

Heading	Sub-heading	Date	Demands Received from Strike Organizers	Response	Detail	Responsible Individual/Group	Timeline	Budget (if applicable)	Progress (for future reporting)
0: Accountability	N/A	N/A	N/A	N/A	The Board of Managers will implement an Anti-Racism, Inclusive Accountability Group charged with verifying institutional progress toward stated goals. It will be populated with students, faculty, staff, alumni, Board members as well as outside experts, and we will welcome continued dialogue with students about the specific structure and role(s) of this group.	Board of Managers	The Board will immediately convene this group. The group will complete its first review and report by the conclusion of the Spring 2021 semester.	TBD: The Board will provide all necessary funding related to this group's work.	
1: Indigenous Communities	A	10/29	We demand that Haverford College return institutional land back to Native nations.	No	The College cannot return institutional land without ceasing its educational mission as currently realized.	Corporation of Haverford College	N/A	N/A	
1: Indigenous Communities	B	11/5	If institutional land cannot be returned to Native nations, Haverford College should provide free higher education to Native students on their traditional homelands as landbased reparations. Haverford College will establish a reparations program for any descendants of Native Peoples original to Pennsylvania state territories; this includes folks displaced in New Jersey, Delaware, and federally recognized Lenape descendant Native Nations in US and some First Nations in Canada. Following the model of Georgetown University's Descendants Reparations Program, no later than January 29, 2021 Haverford College will officially announce that any individual Lenape individual or descendant of Native Peoples original to PA state territories heritage (and those mentioned above), will be given preferential admission consideration at Haverford College. Upon admission, said individuals will receive a full-tuition scholarship, including room and board, (Full-cost of attendance) for the duration of their undergraduate career at the college. This ordinance will go into effect beginning with the 2023-2024 admissions cycle (Before May 1st, 2022). The college will fundraise and set aside a budget of \$300,000 for this program, which is approximately the full cost of 4 years at Haverford college for one individual. Members of the college will actively reach out to Georgetown or other institutions with comparable scholarships to research how best to create structures to endow and maintain this program financially and in perpetuity.	Yes, qualified.	The Office of Admission will strengthen recruitment and enrollment of Native peoples. As one step towards this, we will immediately reach out to establish a formal relationship with College Horizons, a nationally-known organization supporting Native students in their path to higher education. The Office of Admission will articulate admission preference for students from the Lenape-Native nation and students descending from Native peoples original to Pennsylvania state territories. We will do the necessary research, such as reaching out to institutions like Georgetown, to fully understand how to structure such a program, including financially, and to make sure we are in compliance with any legal obligations. While Admission will take responsibility for this work, Admission will welcome input and engagement with any interested students on the further development of such a program and will consider the frames of existing models like the Padin Scholarship program.	Vice President and Dean of Admission and Financial Aid	Complete financial and structural planning by the end of this academic year. Program to be in place by 2023-2024 admission cycle.	Budget detailed by end of this academic year.	
1: Indigenous Communities	D	11/5	The College continues to profit off of the romanticized story of the Penn Treaty Elm in their admissions programming and through on-campus tours.	Yes	Drawing on research from the Spring 2017 Library exhibit, "Where is the Penn Treaty Elm?", co-curated by Paul Farber and Eleanor Morgan '20, (which emerged from the Introduction to Public History course that year) the College will ensure that programming and materials reflect the appropriate context about the Penn Treaty Elm (and its romanticized narrative), including a new plaque at the base of the tree.	Arboretum and President's Office	programming and materials will be updated immediately and new plaque will be installed by 4/1/2021.	Arboretum will cover expenses within its operating funds	
1: Indigenous Communities	E	11/6	N/A	N/A	We will formalize a Land Acknowledgment for Haverford College, to be included on our website, in formal College materials, and during College events, and will explore avenues for dialogue with the Lenape and other indigenous communities.	President Raymond	March 1, 2021	N/A	
2: CDO	A	10/29	We demand removal of President Raymond as "Chief of Diversity, Equity, and Inclusion."	Yes	As of 11/6, President Raymond stepped down as CDO. President Raymond will convene by December 1 a CDO Advisory Group of students, faculty, and staff to recommend the best way forward for a CDO structure for Haverford. This will include budget and organizational support, and how to fill that role at Haverford, with the goal of appointing a new CDO or instituting a model that does not include a CDO (e.g., DEI Council) effective no later than July 1, 2021. Note: making an employment decision based on race violates anti-discrimination law, although a crucial component of the job description and qualifications for hiring will be experience and expertise working with BIPOC and LGBTQ+ students.	President Raymond	Done	N/A	
2: CDO	B	10/29	Haverford must, instead, hire a BIPOC Chief Diversity Officer-vetted by students and faculty of color on campus- who is committed to their interests rather than the college's.	Yes, qualified.	We need an interim CDO to continue institutional progress. Provost Linda Strong-Leek will serve as interim CDO for about one month, with a plan to move to an interim co-CDO structure, that is two people sharing the CDO responsibility, as of December 1. The second person will be a staff member of color currently in the Dean's Office, with the intentional design of having these individuals in academics and student life. Students will have a significant role in the selection of this individual, and those participants in the selection group will be compensated. White individuals have seen demonstrated success serving as CDOs; President Raymond's interim service does not merit an apology.	President Raymond	CDO Advisory Group by Dec. 1, 2020; CDO to be in place by July 1, 2021	CDO Advisory Group will recommend an ongoing budget commitment sufficient to support the CDO's work. \$10,000 will be immediately allocated from the '3126/2531 Fund' to the Interim CDO, and, once named, to the Interim Co-CDO in the Dean's office, for use toward BIPOC/FGLI initiatives, with BIPOC/FGLI student input. Students should contact the Interim CDO with ideas for use of these funds, beginning 11/6/2020, and the Interim Co-CDOs once named.	On 11/18/2020 - Chief Diversity Officer Advisory Group Fund created, designed to support BIPOC/FGLI Initiatives. Application form: https://forms.haverford.edu/provost/view.php?id=178232
2: CDO	C	11/5	The position is better left vacant than held by someone wholly unqualified for the job. We are also deeply uncomfortable with your role in choosing the successor of this position, and ask that you release a public apology for self-appointing yourself for this role as a white woman. Responding to the changes made by President Raymond at the meeting, we request that rather than appointing another Chief of DEI without any student feedback, that the position remain unfilled until proper student consultation has been taken into account.	No		President Raymond	November 6: Linda Strong-Leek appointed interim CDO; December 1: appointment of a POC within the Dean's Office as co-CDO; leadership council of faculty, staff, students named Dec. 15, with BIPOC and FGLI student input and participation.	\$25,000 annual operating budget	The position will be funded in the comprehensive salary budget for FY 2021-22. Incremental costs for this year will be included in the same budget components for FY 2020-21 funded out of the hiring freeze savings.
