

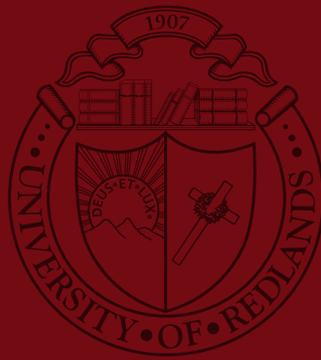
UNIVERSITY OF REDLANDS

PRESIDENTIAL SEARCH PROSPECTUS





UNIVERSITY OF REDLANDS



The University of Redlands, situated in a beautiful city in a dynamic, diverse, growing area of Southern California, announces the search for its 12th President. This presidency affords an exceptional opportunity to lead an institution with a proud history and an outstanding reputation at a time when the University is on the precipice of closing out a successful \$200 million capital campaign and embarking on its next strategic plan. The successful candidate will be greeted by a campus eager to work with a new leader capable of setting a bold agenda for U of R's future.



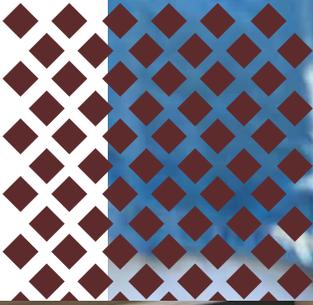
UNIVERSITY OVERVIEW

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/ae 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/ae 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 a private, independent liberal arts university 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 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 discussion, 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.



UNIVERSITY ACCOLADES AND DISTINCTIONS

Washington Monthly

Top 5% (27 of 614), Best National Universities, Masters, based on contributions to the public good, including social mobility, research, and service (2020)

U.S. News & World Report

Top 4% (5 of 125), Regional Universities—West (2021)

Princeton Review

Best 385 Colleges (2020)
Best Western Colleges (2020)

Fiske Guide to Colleges

Best Colleges (2020)
“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.

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 own curriculum; and the introduction of the Salzburg Program for study abroad, which has provided many thousands of Redlands students of 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 – itself 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 Business and Education.



Salzburg, Austria



Marin Campus



Accreditation

The University of Redlands is accredited by the Western Association of Schools and Colleges. A reaccreditation process is under way, scheduled to conclude in June 2022. 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 by the Accreditation Council for Business Schools and Programs
- San Francisco Theological Seminary, part of the GST, 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, School of Education, and Graduate School of Theology; and those interested in non-degree offerings in the School of Continuing Studies. With about 3,030 undergraduate students and 1,860 graduate students, total enrollment is nearly 5,000. More than 200 full-time faculty and over 300 adjunct or part-time faculty teach classes. Students and faculty are supported by about 500 staff/administrators.



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 trainings, experienced Esri faculty, Esri library access, and professional Esri conferences.

SCHOOL OF BUSINESS

The School of Business 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 of Business'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 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'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 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.

