

HAVERFORD COLLEGE

September 13, 1973

BOARD OF MANAGERS' MINUTES ON COOPERATION, COEDUCATION, AND EXPANSION

(For the record and to put discussions of the past three years into context, I thought it might be useful to draw together all the Board of Managers' Minutes on the subjects of cooperation with Bryn Mawr, coeducation, and expansion of the College. These excerpts from the Minutes are, I believe, complete as a recording of the Board's views and actions, and of reports delivered to the Board by me. -- John R. Coleman)

OCTOBER 23, 1970

Women Students

John Coleman reported that the report of the Ambler Committee on the status of women at Haverford had been released a few days after the September 11 Board meeting to students and faculty, and that as of the date of this meeting there appears to have been very little serious discussion of the report on the campus. The reports of discussions which are coming in are sparse and somewhat confusing. Certainly there is very much less interest in the whole subject this fall than there was all of last winter and spring. He suggested that perhaps all of the talk about women's liberation has given Haverford students reason to pause. The present indications are that the College community may well advocate the route of more cooperation rather than straight coeducation.

Women Students

Jonathan Rhoads suggested that members of the Board would appreciate hearing from Faculty representatives and Student representatives as to their reactions to the Ambler Report and the discussions now taking place on campus. Michael McLemore stated that he believed the discussions on the campus were almost at a standstill now. From his own point of view he felt it would be desirable to enroll women as students without increasing the total enrollment. David Simmons reported that the differences of opinion were so numerous it was difficult to crystallize the issues or make any determination as to majority feelings at the present time. He added that a questionnaire is being prepared for distribution to the students so that they may indicate their opinions on a number of the issues. Ariel Loewy reported that the faculty committee on women students is presently looking in great detail for ways and means of cooperating with Bryn Mawr College. He felt the faculty was not heated up now on the matter of coeducation, and from the faculty's point of view it was entirely too soon to think of making a decision. Robert Gavin indicated that it was his feeling that

10/23/70

so far as the faculty was concerned, the study of the problems of coeducation was a continuing process at the College. The faculty is now putting more emphasis on the educational policy angles rather than the social aspects of coeducation. He agreed that the faculty is not yet of a definite opinion and would not be ready for a decision for several more months.

John Coleman distributed copies and asked the Board to read that part of Harris Wofford's inaugural address which had to do with the Ambler Commission's Report on Women Students at Haverford, as well as his own remarks on the same subject on that occasion.

Jonathan Rhoads, speaking in his capacity as trustee for funds heretofore given to the College whose stated purpose is to educate young men, would like to continue to do just that. His own feeling was that the present policy of having women as exchange students may be the one that gets us the best of both worlds.

John Coleman urged that male chauvinism must go if we are to work out happily with women students. He felt that male students, faculty and administrators might well get rid of their conscious and unconscious feelings of superiority, and learn to recognize the women students as equals.

NOVEMBER 14, 1970

11/14/70

NEW BUSINESS - WOMEN STUDENTS

John Coleman asked whether the Board would prefer to have a special meeting to discuss the future of women students at Haverford, and, if so, when it should be scheduled. He pointed out that the Haverford faculty wants more time to study the situation, the students obviously do too, and the Board wants more information. Jonathan Rhoads, referring to the Board's informal discussion of this subject which had taken place in the morning, asked whether the Board would be satisfied to have John Coleman proceed along the lines suggested in his written statement, which would mean trying initially to work out more and more cooperation with Bryn Mawr. In conclusion, it was agreed that John Coleman should so proceed.

In the meantime he was asked to get the views of the faculty, students, administration, and other interested people, and then arrange for a special meeting of the Board, which, hopefully, would be at a time when things are far enough along so a firm recommendation could be made and the Board could take final action.

JANUARY 15, 1971

Women Students at Haverford

John Coleman reported that the faculty have completed their discussions with respect to the status of women students at Haverford. Their recommendations to the Board, which coincide with the feelings of the administration, are that Haverford does not now plan to matriculate women students, that Haverford should affirm its desire to cooperate as fully as possible with Bryn Mawr in all phases of the College's educational program, and that the matter should be reviewed again in two years' time. John Coleman urged that the Board now reach its decision as to women students and he recommended that the announcement include a statement that the whole matter would be reviewed within two years after it was apparent what effect this decision might have on enrollments.

So far as cooperation with Bryn Mawr is concerned, he reported that discussions are now going on between the administrations and various departments of the faculty of the two institutions, and that these are being conducted with full respect for each other's interests and point of view. Although some of these discussions have now reached the painful part, there are straight hard talks going on at all levels. It is obvious that both institutions are anxious to succeed and to make cooperation work.

