.1.2)
 - b. Complete external review of the Writing Program; utilize data, best practices, and the report from the external review committee to revise the Writing Program. (A.2.2)

- c. Launch Cultivating Haverford Connections, with special attention to establishing a timeline by year/semester, starting with the Dialogues (“Active Voice”) and DEIA Community Engagement (A.3).
 - d. Support Restorative Practices work with continued funding from Initiative for Ethical Engagement and Leadership by encouraging work with Honor Council to address concerns about faculty/student engagement and by implementing the Journeys of Reconciliation Program from IDEA/Provost’s Office. (A.3.2)
 - e. Roll out a new faculty mentoring and retention model this fall. (A.3.2)
 - f. In concert with comprehensive campus planning, evaluate access to and usage of space for students, with special attention to mobility access. (A.3.2)
 - g. Finalize design and begin implementation of a comprehensive co-curriculum, with multiple departments across campus contributing to students’ personal, social, and/or intellectual growth and development, and a framework for outcome assessment. (A.4.1)
 - h. Begin implementation of an Athletics Action Plan that aligns with *Haverford 2030* and enhances the experience for student-athletes and for all students (A.4.1, T.1.4)
 - i. Onboard new Executive Director in the Center for Career and Professional Advising and plan for expanded career and professional advising across four years. (A.4.3)
 - j. Build and implement a Haverford-specific comprehensive framework for student safety, health, and wellness (A.4.5)
- 4. Haverford 2030: *Connect*, Year 1.** *We will connect with each other and the world through ethical inquiry and leadership, education for action, and internships for all.*
- a. Continue design work on the Ethical Inquiry and Leadership Institute and make our set of courses centering ethics legible to students, prospective students, and all members of our community. (C.1)
 - b. Develop visual cartography for co-curricular projects related to ethical inquiry and leadership. (C.1)
 - c. Strengthen organization and support systems for student experiential learning by streamlining internship and research opportunities and processes across departments and programs. (C.2, C.3)
- 5. Haverford 2030: *Transform*, Year 1.** *We will transform Haverford into an institution that is sustainable across all its dimensions, including financial resources, renewed living-learning spaces that contribute to healthy ecosystems, the people who give life to its mission, and a culture of data and assessment toward evidence-based outcomes.*
- a. Select consultant and begin comprehensive campus planning to assess and prioritize current and future facilities opportunities. (T.1, T.2.2, T.2.3, C.2.1)
 - b. Initiate design work for next-generation, emission-reducing campus energy system. (T.2.2)
 - c. Continue learning from—and take action in response to—the Campus Climate Study. (T.4.1)
 - d. Begin and complete compensation study and create a plan that continues progress toward equitable and competitive compensation in a multi-year budget strategy. (T.4.2)
 - e. Develop strategic, operational, and policy frameworks and identify additional resources to support faculty and staff professional development and personal wellness. (T.4.3)
 - f. Launch new data governance structure and complete phase one of enterprise data tool implementation. (T.5)
 - g. Leverage COFHE data to support decision processes and discernment. (T.5.1)
- 6. Promote institutional effectiveness**
Support employees and strengthen campus culture, particularly in ways that reinforce support, inclusion, and a commitment to inviting broad participation.

- a. Develop a Finance & Administration strategic plan that supports the highest levels of service for students, faculty, and staff in a framework of long-term institutional stewardship and financial sustainability.
- b. Improve transparency, clarity, and legibility of “How Haverford Works” through internal communication, refinement of shared governance practices, and documentation.