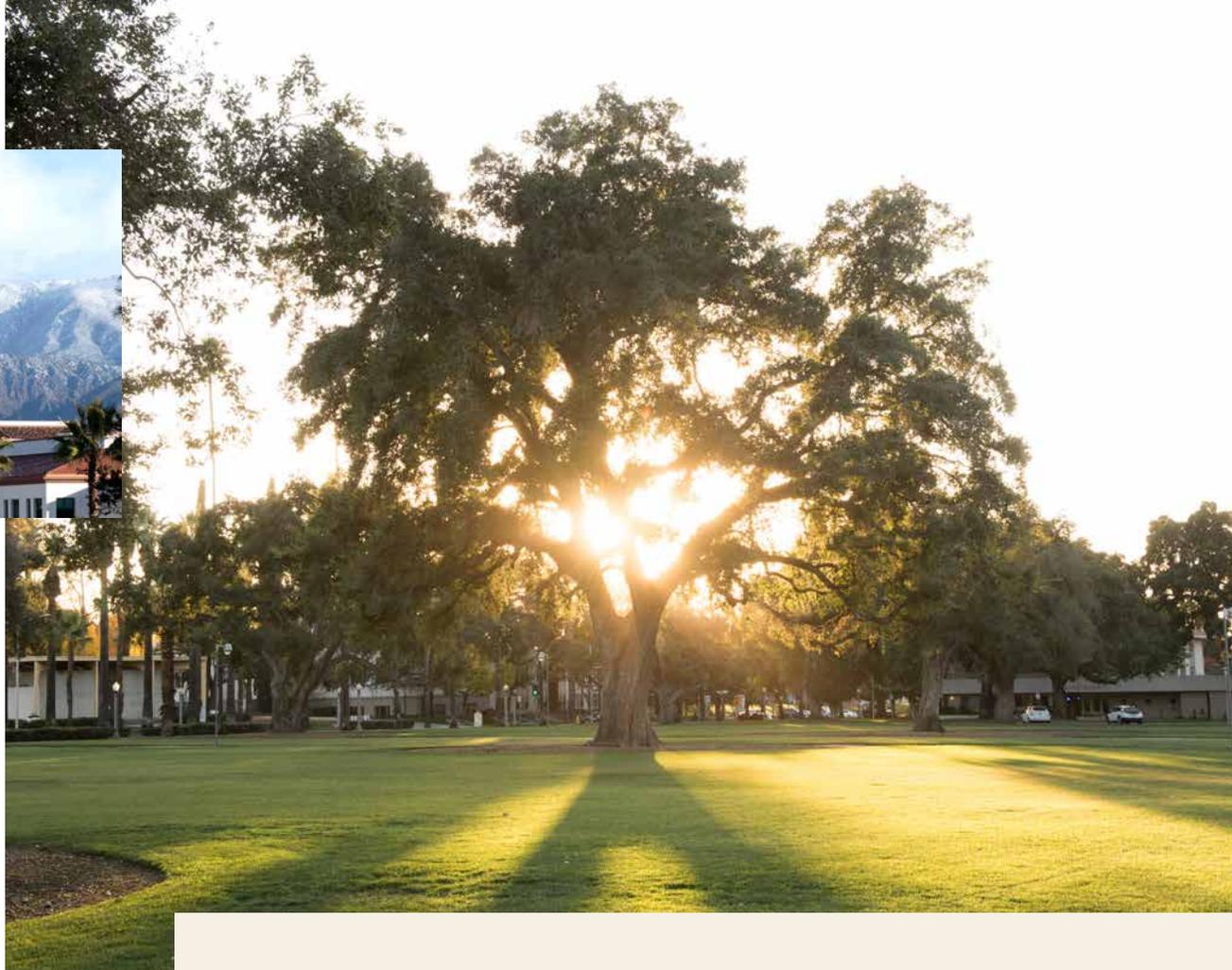
GRADUATE SCHOOL OF THEOLOGY

The GST 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 Doctorate of Ministry, two master's degrees, and a variety of nondegree 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.



STRATEGIC PLAN

As Redlands concludes 2020 amidst the COVID-19 pandemic, the University looks forward to working with the new president who will lead the crafting of a new strategic plan, building on the achievements of the current plan, and will plan, launch, and carry out a new capital campaign to achieve the emergent strategic goals. Among [key achievements of the current strategic plan](#), the University established significant partnerships with area school districts and corporations, launched new academic programs, improved classroom infrastructure, and expanded online instruction for education and business courses.

STUDENTS

According to the 2019 census, the University's almost 5,000 students included 2,682 in the College of Arts and Sciences, 1,123 in the School of Business, 835 in the School of Education, 101 in the Graduate School of Theology, and 190 in the School of Continuing Studies. Female students in the various schools, respectively, numbered 61%, 49%, 77%, 41%, and 85%. 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; 37% of students identify as Latinx, 34% Caucasian, 6% Asian, 5% African American, and another 4% represent two or more races/ethnicities. Almost 200 students came from other countries, with Mexico, China, and South Korea being the most popular home countries.

Of the students who entered the College of Arts and Sciences in fall 2019, 523 were first-year students and 84 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 those who entered the College of Arts and Sciences in fall 2009 through fall 2012 was 75%, which is approximately the median of schools considered peer institutions.





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 compete in the classroom and the field of play. Student-athletes perform academically at a rate higher than the non-student-athletes in the College of Arts and Sciences and retain and graduate in four years at higher rates than non-student-athletes at the University. In addition to academic achievement and service to the community, Bulldog student-athletes compete at a high level. The Bulldogs consistently find themselves in the top three of the SCIAC All Sports Trophy race. In the past five years, SCIAC Championships have been won by baseball (2018), women's basketball (2020), football (2017, 2019), women's golf (2016), men's soccer (2016, 2017, 2018), women's soccer (2016), and 16 of the programs have at least one top three SCIAC finish since 2016.

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-bred, 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.

STUDENT LIFE

In 2020, the University recommitted to the ideals of diversity, equity, and inclusion and a multi-part plan of action is well under way. 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 is applying for federal designation as a Hispanic Serving Institution.

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, School of Education, and Graduate School of Theology also have separate Offices of Student Success, and a formal Mentorship Program assists School of Business 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.





