

This spreadsheet has been replaced with a newer, [reorganized version](#), which incorporates commitments both from the Fall 2020 Student Strike and the June 2020 BSRFI Letter.

The spreadsheet is still available on the second tab of this sheet, though it will not be updated.

Contact Franklyn Cantor (fcantor@haverford.edu) with any questions.

Category: Academic Program, Student Experience, Professional Development, Retention and Recruitment, Faculty, Institutional Governance, Community Life	Requested Action Items or Commitments	Timeline	Individuals Responsible	Lead Division	Budget	Progress/Plan	Next Check-in Date
Academic Program	Implementing a "a Bi-Co course on Blackness and white Privilege as part of the college-wide requirements" or another curricular innovation that accomplishes the stated goals, understanding that such a course is to be "designed alongside Black students, faculty, and staff with the objectives of exploring the history of race to understand current social, economic, political, and cultural conditions. It will educate on the history of police brutality, explicit biases, and address microaggressions, cultural appropriation and other forms of hidden biases."	We may have some faculty offering some courses in the fall of 2021, but EPC cannot guarantee that a proposal that will achieve full faculty approval this year for a required course beginning in 2021-22. Currently, multiple perspectives on course design and curricular "home (s)" are being discussed.	Faculty, EPC	Academic Affairs	TBD	Many faculty, including African American faculty, do not currently support the proposed approach, as they believe the College did not successfully implement comparable requirements in the past. Faculty invested in learning from those past Haverford experiences and getting this right for the 2020s want us to take our time. EPC has suggested a working group that will lay the foundation for this course during spring 2021, and will also engage the community broadly in conversation. EPC does not think we can institute a full program with a new requirement this spring, as any curricular requirement will have to be approved through faculty governance and ultimately by the full faculty.	3/1/2021
Retention and Recruitment	Hire Black faculty and faculty of color	Immediate and ongoing. Haverford's next tenure-track searches will take place in 2021-2022; visiting faculty hiring for 2021-2022 will begin in late spring 2021.	Academic Council, Provost's Office, EPC, President, Faculty, Faculty Search Chairs	Academic Affairs	TBD	We will work hard to recruit and retain BIPOC faculty in a number of ways. Faculty search chairs can reach out to affinity groups within each discipline, attend major conferences (once we are able to travel again), make phone calls, and contact programs with high numbers of graduate students of color. There is already some training in place for search committees, which includes the work that Ben Le is doing in his role as Faculty Liaison for DC&I for all faculty searches. Faculty will also be provided with additional readings focusing on implicit bias as they begin their search. The Provost's Office is also looking at implementing best practices for hiring and appointing visiting faculty in order to increase the numbers of minoritized candidates and resulting hires.	4/1/2021
Retention and Recruitment	Improve our policies and practices that a) support faculty thriving and retention and b) increase our proven capacities to attract and hire outstanding Black faculty and faculty of color	This work will be ongoing, but we are actively working to hire faculty of color who may be able to move into tenure-track positions. We will also search in the fall of 2021 for a Chair/Director of Africana Studies.	Academic Council, Provost's Office, EPC, President, Faculty, Faculty Search Chairs	Academic Affairs	TBD	The Provost will work with the hiring committees as we recruit BIPOC faculty, addressing issues that may affect their decision to accept a position at Haverford. Much of this is about making cultural shifts. For example, we have a robust program to assist faculty who prefer to live in a more diverse area than on the Haverford campus. We also must make sure that faculty of color feel welcome on campus. The Provost will institute a mentoring program for new faculty of color beginning in the fall of 2022, when we welcome new faculty to campus.	7/1/2021
Retention and Recruitment	Create opportunities for more Black students to be stakeholders and serve as representatives in faculty search committees	We are not currently hiring, so this work will begin in the fall of 2021.	Task Force on Work and Service, Provost, Faculty Search Chairs, Students' Council, Senior Staff	Academic Affairs	n/a	BIPOC students will be invited to participate and serve as representatives in faculty search committees. We must work hard to make sure that the students do not feel tokenized as a result of this service, but invited to participate, based on current practice. We will also consider other ways of intentionally involving students of color in finalist interviews, beyond the standard public research talk.	8/1/2021
Retention and Recruitment	Increase attention to retaining and supporting existing faculty of color in each department	Work continues in spring 2021 with definitive plans in place by fall 2021, based on best practices in hiring and retaining faculty of color.	Provost, President, Department Chairs	Academic Affairs	TBD	The Provost will work individually with each new faculty of color to make sure that they have access to the resources they need to be successful at Haverford College. The Provost has already starting meeting individually with faculty of color and will continue this work in the spring and fall of 2021. Retention and support for faculty of color (and developing further strategies) will be a priority item for Department Chairs and Coordinators at their semesterly meeting.	4/1/2021
Institutional Governance	Create new administrative positions dedicated to antiracism within the College. The hiring process for these positions will consider the extreme workload and labor required of such work, and refrain from attributing multiple jobs' worth of work onto one/a few individuals.	Work continues in spring 2021 with plans in place by June 2021, both for new CDO and potential additional staffing support for CDO.	President, Senior Staff	President's Office	TBD	This includes the Interim Co-CDO model (naming one person from the academic arena and one from student life as interim co-CDOs), the forthcoming new CDO model (to be determined through a recommendation to the president from the CDO Advisory Group), and supporting structures for the work of the interim co-CDOs and future CDO. It also includes the division-wide reorganization of diversity, equity, and inclusion work currently underway in the Dean of the College's division.	6/1/2021
