

Provost Column: *Emerge*



In March of 2020, I increased publication of *Provost Newsletters* in order to better connect our community in the time of COVID. We were “hunkered down,” I wrote, making ourselves “comfortable in a place or

situation,” where we were prepared “to stay in a place or position for a long time, usually in order to achieve something or for protection.” The titles of subsequent *Newsletter* columns provide a record of how we stayed in place and at the same time confronted and adapted to constantly changing circumstances that shape our collective work together for our students, each other, and the University. These titles and themes from the Newsletter are an informal record of how we managed together:

- April 6: *Take Heart and Cabin Fever*
- April 13: *Meet Us at the Crossroads and Make the Most of May*
- April 20: *Apart and Yet Connected*
- April 27: *Cabin fever*
- May 4: *The Future, with reopening options and Task Force for Future Financial Health TF4H*
- May 18: *Both/And not Either/Or*
- July 6: *Still Hunkered Down: Midsummer Updates, which included new DEI initiatives and updates and the announcement of our Inclusive Community and Justice Fund*
- August: *Unlike Any Other*
- September: *Welcome to the Struggle*
- October: *Perspectives on Strategy and Financial Health*
- December: *Redlands Reimagined*
- February: *Structural Budget Deficit Planning*

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Commencement Weekend 2021

Pre-Commencement

Events for All Graduates:

[Baccalaureate. 11 a.m., Friday, April 30](#)

[Students of Color Celebration. 1 p.m., Friday, April 30](#)

[Lavender Celebration. 2:30 p.m., Friday, April 30 \(live\)](#)

College of Arts and Sciences Events:

[First Generation Recognition. 7 p.m., Thursday, April 22](#)

Proudian Scholars. 4 p.m., Sunday, April 25

San Manuel Scholars. 6 p.m., Wednesday, April 28

Virtual Senior Toast (hosted by MGSA). 8 p.m., Wednesday, April 21

Commencement Ceremonies

School of Education Class of 2021.

Thursday, April 29, 4:30 p.m.

College of Arts and Sciences Class of 2021.

Friday, April 30, 4:30 p.m.

Johnston Center for Integrative Studies Class of 2021. Saturday, May 1, TIME TBD

School of Business Classes of 2020 and 2021. Saturday, May 1, 4:30 p.m.

College of Arts and Sciences Class of 2020.

Sunday, May 2, 4:30 p.m.

Graduate School of Theology/ SFTS. May 22.

We are now one long year out from that March *Newsletter*. The increasingly widespread availability of vaccines, (including on our own campus), has contributed to the recently announced decision that California will officially reopen on June 15. The University was already well along in our planning for the summer and fall, as confirmed by the recent March 4 University Announcement that The University of Redlands plans to return to in-person instruction in fall 2021. This includes courses at the College of Arts and Sciences and the Schools of Business, Education, Theology, Music and Continuing Studies. The College of Arts and Sciences and the Graduate School of Theology will also return to normal residential housing occupancy levels for their students. Faculty from the College and Schools are now working with their deans, curriculum committees, and the Registrar's Office to ensure a safe return. Several additional policies related to COVID and re-opening, including a revised telework policy, are under review in the COVID Task Force and at the Cabinet.

A deadline will not determine what our lived experience together at Redlands will be like. We evolved into a pandemic life as people, as communities, and as an educational institution over the past 12 months. We will evolve again, into a reopened, yet different University. We could say we will "return to normal," but we know that some educational perspectives and practices will be permanently changed. Our faculty have greatly expanded capacity for online, hybrid, and digital learning. We have sustained much of our campus life together through a distance: governance, events, fundraising, meetings (so many, too many meetings) art shows, theatrical productions, memorial services, music concerts, searches, program reviews, and soon, Commencements. Faculty and staff have provided heroic efforts

and dedicated service to make this possible, for which I am deeply grateful.

Faculty Leadership

I asked each dean to provide examples of faculty leadership during these past months, leadership that is emblematic of the work you have done as a faculty to advance diversity, equity, and inclusion initiatives, grow new pathways and programs, and improve our design and delivery of on-line programs.

Dean Martinez described the successful establishment of the Race in Education Analytics Learning Lab (REAL Lab), an initiative led by Adriana Alvarado and Nicol Howard, along with two doctoral students. REAL Lab projects include analysis of two statewide educator surveys (antiracist education and Distance Learning experiences in K-12 during COVID) under auspices of the California Council on Teacher Education (CCTE). We expect two policy briefs to be posted on the CEJ website distributed statewide through CCTE. Dean Martinez also shared the news that Rod Goodyear, Conroy Reynolds, Kristin Grammar and Yang Ai have advanced The School of Education's partnership with Hubei Oriental Insight Mental Health Institute. There are currently have 29 students formally enrolled and we expect them to join us on campus in Redlands in summer 2022.

