



Provost Newsletter — August 11, 2020

Unlike Any Other

August greetings to all of you. I had hoped to communicate a different August update to faculty and academic affairs staff than the one I will write here. Like so many of you, I looked forward to a fall semester in which we returned to a residential campus—in person—with options for hybrid, blended, or on-line hybrid instruction. We all so wanted to return safely to a version of "normalcy." Now, our decision to begin the fall through distanced instruction is the default, with other options later in the semester possible if county COVID guidelines allow us to return to campus. And we operate in several counties. San Bernardino is our focus for the Redlands campus, but we will also be working with Marin County and all the counties in which our regional campuses are located.

This was not the contingency many preferred, and the closure of the residential campus has significant financial impacts on our University budget. But fortunately you have prepared well to sustain personalized and engaged education at the University. We also have proactively worked with county authorities in San Bernardino and Marin to review our plans. This appears to be the best process, given the [guidance from Governor Newsom](#), which finally arrived last Friday.

You have worked tirelessly over the summer with your deans, teams from the Registrar, ITS, Armacost Library, the Center for Spatial Studies, and the University Dean of Student Services to be prepared for this possibility. Information Technology Services has converted classrooms at Redlands and will eventually deliver on "connected campuses" to help graduate programs in the schools of Business, Education, Theology, and Continuing Studies, (and potentially, the College) achieve maximum curricular flexibility to be on-ground, online, hybrid for both the short- and long-term. We have modelled outdoor teaching spaces and socially distanced classrooms and schedules, should these options become available to us later in the fall. Our students are fortunate to have a dedicated faculty who will welcome them to the upcoming fall courses.

I start this month's updates with very good news. As we continue navigating our challenging work preparing for remote learning for fall and addressing short-term and long-term budget restructuring, Vice President for Advancement Tamara Josserand announced the following *Forever Yours* campaign developments. As she noted to the Cabinet, this report provides some "glimmers of hope."

- At the close of this last fiscal year, we secured a record-breaking total of **\$19,561,897** that was "cash in the door," including all new gifts, pledge payments, and realized bequests. In our 113-year history, this is a true milestone for the University.
- Gifts received include both modest and large contributions.
- The campaign totals below (**\$185 million!**) reflect some more recent leadership gifts and commitments that already have been received for this new fiscal year. The numbers below

include a \$1.4 million gift for GST from the estate of John Shaw, an additional \$200K grant from the Fletcher Jones Foundation, as well as several large bequests and statements of testamentary intentions.



Future Financial Health

Throughout the summer, faculty, staff, trustees, and Cabinet members advanced many promising plans and efforts to address both the short-term 20-21 budget and our overall structural deficit. Faculty working groups provided several promising new ideas for academic programs, organization of faculty workloads, reorganization of curriculum, and a reimagined University. The Task Force for Future Financial Health approved some proposals with broad implications, such as the Connected Campus initiative and the proposal to seek designation as an Hispanic Serving Institution (HSI). Additional proposals continue to come forward to the TF4H.

Many departments and programs proposed new or revised programs, for example, a masters' program in public policy; launching a cohort of CDIS in Marin; additional degree completion programs; and a low-residency MFA in studio art. The School of Education is reviewing a degree completion program through its shared governance process. The School of Business has launched a certificate in Business Analytics, and the Graduate School of Theology has launched a certificate in Theological Studies. The School of Business is also reviewing options to offer an MBA cohort at the Marin campus. The School of Music is modelling a Master of Music Education and one in Liturgical Music; both feature pathways with graduate schools at Redlands. We are exploring a new pathway partnership with Antioch University in drama therapy. We've renewed our contract with Burning Glass Technologies, a firm that provides job market analytics. Faculty, deans and enrollment teams can more easily assess new program proposals to ensure our best financial projections. This is very good work on everyone's part—thank you. I hope that many of these initiatives come to fruition. We are creatively enhancing the educational impact of Redlands to new groups of students, diversifying our degree options, expanding our competitiveness, and generating new revenue.