Faculty representatives on the Board confirmed John Coleman's statement as to the faculty's recommendations. The two student representatives on the Board were somewhat divided in their opinions. One regrets the two-year delay in proceeding with coeducation, and the other welcomed it. John Coleman indicated that there is a difference of feeling among the members of the student body, but he felt that the majority favored the position of the administration and the faculty.

John Coleman reported that the dormitory exchange program with Bryn Mawr would probably be continued at about the same level of 80 students. Later in the year there will be a full report on the success or lack thereof during the current year.

The question was then put to the Board whether they were satisfied to adopt the recommendations of the faculty and endorse the policy as expressed by John Coleman. The Board accepted these recommendations with the stipulation that the policy be reviewed again within two years.

MARCH 13, 1971

Cooperation with Bryn Mawr

John Coleman reported that there is some continuing progress. The two English Departments have worked out joint introductory courses for majors entering the field, and the History Departments have done the same. There is presently under discussion at Bryn Mawr a proposal which would permit their students to major at Haverford with some limitations. If this is finally approved it will be a good first step. Faculty recruitment is not yet as reciprocal as we would hope for. Dormitory exchange discussions are going ahead smoothly and there will probably be 80 such students from each college, and possibly 100 involved next year.

Other joint efforts for the two colleges are reflected in the application for the grant which has been made to the Richard King Mellon Foundation and in studies going on with respect to cooperation in library services to the students. Serious consideration is being given to the establishment of joint courses in such new fields as ecology, urban development and urban problems, if and when foundation aid is available for such undertakings.

MAY 21, 1971

Cooperation with Bryn Mawr

Solid progress is being made in the program for cooperation with Bryn Mawr although there are a number of very difficult areas particularly that concerning the computer center.

OCTOBER 29, 1971

REPORT OF THE EXECUTIVE COMMITTEE

Jonathan Rhoads advised the Board that he was in the process of appointing a committee of the Board to study both the question of coeducation and size of the College. The work of this committee will parallel that of a campus committee which is chaired by Louis Green. Members of the Board committee tentatively chosen are Louis R. Matlack, Robert L. Balderston, Robert S. Chase, Maxwell Dane, Dr. James A. Katowitz, Martha Stokes Price, Maurice A. Webster, Jr., Bernard V. Lentz, Professor Robert Gavin and Student Neil Stafford. The selection of a convener has not been completed.

NOVEMBER 13, 1971

3. The campus committee studying coeducation and size of the College has been meeting regularly. It seems that vocal student opinion is opposed to full coeducation, and that the students' expressed concern is for continued and increased cooperation with Bryn Mawr. Faculty opinions have not yet been ascertained. John Coleman reported that mail from alumni on the subject has been relatively heavy. The letters are thoughtful. Roughly 40% of the writers favor coeducation; an equal number oppose it; and the other 20% have asked for answers to specific questions.

He reported on cross-registrations between the two colleges. Last year there were approximately 100 more Haverford courses attended by Bryn Mawr women, and this year Bryn Mawr will be ahead in cross-registrations, so the program is pretty much in balance.

JANUARY 14, 1972

3. Kershaw Study. John Coleman reported that Joseph Kershaw, Provost of Williams College and formerly a consultant for the Ford Foundation on higher education and particularly on small college economics, had completed a three-day visit to Bryn Mawr, Swarthmore and Haverford, to make a survey concerned with present and possible future cooperation. His report is now complete and will be circulated on the campus and to the Board. The finding with respect to Haverford is that it is a good small college, but it questions whether it can continue good with less than a thousand students. There is some suggestion that the ratio of students to faculty might have to rise to 12 to 1 in such colleges as Haverford, if they are to remain viable.

MARCH 11, 1972

PRELIMINARY DISCUSSIONS

In informal meetings held Friday afternoon, Friday evening and Saturday morning, a number of topics were presented and discussed, including a briefing by William Ambler on the College's custodianship and disbursal of the William Measey Funds, discussions on issues raised during the preceding weeks by black students, Puerto Ricans and others with respect to Haverford's attitude and commitment toward diversity within the College. The Board's special Committee on Coeducation and Size also presented their report for full discussion, but action on this report was deferred until the business meeting. John Coleman indicated, on presenting parallel recommendations from the on-campus committee on coeducation and size that the recommendations did not have his approval, but he had no wish to stand in the way of those who wanted size restricted and males only admitted. The highlight of the informal portion of the meeting was John Coleman's report on the present status of the academic world in the current era and the problems - financial and other - which all of the private colleges and universities are facing. He discussed at length Haverford's situation with respect to these changing conditions, setting forth both Haverford's strengths and its weaknesses.