2: CDO	D	11/5	The students on this advisory group should be included in the decision making process as to who is hired. The same committee of students that will be in charge of hiring the Chief of DEI will be tasked with implementing the funding approved for this position.	Yes, qualified.	Students would be in any CDO search committee. Specific structures and individuals selected will be recommended by the CDO Advisory Group which will include students.	President Raymond	To be determined by CDO Advisory Group per above		
3: Election Day	-	10/29	We demand that you follow in the footsteps of Swarthmore College and cancel classes on Election Day and provide paid leave for college employees.	Yes	Classes were canceled, staff were given the day off, and hourly (non-exempt) staff who worked on Tuesday, November 3, were paid "holiday pay."	President Raymond	Done		We will incur the additional costs for staff overtime in the compensation budget.
4: Academic Leniency for BIPOC/FGLI Students	A	10/29	We demand academic leniency for BIPOC and/or FGLI students who are traumatized by the effects of COVID and constant police violence in their communities	Yes	EPC has agreed to the P/F model from the spring for all students for the fall. Deans and faculty will consider impacts while teaching and guiding students.	Provost, Dean of the College, Faculty	Done	N/A	
4: Academic Leniency for BIPOC/FGLI Students	B	11/5	We ask that you give full transparency to the community on the actions of reform taken by FAPC and CSSP, and we expect this to be released before Thanksgiving break. Openly admit that the CSSP put people on academic warning as a result of the Spring semester and acknowledge that the decision does not reflect trust, concern and respect immediately.	Yes	CSSP met on Nov. 6, 2020 and drafted a letter to the community, sent Nov. 7 acknowledging that CSSP is part of the problem and needs reform. By Nov. 20, we will clarify all procedures used by CSSP in all 2020-21 student reviews and outline a series of reforms to CSSP that will happen during the 2020-21 academic year. As of Fall 2020, we will have full transparency in our processes. CSSP is working to reform the outdated language related to academic warnings, such as that academic warning will be replaced by "academic support" or similar term.	Alex Norquist, CSSP Chair	Immediate, ongoing	N/A	11/13/2020 - initial set of changes announced by CSSP via email. 11/20/2020 - detailed set of further reforms for Fall 2020 process announced by CSSP via email.

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4: Academic Leniency for BIPOC/FGLI Students	C	11/5	Put in place a framework within CSSP to allow Academic Flexibility Petition or a similar petition for unforeseen events or trauma in a student's life to be taken into account when the student is up for review before the close of this semester. Provide guidelines to counselors with CAPS to encourage and assist students throughout this process. Rather than enacting unnecessary and onerous penalties on students struggling academically, have them work with their dean or other trusted staff member to develop an academic plan related to their specific situation.	Yes	Right now, CSSP has only one of three students appointed to the committee, so CSSP is reluctant to make substantial changes without the full student perspective throughout the process. CSSP will engage in campus-wide outreach for the inclusion of student perspectives.	Alex Norquist, CSSP Chair; Dean Joyce Bylander	Awaiting student appointments to CSSP (Students' Council has not been available during the strike to make progress)	N/A	11/20/2020 - Anonymous comments can be provided using this link . The student voice is critical in CSSP's efforts to improve. Our reform efforts will be based upon student comments. A general invitation to all students for individual meetings with CSSP will be sent before Thanksgiving. This mechanism is designed to allow for students to initiate discussions and provide an opportunity for advice and discussion. These meetings are explicitly designed around initiating and providing academic support for individual students. Students can initiate conversations using the hc-cssp@haverford.edu email address. 11/30/2020 - CSSP will hold two town hall meetings the week of December 7-11 and will be available for more confidential conversations (arranged by emailing hc-cssp@haverford.edu) in the two weeks after Thanksgiving.
5: Support Student Participation in Direct Action	-	10/29	We demand that the school encourage and protect student participation in supporting direct action. We are calling on Haverford to encourage student and institutional involvement in the abolition work done by activists on and off campus.	Yes	The College supports students in living out their values with integrity. I want Haverford to be a place that encourages and supports students to act on their values in service of a more just world, and that includes through direct action.	President Raymond	Immediate, ongoing	N/A	
5: Support Student Participation in Direct Action	A	10/29	Providing institutional funding to mutual aid networks within the Bi-Co community and broader Philadelphia	Yes, qualified	As a charitable organization, the College does not provide direct philanthropic support to other organizations. The College would be interested to have students, faculty, and staff who engage with mutual aid networks as part of the College's mission (e.g. relating to student curricular or co-curricular learning) develop specific proposals for bilateral relationships that could include funding dimensions. Such an initiative could receive financial support from a standing department or center, or use discretionary funding. See centrally CPGC funding possibilities .	Provost, CPGC, Students' Council, Office of Service and Community Collaboration, Civic Engagement & Social Responsibility Council	Immediate, ongoing. See CPGC funding guidelines; applications for funding are generally considered on a rolling basis; some funds require lead time e.g. of 4 weeks before and event or project.	Funds already allocated and available; this is an opportunity for additional philanthropy as utilization of current funds grows.	