Dean Childers highlighted the significant progress made by GST faculty as they prepare to launch a fully-online MDiv. Greg Love, Laurie Garrett-Cobbina, Eugene Park and Wendy Farley worked together to complete the CAPS application and prepare for the next steps with WASC. Wendy Farley, the CAS Religious Studies faculty, and Interim Dean Steve Wuhs worked on a 4 plus 1 accelerated degree program for the SFTS MATS degree. Marcia McFee has led the

GST faculty in preparing a Spiritual Entrepreneurship certificate program.

Dean Horan complimented Jim Spee and Xin Zhao for their hard work in co-chairing the School of Business Academic Programs Oversight Committee, which has overseen the development and assessment of several degrees, as well as the academic approval of all degrees in online teaching modalities.

Director of the School of Continuing Studies

Amy Moff Hudec thanked Candy Glendening and Julius Bailey for their “incredible support” of the SCS/CAS efforts to get summer term off the ground. Through program and course promotion, Candy, and Julius, along with others, have ensured robust enrollments for this pilot summer program. In addition, the SCS Assistant Director, Deborah Grijalva, created an entire marketing plan for summer, which has very successfully generated a lot of interest in the college and will help us as we promote the “visitor” courses.

CAS Interim Dean Steve Wuhs shared the successful collaborative anti-racism class conducted in the spring semester.

John Glover, Jennifer Tilton, Anthony Suter, Sharon Oster, Priya Jha and **Heather King** led a colloquium on Yaa Gyasi's *Homegoing*. The colloquium has met once a week, for one unit, and featured a slow read of the novel in which faculty members have taken turns presenting material from their disciplines that help illuminate the novel from different perspectives: John Glover on Gold Coast history; Heather King on the 18th century encounter period; Sharon Oster reviewing Reconstruction literature; Tony Suter providing musical context; Jennifer Tilton providing analysis of policing and redlining; and Priya Jha exploring Harlem Renaissance. The final few sessions of the semester featured student-led classes on topics of greatest interest to students, including the medical system, visual

artists, and more contemporary authors. The final projects for the class are “unessays,” and will take many shapes: liner notes for a playlist of the novel, a virtual museum (built in Sims!), multiple different ways of crafting the family tree portrayed in the novel, historical fashion, and more.

Associate Dean Kathleen Feeley provided an additional example of innovative curriculum in the College, developed by Professor Jennifer Tilton in the REST 330 Black History of the Inland Empire. Students in this class had the opportunity to learn local history while contributing to the “Bridges that Carried Us Over,” an archive of local Black history housed at Cal State San Bernardino. This archive was founded by former Assembly Wilmer Amina Carter and her late husband Ratibu Jacocks to fill the absence of Black voices and stories in local archives and historical accounts. The 20 students in this class worked with a team of community leaders from Congregations Organizing for Prophetic Engagement (COPE), Second Baptist Church of Redlands, Black Voice News and NextGen United to conduct and transcribe 18 new oral histories for the archive, documenting document the stories of a diversity of Black elders from Redlands, San Bernardino and Meade Valley in Riverside County. For their final projects in the class, students developed GIS based StoryMaps that drew on this emerging archive, creating a range of stories, including ones that explore the effects of the local Air Force bases on Black community development, the development of Redlands’ Black community in the 20s-60s, Black pioneers in law enforcement in the Inland Empire, and Black politics.

We should also acknowledge that members of our community have also struggled with access, mental and medical health issues, family stresses and strains, and fatigue, simple fatigue from the rate of change we have experienced. We will

need to come together as a community to fully understand the impact of so many transitions as we learn from the past to create new opportunities in our future.

I am confident that the University of Redlands will successfully emerge from pandemic living as we gradually reconnect and reclaim our working and learning together. For example, limited numbers of students are already in residence, some of us are meeting in socially-distanced in-person meetings, summer conferences and events are under consideration, and we have prospective students and families touring campus every week.

The online Lexico dictionary defines emerge as: “*Move out or away from something and come into view.*” I like this definition if applied to post-pandemic university life because it emphasizes moving away from COVID as we also recognize a renewed world that takes shape. In this springtime season of emergence all around us in the natural world, I am confident that we will see our own greening of the campus and community as we come into bloom for the summer and fall.

Kathy Ogren, Provost

Provost Updates

Redlands Reimagined

The Deans and Provost will provide updates on Redlands Reimagined to the Academic Assembly on April 23. The **Joint Committee on the Structural Deficit** (JCSD) has participated in financial assumptions and revenue targets related to several RR initiatives. This information will also be shared with the faculty at the Assembly.