March 11, 1972 (continued)

COOPERATION WITH BRYN MAWR

As a result of the Board's reaffirming its position with respect to cooperation with Bryn Mawr, the need for a statement of the objectives and for reviewing the progress toward those objectives was brought up and it was agreed that this should be the responsibility of the Executive Committee of the Board.

REPORT OF SPECIAL COMMITTEE ON COEDUCATION AND SIZE

The Committee's report which had been presented at the informal meeting earlier in the day was formally accepted. The Committee's recommendations were:

1. All effort should be directed toward increasing the success of cooperation with Bryn Mawr.
2. With the ad hoc exception, women transfer students should not be accepted at Haverford.
3. Women should not be admitted to Haverford as freshmen.

These were unanimously adopted by the Board.

SEPTEMBER 15, 1972

Priority Concerns for the College for the Current Fiscal Year

John Coleman observed that the students who are at Haverford now are there seeking excellence in education, and this must be the continuing concern of the administration and faculty. Haverford must have a certain number of small classes, but at present there are too many of them to be making really effective use of our faculty resources. This may mean that Haverford will have to proceed with modest growth in the number of students.

Another matter needing serious attention is a re-study of the quality of student life and leadership at Haverford. Students were told at Collection of the need for improvement in these areas.

There is need for improvement in our budgeting, accounting, and allocations procedures for this season, and in this area the assistance of the new Vice President for Finance should be very helpful. The administration is determined to do all it can to further cooperation with Bryn Mawr. Substantial progress in the drive for major capital gifts must be made this year.

OCTOBER 14, 1972

Cooperation with Bryn Mawr

John Coleman reported that plans for further cooperation with Bryn Mawr are making progress. A number of joint meetings to discuss common problems have been planned.

NOVEMBER 11, 1972

Size of the College

John Coleman referred to the policy discussion Paper #1 dated October 24, 1972, which had been prepared by the administration and sent to all Board members prior to the meeting, and to the discussions of the Board which had followed the presentation by Gerhard Spiegler and himself at the meetings held the previous Friday afternoon and evening. He thanked the Board members for their thoughtful consideration and their forthright comments and criticisms. He stated that it was most important for the administration to know just where the Board stands on fiscal matters and the size of the College, and also with respect to the admission of women which he felt was a separate issue but had to be introduced at this point if size were increased. The administration was fully aware of the Board's desire for ever greater cooperation with Bryn Mawr.

Report on Cooperation

John Coleman stated he was proud of Haverford's whole record of trying to promote cooperation with Bryn Mawr and the progress thus far made. He pointed out, however, that in most instances where cooperation has been achieved, it has not saved Haverford money, but has actually cost us more. He cited the computer problem, which has been very expensive; the imbalance between courses that Haverford students take at Bryn Mawr as contrasted with those Bryn Mawr students take at Haverford, which this fall is something like 110 courses, for which Haverford will owe Bryn Mawr over \$7,000; the fact that more Bryn Mawr students use our library than Haverford students use the Bryn Mawr library. True, both colleges have benefited by some recent faculty appointments which have been made on a cooperative basis. This has enlarged and enriched the program available to both institutions, but again hasn't saved any money. Joint purchasing by the colleges is under consideration, but the McKinsey report makes it pretty clear that any benefits that may result will be to Bryn Mawr's advantage more than Haverford's. Since each institution must necessarily act for its own best interest in all these matters, cooperation is not easily attained.

November 11, 1972 (continued)

John Coleman stated that, in his opinion, should Haverford increase in size, it shouldn't affect our efforts at cooperation, and if, as a result of increasing in size or for other reasons Haverford enrolled women students, it is very hard for the administration to see how Bryn Mawr could go back on cooperation although it might be temporarily set back due to emotional reactions. It seems only reasonable that the student pressures at Bryn Mawr for the dormitory exchange, course exchange, dining room exchange, and other cooperative measures, will not diminish, regardless of Haverford's decision with respect to the enrollment of women.

Reduction in Number of Faculty

This would be one way to balance the budget, but the administration rejects this as an alternative, believing this cannot be done without deterioration to the academic program. It was pointed out that in the next 15 years there are only three retirements scheduled outside of the English department (where there are four). Some faculty may leave, but the record of the past few years doesn't indicate any trend in that direction, so the only way to reduce faculty would be failure to reappoint. If this were our policy it would be very difficult to recruit new faculty members that may be needed, and ours would rapidly become an aging faculty without the stimulus of new, young people.

