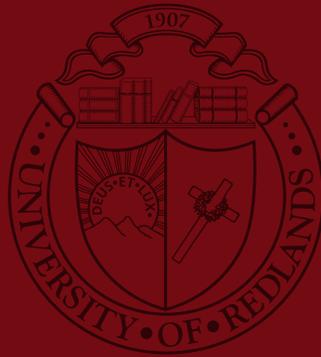


UNIVERSITY OF REDLANDS

PROVOST SEARCH PROSPECTUS







THE SEARCH

The University of Redlands and President Krista L. Newkirk announce the search for a new Provost. The University of Redlands, situated in a beautiful city in a dynamic, diverse, growing area of Southern California, was founded in 1907 and serves approximately 4,100 undergraduate and graduate students on its main campus in Redlands, CA, its new campus in Marin County, CA, and in regional centers throughout Southern California. The new Provost will be welcomed by an exceptional faculty and staff who are dedicated to serving U of R's talented students at an exciting and important time in the life of the University. President Newkirk seeks a key partner in leading the implementation of a new strategic plan that builds upon the University's dynamic academic program that puts student learning and success at the forefront of institutional life.



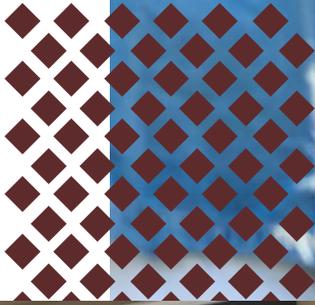
UNIVERSITY OVERVIEW

The University of Redlands is a private, independent liberal arts university committed to providing a personalized education and to preparing students for a life of personal and professional growth and service to the community. The University provides a welcoming environment where access and opportunity come together to equip individuals to build a better future for themselves and those around them.

The University offers more than 40 undergraduate programs, as well as 33 graduate programs blending liberal arts and professional study, applied and theoretical education, traditional majors, and self-designed curricula.

The University's campuses include an award-winning 160-acre main campus in Redlands featuring orange groves, architectural landmarks, and more than 1,700 trees; a wooded 13-acre campus in Marin County; and six other regional locations across Southern California that provide innovative programs for working professionals.

Over 54,000 living alumni call Redlands their alma mater and surveys show that generations have found the University prepared them well for career success and lifelong learning. Most recently, a survey of College of Arts and Sciences alumni one year following graduation showed 92 percent are satisfied or very satisfied with their overall U of R experience.



MISSION AND VALUES

The University of Redlands is committed to providing a personalized education that frees students to make enlightened choices.

Redlands emphasizes academic rigor, curricular diversity, and innovative teaching. Redlands fosters a community of scholars and encourages a pluralistic notion of values by challenging assumptions and stereotypes in both classes and activities. A Redlands education goes beyond training to embrace a reflective understanding of our world; it proceeds from information to insight, from knowledge to meaning.

Welcoming intellectually curious students of diverse religious, ethnic, national, and socioeconomic backgrounds, the University seeks to develop responsible citizenship as part of a complete education. Redlands encourages a community atmosphere with an exceptional opportunity for student leadership and interaction. For working professionals, the University offers innovative academic programs at convenient locations and times.

Redlands blends liberal arts and professional programs, applied and theoretical study, traditional majors, and self-designed contracts for graduation. Small classes enable each student to participate in class discussions, work closely with professors, and receive extensive individual attention. Redlands remains sensitive to contemporary trends in society and challenges students to commit themselves to a lifetime of learning.



SELECTED RECENT ACCOLADES

Washington Monthly

Top 6% (27 of 616), Best National Universities, Masters, based on contributions to the public good, including social mobility, research, and service (2020)

U.S. News & World Report

Top 5% (6 of 126), Regional Universities—West (2021)

Princeton Review

Best 385 Colleges (2021)

Best Western Colleges (2021)

Fiske Guide to Colleges

Best Colleges (2022)

“One of higher education’s better-kept secrets”

Colleges of Distinction

Named a College of Distinction based on engaged students, great teaching, vibrant communities, and successful outcomes (2020-21)

Peace Corps

Top-10 volunteer-producing institution, small colleges and universities (2020)

Fulbright Program

24 Fulbright students over the last 12 years

Tree Campus U.S.A.

Arbor Day Foundation designation, awarded to U of R every year since 2009

University publications

Bulldog Blog shares news and views from the U of R community.

→ www.redlands.edu/bulldog-blog

Och Tamale magazine, which is published three times a year for the alumni and friends.

→ www.redlands.edu/ochtamale



HISTORY OF THE UNIVERSITY OF REDLANDS

Founded in 1907, the University prides itself on providing students a transformative education in an environment of academic and personal responsibility. Expressed in the language of an earlier time, Redlands, at its founding, sought to “mold the mind and the heart so that in the conflict of life, keenness and conscience shall go forth together.” Today, it remains centered on students and their life experiences made more powerful by its unique Southern California setting.