Commencement

Commencement planning has proceeded to meet the production schedules that enable live streaming at the end of this month. Change to the State of California guidance on graduations raised hopes for some graduates that we would change our plans and host in person Commencements. CAS parents and students waged a vigorous campaign to persuade us to change our plans, and at the same time, students and parents who support our decision weighed in to debate the pros and cons of changing.

The University of Redlands is planning four virtual events on Commencement weekend, April 29-May 2, as well as a separate virtual event celebrating the College of Arts and Sciences (CAS) Class of 2020. All of those ceremonies are in production now, as well as Baccalaureate, Johnston Commencement, CAS Honors Convocation, Students of Color Celebration, and the Lavender Celebration. Details with links to the live-streamed events are available on the Commencement Weekend web site.

The University initially modelled in-person commencements for spring 2021 envisioning Ted Runner Stadium as our venue to allow for distancing and other additional safety measures. Unfortunately, state and county guidance at the time of our decision, prevented us from logistically planning to host in-person ceremonies that can address the health and safety expectations for graduations. Recent statewide guidance for graduations has provided more options with continued health and safety protocols. We are not able logistically to change our initial plans; current guidance excludes out of state visitors. The University of Redlands has an unusually early Commencement compared to other institutions. The April dates reflect the need to be prepared for the College’s May Term

and concerns about excessive outdoor heat late in May. Thus, we made our plans two months ago to be ready for our April dates and will continue with our initial decision and planning.

We are very much looking forward to a high-quality live-streamed experience that graduates can enjoy with their families and friends. This is the most equitable and inclusive plan for the College and our Schools of Education and Business, given that some students are currently residing far from campus, including in other states and countries. Preparation of Commencement videos, including student-submitted slides and other video-graphed materials is well underway. Several pre-commencement events are also in development for the CAS Honors recognitions, Baccalaureate, and Students of Color and Lavender celebrations. The School of Business has continued its tradition of pre-Commencement mixers, albeit in virtual formats.

Hispanic Serving Institution (HSI)

The University of Redlands submitted its eligibility application to the U.S. Department of Education on April 5. Although the University's student body includes a large percentage of Hispanic/Latinx students, we were determined to be ineligible for automatic HSI designation because we were under the specified needy students minimum for academic year (AY) 2018-19. AY 2018-19 is the target for 2021 eligibility determination because it is the most recent data available in the Integrated Postsecondary Education Data System (IPEDS) for calculating Core Expenses per student full-time equivalent (FTE). Automatic eligibility for HSI designation is evaluated by two metrics: core expenses per student FTE, and the percentage of needy students. Our core expenses per student FTE calculation of \$18,500 put us well under the maximum of \$42,211 (which makes us eligible

under that standard), but our needy students calculations put us under the specified minimums: our percentage of students receiving Pell grants was 32.2% (slightly lower than the 37% minimum) and, with 27% of our students receiving need-based Title IV financial support, we were well under the 50% minimum.

We are applying for one of the six waivers allowed for the Needy Student Requirement. The waiver application documents efforts by the University, particularly CAS Admissions, to reach out to, retain, and serve Hispanic/Latinx students. Important contributions by the School of Business, School of Education, OCPD, Office of Campus Diversity and Inclusion, Study Away, and other programs are also highlighted. We should receive a response to our waiver application this spring.

Leadership Changes in Academic Affairs

- **Annie Downey**, Associate Provost for Armacost Library and Learning Commons, has accepted a new position as the Director of the University of Washington Tacoma Library and Associate Dean of University Libraries. Annie's last day at Redlands is April 23, 2021. **Shana Higgins** will assume a new position as Director of Armacost Library and Learning Commons on May 1, 2021.
- Associate Dean of the School of Business, **Keith Roberts**, will retire in June 2021. Professor **Xin Zhao** has recently been appointed Associate Dean of Academic Programs, a position created as part of a reorganization in light of Keith Roberts upcoming retirement.
- **Dr. Nichol Howard** will join the School of Education Dean's Office as the Associate Dean of Academic Affairs, beginning July 1, 2021.

- The **Rev. Jana Childers**, Professor of Homelitics and Dean of the San Francisco Theological Seminary and Graduate School of Theology will return to the faculty in July 2021. SFTS Professor of Church History **Christopher Ocker** will follow Jana in a new and expanded role as the Assistant Provost for the GST, beginning also on July 1. Chris will have primary responsibility for academic affairs and student services; academic budgets and financial planning; GST strategic planning; enrollment, recruitment, and marketing; accelerated pathways and partnerships with the College and Schools at Redlands; and leadership in alumni and community relations.