Professional Development	Prepare and implement yearly faculty and staff diversity training encompassing cultural competency and the need for social justice in day-to-day work. This training will be developed by people with significant expertise and scholarship in social justice work. This annual professional development will be supplemented with sustained engagement, facilitated by experts.	To be implemented by Fall 2021	President, Provost, Human Resources	President's Office	Annual membership fee: \$18,000	Haverford will join the inaugural cohort of the Liberal Arts Colleges Racial Equity Leadership Alliance (LACRELA), effective January 1, 2021. LACRELA is a new program from the University of Southern California's Race and Equity Center. Through LACRELA, Haverford community members will have access to considerable resources, including synchronous learning experiences, on-demand readings, videos, and other tools. Beginning in January 2021, we will communicate broadly regarding access to these resources, and will encourage and foster engagement as a community.	3/1/2021
Academic Program	Immediate creation of an Africana Studies major, including taking appropriate actions toward coursework and hiring faculty for its fruition.	We will search in the fall of 2021 for a tenure-track position in Africana Studies. This new hire will then lead the work towards the major.	EPC, Provost, Faculty, President	Academic Affairs	TBD	Current faculty do not believe we can or should begin a new major until we have faculty in place to do the work. We need to first hire a faculty member whose full-time appointment is in Africana Studies, who will serve as concentration coordinator and will work with the current faculty to prepare and submit the request for a new major. The Provost is currently working with the Coordinator of Africana Studies, who is drafting a position description for the new position in Africana Studies.	7/1/2021
Academic Program	Revision to course evaluations to include a question concerning the racial climate of the classroom.	The Provost's work with FAPC on this topic will take place in early spring 2021.	Provost, FAPC	Academic Affairs	n/a	Faculty create their own end of the semester assessments. The Provost will work with and through FAPC to create such a question, which we will then highly encourage faculty to include in their end of the semester assessments.	3/1/2021
Student Experience/Community Life	Create a fund named in tribute to Osmond Pittier 1926 and Enid Appo Cook 1931, the first Black students to graduate from Haverford and Bryn Mawr, designed to support summer programs, affinity groups, multicultural spaces, and/or individual expenses, with intentional ways that some funding will be used to support the local Black community in Ardmore and Lower Merion.	Fund name and program detail to be finalized early in spring 2021 semester.	President, Dean, Antiracism Project Assistants	Student Affairs	\$30,000 for Spring 2021, \$40,000 for 2021-2022	Dean Bylander and two of the student Antiracism Project Assistants are currently working to map out details, and are planning for implementation early in the spring 2021 semester.	1/15/2021
Student Experience/Community Life	Formally recognize Black History Month and allocate funds for programming.	February 2021	Dean, OMA	Student Affairs	Funding support from Dean's Office, OMA, Student Engagement, and other campus partners	Denise Allison in the OMA is working with students from BSL, Student Life staff, and faculty to foster robust programming and engagement throughout Black History Month. Two student assistants will be hired to contribute to these efforts.	1/15/2021
Community Life	Conduct active, dedicated research on the specific origins of each item on display in the KINSC.	Began in Summer 2020 and ongoing	KINSC, Library	Academic Affairs	n/a	The pieces were removed from the KINSC displays this summer. Quaker & Special Collections staff began research over the summer, and work has continued this fall with the help of a student research assistant.	3/1/2021
Professional Development	Require faculty to read chapters of Ruth Enid Zambrana's <i>Toxic Ivory Towers, the Consequences of Work Stress on Underrepresented Minority Faculty</i> as a part of new faculty orientation, and for current professors, during the summer before the 2021-2022 academic year.	Summer 2021	Provost, President, Faculty	Academic Affairs	TBD	Provost will advocate for inclusion of this text and others on the topic as a part of New Faculty Orientation, and will make copies of the text available to all current professors. This text may also be part of a 2021 faculty/staff summer DEI reading group.	5/1/2021
Student Experience	The College will present and make readily available disaggregated demographic percentages of domestic and international students of color, so that percentages of Black students are made transparent.	Initial web interface to be available in early Spring 2021.	Vice President and Dean of Admission and Financial Aid, Institutional Research, Registrar, Chief of Staff, IITS	President's Office	TBD - funding may be necessary for certain programming work	Admission Office is already presenting demographic information differently to reflect important details and nuances. Planning for an integrated approach to displaying demographic data of all community members is underway. Additional configuration of database systems needed in order to present student information visually in a comprehensive format.	2/1/2021
Professional Development	Diversity, equity, and inclusion professional development work is underway in Athletics, with the support of Dean Bylander.	Initial steps in summer and fall 2020, program implementation for Spring 2021	Athletics, Dean's Office	Student Affairs	\$10,000 for 2020-2021, funded by Presidential Discretionary Fund	Initial conversations regarding diversity, equity, and inclusion began with a number of varsity athletic teams throughout the late summer and fall. The College is working to engage a DEI consultant who specializes in college athletics to implement a substantial program of assessment, education, and development in the spring semester and beyond.	2/1/2021