The University’s main campus opened in 1909 with nine faculty members, 10 courses of study, and 59 students, and conferred its first degrees in 1910. A School of Music followed in 1911 and a School of Education in 1924, with the School of Business becoming a separate entity in 2001. The School of Business was recently renamed the School of Business & Society (SBS).

Co-curricular life was a feature of the University from its earliest times, with the founding of the first fraternity in 1909 and the first sorority in 1910, along with the founding of a women’s literary society and the school newspaper shortly thereafter. Athletics was also established as an important part of campus life. The University’s yearbook, *La Letra*, was named after the “R” that was created by students on a nearby mountainside in 1913, which persists as one of the largest collegiate letters in the nation.

HISTORY OF THE UNIVERSITY OF REDLANDS

Innovations characterized the 1960s and 1970s, including the founding of Johnston College, now the Johnston Center for Integrative Studies, which enables students to design their curriculum; and the introduction of the Salzburg Program for study abroad, which has provided many thousands of Redlands students from all majors with both cultural enrichment and life-long, memorable experiential opportunities.

Over the years, the University opened six additional campuses in key areas in Southern California, largely to better serve working adults. The most recent campus acquisition—itsself a major programmatic innovation—occurred with the merger of the San Francisco Theological Seminary and the University of Redlands in 2019. With the merger, the Graduate School of Theology was created, and Redlands acquired a 13-acre campus in San Anselmo, 15 miles north of the Golden Gate Bridge. In addition to Theology, the campus hosts courses through the Schools of Education and Business & Society.



Salzburg, Austria



Marin Campus



Accreditation

The University of Redlands is accredited by the Western Association of Schools and Colleges. A reaccreditation process is underway, scheduled to conclude in 2023. There are additional accreditations for specific programs:

- Chemistry programs by the American Chemical Society
- School of Music by the National Association of Schools of Music
- Communication Sciences and Disorders programs by the American Speech-Language-Hearing Association
- School of Education by the California Commission on Teacher Credentialing
- School of Business & Society by the Accreditation Council for Business Schools and Programs
- San Francisco Theological Seminary, part of the Graduate School of Theology, by the Association of Theological Schools

ACADEMIC PROGRAMS

The University of Redlands serves traditional undergraduate students in the residential College of Arts and Sciences; graduates and working professionals in the School of Business & Society, School of Education, and Graduate School of Theology; and those interested in non-degree offerings in the School of Continuing Studies. Total student enrollment is approximately 4,100. More than 200 full-time faculty and over 300 adjunct or part-time faculty teach classes. Students and faculty are supported by approximately 460 staff.



COLLEGE OF ARTS AND SCIENCES

With more than 40 programs of study from which to choose, undergraduates in the College of Arts and Sciences may also create self-directed majors in the Johnston Center for Integrative Studies, an innovative living/learning community. Students enjoy small class sizes and a student-to-faculty ratio of 13-to-1. At the heart of the Redlands academic experience is the belief that education should be highly personalized, relevant, and interdisciplinary. The Proudian Interdisciplinary Honors Program brings exceptional students together with some of the University's strongest faculty for a challenging and rewarding educational experience.

Undergraduate students explore experiential learning opportunities during May Term, an intensive, four-week semester when students take one class either on campus or at an off-campus location. About half of U of R's students study abroad, some during May Term, others for a semester in Salzburg, Austria, or at various other universities around the world.

In addition to bachelor's degrees, the College offers nine graduate degrees, six from its renowned Music program, one in Communication Sciences, and two in Geographic Information Systems. The latter programs benefit from the University's relationship with Esri, the world's leading GIS company, providing access to extensive Esri resources including instructor-led training sessions, experienced Esri faculty, Esri library access, and professional Esri conferences.

SCHOOL OF BUSINESS & SOCIETY

The School of Business & Society meets the complex needs of today's post-traditional professional learners. Faculty and staff are committed to increasing high-quality access to both graduate/professional and undergraduate degree programs for individuals who seek early, mid- and late-career advancement. As time and availability are at a premium for the School's students, courses are offered at the main Redlands campus, online, and on regional campuses, making the reputation and value of a Redlands education accessible. School of Business & Society classes meet in the evening, once or twice weekly, and on some weekends.

The School's programs are designed to offer practical, real-world insights into the issues that are shaping the modern business sector. Drawing on the strengths of the University of Redlands, the School of Business & Society's curriculum is informed by liberal arts values, which are reflected in notable programs in ethics, geographic information systems for business, and international outreach, including short-term study abroad options.

The School of Business & Society offers two undergraduate majors and three master's programs. The School also hosts the Center for Spatial Business and the Banta Center for Ethical and Purposeful Leadership.