New programs take time, however, to be fully vetted through governance, accredited and approved for marketing, and then tested for their true viability. We will see enrollment contributions from these efforts, no doubt. But not immediately and not at a scale that will significantly impact the 20-21 budget. Thus, we have faced a series of budget decisions over the summer that align the size of our University operations and programs with our current revenue. As I shared with the Academic

Assembly on June 30, the budget approved for 20-21 by the Board of Trustees is provisional. We will provide to Trustees a revised budget by September that will address losses in revenue from enrollment, room and board, conferences and events. I joined Vice President for Finance Kevin Dyerly and Vice President for Administration Michelle Rogers in a communication last week that states our plain reality: we are still facing the necessity of additional cuts to sustain the viability of the institution through the current fiscal year and beyond.

We are now reviewing a variety of painful options in consultation with the Faculty Steering Committee, the Senate Budget and Planning Committee, the University of Redlands Staff and Administrator Association, and the Board of Trustees. We are evaluating additional freezes of open positions; furloughs, layoffs, and a reduction in salary and/or hours (with continued health benefits) for administrators and staff; elimination of funding for all non-essential travel and most conference attendance; reduced retirement contributions from the University for all employees; and other measures.

I have taken the following actions within the Provost area:

- New Faculty Orientation will be virtual, as will also be the case with any traditional fall events.
- The fall faculty dinner is cancelled for this year.
- Homecoming and the in-person October Commencement celebrations are cancelled for the Schools of Business and Education. The College of Arts and Sciences will make a determination soon. Later this month, the Commencement Committee will review options for holding in-person celebrations in the spring 2021 semester for 2020 graduates.
- The Our House celebration will be on hiatus until 21-22.
- Positions will be frozen or eliminated in the Registrar, the Center for Spatial Studies, Student Services at the GST, Information Technology Services, and Office of Career and Professional Development. Some frozen positions may be revisited in January 2021. The months of the Academic Affairs Specialist position have been reduced to 10 months; Debbie Clark will cover the Academic Affairs specialist responsibilities over the summer months.
- We eliminated for one year, all non-essential travel in Provost areas.
- Provost accounts have reduced or eliminated entertainment and meals.
- Program support has been reduced for a portion of international student programs.
- We worked with Kimberley Coles to streamline and shift program reviews to virtual formats.

I have preserved the funds that support faculty research and some faculty development initiatives already under way, as well as funds that will support our WASC re-accreditation process.

I expect the deans and the Directors of the School of Continuing Studies and the School of Music to take similar actions, if they have not already done so. Each of them will work with you in your

assemblies and leadership groups. Continuing to provide quality teaching and learning to our students should inform our decisions as we evaluate what is and is not a viable as we continue to provide a meaningful and engaging educational experience to our students.

- For 20-21 in particular, deans are expected to seek further reductions in part-time budgets for adjuncts. This may include adapting curriculum to reduced enrollments, adjusting course caps "up," especially in light of online and hybrid modalities.
- I also urged the deans to eliminate course releases for service and governance, and to review with departments if sabbatical coverage can be achieved at the departmental level through reorganization of full time teaching assignments, rather than hiring of adjuncts.
- As is the case across the University, operational budgets will not support travel, entertainment, or conferences, except on a case-by-case basis approved by deans.
- Beyond 20-21, I expect to work with the deans and the faculty to find ways to consolidate and reduce the overall size of the curriculum and full-time faculty lines. Options for these actions include evaluation of student–faculty ratios; reviewing the total number of units required for graduation; consolidation of programs; and flexible deployment of faculty across the College and Schools.

