

July 14, 2023

Dr. Krista Newkirk  
President  
University of Redlands  
1200 East Colton Avenue  
Redlands CA 92373-0999

Dear President Newkirk:

This letter serves as formal notification and official record of action taken concerning University of Redlands (URED) by the WASC Senior College and University Commission (WSCUC) at its meeting June 30, 2023. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to URED March 28-30, 2023. The Commission also reviewed the institutional report and exhibits submitted by URED prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's May 10, 2023 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Kevin Dyerly, Chief Financial Officer, and Kimberly Coles, Assistant Provost, Institutional Effectiveness. Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's new status with WSCUC.

### **Actions**

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of six years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2028 and the Accreditation Visit in spring 2029
4. Schedule a Progress Report to be submitted March 1, 2024 to address:
  - a. progress on strategic plan implementation
  - b. strategic enrollment plan
  - c. progress on strategic enrollment plan implementation
5. Schedule a Special Visit in spring 2025 to address:
  - a. financial sustainability
  - b. strategic enrollment planning
  - c. faculty scale and morale.

The Commission commends URED in particular for the following:

1. Students are engaged and positive about their experiences at the university, report feeling cared for by both faculty and staff, and value personal interactions, small class sizes, and a sense of community.
2. Faculty, staff, and alumni expressed a strong sense of family and spirit of community.
3. University leadership has guided an inclusive strategic planning process that brought faculty and staff to the table for input, recommendations, and updates, chipped away

- at the silos that have long separated departments and divisions across campus, and made clear that substantial, not incremental, changes are necessary.
4. The implementation of cost reduction measures, including centralization of key marketing services, has yielded significant savings.

The Commission requires the institution to respond to the following issues:

### **1. Financial Sustainability**

The institution must articulate a sustainable financial plan that includes the following:

- a. A multi-year budget that explicitly aligns forecasted revenues with planned expenses to eliminate fiscal imbalances within a Board-approved time horizon;
- b. The prudent use of reserves and a formal plan to replenish and grow them; and
- c. A plan, with corollary timeline, to fund the prioritized initiatives and objectives of the strategic plan. (CFR 3.4)

### **2. Strategic Enrollment Planning**

Develop and implement a comprehensive strategic enrollment plan for all undergraduate and graduate programs. The enrollment plan should include realistic and achievable targets in FTE and net tuition revenue. Special attention should be given to all programs at the Marin campus (CFR 3.4).

### **3. Assessment and Program Review**

- a. Review and update assessment processes across the college and all schools to ensure appropriate approval, tracking, and accountability;
- b. Hold faculty accountable for annual assessment process; and
- c. Implement the academic program portfolio management process to inform decisions about where to invest and divest. (CFRs 2.4 and 2.7)

### **4. Shared Governance**

Have the appropriate group of constituents (e.g., the university president and members of the senior leadership team, faculty senate, URSA, student government, and the trustees) come together to formulate an agreed-upon definition of shared governance, to identify the specific entities or mechanisms by which key constituents can participate in shared governance, and to craft (for presidential or board approval) a decision-making matrix that clarifies who has authority and accountability for key decisions. (CFR 3.10)

### **5. Diversity, Equity, Inclusion, and Belonging (DEIB)**

- a. In keeping with stated institutional objectives, formalize its institution-wide commitment to Diversity, Equity, Inclusion, and Belonging (DEIB).
- b. Promote and encourage ongoing professional development for faculty and staff around working with students from diverse cultures.
- c. Review accessibility of buildings and other physical environments. (CFR 1.4 & WSCUC Equity and Inclusion Policy)

## **6. Morale and Workload Pressures**

Implement strategies that promote faculty and staff morale, enhance a sense of belonging, and address workload issues. (CFR 3.2)

## **7. Faculty Staffing**

Develop a sustainable plan to increase the scale of faculty to achieve the institution's educational objectives, and continuity of its academic programs and faculty diversity (CFR 3.1).

In taking this action to reaffirm accreditation, the Commission confirmed that URED addressed the three Core Commitments and successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, URED should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter is being sent to the chair of URED's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the URED's website and widely distributed throughout the institution to promote further engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Finally, the Commission wishes to express its appreciation for the extensive work that URED undertook in preparing for and supporting this accreditation review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Jamiene S. Studley  
President

JSS/thh

Cc: Phillip Doolittle, Immediate Past Chair  
Tracy Poon Tambascia, Chair  
Kimberly Coles, ALO  
Jamison Ashby, Board Chair  
Members of the Accreditation Visit team  
Tamela Hawley, Vice President