SCHOOL OF EDUCATION

For nearly 100 years, the School of Education has upheld a commitment to developing compassionate, influential educators who are dedicated to social justice and contributing to something greater than themselves. The School's credential, undergraduate, and graduate programs prepare teachers, counselors, and administrators to be leaders in their field and to uphold educational justice in today's diverse and challenging educational landscape.

Characterized by personalized, inclusive, and globally engaged teaching and scholarship, these programs are delivered by faculty members who are practitioners. The School's student population reflects the multicultural richness of the region; about half of all School of Education students are the first in their families to attend college. With classes offered at three regional sites and online, the programs involve partnerships with over 200 educational institutions in the region.

The School of Education offers one doctorate (in Leadership for Educational Justice), seven master's degrees, two credential programs, and an undergraduate program in teacher education, which is a partnership with the College of Arts and Sciences. The Center for Educational Justice (CEJ) was formed in 2006 to strengthen and promote equity and justice in society generally and education specifically. CEJ accomplishes its mission through strategic support, advocacy, and sponsorship of justice-related activities and initiatives, including scholarship that informs educational policy and practice.

GRADUATE SCHOOL OF THEOLOGY

The Graduate School of Theology prepares students for theological engagement, transformational impact, and active leadership in communities and public life. GST faculty members are committed to research and teaching that leads to expanded knowledge and a better world. Within the GST are offered a Doctor of Ministry, two master's degrees, and a variety of non-degree certificate programs.

A member of the Bay Area's Graduate Theological Union, one of the world's largest multi-faith educational consortiums, the GST also provides students with access to resources from institutions ranging from the Institute for Buddhist Studies to the University of California, Berkeley.

SCHOOL OF CONTINUING STUDIES

The School of Continuing Studies supports lifelong learning and offers busy professionals an opportunity to further their education through workshops, certificate programs, credit courses, and other opportunities.

STUDENTS

According to the Fall 2021 census, the University's students included 2,373 in the College of Arts and Sciences, 918 in the School of Business & Society, 639 in the School of Education, 113 in the Graduate School of Theology, and 187 in the School of Continuing Studies. Female students in the various schools, respectively, numbered 61%, 50%, 79%, 50%, and 78%. Redlands prides itself on drawing a diverse student body. About 40% of students are the first in their families to attend college and no racial/ethnic group holds a majority; 42% of students identify as Latinx, 34% Caucasian, 6% Asian, 5% African American, 1% American Indian/Alaska Native or Native Hawaiian/Other Pacific Islander, 5% represent two or more races/ethnicities, 1% International, and 6% Undisclosed. Almost 100 students come from 31 other countries, with Mexico, China, and South Korea being the most popular home countries. The University was recently designated a Hispanic Serving Institution.

Of the students who entered the College of Arts and Sciences in Fall 2021, 516 were first-year students and 71 were transfers. The students came from most states in the U.S., with the vast majority from California and within 100 miles of the University's main campus, in the growing Inland Empire region. The median GPA of U of R's first-year students was 3.78, with an SAT composite score of 1170; transfers brought a median GPA of 3.39. Almost 97% of undergraduates received financial aid, with Redlands spending 37% of its gross operating revenue on aid to students.

The six-year graduation rate for first-time full-time (FTFT) students who entered the College of Arts and Sciences in fall 2015 is 70%, and the four-year graduation rate (fall 2017 FTFT cohort) is 61%. The 2021 retention rate is 81%.





STUDENT LIFE

For undergraduates in the College of Arts and Sciences, student life includes over 120 clubs and organizations and 21 NCAA Division III athletic teams (11 women's, 10 men's), which compete in the Southern California Intercollegiate Athletic Conference (SCIAC). On average, 25 to 28% of incoming students each year are "Bulldog" scholar-athletes, eager to engage in the classroom and the field of play.

Outdoor programs and travel adventures are bountiful before and during the school year, including May Term. Art and culture flourish at Redlands with many opportunities for students to participate in theatre productions, art shows, and musical performances. Redlands also has a vibrant fraternity and sorority community, in which students are encouraged to develop their academic, social, and leadership skills and to make community service contributions. All fraternities and sororities are Redlands-developed, with no national affiliation.

Service has been an important part of the Redlands mission and education since its founding and remains a graduation requirement for College of Arts and Sciences undergraduate students. Service opportunities are

organized through the Office of Community Service Learning, which works collaboratively with faculty, school districts, and nonprofit agencies. Students also have the opportunity to work at the Sustainable University of Redlands Farm. Redlands has earned many accolades for its commitment to service and annual U of R volunteer time exceeds 120,000 hours.

The Office of Campus Diversity and Inclusion works collaboratively with many individuals, departments, and offices to create a University where diversity, equity, and inclusion is welcomed and celebrated, including the Multicultural Center, Pride Center, Women's Center, International Student Services, and Summer Bridge for first-generation students.