Transition of Adjunct Faculty to Non-Exempt Status

A working group composed of administrators from the deans' offices, Human Resources, and my office has worked to complete the transition of adjunct faculty to non-exempt status, as reported earlier this summer. As you know, this is a transition required by California state labor regulations. Recently, we received a petition from concerned students about this change, along with a few inquiries from faculty. The deans and I met with the students to hear their concerns and clarify the facts about the transition. Adjunct contracts have been slowed in some cases because of this transition from exempt (salaried) to non-exempt (hourly) status. (We also will hire fewer adjuncts this year.) The deans have communicated the process of transition to all their respective adjuncts. But to be clear—this transition in adjunct status is not a budget-balancing action. Transitioning all the adjuncts to *Ultipro* may, in fact, increase administrative costs. And we have not reduced the rate of pay for adjuncts from the 2019-20 levels. We've recently posted a new FAQ on this topic at [https://sites.redlands.edu/provost/faculty-resources/.](https://sites.redlands.edu/provost/faculty-resources/))

Personnel and Leadership Changes in the Provost Office

Reorganization for greater efficiency—especially in the face of stretched resources—prompted me to make some changes in leadership assignments for 20-21. I am confident the colleagues described here will help to sustain and grow our shared academic vision as the "whitewater" we've navigated over the past months becomes ever more turbulent.

- Due to increased demands on my time and focus as the Executive Director of the Marin Campus, as well as the anticipated demands of governance committees and the WASC re-

accreditation in 20-21, I have asked **Dean Kendrick Brown** to facilitate and coordinate strategic planning for academic initiatives as Senior Associate Provost, in addition to his leadership as Dean of the College of Arts and Sciences. Kendrick's thoughtful and thorough collaborative leadership has helped us weather these very challenging past few months. In this new role, Kendrick will coordinate a team composed of Associate Provost for Armacost Library and Learning Commons Annie Downey; Associate Provost for Internationalization Steve Wuhs; Assistant Provost for Institutional Research Yan Xie; and Executive Director of the Office of Career and Professional Development Kelly Dries. Kendrick will complete a program review of the Institutional Review Board (IRB) later this summer as part of his new responsibilities.

- As I noted earlier in this newsletter, **Dean Tom Horan's** future-forward energetic vision and energetic leadership resulted in great teamwork for the transformative "Connected Campus" initiative. I have asked Tom to continue efforts such as these by taking additional leadership in University-wide strategic planning, including the evolution of a new University strategic plan. Tom will also provide back up for me in the Budget and Planning Committee and the University Retirement Committee.
- **Kim Womack** will move from the College of Arts and Sciences Dean's Office to assume the responsibilities of Academic Affairs Specialist formerly held by Cheryl McIntosh in September. Debbie Clark, Executive Assistant to the Provost, worked with Cheryl prior to her retirement to learn the systems, calendar, and protocols for full-time faculty contracting and the Faculty Review Process. Debbie and Kim will now share some of those duties, joining **University Director of Planning Jordan Henk** to become the "**fearless threesome**" team that supports you from the Provost Office. I am deeply grateful for all the work this office staff provides to a myriad of projects and problems. Do know they are here to serve you.

Provost Meetings and Office Hours

I have several meetings planned with faculty groups in the next few weeks. Some of those meetings are shared governance meetings, such as weekly consultation with the Budget and Planning Committee. Others are more ad hoc. Please let me know if you and your faculty colleagues would like to plan for time to speak with me. I will announce virtual drop in hours to begin in September, as well.