5: Support Student Participation in Direct Action	B	10/29	Opening up unused campus resources to directly support impacted communities in West Philadelphia	Yes, qualified	As a charitable organization, the College does not provide direct philanthropic support, either in the form of funding or direct donation of resources, to individuals or other organizations. The College supports students, faculty, and staff who engage with communities as part of the College's mission (e.g. relating to student curricular or co-curricular learning). Such initiatives receive financial support and access to resources from standing departments and centers, as well as discretionary funding. See centrally CPGC funding possibilities. The CPGC has recently piloted programs that invest directly into communities through remunerating community-based educators, leaders, activists, and nonprofits. CPGC will develop a report on the ways in which their funding supports community organizations and students and to identify new opportunities to advance social justice, consistent with the values articulated in the demands. The CPGC has shared the report in development in the hope of further clarifying your interests and goals, while also offering some specific opportunities and lessons learned through recent pilot programming.	Provost, CPGC, Students' Council, Office of Service and Community Collaboration, Civic Engagement & Social Responsibility Council	Immediate, ongoing. CPGC will contact you about the report by November 10 at 9 pm	To address the disparate nature of the support and to track actual amounts and increases or commitments, 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. Such a focused 'economic impact study' would be aligned with making and marking a positive impact on the community while reporting on the resources, broadly defined, applied in service of doing so.	
5: Support Student Participation in Direct Action	C	10/29	Ensuring students who participate in direct action will not be punished for going off campus, but rather set structures in place like expedited COVID-19 testing, sanitation, self-isolation, and quarantine	Yes	As Dean Bylander and colleagues previously communicated, the College has been providing—and will continue to provide—necessary health-supporting measures for students who engage in protest, including COVID-19 testing and campus isolation spaces. There will be no disciplinary consequences from the College for students engaging in protests provided they meet the College's health and safety guidelines, including the Travel Policy.	Dean of the College	Immediate, ongoing	The College has paid (and will continue to pay) for the costs of all on-campus testing for COVID for all students, faculty, and staff for the entirety of the Fall 2020 semester. Funds have been allocated to do so.	
5: Support Student Participation in Direct Action	D	10/29	Explicitly naming white supremacist groups and police forces as chief contributors of violence at protests rather than spreading anti-Black tropes of outside agitators that undermine protests against police violence	Yes	Done, in Nov 2, communication: "I affirm students' right to protest as called by their consciences, and I understand that students undertake such acts knowing the risks that have been demonstrated around the country where white supremacist groups and police have escalated tensions and promoted—directly and indirectly—violent outcomes."	President Raymond	Done	N/A	
5: Support Student Participation in Direct Action	E	11/5	To the Board of Managers, we ask that you commit to opening institutional funds to student groups who are providing needed resources to students in the Bi-Co and residents in Philadelphia (an example being Bi-Co Mutual Aid). Commit to providing student groups who engage with activism in Philadelphia funds available to support people on the ground in Philadelphia and provide these groups access to Campus vehicles and supplies (vans for transportation, tents, blankets, etc.). You must do this by January 29th, 2021. There should be no reason that the college cannot provide funding for student initiatives dedicated to uplifting and planning with activists in Philadelphia.	Yes, qualified	The Board of Managers affirms the commitments above from the president and realized relevant campus departments	President Raymond	Immediate, ongoing	See 116	

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6: Surveillance and Policing	A	10/29	We demand the institution recognize and resolve that the increased surveillance and policing amongst students in regards to COVID-19 primarily affects students of color, who have always been more prominently surveilled by the campus community.	Yes	The College is committed to ensuring that its own processes are free from, and have zero tolerance for, bias and will investigate and follow up on any specific concerns and/or issues raised about surveillance or policing of the campus BIPOC community. Students may submit concerns or suggestions via their dean or, if they wish to remain anonymous, through the web-based tip line: https://forms.haverford.edu/view.php?id=732323 . I have asked my colleagues in the Operations Planning Group to evaluate and revise our monitoring and response systems around student health and safety so we will be better able to understand the extent and nature of any patterns of bias and then address them both within the department and with any individual employees. Based on this work, the OPG will produce a detailed report that will be made available to the entire campus. Campus Safety welcomes anonymous reports of concern, and will convene an advisory group in order to foster regular engagement with students.	Jesse Lytle and Mitch Wein, Co-Chairs, Operations Planning Group	Report progress and plans by Dec. 18, 2020. Convening of Campus Safety Advisory Group by February 15, 2021.	Professional development and training takes various forms, particularly in a COVID environment (on-campus training, virtual sessions) as well as conferences and events post-COVID. The College is pledging to spend no less than \$75,000 over the coming two years, campus-wide, on professional development and training for these specific initiatives and topics, including Campus Safety-centered programs.	
6: Surveillance and Policing	A	11/5	Operations Planning Group needs to release a detailed, extensive report by no later than the end of this semester, December 18, 2020 and made available to the entire campus.	Yes	See above	See above	See above	N/A	
6: Surveillance and Policing	B	11/5	We expect the college will make Covid-19 reporting data publicly available by Thanksgiving Break. We also expect the Director of Campus Safety to order officers to end profiling only Black residents of Ardmore and preventing them from using the campus while White residents are given the benefit of the doubt - especially considering the amount of wealthy DelCo residents routinely breaking the nature trail's restrictions throughout this pandemic. While exacerbated by the COVID-19 restrictions on campus, this practice of profiling Black residents of Ardmore has long been an issue.	Yes	This data will be anonymized to protect the identities of individuals.	Campus Safety	Report by Nov. 20 (NB: report has been delayed until after Thanksgiving to allow for a synthesis of all current data and removal of identifying information. updated on: 11/24/20)	N/A	
6: Surveillance and Policing	C	11/5		Yes	Racial profiling of any kind - of members of our campus community or otherwise - is and has been unacceptable and against current policy. This explicit message is and will be conveyed during on-boarding of new officers and reinforced through annual continuing education programming.	Campus Safety	Immediate and ongoing	N/A	