In 2020, the University recommitted to the ideals of diversity, equity, and inclusion and a multi-part plan of action is well underway. Important steps have been the appointment of the University's first senior diversity and inclusion officer and the adoption of a University-wide statement against racism, endorsed by faculty, administration, and trustees. In addition, the University was recently designated a Hispanic Serving Institution.

STUDENT LIFE

Academic Success and Disability Services helps College of Arts and Sciences students by offering tutoring, writing assistance, peer mentoring, and academic success workshops, as well as support for students with disabilities. The School of Business & Society, School of Education, and Graduate School of Theology also have separate Offices of Student Success, and a formal Mentorship Program assists School of Business & Society students in their professional development.

The Office of Career and Professional Development prepares both undergraduate and graduate students from across the University for success, hosting a variety of events and supporting students as they chart their paths. Of course, due to the small classes, the residential environment, and opportunities outside the classroom, the connections students make with professors, peers, and mentors form academic and professional networks that serve students for a lifetime.



UNIVERSITY LEADERSHIP AND GOVERNANCE

KRISTA L. NEWKIRK, J.D.



Krista L. Newkirk spent her formative years on a cattle ranch in Missouri before attending the University of Missouri's Honor College on scholarship. After two years there, she transferred to the University of Nebraska-Lincoln,

where she graduated one year later in the top five percent of her class with a Bachelor of Arts in English and a minor in Philosophy. She went on to earn her Juris Doctor degree from the Marshall-Wythe School of Law at the College of William & Mary.

While in law school, Krista served as editor-in-chief of the William & Mary Journal of Women and the Law and as a teaching assistant. She received the Marshall-Wythe Gambrell Professionalism Award and was selected as the Outstanding Woman Law Graduate by the National Association of Women Lawyers. During her time in law school, Krista also served as an intern at the Newport News Commonwealth Attorney's Office, where she worked with victims and witnesses, negotiated outcomes for the Domestic Violence unit, and prosecuted cases, including felonies. She worked for several years as an attorney in both private practice and at a Fortune 300 company.

Krista joined the Office of Legal Affairs at the University of North Carolina at Charlotte in 2003. In that role, she provided legal advice to the Chancellor, the Board of Trustees, and faculty and staff on a wide range of legal topics, as well as managing complex litigation. During this time, Krista was selected by her peers as a Legal Elite in the corporate counsel category by Business North Carolina in 2010, was a graduate of Leadership North

Carolina's Class XIX in 2012, and served on numerous boards, including as Chair of the Education Section of the North Carolina Bar Association, the Institute for Social Capital which she helped to establish, and the Women + Girls Research Alliance.

In 2012, Krista became the first Chief of Staff at UNC Charlotte. As Chief of Staff, she assisted the Chancellor in addressing the major issues confronting the University, managed large-scale projects that crossed divisions, organized the start of the University's football program and aided in the related conference change, provided coordination for the achievement of strategic goals and initiatives, oversaw the strategic plan development and execution, ensuring that analyses were completed to facilitate timely and effective decisions, developed the agendas of the Board of Trustees, and reviewed the annual budget allocations.

Krista assumed the presidency of Converse College in 2016. Under her leadership, Converse enhanced its financial, academic, and cultural strength. Her accomplishments spanned developing an innovative strategic plan; launching its first doctoral degree program; expanding its master's degree offerings; opening an extension campus; celebrating the 50th anniversary of Converse's enrollment of African American students; establishing a campus Unity in Diversity Committee which developed a targeted strategic plan which in part implemented a restorative justice model for incidents of discrimination; expanding athletics to include teams for Field Hockey and Acrobatics and Tumbling and five new men's programs as well as Esports; and reaching record levels of Annual Fund giving and other fundraising. In addition, Krista led Converse through a thoughtful, research-driven, and collaborative process that resulted in one of its most transformative decisions: to add a

coeducational residential college in the fall of 2020, to change its name to Converse University on July 1, 2021, and establish the Converse College for Women.

During her time in South Carolina, Krista was a member of the South Carolina Tuition and Grants Commission (which she chaired), the South Carolina Research Alliance Board, and the South Carolina Independent College and University Board, including chairing its President's Council. She also served on the advisory board and task groups for the Spartanburg Chamber of Commerce

(OneSpartanburg), the Spartanburg Academic Movement Board, the College Town Board, and the globalbike Board, and was a Spartanburg Rotarian.

In 2020 Krista was honored as one of the 50 Most Influential People and one of the 25 Women of Influence in the Upstate of South Carolina and was named a Woman of Achievement by the Spartanburg Herald-Journal in 2018.

Krista and her husband, W. Lewis (Lew) Glenn III, have two sons.