Updates from Academic Affairs

Office of Career & Professional Development

by Kelly Dries, Executive Director

Ensure your departments graduating students complete the First Destination Survey (FDS):

The Office of Career and Professional Development launched the First Destination Survey (FDS). This survey was sent to all CAS graduating students to gauge their plans post-graduation. Having this data helps us as an institution and helps at the departmental level to know what our students' plans are after graduation. The OCPD sends emails, calls, and searches LinkedIn for 6 months following graduation to get as accurate as possible information on student outcomes. **We are asking for your support to help increase the response rate from students on the FDS.** Multiple departments (Biology, Business Administration, Chemistry, Economics, etc.) are including this in their capstone course or senior seminar to have students complete. It's not too late to share with your students. Simply ask them to use this link to complete:

<https://redlands.joinhandshake.com/first-destination-surveys/4211>

To view the questions asked: [click here](#). The National Association of Colleges and Employers (NACE). Reporting guidelines are used. Past FDS data can be accessed through the data warehouse. For additional questions about the data process or past data, please reach out to Kelly Dries at kelly_dries@redlands.edu.

Mark your calendars to attend OCPD Career Alliance Sessions this summer:**All are invited. Register for all events [here](#).**

- **Wednesday May 5th at 4pm | Faculty Fellows Celebration:** Join us in recognizing our 20-21 Career Faculty Fellows & learn more about the projects they worked on this year.
- **Wednesday May 26th at 12pm | UR Alumni Outcomes 2010 & 2015 snapshot.** Come learn more about the National Alumni Career Mobility (NACM) survey outcomes of CAS graduates in 2010 and 2015, as well as a sneak peek into the April 2021 First Destination Outcomes.
- **Wednesday June 9th at 12pm | How you can use AlumniFire to meet Your Department and Student Needs**
- **Wednesday July 14th at 12pm | Why your students should be using Handshake: A Deep Dive**
- **Wednesday August 4 at 4 at 4pm | How to Integrate career into your teaching: a conversation with a faculty fellow**

Nominate yourself or a colleague to serve as a 21-22 Career Faculty Fellow:

Are you currently passionate about helping students figure out their career passions? Do you find yourself often helping students connect to opportunities? Are you introducing students to new career pathways? Do you have a colleague who comes to mind when you think about someone who is going above and beyond to support students in their career and professional development? If yes to any of the above, **please take a few minutes to nominate yourself or a colleague.** You can [nominate yourself or a colleague here](#). Nominations are due by April 16th.

Armacost Library

by Annie Downey, Associate Provost and Director of the Armacost Library and Learning Commons

The Armacost Library is migrating publishing platforms for the Journal of Computer Science Integration and our institutional repository, InSPIRE. This positions the University to better lead transitions to open and equitable scholarship. Changes in scholarly publishing are impacting higher education and research; this requires that scholars and scholar communities engage with publishing in new ways.

The Library Publishing Coalition states that library publishing is based on “core library values, and building on the traditional skills of librarians, it is distinguished from other publishing fields by a preference for Open Access dissemination as well as a willingness to embrace informal and experimental forms of scholarly communication and to challenge the status quo.” Armacost Library thanks our partners in the School of Education, GIS, WGS, the Proudian Honors program, and various faculty throughout the University. We invite additional partners who seek to make publishing more inclusive, especially through open access and open educational resources. If you have questions or would like to find out more, please contact Paige Mann, Scholarly Communications Librarian.

Instructional Technology Services

by Cheyne Murray, Director

- **Website.** Instructional Technology Services has launched a new website which can be accessed [here](#). Our mission: to provide well-organized content where resources and support are easily accessible.
- **The Fletcher Jones Center for Experiential Learning – Renovation.** We broke ground on the Fletcher Jones Center project the first week of March. For latest progress and updates, please visit our [News & Highlights](#) page. There you can observe periodic image updates as well as review our summary of objectives and expectations for each new space.
- **Learning Management System.** Information Technology Services has been approved to allocate resources towards the exploration and potential integration of a new or existing Learning Management System for the 2021-2022 fiscal year. We seek your participation as faculty members in this matter and we'd like this initiative to be driven by your opinions and feedback. We request interested faculty to join our focus group. Please use this form to vote and submit your responses to [LMS Consideration & Focus Group Participation](#). Please find [LMS review & requirements](#) summary page. If your vote suggests further action, we plan to create forums engaged in constructive dialogue during the first week of May. We look forward to the potential focus group collaborations and the opportunity to provide updates as they become available.