6: Surveillance and Policing	D	11/5	BIPOC students have been "carded" to prove they are a student. This practice must end immediately, and should Campus Safety officers refuse to comply, they must be removed effective immediately.	Yes	Campus Safety will develop a mechanism whereby incidents of asking for ID will be compiled. Regular review of this data will inform efforts to guard against racial profiling. The College will convene a group of students, faculty, and staff to review procedures regarding asking students for identification.	Operations Planning Group, Campus Safety	Accountability mechanism to be developed by December 1, 2020. Review group to be convened by February 1, 2021.	N/A	Accountability Mechanism (pilot): any incident in which a Haverford College community member is carded by a Campus Safety Officer will be logged and compiled by Campus Safety. The aggregated report of instances will be reviewed monthly by the Senior Vice President for Administration and Finance. (Update: Nov 30, 2020)
7: Crediting the work of Black women	A	10/29	We demand Haverford honor and credit the work of Black women driving institutional change instead of taking credit for their continued labor and erasing their contributions. This includes the work from BSRFI, BSL, ALAS, SWOL, SALT, and AOCC.	Yes	President Raymond recognizes the extraordinary efforts and commitment to antiracism on the part of Black women and Trans people across the Haverford community and pledges to be attentive and appropriately generous in acknowledging the work of others in all of our collaborations, and expects the same of faculty and staff colleagues. The Libraries and Archives are actively working with the Multicultural Alumni Action Group (MAAG), Alumni Affairs, the community, and specifically with BIPOC student-colleagues to more fully illuminate the work of these individuals and, further, to correct and address absences where the records of that work are less evident. Further, Archives is actively collecting and documenting the strike will make that digital archive available at the end of the academic year. Archives invites strike organizers to capture all they are doing via social media outlets and transfer those records to us at the end of the strike for the digital archive.	President Raymond, Libraries, Special Collections, Alumni and Parent Relations	Project timeline finalized by Dec 18, 2020. Progress report by May 1, 2021.	N/A	
7: Crediting the work of Black women	B	11/5	You need to directly collaborate with Haverford library archivists to ensure institutional memory exists. A project timeline must be set no later than December 18, 2020 and a set digital archive must be in existence by the end of the academic year.	Yes, qualified	see above	see above	see above	N/A	
8: Accountability for Problematic Professors	A	10/29	We demand that the school creates a framework to deal with problematic professors and generates spaces of accountability	Yes	FAPC is willing to commit to the students' timeline of 1/29/2021. FAPC will be developing a statement to that effect and seeking faculty feedback on it immediately, and will bring it to the floor of the emergency faculty meeting scheduled for Wednesday, November 11, 2020.	Provost, Associate Provost, Faculty Liaison for Diversity, Equity, and Inclusion	Initial Progress Report by March 1, 2021	N/A	

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8: Accountability for Problematic Professors	A	11/5	The college will put in place a formal, direct process intended to hold professors accountable for specific incidents of discrimination, as well as for cultivating a generally discriminatory classroom atmosphere, including but not limited to a racist, sexist, homophobic, classist, elitist, transphobic, or sexually predatory environment. The reporting process will specifically allow students the option to identify themselves or remain anonymous, but in either case, each submission will be reviewed and considered. A body will be formed to receive these reports, elected entirely by the student body and composed of 50% students, 25% faculty, and 25% administrators. Students will be compensated for this work. This body will not be punitive, but will instead communicate concerns to a given professor, make concrete recommendations, and provide resources for how they might change their thinking/behavior moving forward. Should there be multiple reports across multiple semesters, however, with few changes on the professor's behalf, a formal report will be made to the provost, (new) diversity officer, and department head for that professor. In addition to receiving and reviewing reports, this body will also conduct anonymous course feedback at the end of each quarter with questions specifically asking about the inclusive nature of each Haverford course. A summary of the feedback will then be given to each professor, and they will address any concerns with their class. A timeline and budget will be made and released to the Haverford community for the creation of this process no later than January 29th, 2021, and an initial report made on its progress by March 1st, 2021. Elections for the positions will be concluded by October 15th, 2021, and the process will go into effect beginning in the Spring semester, 2022. The time between the elections and the formal enactment of the process will not be idle; the body will spend time designing their organizational structure, establishing guidelines, and preparing the necessary documents/forms/procedures/ for their function to go smoothly in the spring.	Yes, qualified	Please see details above. Faculty are working with FAPC on a process that will make more transparent and update methods for engaging with "problematic faculty." Please see the information above regarding FAPC's timeline, which includes discussion at the Wednesday, November 11, 2020 Faculty Meeting.	Full Faculty, Provost	We will meet the timeline requested	N/A	
8: Accountability for Problematic Professors	B	10/29	We also demand adequate support and protection for both tenure-track and contingent faculty of color, whose expertise is often minimized or ignored and whose labor is exploited.	Yes	The Provost commits to providing support for both tenure-track and contingent faculty of color. The Provost will meet with tenure-track and contingent faculty of color collectively and individually to understand their specific needs as they navigate the reappointment and promotion process.	Provost, Academic Council, Faculty Affairs and Planning Committee (FAPC), additional faculty	Immediate and ongoing	N/A	
8: Accountability for Problematic Professors	B	11/5	We demand, in line with the demands made by BSRFI in their Open Letter, the reevaluation of tenure and promotion guidelines to center the specific and exceptional kind of work done by BIPOC faculty--this includes both the aforementioned 'shadow work', but also the adequate valuing of non-traditional forms of scholarship and areas of interest almost always devalued in traditional institutional processes.	Yes	Academic Council will continue discussions about reevaluating the tenure and promotion criteria to include all "shadow work" and other non-traditional forms of scholarship. This work must take place within faculty governance as only faculty can alter the tenure and promotion processes. The Provost commits to working with the faculty to investigate best practices and other methods for evaluating faculty that include attention to non-traditional scholarship no later than Fall of 2021.	Academic Council	May 15, 2021 for a proposal to the faculty from Academic Council, consideration by the full faculty by November 30, 2021	N/A	
9: Pay for Striking Students	A	10/29	We demand that the school continue to pay the students who are participating in the strike.	Yes, qualified	Student workers who elect not to work will be eligible to receive up to 20 hours of compensation for scheduled but lost work; guidance to managers will be forthcoming from the Office of Human Resources about how to handle this payment and enter the compensation appropriately.	Office of Human Resources	In most cases, payments to students for strike accommodations will be provided on the same pay cycle as the hours that would have been scheduled, and in no case later than immediately next succeeding pay period.	These resources are funded within the College's student payroll budget. Additional staff -- or increased hours for staff -- as well as other provided services that need to be covered will be funded from the College's comprehensive salary pool in this fiscal year.	