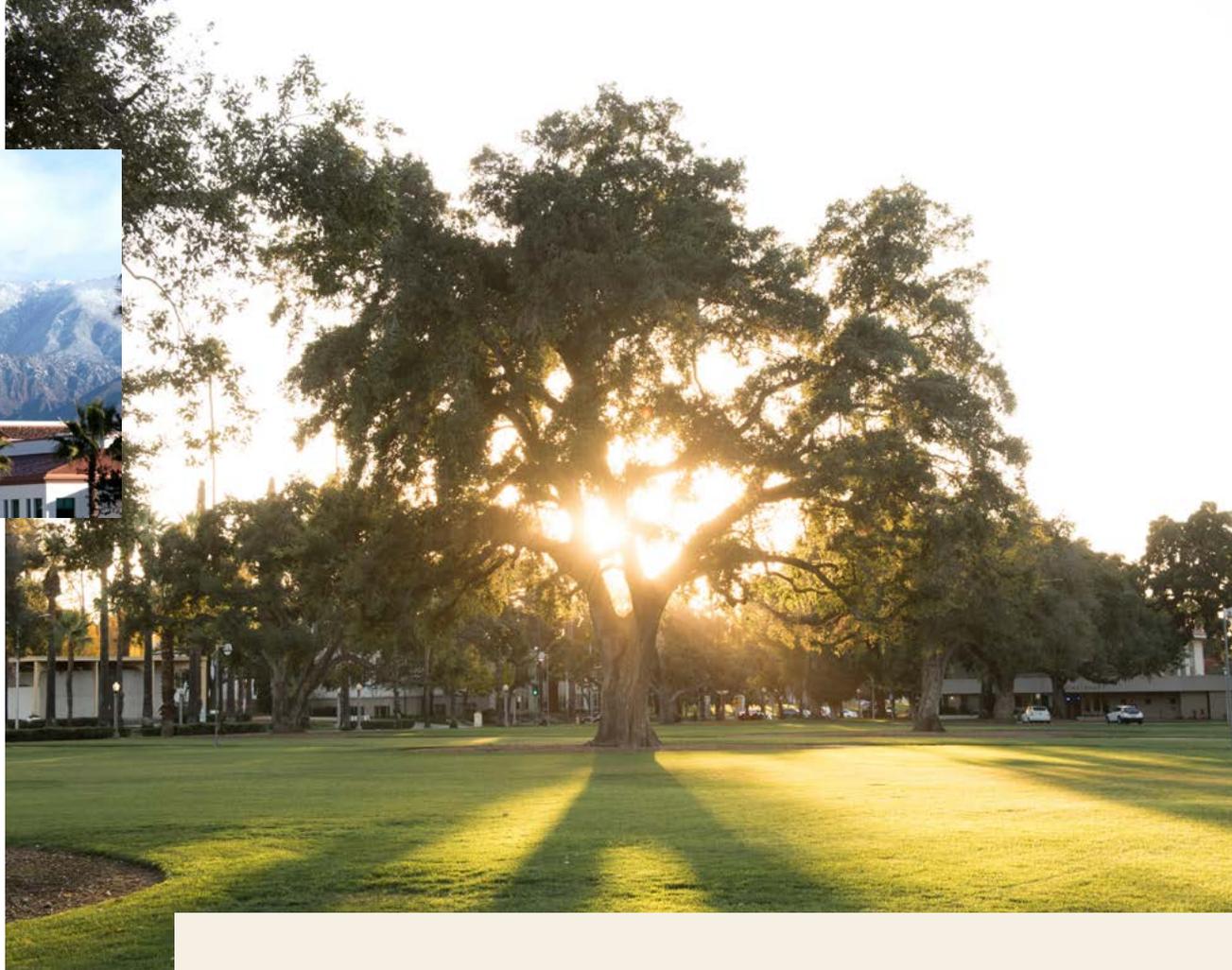


BOARD OF TRUSTEES AND LEADERSHIP

Thirty-eight engaged and experienced leaders comprise the [University of Redlands Board of Trustees and Life Trustees](#). This distinguished group of dedicated alumni and friends of the University focuses on the future of the institution and has a fiduciary responsibility to the University, including approving an annual plan of financial operation. The Board of Trustees manages 11 standing committees that navigate and provide governance to the University. A separate Board of Directors for the San Francisco Theological Seminary presides over matters related to the church, providing spiritual and ecclesiastical leadership to the seminary.

The [President's Cabinet](#) is made up of 15 experienced professionals who advise the president, approve policies, and help direct the day-to-day operations of the University.

Faculty participate in shared governance through several governing bodies, including the University-wide Faculty Senate (and sub-committees) and the Faculty Assembly. Employees are represented through the University of Redlands Staff and Administrators Association, more commonly known as URSAA. Students are represented through the Associated Students of the University of Redlands.



