

BI-COLLEGE CONSORTIUM MEMORANDUM OF UNDERSTANDING

Preamble

Long connected by geographic proximity, Quaker heritage, and an abiding commitment to liberal education, Bryn Mawr and Haverford Colleges have for years enjoyed a productive consortial relationship known as the Bi-College Consortium, or Bi-Co, substantiated by student cross-registration, an integrated library system, and various collaborations across academic, administrative, and student life areas. As the Haverford and Bryn Mawr faculty who drafted the original formalization of the Bi-College Consortium wrote in 1977:

The central objective of this plan is the strengthening of the academic programs offered at both colleges so as to provide greater diversity of intellectual pursuits while also maintaining the distinctiveness and enhancing the excellence of each college.

The above sentiment animates our institutions' shared work, but we have also expanded our focus to encompass collaboration at any level of the institution or in any area that has the potential to support our mutual success. With this new agreement we seek to provide a more structured and supportive framework within which to allow the Consortium and both Colleges to realize this breadth of shared and individual aspirations for academic excellence.

Both institutions approach this MOU with the understanding that to be maximally effective the nature of Bi-College collaboration will evolve in response to changes in the higher education landscape as well as within the strategic directions of our institutions. While the nature of the relationship is dynamic, our approach is guided by the fundamental belief in the value of a healthy Bi-College relationship to each institution. We firmly endorse the idea that each College is a better version of itself because of the richness of ideas, community, and organization made possible by the Bi-College connection.

Guiding Principles of Collaboration

Bi-College collaborative efforts and projects should afford at least one of the following outcomes (and preferably many):

- Enhances the excellence of programs/experience for students, faculty, alumni and/or staff. We should be able to articulate demonstrably clear “wins.”
- Advances our institutional strategic goals.
- Saves both institutions resources in terms of money or time.

- Makes us a leader in the landscape of higher education. That is, we use our joint platform to do something innovative or that models best practice.
- Allows us to be thought partners in sharpening and articulating a common vision of the liberal arts as a powerful educational model for an informed and productive citizenry.

Approach to joint projects and opportunities:

- Taking advantage of the larger universe of ideas and resources available to us, we will actively seek out opportunities for collaboration for both practical advantages and possibilities for innovation and creativity.
- We will proceed only if we have mutual buy-in and have thought through comprehensively the costs/benefits of collaboration as well as the plan for implementation.
- If after careful analysis we agree to pursue collaboration, we will persist and take the necessary institutional steps to support the success of the project in terms of leadership, tough decisions, cultural change and resources. When appropriate we will create specific written agreements pertaining to the project.
- We will ensure that across collaborative projects, the “burden” and the “benefits” of collaboration are roughly equal across the institutions.
- We will periodically review the merits of ongoing projects.

Objectives

This agreement of the 7th day of September, 2016, between Bryn Mawr College and Haverford College (the Colleges) is intended to build on the longstanding collaborative relationships and shared sense of purpose that has been thematic to the Bi-College Consortium. Through this step of formalization, we the Colleges affirm our commitment to:

- advancing academic excellence for our students and faculty;
- enhancing the educations of our students by supporting their participation in a diverse array of academic and co-curricular programs offered across our campuses;
- enriching the intellectual and professional lives of our faculty and staff by supporting a greater community of teachers, scholars, and practitioners committed to liberal education;
- promoting program development and cost-sharing across academic and administrative areas in support of our individual and shared priorities;
- serving as thought partners in, and advocating, liberal arts education and the residential liberal arts college;
- substantiating the Consortium further by communicating clearly its value and attributes and by providing a central repository for consortial records and agreements.

This agreement does not supplant the many formal and informal understandings that the Colleges have developed over recent decades, particularly at the operational level. It does, however, seek to provide a coherent consortial structure through which the Colleges can realize strategic advantages and be better stewards of their collaborative activities by providing strategic oversight, planning, review, clearer articulations of roles and responsibilities, and maintenance of records.

Terms

The Colleges agree as follows:

1. Term

The Colleges shall participate in an agreement for the purpose of pursuing consortial activities on an ongoing basis, with a formal review of the agreement after 10 years and periodically thereafter.

2. Bi-College Council

The long-term vision, health and viability of the Bi-College Consortium shall be supported by a Council composed of the two presidents, two board chairs, plus two or three additional members from each institution's governing board (the same number of board members from each institution, to be agreed upon annually).

The Bi-College Council will meet biannually. Its charge is to provide strategic reflection and guidance on the direction of the partnership and to support the presidents in their work of conceptualizing and implementing the Bi-College relationship. The Council will be staffed jointly by the respective secretaries of each college's governing board.

3. Steering Committee and Directorship

The Steering Committee shall have responsibility for setting the strategic direction for Bi-Co, approving new Bi-Co initiatives, and for supporting the implementation of such initiatives on each campus.

Directorship of the Consortium and Chairship of the Steering Committee will be held jointly by the two presidents. The Steering Committee shall include each institution's Provost, CFO/CAO, CSAO/ Dean of the College, and Board secretary and will hold regular meetings as agreed by the presidents.

The Steering Committee will provide for the maintenance of consortial records, of the external communications, and of any consortial budget(s).

4. Collaboration, Cost Sharing, and Records

Collaborative ventures of Bi-Co shall be governed by working groups composed of representatives from each institution, subject to the authority of the Steering Committee. In general:

- Chief Academic Officers/Provosts will have oversight over academic activities.
- Chief Financial/Administrative Officers will have oversight over financial and administrative activities.
- Chief Student Affairs Officers/Deans of the College will have oversight over co-curricular and student life activities.
- Chief Enrollment Officers/Deans of Admission will have oversight over student admission and recruitment activities.
- Chief Information Officers will have oversight over technology-centered initiatives.
- Chief Advancement Officer /Chief Development Officer will have oversight over fundraising and alumni relations activities.
- Communications Director /Chief Communications Officer will have oversight over web presence, messaging, and other public relations activities.
- The libraries will continue to collaborate on a Tri-Co basis.

There are no regular fees or dues associated with the Consortium. The cost structure, personnel, and working arrangements of each new and extant Bi-Co initiative, including the terms under which one institution may cease participation and/or withdraw financial support, will be clearly specified in writing, and these agreements will become part of the Bi-Co records. Records will be kept securely and in such a way that either of the Colleges may gain access to them as needed.

5. New Participants in Bi-Co Consortial Activities

Should additional participants in specific consortial activities prove desirable, they may be added only upon the consent of both institutions.

6. Modification of Agreement

Modifications to this agreement shall be in writing and require the unanimous approval of the participants.

IN WITNESS WHEREOF, the duly authorized representative of each College has signed this Agreement as of the date above.

Bryn Mawr College By:



Kimberly W. Cassidy President
Title

Haverford College By:



Kimberly W. Benston President
Title