The Dilemma

John Coleman told the Board that the administration felt they had a clear mandate from the Board to balance the operating budget without giving up academic excellence. This the administration has aimed to do, and now they come to the Board saying it can't be done with the present level of endowment without an increase in size. In the Friday afternoon and evening discussions some members of the Board showed a preference for no further increase in size and for the first time seemed to accept the idea that we could continue to live with operating deficits. This change in attitude, if it is a Board view, will put in question the credibility and stance of the whole policy statement with respect to size of the College. If this is what the policy is to be, the administration needs to know now and must then come up with a new target for endowments and other financial aids. This new attitude will be presented at the Staff Meeting the following Tuesday.

JANUARY 12, 1973

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EXECUTIVE COMMITTEE REPORT

John Whitehead reported that at the meeting of the Executive Committee in December, there had been a thorough discussion with the members of the administration, of the studies under way on the campus with respect to the issue of expansion and the procedures to be followed. John Coleman is planning to prepare and send to the members of the Board before he leaves at the end of January a statement of the situation as he sees it. Board committees, particularly the Finance Committee and the College Objectives Committee, will be involved in due course. The general plan is that reports from these various committees are to be presented to the Board for preliminary discussions at the March meeting, while all alternatives are open, but no final decision is to be sought at that time.

MARCH 10, 1973

PRELIMINARY REPORTS AND DISCUSSION

In informal meetings held in the Common Room on Friday afternoon, Friday evening and Saturday morning, several topics were presented and discussed. First, there was a preliminary presentation of the proposed 1973-74 budget by Gerhard Spiegler. This was followed by a Report from the College Objectives Committee dealing with Faculty Turn-over and Tenure presented by Stephen L. Klineberg. Later in the afternoon Thomas D'Andrea gave a report covering a ten year history of student enrollment and faculty ratios at Haverford, and William Ambler presented data with respect to student applications, acceptances and enrollment for some ten years past and discussed prospects for the future.

During the dinner hour, at which a number of specially invited guests were present to honor James P. Magill and Jonathan Rhoads, John Whitehead announced the very generous gift of James P. Magill to found the Magill-Rhoads Scholarship Fund.

MAY 24, 1973

Admissions Statistics 1973 Contrasted with 1972.

There were 1096 applications to the Freshman Class entering in 1973 as contrasted with 1099 applications the year before. Since the College was not seeking as large a class as last year, the Admissions Office had been able to be more selective. For 1973, 416 were admitted, and 205 accepted, being a little less than 50% of those admitted. This contrasted with 453 admitted and 233 accepted in the previous year. 90 transfer students applied for the coming fall, as contrasted with 137 transfer applications the year before. He commented on the shrinking applicant pool all over the nation and he regretted the small number of minority students who have accepted. For the fall of 1973 there are only six black and four Spanish-speaking students. Thus far there seems to be no reason to believe that our joint recruiting efforts with Bryn Mawr have produced any helpful results.

May 24, 1973 (continued)

QUESTION OF EXPANSION

John Coleman then brought the Board up to date with respect to the studies concerning this issue which have been going on on the campus and also his own views. He indicated that he hoped the Board would reach a decision on this question, and on coeducation, by the end of this calendar year or by January at the latest.

His review of the discussions featured a listing of costs and benefits from each of four size models for the College. These were the highlights:

MODEL I 725 Students (Core idea: Stay about as we are with a
10:1 student-faculty ratio)

Benefits

- . Involves no great pains about new buildings, more students per faculty member, or co-education.

Costs

- . Leaves us with a financial problem of important dimensions. Our 10:1 ratio goes against the pattern being pursued in so many other quality colleges.
- . Strips the College of evidence that it is taking critical steps to get our books in balance.

May 24, 1973 (continued)

MODEL II: 840 Students

(Core idea: To reach a 12:1 student-faculty ratio without any increase in present faculty)

Benefits

- . Postpones point of rapidly rising deficits for a few years.
- . Still leaves us with social benefits of a "less-than-1,000" student population.
- . Help us attract those gifts, primarily from a few alumni, that are related to our staying under 1,000; the amount involved is believed to be small however.

Costs

- . Won't make much difference after first few years; the same hard choices will arise again.
- . Contains some capital costs if College is to stay so heavily residential.
- . Leaves the budget without funds for flexibility or educational innovation.
- . Offers no help to the problem of bringing new young blood into the faculty.
- . Doesn't speak to concerns about coeducation if the 840 students are male; creates the problems of going coeducational without any significant economic gains if the students are male and female.
- . May mean lowering admissions standards if the 840 students are male; that lowering may come in academic achievement, in factors beyond academic promise, or in both.
- . Means more students per faculty member with some necessary cuts in the time available for each individual student.