STRATEGIC PLAN

The University of Redlands is currently embarking on a strategic planning process that is data-driven and inclusive of all constituencies. To assist in establishing a clear baseline of stakeholder sentiment and perspectives regarding the University's future, U of R has enlisted the support of the Association of Governing Boards of Universities and Colleges in conjunction with Simpson Scarborough. A preliminary strategy sprint survey is currently gathering input from trustees and senior leaders in three areas critical to the process: (1) mission, vision, and values; (2) strengths, opportunities, aspirations, and desired results; and (3) growth strategies to help enhance the University's value proposition, leverage key resources, optimize the revenue formula and improve core processes. The insights from this strategy sprint will serve as a starting point for deeper reflection and conversations with the campus community as the strategic planning process proceeds. The plan and revisions to the University's mission, vision, and values will be synthesized over the summer and approved by the Board of Trustees at their fall 2022 meeting.



FINANCIAL MATTERS

Like many institutions, the University of Redlands faced significant challenges in fiscal year 2020-21 due to the pandemic. Revenues were significantly diminished, most notably a decline in room and board revenue. The University generated \$102 million in revenue with a deficit of \$5.3 million. The budget for fiscal year 2021-22 is \$127 million. The University has \$58 million in long-term debt, with a Moody's rating of Baa1 outlook negative.

As Redlands experienced operational deficits over the last three years, it was acknowledged that a structural deficit existed between expected revenues and expenditures, and a plan was needed to "resize" the organization and get finances back in balance. Accordingly, a comprehensive financial plan called "Path to a Structurally Healthy Multi-Year Budget" was started in January 2020. This plan for fiscal sustainability was created through a transparent and collaborative process, fully engaging the faculty governance process and seeking input from all institutional stakeholders—the Board of Trustees, Cabinet, administrators, faculty, students, alumni, and community members. The collaborative work performed in 2020-21 was critical to developing the financial plan that was

supported by the Board of Trustees in May 2021 and that provides a pathway forward for financial sustainability for the University.

The University is in the final stage of its successful \$200 million comprehensive fundraising campaign, *Forever Yours*, which will close on December 31, 2021. With more than \$199 million raised to date, the campaign will enhance for all-time U of R's commitment to personalized education, experiential learning, global perspective, educational innovation, and access and affordability through need- and merit-based financial aid. In the next few years, the University will plan, launch, and carry out a new capital campaign to achieve the emergent strategic goals developed during the strategic planning process. The endowment is currently valued at approximately \$259 million with approximately \$8.5 million in additional previously pledged funds expected to arrive in the next five years. The University has also received an additional \$80 million in bequest pledges. Over five years, 56% of gifts were designated for the endowment, with 40% to operating expenses and 4% to the plant fund.



CAMPUS FEATURES AND LOCATIONS

The Redlands campus is recognized for its award-winning grounds and historic buildings. In all, the campus has 64 facilities, including 27 residence halls, housing a majority of the University's undergraduates. The Administration Building is the most iconic building, erected in 1909 with identical façades on the north and south and four pillars gracing each colonnade in a Greek Revival Beaux-Arts architectural style. The Memorial Chapel was built in 1927 and offers a venue for large University and public events. The Stauffer Complex for Science and Environmental Studies provides a four-building complex of classrooms, laboratories, and faculty offices. The Center for the Arts—a 42,000-square-foot space for art, art history, and theatre—is the first Gold LEED Certified Building on campus, as well as the first in the City of Redlands.

The 160-acre Redlands campus is located on Serrano and Cahuilla Native American lands, halfway between Los Angeles and Palm Springs and at the base of beautiful Southern California mountains in the city of Redlands. Redlands, named a "Great So Cal College Town" by *AAA Westways Magazine*, is known for its historic homes, beautiful parks, and America's longest continuously running summer music festival with no admission charge. Among the City's other fun events is the Redlands Bicycle Classic, the longest continuous running invitational, professional stage race in America, bringing hundreds of racers and spectators to the region every year.

CAMPUS FEATURES AND LOCATIONS



The city of Redlands is part of San Bernardino County—the largest geographic county in the U.S. and one of the most diverse—located in California’s Inland Empire, one of the fastest-growing population centers in the U.S., consisting of over 27,000 square miles with nearly five million residents. The San Bernardino County Transportation Authority plans to introduce North America’s first zero-emission, hydrogen-powered train as part of the Redlands passenger rail line, and in early 2022 a commuter rail connecting downtown Los Angeles to the Redlands campus is scheduled to begin service, opening myriad possibilities for expanding the University’s educational and co-curricular initiatives.

Nearby Ontario International Airport is the fastest-growing airport in the U.S. and the No. 1 airport for outgoing cargo. Loma Linda University, a global leader in healthcare, completed a \$1 billion expansion in the Inland Empire in 2021, and the University of Redlands benefits enormously from its close ties to nonprofit organizations and local businesses, including Esri, the largest geographic information systems mapping software company in the world.