FINANCES

The University of Redlands operating budget for fiscal year 2019-20 was \$131 million on the revenue side with a deficit, driven primarily by the pandemic, of \$3.2 million. The University has \$58 million in long-term debt, with a Moody's rating of Baa1; outlook negative. The endowment is valued at approximately \$212 million. Over a five-year period, 56% of gifts were designated for the endowment, with 40% to operating expenses and 4% to the plant fund.

In 2021, the University anticipates the successful conclusion of a \$200 million comprehensive fundraising campaign, *Forever Yours*. With more than \$188.5 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.



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, will open its \$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, offering the next president abundant opportunities for outreach.

LEADERSHIP AND GOVERNANCE

The President is supported by an active, engaged Board of Trustees; a dedicated and experienced leadership team, the President's Cabinet; and a talented faculty and staff.

Thirty engaged and experienced leaders comprise the [University of Redlands Board of Trustees](#). This distinguished group of dedicated alumni and friends of the University focuses on the future of the institution and has 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.

The President's Cabinet is made up of experienced professionals who advise the president, approve policy, and help direct the day-to-day operations of the University. The new president will have an opportunity to fill key positions due to retirement or other transitions over the next few years, as well as the opportunity to nurture the leadership potential of these important individuals.

Faculty participate in shared governance through a number of 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.



LEADERSHIP AGENDA FOR THE NEXT PRESIDENT

The President is the chief executive officer of the University, responsible for its effective administration and for its continued improvement and advancement. Reporting to the Board of Trustees, the 12th President will have proven leadership experience and capabilities, will understand the opportunities and challenges confronting private higher education today and in the ever-evolving future, and will demonstrate a determination and the confidence to set aspirational goals to advance the institution. U of R's next president will:

- Build community and galvanize the various sectors of the University around a common vision
- Lead the development of a new strategic plan, honoring the University's mission and its innovative spirit while driving strategy to build a thriving future
- Strengthen the University's finances and its structural health through diversified revenue streams and a fresh examination of the business models and their operation, while maintaining a high-quality education and commitment to students' success
- Embrace and promote diversity, equity, and inclusion with a commitment to action and outcomes that will lead all people to feel secure, heard, and respected
- Serve as the chief ambassador, advocate, and fundraiser for the University, while connecting with alumni, friends, foundations, corporations, and organizations, and inspiring constituencies across the University's multiple campuses through a visible, enthusiastic presence and laying the foundation for the next capital campaign
- Expand U of R's standing and reputation as well as its ability to serve California, with special attention to the Inland Empire and the City of Redlands
- Leverage the University's assets of people, property, and distinctive programs to advance the institution

PREFERRED CHARACTERISTICS

The successful candidate will exhibit these preferred characteristics:

- Demonstrated success in leading change and the ability to inspire and motivate diverse constituencies to come together to address the challenges affecting higher education and their impact on U of R
- Lived commitment to equity and inclusion, manifested by a successful record
- Commitment to the University's residential, liberal arts mission and its social impact
- Appreciation for the unique contributions of each school within the University and of each campus, along with the ability to knit together a common agenda
- An accessible, open style and a penchant to listen; excellent communication skills
- Enjoyment in the life of the campus
- Demonstrated problem-solving skills, with a willingness to take on difficult issues with thoughtfulness, integrity, and objectivity
- A consensus-builder who values shared governance and shared leadership, along with decisiveness and action; one who collaborates and demonstrates a data-driven style of decision-making
- Eagerness to represent the University to outside constituencies and to enhance its reputation
- Skill and a proven record in fundraising, friend-gathering, and partnering to achieve the University's aims
- Enthusiasm, drive, authenticity, a calm demeanor, and good humor while fulfilling the demanding roles of a university president
- Significant leadership successes in higher education, or in another industry, accompanied by deep knowledge of higher education today

APPLICATIONS, INQUIRIES, AND NOMINATIONS

The University is being assisted by Academic Search in the presidential search process. Prospective candidates may arrange a confidential discussion by contacting Sharon Herzberger at Sharon.Herzberger@academicsearch.org, Jay Lemons at Jay.Lemons@academicsearch.org, or Andrea Cowser at Andrea.Cowser@academicsearch.org.

Applications and nominations should be submitted electronically to RedlandsPresident@academicsearch.org. Applications must include a cover letter that addresses the expectations discussed in the leadership agenda above, with specific attention to the candidate's demonstrated commitment to diversity, equity, and inclusion; a curriculum vitae; and 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. References will not be contacted without the explicit permission of the candidate. This position is open until filled, but only applications received by February 22, 2021, can be assured full consideration.

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

Submission of a resume or application 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.