9: Pay for Striking Students	A	11/5	We need a firm commitment that students who refuse to show up for work throughout the duration of the strike will continue to be paid.	Yes, qualified	The 20 hours of compensation is not limited to a finite timeframe within the strike, but students will not receive compensation for more than 20 hours that they did not work.	Office of Human Resources	Immediate and ongoing	N/A	
9: Pay for Striking Students	B	10/29	Our supervisors should not be pressuring us to return to work during this time	Yes	Supervisors will accommodate students who choose not to work, with no questions asked.	Office of Human Resources	Immediate and ongoing	N/A	
9: Pay for Striking Students	C	10/29	POC staff, especially in the Dining Center, Facilities, and the Coop, should be paid overtime for the duration of the strike.	Yes, qualified	The College will continue to pay overtime rates to all hourly employees who work overtime during the strike or otherwise, consistent with state and federal law.	Office of Human Resources	Immediate and ongoing	Additional/premium pay will be provided to all hourly (non-exempt) employees who work overtime.	
10: Protection for strike participants	-	10/29	We demand that no student, staff or faculty partaking in the strike face financial, academic or professional retribution, or penalties of any kind. If the institution is as devoted to anti-racist work as they claim to be, they would continue to pay students who are taking this principled stand by refusing to show up for work.	Yes, qualified	Students who miss work shifts and will be compensated for up to 20 hours (per the above). Professors have discretion about whether and how to accommodate striking students in their individual courses, understanding that faculty are responsible for delivering the education they and the College are committed to providing you this semester. In acts of civil disobedience, individuals must and do make decisions of conscience and consequence. A community premised on trust, concern, and respect, is not premised on a framework of penalties or retribution. In the event that individuals fall short of our health, safety, educational, or other rules and guidelines, the College pursues remedies that seek to address the concern within a humane and restorative framework.	Office of Human Resources	Immediate and ongoing	N/A	
10: Protection for strike participants	-	11/5	We need a firm commitment - not up to individual faculty (many of whom have already weaponized unruly, biased powers against BIPOC/FGLI students in their classrooms, as we've previously addressed)- we need a firm commitment that students who have been participating in the strike will not receive ANY academic penalties. The senior staff should hold themselves directly accountable for this fallout as a consequence for routinely disrespecting Black and Brown students and is entirely preventable.	No	Many faculty are working to accommodate students, and EPC has agreed to a pass/fail model for Fall 2020 that mirrors that process for Spring 2020. Students may take a pass/fail in any class this fall with the option to uncover the grade, which should alleviate the worry of grades or retaliation. Individual faculty do have final authority over whether or not they forgive or provide alternate assignments for striking students as a consequence of their decision to strike.	Faculty, EPC	Fall 2020	N/A	
11: Stop violence against disabled students	-	10/29	Through purported academic rigor, the weaponization of academic forced leave, a wheelchair unfriendly campus, and inaccessible, white-dominated mental health services, disabled students are continuously pushed out of our community. Many BIPOC students who are disabled, impaired, and/or neurodivergent face violence from professors, administrators, and CAPS faculty.	-	Access & Disability Services (ADS), Facilities, Counseling and Psychological Services (CAPS), and other departments will be key partners in making tangible change in support of disabled students. ADS and Facilities conducted an accessibility deficiency survey of our campus and have been making annual investments in accessibility based on the survey's recommendations. There is more work to be done. Facilities and ADS will coordinate to make additional priority improvements to the physical accessibility of campus next year.	ADS, Facilities, CAPS	Ongoing, annual work tied to budget cycle. By March 1 each year, Facilities and ADS will solicit suggested improvements in addition to the work outlined in the deficiency survey.	The College will re-assess the campus for shortcomings in access and will commit to spend no less than \$200,000 over the next three years on accessibility improvements to buildings and facilities.	

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11: Stop violence against disabled students	A	10/29	A more representative CAPS staff, whose practice is informed by the racial and economic origins of mental illness and the acknowledgment of structural disparities in diagnoses and healing services.	Yes	CAPS will foreground the priority of reflecting our diverse student body in its current search for a senior CAPS staff member and in its ongoing selection of trainees.	CAPS, Dean of the College	Next therapist to be hired as early as possible, pending a suitable candidate, for Spring 2021	The CAPS counseling (staffing) budget can be adjusted/increased as needed in order to include this expertise and experience.	
11: Stop violence against disabled students	A	11/5	By the beginning of the Fall 2021 semester, the entire center must begin recurring "culturally responsive therapy" or similar training and consultations. Potential people/organizations to provide trainings include: Joy and Justice Collaborative, Fireweed Collective, IDHA, BEAM, Sonalee Rashatwar, Elliot Fukui (Mad Queer Organizing Strategies), Harriet's Apothecary, and more.	Yes, qualified	CAPS will convene conversations with students about the changes they are seeking and how best to pursue them in order to co-create an optimal approach.	CAPS	Immediate	TBD based on conversations	
11: Stop violence against disabled students	A	11/5	By the beginning of the Spring 2021 semester, the college should place paid student representatives on the hiring committee for CAPS counselors and increase transparency between students and administration through every step of the CAPS hiring process.	Yes, qualified	Students will be invited to serve on search committees in CAPS and will be compensated, on a pilot basis. Student reps on the committee will be able to share relevant (non-confidential) information about the hiring process.	CAPS, Human Resources	Beginning with the next search in CAPS and ongoing thereafter.	N/A	
11: Stop violence against disabled students	B	10/29	The abolition of mandated reporting of mental health details to police, CPS, and/or administrative authorities.	No	Pennsylvania licensing laws require CAPS staff to be 'mandated reporters' for issues involving child and elder abuse. CAPS also must report information if there is clear and present danger to self and/or others. Within these strictures, CAPS will only report when absolutely necessary and, whenever possible, with students' consent.	N/A	N/A	N/A	
11: Stop violence against disabled students	B	11/5	Abolition here means rendering obsolete. By Spring semester 2021, specific guidelines for what is subject to mandated reporting at Haverford College should be publicized. There should be separate workshops for both mandated reporters and students on what mandatory reporting entails to prevent overreporting and reporting without consent. Students should be informed of their right to use hypotheticals to avoid mandatory reporting. Students should always be given 24 hours (or more) of prior notice before a report is made.	Yes	Information about CAPS mandated reporting will be made available through a variety of channels and formats. [Note: this is not related to Title IX mandated reporting.]	Dean for Student Health and Learning Resources	Jan 29, 2021	N/A	