In addition to the new campus in San Anselmo, the University offers classes—largely in business, education, and continuing studies and for working adults—in strategically placed cities around Southern California: Burbank, Rancho Cucamonga, Riverside, San Diego, Temecula, and the South Coast Metro location near John Wayne Airport.

OFFICE OF THE PROVOST

The Provost is the Chief Academic Officer at U of R and oversees all academic programs, as well as the support systems and services that ensure effective teaching and learning at the University. The dean of the College of Arts and Sciences, the deans of the School of Business & Society, the School of Education, and the Graduate School of Theology, and the Director of the School of Continuing Studies all report to the Provost who works with them to ensure collaboration and planning among all of these academic units. In addition, the Provost oversees the Registrar; Armacost Library and Learning Commons; Assistant Provost for Institutional Research; University Director of Planning; Chief Information Officer; Assistant Provost for Professional Development and Engaged Learning/Executive Director Office of Career and Professional Development; Center for Spatial Studies; Office of Sponsored Research; Director of Assessment and Accreditation Liaison Officer; Office of International Students and Scholars; and the Academic Affairs Specialist. The Provost oversees an operating budget of \$18.2 million and an academic affairs faculty and staff of approximately 440 members.

The Provost supports the Academic Affairs Committee of the Board of Trustees and represents academic affairs on the Finance Committee. With other Cabinet colleagues, the Provost provides leadership for strategic planning, compliance, risk management, facilities planning and prioritization, academic budget management, recruitment and enrollment, and recruitment marketing. The Provost or Provost's designate serves as an ex-officio member of five shared governance committees, the University-wide Faculty Senate, and the Faculty Assembly.

After serving admirably and ably for six years, the current Provost, Kathy Ogren, announced her plans to enter phased retirement and serve as the Senior Executive of the Marin Campus. During her tenure, she oversaw many important and strategic changes at the institution, including the 2019 merger with the San Francisco Theological Seminary in Marin, the University's earning of Hispanic Serving Institution (HSI) status earlier this year, and the implementation of the North Star 2020 strategic plan. She was also a steady and trusted leader during the challenges of the pandemic. Dr. Ogren will remain available for consultation as the new Provost desires.



LEADERSHIP AGENDA FOR THE NEW PROVOST

The incoming Provost will find a welcoming community with committed faculty and staff who are dedicated to education and engagement that defines the University of Redlands experience and inspires students. The Provost's leadership agenda focuses on identifying new approaches, addressing challenges, and seeking out opportunities for innovation and collaboration. At the same time, the new Provost will attend to the important operational matters that make change possible and ensure that faculty, staff, and students can work, create, and succeed within campus structures. Assuring sound operations and administration is important and necessary, but not sufficient for the University to realize the promise of its future. The following four emphases are critical areas for leadership for the new Provost:

ACADEMIC EXCELLENCE IN A CHANGING ENVIRONMENT

Teaching, learning, scholarship, and service are central to Redlands' mission. This core work needs to be supported by thoughtful and collaborative organizational structures and processes that connect the budget to programmatic performance and initiatives that will move the University forward toward a strong and innovative future. Like many smaller private institutions, the University has seen some critical enrollment declines, which have been further complicated by the pandemic. Many necessary structural and budgetary decisions have been made to address these challenges, but future innovation and change will be necessary. In this process, it will be critical to retain the essential U of R hallmark experiences of personal, relevant, and experiential education.

The successful new Provost will promote collaborative engagement as the campus renews itself and executes a new strategic plan. Such efforts will include re-examining the way the academic enterprise and its programs are structured and delivered and identifying ways to leverage synergies among the College of Arts and Sciences, the Graduate School of Theology, and the Schools of Education, Business & Society, and Continuing Studies. This work will importantly involve engaging faculty

leadership, articulating the challenges and options, translating campus administration priorities, and ensuring that the decision-making process is communicated clearly and often. The Provost will be a bridge-builder, uniting the campus community in this difficult and essential work. Acknowledging the challenges and honoring each person's commitment and effort toward moving the University forward will be important to building trust and advancing future collaboration. All these efforts speak to the need for well-developed change management skills.

INNOVATION AND SUSTAINABILITY

The new Provost will work with faculty and engage other campus and community members to examine the array of graduate, undergraduate, and certificate programs, to develop unified and logical academic alignment that meets regional needs and utilizes resources effectively. This process should include deep analysis of data, trends, and organizational structures, and result in a set of robust academic programs supported by faculty teaching, research, and service.