As always—stay safe and well,

Kathy Ogren

Provost and Executive Director, Marin Campus

Academic Affairs Updates

<p><u>School of Education</u></p> <p>by Dean Mario Martinez</p>	<p>The School of Education recently sponsored virtual “celebrations” for our 2020 graduates. A common celebration—with messages from Dean Martinez, Dr. Sera, Dean Wall and others—was followed by receptions for each department. Students showed up in caps and gowns, with grandparents, parents, tias and tios, children and many more. The receptions included talks by the Dean and the departmental chair, a video message from each faculty member, and an open forum for students to speak.</p> <p>Participation was strong:</p> <ul style="list-style-type: none">• Department of Teaching and Learning: 58 linked participants (multiple people were on each link)• Department of Counseling and Human Services: 38 participants• Department of Leadership and Higher Education: 99 participants! <p>SoE’s success in working with diverse students to achieve their educational goals was obvious and clear, for each department and program, from Master’s degrees to our EdD.</p>
<p><u>Instructional Technology Services</u></p> <p><i>by Cheyne Murray</i></p> <p>Director, Instructional Technology Services; Adjunct Professor, School of Education; President, University of Redlands Staff & Administrators Assembly</p>	<p>With the official announcement to start the Fall semester online, we’ve compiled content titled: "Remote Toolkit". In remote teaching classes, students experience many features of the on-campus classroom from wherever they are learning. The goal: provide live, interactive, flexible, experiential and personalized learning environments. To support University of Redlands efforts to improve learning for all, we've added some new content centered around remote teaching as well as resources from this Summer's Workshops. We hope you find each of these resources valuable as we all make this transition together. Workshops and consultations continue to be made regularly available. To sign up or review our content, please visit: itsuor.org/toolkit</p>

Armacost Library

*by Associate Provost
Annie Downey*

While campus remains closed, Armacost Library faculty and staff continue to provide access to resources and most services. Visit the Armacost Library website for access to all library resources and services: library.redlands.edu. For evolving updates on access, resources, and services, please visit library.redlands.edu/covid19 and armacostlibrary.blogspot.com/

Reference & Research Consultation

- **Chat Reference Hours:** During the Fall semester librarians will be available via chat Sunday – Friday
- **Email:** Send your questions to library@redlands.edu anytime and a librarian will respond as soon as possible
- **Schedule an appointment:** Use this form to arrange a research appointment with your subject librarians - library.redlands.edu/researchhelp
- **Research Guides can get you started:** library.redlands.edu/guides

Library Instruction

- **Your subject librarians will offer synchronous course integrated instruction sessions** for your classes via Teams or Webex
- **Your subject librarians will offer asynchronous learning opportunities** that meet the needs of course assignments in the form of recorded presentations, interactive tutorials, and/or tailored research guides
- **Library research guidance is available 24/7** via research guides library.redlands.edu/guides and How Do I? redlands.libanswers.com/

Access & Resources

University of Redlands students, faculty, and staff continue to have access to a wealth of resources for research, study, and recreation. Armacost Library provides access to an immense electronic content in the form of ebooks, scholarly journal articles, newspapers and magazines, and streaming video. And even though the building remains closed, print books are also available (see options below).

- **Curbside Pickup and Mail Delivery** requests can be submitted directly from the library catalog. For complete instructions, visit: <https://redlands.libanswers.com/faq/304454>
- **Robust interlibrary loan (ILL) services** continue, with 1-2 day turnarounds for article and book chapter requests: <https://redlands.libanswers.com/faq/111175>
- **Course Reserves:** Armacost Library will not be circulating short-term loans of physical materials (books, DVDs) for Fall 2020 terms. Matthew Diep, Course Reserves Coordinator, and your subject librarians will work with instructors to use existing e-books and streaming audio/video in our collection or to purchase needed digital content. **Note that some textbook publishers—Pearson, Cengage, Houghton, McGraw Hill, McMillan imprints, Oxford University Press, Elsevier imprints—do not sell or license e-textbooks to libraries.**
- **Adoption of Open and Affordable Course Materials:** Your subject librarians offer guidance in locating, adopting, reviewing, creating, and licensing open educational resources (OER) and open access (OA) digital course materials to promote equity and save students costs. Learn more: <https://library.redlands.edu/oer> and <https://bit.ly/2uNtwlH>
- **Request a purchase:** Work with your subject librarian for curriculum-related purchases or use this form for general requests: <https://redlands.libwizard.com/f/library-redlands-edu-request>

Graduate School of Theology – Marin Campus

As the GTU and SFTS library buildings remain closed due to the City of Berkeley and the Marin County shelter-in-place orders, we want you to know that our commitment to the GTU community remains and we have the following services in place for the Fall semester. Please contact us with any questions at library@gtu.edu.