11: Stop violence against disabled students	C	10/29	No requirements for verification or documentation from "a licensed professional" for academic and housing accommodations as this is exclusionary to low-income, BIPOC students.	No	ADS considers each student's history, experience, and accommodation request. While students are a vital source of information, some accommodations legally require documentation. If providing documentation is a financial hardship, ADS works with the student to help fund testing, if testing is necessary, and/or assist in finding a health care professional for an appointment/evaluation. Should any concerns arise with access and accommodations, students should follow the Access and Disability Services Grievance Policy's informal procedures or formal procedures for resolution (https://www.haverford.edu/access-and-disability-services/student-resources/grievance-policy).	Access and Disability Services (Sherrie Borowsky), Dean for Student Health and Learning Resources (Kelly Wilcox)	Clarify regarding protocols for receiving funds for testing will be published by no later than the beginning of the spring Semester.	N/A	
11: Stop violence against disabled students	C	11/5	Haverford should provide completely free access to diagnostic assessments and subsequently necessary resources for those seeking accommodations, from a health service provider of the students choice beginning Spring 2021.	Yes, qualified	ADS is available to work with LITFAR-eligible students to help fund testing, if testing is necessary, and/or assist in finding a health care professional for an appointment/evaluation.	Access and Disability Services (Sherrie Borowsky), Dean for Student Health and Learning Resources (Kelly Wilcox)	Clarify regarding protocols for receiving funds for testing will be published by no later than the beginning of the spring Semester.	N/A	
11: Stop violence against disabled students	C	11/5	In acknowledgement of the severely damaging and exclusionary criteria for accommodations even with financial support, accommodations should be provided to low-income and BIPOC students by increasing accessibility on campus across the board by the beginning of Fall semester 2021. This acknowledgement should look like but is not limited to: Free, regular, wheelchair-accessible transportation from the apartments to up-campus. Less strict attendance policies and leniency for late assignments. This could be implemented by including mental health as a legitimate reason for absence or lateness. Increased transparency of the results of the accessibility deficiency surveys. Requirement of content warnings for professors for readings that include anti-Blackness, slavery, rape, abuse, fatphobia, etc. and generally more AEM. The widespread initiation of programming related to disability culture on campus (more speakers and workshops on topics like carceral ableism and the medical industrial complex led by those directly impacted, d/Deaf friendly recreational events, more d/Deaf, mad, and Disability Studies courses and faculty, sign language courses taught by people who are knowledgeable about d/Deaf culture, significant measures towards accessibility at all large events, etc.). Scholarships specifically for disabled people that aren't determined by GPA. Financial support for a completely student-run Project LETS chapter on campus. For further demands see SWDCC SUA's demands: https://docs.google.com/document/d/1G-ctp0-coZhhXXHIL23W1Wu7TUIRMNY0d8RJaQyGE8/edit	Yes, qualified	These suggested forms of accommodation and acknowledgment will require more time and consideration. We wish to assess and partner with a wide variety of BIPOC and FGLI students across all communities and identities, as well as offices and groups, to bring more access, diverse programming, workshops to the campus.	TBD	TBD	TBD	
11: Stop violence against disabled students	D	10/29	Consequences for professors who neglect necessary accommodations for students.	Yes	Faculty are required to implement the accommodations identified in a student's accommodation letter. If a student opts not to implement accommodations in a course, the student should notify the director of ADS immediately. If a student prefers not to speak directly with a professor on their own, ADS can assist in notifying professors of a student's accommodations and/or meet with students and their professor to discuss accommodations. The provost, in her review of faculty personnel systems above (8 A 10/29), will ensure that there is accountability for faculty who provide inadequate attention to this responsibility and/or who neglect accommodations.	Access and Disability Services (Sherrie Borowsky), Provost Strong-Leek	Spring 2021	N/A	
11: Stop violence against disabled students	D	11/5	Once again in acknowledgement of the severely damaging and exclusionary criteria for accommodations, there should be an increase in consideration for accessibility by all Haverford professors. This should be encouraged by a recurring faculty training led by experts who embody the diversity of experience held within the disability community beginning Fall semester 2021.	Yes	The Provost's Office commits to providing training for faculty led by experts who embody the diversity of the disability community by Fall semester 2021.	Access and Disability Services, Provost Strong-Leek	Fall 2021	TBD	

Heading	Sub-heading	Date	Demands Received from Strike Organizers	Response	Detail	Responsible Individual/Group	Timeline	Budget (if applicable)	Progress (for future reporting)
11: Stop violence against disabled students	E	10/29	Campus Safety should never be called during a mental health crisis, unless the student expressly consented prior.	Yes, qualified.	CAPS will review the use of Campus Safety during mental health emergencies and explore alternatives to ensure that students are able to access the on-call counseling services they need, in a safe way. In some situations Campus Safety involvement may be required for individual or community safety reasons.	CAPS, Campus Safety, Dean's Office	Preliminary review to be completed by January 29, 2021	N/A	
11: Stop violence against disabled students	E	11/5	Mental illness is a health issue not a police issue; therefore, beginning Spring 2021, campus safety should not be called during a mental health crisis without student consent, instead, the college shall create a crisis intervention team composed of professional counselors, rather than law enforcement or campus safety.	Yes, qualified.	In consultation with CAPS, we commit to a review of policy with an eye toward redesigning the response team structure, providing appropriate training so that every first responder has the appropriate understanding of crisis intervention that makes the handoff to the Counselor-on-Call better for students.	CAPS, Campus Safety, Dean's Office	Review to be completed by January 29, 2021	N/A	
12: More support for queer and trans students of color	-	10/29	We demand more robust aid and support for queer and trans students of color.	Yes	A Task Force on Retention and Persistence, with leadership from Associate Director of Institutional Research Kevin Iglesias and Professors Matt McKeever and Ben Le, is in the midst of a detailed study of student experiences, including BIPOC and LGBTQ+ students, in order to identify causes of student attrition and ways Haverford can better support thriving.	Task Force on Retention and Persistence, reporting to President Raymond	Focus groups to take place before conclusion of Fall semester, preliminary report of findings by March 1, 2021	\$4000, allocated from President's Discretionary Fund	
12: More support for queer and trans students of color	A	10/29	An increase of LGBTQ+ CAPS therapists	Yes	Consistent with (11 A 10/29 and 11 A 11/5) above, CAPS will prioritize the identification of candidates with demonstrated successes in support of LGBTQ+ clients in its current and future hiring processes in order to better reflect the needs of the student body.	CAPS	Next therapist to be hired as early as possible, pending a suitable candidate, for Spring 2021	See 11 A 11/5	
12: More support for queer and trans students of color	B	10/29	Reserve hours for LGBTQ+ students with said therapists	Yes, qualified.	CAPS will explore the recommendation to reserve specific hours for LGBTQ+ identified students and other strategies to ensure that CAPS meets LGBTQ+ students' needs. Additionally, we will immediately provide new, ongoing financial support to enable BIPOC and LGBTQ+ students to access therapeutic practices off campus with diverse professionals.	CAPS	CAPS will implement a new pilot strategy to address this by November 20.	See 11 A 11/5, with increased hours.	