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Student Experience	The Office of Multicultural Affairs is reflecting on and engaging openly about its work.	Re-organization strategy to take shape in early spring 2021, to be finalized for July 1, 2021. Open meeting to solicit community feedback planned for March 2021.	OMA, Dean's Office	Student Affairs	n/a	The Dean's Office as a whole is actively engaged in reorganization efforts that will actively support students and directly benefit BIPOC and FGLI students, with more attention to retention and support efforts. This will include a wholesale reorganization of diversity, equity, and inclusion work, including a recalibration of the OMA's current mission to best suit current student need.	1/15/2021
Retention and Recruitment	We will conduct a national search for the next dean of the college in the 2020-2021 year. Students will serve on the search committee and will be invited to participate extensively in finalist interviews.	Search ongoing throughout 2020-2021 year, finalist interviews expected in Spring 2021.	President's Office	President's Office	n/a	Search committee assembled and working with search firm. Five of the twelve committee members are students.	n/a
Academic Program	A new course was offered this fall, <i>Belonging and Becoming at Haverford</i> (ICPR H110J), developed by a group of Haverford faculty members in collaboration with Professor Alison Cook-Saither of Bryn Mawr College. In part it addresses "how we might pursue and support greater equity, inclusivity, and student thriving through HC curricular and co-curricular structures."	Course offered in Fall 2020, intended to be offered again in 2021-2022	Faculty	Academic Affairs	\$14,500 per year, funded by Presidential Discretionary Fund for two years	Course offered in Fall 2020, intended to be offered again in 2021-2022	n/a
Academic Program	The President's Initiative in Ethical Engagement and Leadership (IEEL) will provide anti-racism course development support through the Provost's Office.	To be available beginning Spring 2021	President's Office, Provost's Office	Academic Affairs	\$14,000 currently available, although more may be available from IEEL	To be available to faculty beginning Spring 2021.	2/1/2021
Community Life	Campus-wide Strategic Planning, an ongoing process through Spring 2022, offers us a way to incorporate anti-Black racism into our plan for and vision of Haverford's future.	Strategic Planning efforts and community engagement to resume in Spring 2021	President's Office	President's Office	n/a	Strategic Planning efforts and community engagement to resume in Spring 2021.	3/1/2021
Community Life, Retention and Recruitment	[Demand XIII was added after Presidents Raymond and Cassidy received the letter, and was therefore not addressed in the initial response.] <i>"We demand Protection and support for Black staff and staff of color which includes an annual report similar to the Clearness Report on the working environments for Black staff and staff of color, access to apply to the reparations fund discussed in demand five, and the offering of a free semester at Haverford or Bryn Mawr for staff of color/Black staff."</i>	Climate survey to be issued in Spring 2021	President's Office, Institutional Research	President's Office	n/a	We appreciate your focus on staff, accompanying the focus on faculty, and are committed to supporting Black staff and staff of color. In Spring 2021, we will issue a campus climate survey for staff, faculty, and students, configured for each constituency, including questions on the working environment. As a part of the Employee Tuition Benefit, full-time employees may take one undergraduate course per semester for credit or for audit without charge, at Haverford College or Bryn Mawr College.	2/1/2021
	With regards to the part of demand VIII that pertains to Campus Safety: By law, local police have jurisdiction over Haverford's campus. Relationships allow the College to advocate that law enforcement agencies, over which it has no control, provide services in a manner that is as supportive as possible of Haverford's community and educational mission. Commitments emerging from responses to the Fall 2020 Strike detail additional measures Campus Safety will undertake in the interests of racial justice, equity, and transparency.						
	With regards to the part of demand VIII that pertains to prison abolition: The endowment has no direct or indirect exposure to prison companies based in the U.S. Underlying holdings of an international equity index fund, which is meant to provide broad exposure to all international equities and holds approximately 4,000 companies, results in effectively zero, or about 0.001%, exposure to internationally-based prison companies in the endowment. Under Haverford's retirement plan, employee-elected 403b holdings may include funds with exposure to prison companies. Faculty and staff who participate in the 403b program can engage the 403b committee about plan offerings.						
	With regards to demand XII: Direct payments by Haverford College to other not-for-profit organizations is not consistent with our own status as a not-for-profit institution with a mission to provide a liberal arts undergraduate education. We will conduct a new internal study that outlines and publicly reports on the College's resources (time, dollars, facilities, programs, etc.) that is of service to (or provided to or supports) various local entities, jurisdictions, and non-profits. We also support multiple avenues (and are open to more) through which monetary investments can be made indirectly, such as through CPGC internships offered by not-for-profit groups.						