Essential to the sustainability and success of the University will be its ability to attract and retain students across a variety of sectors including both traditional-age undergraduates and adult markets. As many in higher education have experienced recently, Redlands saw enrollments decline by 10% in undergraduate programs and by 25% in graduate programs (2019-2021). The Provost will engage with deans, enrollment management leaders, and the campus community to identify and create appropriate strategies and interventions to increase enrollment and retention. This effort will align with the new strategic plan and with the University's focus on marketing, which includes a new position of Vice President for Marketing and Communications. Programs already underway include pathways from undergraduate to graduate programs (including 4+1 and 4+2 programs), certificate programs, and interdisciplinary offerings. A renewed approach to enrollment must include analyzing market demand, outreaching to underserved populations, prioritizing high impact practices in retention and student success, addressing structural barriers (both administrative and organizational) to admissions and student persistence, and providing inspiration and resources for continued innovation.

DIVERSITY, EQUITY, INCLUSION, AND JUSTICE

As reflected in the recently adopted [University Anti-Racist Statement](#), U of R is deeply committed to becoming a more diverse, equitable, and inclusive community. The Provost is a leader in fostering a campus environment where all can work, learn, and achieve. The strength that the diversity of the student population brings to the campus is significant, but not reflected in the diversity of the faculty and staff. As the chief academic officer, the Provost is instrumental in promoting personnel practices and outreach to attract and retain diverse faculty. Recently, the University has achieved designation as a Hispanic Serving Institution. The successful new Provost will collaborate across campus to engage authentically with the HSI designation and the opportunities that it can bring to support Latinx students, resulting in access and success for all students. The Provost will also work with campus partners to continue existing efforts and promote new inclusion initiatives that support all minoritized and underrepresented students, faculty, and staff.

STRATEGIC PLANNING AND IMPLEMENTATION

The University has concluded its [North Star 2020 Strategic Plan](#) and, as previously noted, the University has begun a new planning process under the leadership of President Newkirk. The new Provost will arrive just as an initial outline of this plan is being synthesized and finalized and will serve as a critical partner with the President in helping to further flesh out the themes of the plan and articulate the metrics and actions that will result in successful execution. The new Provost will play a key role in engaging with campus and community stakeholders, communicating broadly, and involving the campus to ensure a transparent and shared process for plan development/focus and implementation.

QUALIFICATIONS REQUIREMENTS

- Ph.D. or other terminal degree.
 - A strong record of teaching, scholarship, and service; experience navigating the tenure and promotion processes.
 - A successful record of academic leadership with substantial and progressive administrative responsibilities.
 - Demonstrated experience serving students from underrepresented communities, with concrete examples and demonstrated success in supporting a campus culture of inclusion.
- The ideal candidate will also have many of the following preferred skills, experiences, and attributes:
- Experience managing a large portfolio of diverse programs in a dynamic environment, with general administration to include budget management, strategic planning, and personnel supervision.
 - Experience managing the recruitment, retention, tenure, and promotion processes.
 - Commitment to faculty development and support for the important work of teaching, research, scholarship, and service.
 - Commitment to shared governance.
 - Outstanding communications skills that promote trust and understanding.
 - A record of collaboration with colleagues to advance university initiatives.
 - Ability to advocate for the importance of the liberal arts.
 - Demonstrated experience successfully engaging and supporting diverse faculty and staff at every stage of their career.
 - A record of developing high-impact practices for student success.
 - Experience using data to inform decision-making in an ethical and transparent manner.
 - A visionary and innovative thinker.
 - Understanding of grant administration, in particular Department of Education grants under Title III and Title V, relative to being a Hispanic Serving Institution.
 - Experience with fundraising, external partnerships, and board relations.
 - Experience as a provost/chief academic officer, or other senior academic roles.
 - Familiarity with enrollment management principles and best practices.
 - Experience in international program development.
 - Experience with the adoption and implementation of technology for pedagogical innovation.
 - Experience guiding assessment and accreditation processes.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

The University is being assisted by Academic Search in the search process. Prospective candidates may arrange a confidential discussion by contacting [Stacey Morgan Foster](#), [Linda McMillin](#), [Jay Lemons](#), or [Jennifer Kookan](#).

Applications and nominations should be submitted to RedlandsProvost@academicsearch.org. Applications must include the following:

- 1) a cover letter that addresses the expectations discussed in the leadership agenda and qualifications above;
- 2) a curriculum vitae;
- 3) a list of at least five professional references with contact information, including telephone and email, and a note indicating the candidate's working relationship with each; and
- 4) a 300–600-word diversity statement that addresses the candidate's philosophy, commitment, and experiences in creating a safe and welcoming environment. This statement may address personal and professional experiences, lessons learned, anticipated projects, etc., and should include concrete examples.

References will not be contacted without the explicit permission of the candidate. This position is open until filled, but only applications received by **March 1, 2022** can be assured full consideration.

Additional information about the University of Redlands can be found at www.redlands.edu.

Submission of a curriculum vitae indicates agreement that the University may verify any and all information contained therein. Members of underrepresented groups are encouraged to apply. The University of Redlands is an equal opportunity employer.