12: More support for queer and trans students of color	B	11/5	Reserve hours for LGBTQ+ students with LGBTQ+ therapists should be instituted by no later than Thanksgiving break.	Yes, qualified.	CAPS will explore the recommendation to reserve specific hours for LGBTQ+ identified students and other strategies to ensure that CAPS meets LGBTQ+ students' needs.	CAPS	The Director of CAPS has reached out to students to engage in dialogue that will allow students and CAPS an opportunity to articulate and understand resources and needs. CAPS will implement a new pilot strategy to address this by November 20.	N/A	
12: More support for queer and trans students of color	B	11/5	We approve of the measures taken to allow students to visit off-campus therapists, and the details of this must be outlined and implemented by the start of the Spring 2021 semester, no later than February 1, 2021. There must also be steps taken to ensure that the counselors who specialize in counseling LGBTQ+ clients and BIPOC clients are included in this network.	Yes	The College pledges supplemental resources for BIPOC, FGLI and LGBTQIA students. Possibilities include enhanced access to off-campus mental health resources, strengthened connections to community-based organizations, and opportunities for personal engagement with conferences, trainings, or similar opportunities.	Dean for Student Health and Learning Resources	The details of this will be outlined and implemented by no later than February 1, 2021.	The College is committed to fund this priority and is actively engaged in procuring long-term funding support.	
12: More support for queer and trans students of color	C	10/29	Holding both professors and Committee on Student Standing and Programs (CSSP) accountable to providing academic leniency when students come forward about working through trauma	Yes	The College will support students working through trauma. In cases when an accommodation is legally documented, it will fall under the framework discussed in (11 C 10/29) above. In other cases, the work described in (4 A 10/29) above about mechanisms to support students' academic work under extenuating circumstances will apply.	Provost Strong-Leek	Immediate and ongoing	N/A	
12: More support for queer and trans students of color	C	11/5	re: holding professors and CSSP accountable: You need to provide immediate updates from the Education Policy Committee, and work more closely with FAPC to remove barriers for faculty in changing their curriculum towards these goals, relay, and provide a detailed plan with organizers by no later than Thanksgiving.	Yes, qualified	The Dean of the College will work with CSSP, who will work more closely with FAPC to create a proposal to effect pedagogical change	Dean Of the College	A preliminary plan by December 15	N/A	
12: More support for queer and trans students of color	D	10/29	Provide an alternative or concrete reform to Haverford's Title IX procedure that does not include policing.	Yes	This summer, our new BiCo Title IX Coordinator developed and implemented a new comprehensive Sexual Misconduct Policy (https://www.haverford.edu/sexual-misconduct/policy-procedures/sexual-misconduct-resolution-process) that applies to students, faculty, and staff. This policy and the accompanying procedures provide multiple options for addressing and resolving complaints, including an alternative resolution option. The College is committed to equitable treatment for any community member who has experienced sexual misconduct or gender-based discrimination. Our BiCo Title IX Coordinator is available to meet with students to further understand concerns about policing, and will facilitate a Zoom session with the Director of Campus Safety early in the spring semester on the topic of concerns about policing with regards to Title IX, policing, and BIPOC/LGBTQ+ students.	Bi-Co Title IX Coordinator	The alternative resolution option has already been implemented, and the session will be held early in the spring semester.	N/A	
12: More support for queer and trans students of color	E	11/5	annual CAPS survey sent out to students who access CAPS services in order to ensure that ineffective/problematic counselors are not a part of CAPS	Yes	CAPS will administer an annual survey at the end of the fall semester to solicit student feedback and evaluate student satisfaction, effectiveness of resources, and ease of access. The survey will not only include those who access CAPS, but also those students who do not, in order to ensure that all students are aware of available services and to identify any obstacles to student access.	CAPS	Feedback form live at https://www.haverford.edu/counseling-psychological-services/resources/feedback-process to conclude by Dec 18, 2020. (Updated 11/24/20)	N/A	
13: Police and Prison Abolition	A	10/29	We demand that the college terminate all relationships with the Philadelphia Police Department (PPD)	Yes	The College does not maintain a relationship with the Philadelphia Police Department.	Senior VP for Finance/Chief Admin. Officer	Done	N/A	
13: Police and Prison Abolition	B	10/29	We demand that the college actively work toward police and prison abolition	Yes, qualified	The College can and in some cases already does support this work when it is within faculty scholarship or students' curricular, co-curricular, and extra-curricular opportunities. Through the CPGC, students, faculty, and staff are engaged in this work.	CPGC	Immediate and ongoing	See 5 A 10/29	
13: Police and Prison Abolition	A	11/5	We Demand that the college terminate all relationships with the Lower Merion Police Department (LMPD), Haverford Township Police (HTP), and any police department	No	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. Campus Safety will provide a fuller, transparent description of the College's formal and informal relationships with local police in the Annual Security Report.	Senior VP for Finance/Chief Admin. Officer	N/A	N/A	

Heading	Sub-heading	Date	Demands Received from Strike Organizers	Response	Detail	Responsible Individual/Group	Timeline	Budget (if applicable)	Progress (for future reporting)
13: Police and Prison Abolition	C	11/5	The colleges will also divest, both in and of themselves, from any partnerships that may exist, with companies that rely on prison labor.	Yes	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.	Endowment-related: Investment Office and Investment Committee of the Board of Managers. Retirement-plan-related: 403b Committee	Endowment exposure reported and ongoing; Endowment DEI/ESG survey results to be reported in annual letter by November 30th, discussed by Investment Committee by December 15th (likely to be delayed a week due to scheduling challenges). Updated 11/24/20.	N/A	(11/24/2020) Endowment DEI/ESG Survey results summarized in report and posted in full on the web .