Librarian Assistance

- **Ask-a-librarian chat:** available from the library webpages and GTU Moodle, the reference librarians are online from 10 a.m.-4 p.m. on weekdays. These hours might change due to patterns in chat volume.
- **Email:** send all questions (about anything) to library@gtu.edu
- **Zoom one-on-one help:** by appointment, email us and we can set up a time to meet.
- **Getting Started with Library Research Guide:** <https://libguides.gtu.edu/getstarted>

Instruction

- **In-class instruction:** We can teach a live instruction session in zoom, demonstrating how to search the library resources online. This can be tailored to a particular assignment, or we can demonstrate particular resources, search strategies, and online tools. Pre-recorded videos are also available.
- **Online workshops:** <https://www.gtu.edu/library/get-help/library-workshops>
- **Orientation options:** <https://www.gtu.edu/library/get-help/orientation-options>

Materials & Access

- **Course Reserves:** All course reserves will be online in Moodle, and we can scan materials that are in the library: <https://www.gtu.edu/library/get-help/course-reserves>
- **Curbside Pickup:** Available in Berkeley or San Anselmo: <https://www.gtu.edu/library/get-help/remote-materials-pick>
- **Scanning Requests:** We can scan items that are in the library, such as periodicals, reference items, language exams, archival materials, or book chapters: <https://www.gtu.edu/library/get-help/library-scanning-services>

	<ul style="list-style-type: none"> • Suggest a Purchase: https://forms.gle/qVfc5pyjSnHCH2vCA • Extended due dates: We have extended all due dates, but the book drops at both libraries are open if you would like to return materials. Please log in to your library account to see these changes in due dates. • Full access for special students: Some categories of people (like auditors) only had in-library access to materials like ebooks. We have now extended access to anyone sitting in on classes. If you have students in these categories, and they don't know how to login, please have them email library@gtu.edu <p>New Resources for Fall! These include: ProQuest Dissertation & Theses Global Database, Project Muse Premier Collection, Sage Premier All Access eJournals, Oxford Reference Collections, Oxford Bibliography of Biblical Studies, LGBTQ+ Source, Digitalia Hispanica, ArtStor, and more. We will be sending out messages about these resources separately.</p>
<p><u>Center for Spatial Studies</u></p> <p><i>by Steve Moore</i></p>	<p>The Center for Spatial Studies (CSS) will continue to provide geographic information systems (GIS) and other spatial support for instruction, research, and administration. CSS staff are primarily working from home, although on-premise services such as drone flights, mobile data collection instruction, and other technical support will be provided as needed. When conducting such operations on- and off-campus, CSS staff will adhere to social distancing and other COVID-19 policies in place at the University.</p> <p>To communicate with CSS staff, send an email to spatialstudies@redlands.edu. You may also visit https://www.redlands.edu/study/schools-and-centers/css/ for helpful support information.</p> <p>Stay tuned for virtual Mappy Hours to be conducted by Teams this fall! Keep abreast of the latest news by clicking this link to join the URSpatial Group.</p>

Sponsored Program Opportunities

by Steve Moore

Sponsored Programs has stepped up efforts to help faculty members write and submit grant-funding proposals for instruction and research projects. Virtual "Money Hours"—workshops on grant-seeking techniques and small group discussions about proposal ideas—will be offered via Teams during the Fall term. Click [this link to join the Sponsored Programs group](#) and receive Sponsored Programs news and weekly lists of funding opportunities. Please contact steven.moore@redlands.edu to discuss a project idea and/or ask questions about the proposal writing process.