14: Physical Spaces	A	11/5	We demand an entirely renewed Black Cultural Center. The house's current state illuminates the neglect and lack of priority the house faces, which is a direct reflection of how Black students on campus are treated by the larger community. Black students as well as the house are seen as disposable and only have a purpose when the College wants to parade donors through the house or publicize their students. Black students on this campus need an entirely new building created with their best interest in mind rather than a building that was hastily constructed due to previous Black student dissonance in the 1970s.	Yes, qualified	The College invites collaboration on the vision for this space.	Dean of the College, Senior Vice President for Finance and Administration, College Space Planning Executive Committee (CSPEC)	Near-term projects (improvements to the current space) will start by December 30, 2020. Long-term planning (for the future of the BCC) will start during the Spring semester 2021 and planning will begin soon, with an initial plan of action shared publicly by May 2021, and all planning concluded by December 30, 2021. The College will actively seek student feedback and engagement throughout the planning process.	The College will make improvements this academic year to the Ira DeA. Reid House, of the nature and scope already submitted by students, with a budgeted cost of \$75,000 (near-term projects). Budget for long-term planning TBD.	
14: Physical Spaces	B	11/5	In solidarity with our Latinx peers and the continued erasure of their work, we also demand a Latinx Center. There have been various conversations with members of the administration, most recently with President Raymond and Dean Bylander, promising for the center to be constructed. Time and time again these conversations have mismanaged, yet another indication that the inclusion of and support for students of racial/ethnic minority backgrounds is NOT a priority of the college. A timeline needs to be created and publicly posted to assure Haverford's commitment to Black and Latinx communities on campus.	Yes, qualified	We have publicly made a commitment to establish a LatinX Center. Conversations with ALAS have included the possibility of new construction, with other options also under consideration in those conversations.	Dean of the College, Senior Vice President for Finance and Administration, College Space Planning Executive Committee (CSPEC)	Consistent with recent conversations with students, the College will continue to partner with ALAS on long-term planning, with internal planning to be completed by May 2021, to be followed by engagement of external professionals to work with the College on the development of the project. The College will actively seek student feedback and engagement throughout the planning process.	TBD. Budget implications of initial planning assumptions have been made and will be incorporated into the planning discussions with students. Residential and non-residential models will be analyzed and contemplated.	
15: Additional College Commitments	A	11/6	N/A	N/A	We will create a new vendor policy, including commitments from the College to prioritize the hiring of certified minority-owned businesses (and local minority-owned businesses), as well as businesses that employ formerly incarcerated individuals, businesses that comply with "ban the box" in their hiring practices, and businesses with published non-discrimination policies. The College will plan routine, intentional outreach to identify and pursue these relationships.	Senior VP for Finance/Chief Admin. Officer	Draft available by March 1, 2021 for community feedback. Implementation by July 1, 2021	N/A	
15: Additional College Commitments	B	11/6	N/A	N/A	The Corporation is actively working on significant changes to its bylaws and membership processes, in order to more quickly diversify the composition of the Corporation and the Board of Managers, to which it nominates many members.	Corporation of Haverford College	By-law change is legislated to be a multi-year process with multiple interim steps; it could conclude by May 2022.	N/A	
15: Additional College Commitments	C	11/6	N/A	N/A	A wholesale reorganization of the DEI work within the Dean's Office is underway and will continue, designed to become a sustainable organizational support structure both for ongoing work of value to the student body as well as many of the changes/initiatives currently under discussion.	Dean Joyce Bylander	Complete by May 1, 2021	N/A	
15: Additional College Commitments	D	11/6	N/A	N/A	Staff and faculty anti-racism professional development via 21-Day Racial Equity Habit Building Challenge	Director of Human Resources Muriel Brisbon with student, faculty, staff group	Begins in February 2021	\$20,000	
15: Additional College Commitments	E	11/6	N/A	N/A	Anti-racism professional development specific to the field of Institutional Advancement conducted by Aspen Leadership Group	VP for Institutional Advancement Ann Figueredo	Begins Nov. 19; ends Dec 18, 2020	\$7,500	
15: Additional College Commitments	F	11/6	N/A	N/A	The President's Office hired three Anti-Racism Project Assistants for 2020-21 to support anti-racist learning and action across the institution. One of their first projects will be the development of the '3126/2631 Fund', working with Dean Joyce Bylander to outline fund priorities and application frameworks. With the new appointment of Provost Strong-Leek as Interim Chief Diversity Officer, the Anti-Racism Project Assistants will now report to the Provost, and will report to the Interim Co-Chief Diversity Officers once named. The effectiveness of the Anti-Racism Project Assistant position will be evaluated by the CD Os and the student employees at year end, so that the job description can be adjusted/improved as needed each year.	Provost Strong-Leek and Special Assistant to the President Franklyn Cantor	Hired October 2020. '3126/2631 Fund' name and program detail to be finalized by beginning of spring semester, and additional projects to begin before end of fall semester.	\$7,500	
15: Additional College Commitments	G	11/11	N/A	N/A	Building off of previous work from the Task Force on Work and Service, we will expand consideration of the ways in which student service could be compensated, and made standard across the College. This interrogation which forms of service merit compensation, which may or may not include: service on search committees, standing committees of the faculty, departmental advisory groups, and more.	President Raymond and Senior Staff	May 1, 2021	TBD	
15: Additional College Commitments	H	11/11	Make faculty position requests from academic departments available to the entire community.	Yes, qualified	EPC will discuss this and respond.	Educational Policy Committee	Response by February 15, 2021.	N/A	