



## Provost Newsletter

### March 30, 2020

#### Hunkered Down

**"to make yourself comfortable in a place or situation, or to prepare to stay in a place or position for a long time, usually in order to achieve something or for protection."**

*Cambridge Dictionary*

What a difference a month makes. One short month ago life and work seemed "normal." CAS faculty and students completed their winter break, we concluded the search for a new dean in the School of Education, and the Chapel Singers and Bel Canto performed an inspired concert in Stewart Chapel at the Graduate School of Theology in Marin that I was fortunate to attend. I, like you, am now "hunkered down" at home in Redlands. We are riding together a steep telework and distance learning curve. Beginning today, I'll be sending all faculty weekly updates and communications to bridge our physical distance and sustain social, cultural and shared governance connectivity.

Academic affairs in the last two weeks has been largely focused on emergency actions: adapting instruction, safely returning students from study abroad and study away programs, closing the campus and transitioning the majority of employees—including my office—to teleworking from home. But "regular" activities continue also. I am coordinating with the Cabinet, the deans, Academic Affairs leaders, faculty governance committees, Jordan Henk, Debbie Clark and Cheryl McIntosh. Many ongoing operations continue, despite COVID19 disruptions. For example, recruitment continues to generate leads in the Schools of Business, Education, and Continuing Studies for May and June. Our pilot project for the LGBTQ certificate the SCS proved a success. Searches for full faculty hires that would start in 20-21 continue. I will still host a now virtual lunch discussion of Jennifer Morton's book *Moving Up Without Losing Your Way: The Ethical Costs of Upward Mobility* on April 8. We are preparing for virtual meetings with our Board of Trustees--and with faculty governance committees as requested throughout the rest of the spring.

Some conversations are focused on external relationships, for example, the University is exploring a variety of public and private partnerships that involve housing first-responders, donating masks, and providing space for a medical clinic for the homeless. Director of Sponsored Research Dr. Steve Moore and Anu Diekmann from Advancement are working with me, CIO Steve Garcia, Emily Baker from Student Financial Services, members of the Cabinet and others to evaluate the emergency relief available to The University of Redlands through statewide COVID19 emergency relief grants and the Coronavirus Aid, Relief, and Economic Security (CARES) Act. We will be organizing our teams to apply for and respond to all applicable emergency funding opportunities.

As you read through the rest of this newsletter for specific updates and resources, please remember that my highest priority is that you and yours stay safe and healthy. I hope someday that we will look back on these times and find wisdom the seventeen century poet Mizuta Masahide's haiku:

*Barn's burnt down —  
now  
I can see the moon.*

Until then, please send me your stories, questions, concerns. And look for this blog on Mondays throughout the rest of April and May.

With gratitude for all you do, always,

**Kathy Ogren**  
**Provost**

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## **Provost Updates**

- Vice President for Advancement Tamara Josserand shared welcome good news on Friday. We recently booked a \$950k gift from the Fletcher Jones Foundation to support the Learning Commons work through integration of ITS, OCPD and the Armacost Library. The Jones grant, as well as recent bequests officially brings us to 90% of our total Campaign Goal!
- The Registrar' office continues to provide all of its services to the University community. Fall 2020 registration for the College was a success with the School of Education Registration now in full swing and the School of Business and Graduate School of Theology starting soon. For the first time the Graduate programs in the College of Arts and Sciences will have an official Summer Registration. Curriculog, a new automated platform for managing curricular approval workflow is also rolling out this spring. It will move proposals from one step to the next, (as in a Curriculum Committee to the Registrar) while notifying participants and tracking the history and status.
- Commencement is postponed until later in the summer or fall. The Commencement Committee meets this week to review proposals from deans, Student Affairs, Alumni Relations and others about ways we can reconfigure Commencement celebrations. For instance, the School of Education may hold its Commencement in August, which coincides with the completion of degrees. Homecoming in October offers interesting possibilities for combining our newest alumni (2020 graduates) with the rest of the alumni community. The GST Commencement for Memorial Day weekend 2020 is also postponed for a joint 2020-21 Commencement celebration in May 2021.
- Our House is postponed until October 2020. This event will likely coincide with the Board of Trustees October meeting which is presently scheduled for October 15-17. I will send an announcement later in the summer with a new deadline for submissions.
- I will not finalize my decision on full time faculty searches to be conducted in 2020-21 until May 2020 at the earliest. Although we are encouraged by some continued enrollment leads

noted above, we need to know how COVID19 will disrupt our CAS deposit and enrollment cycle before I can act on these searches. For the same reason, deans are reviewing their full time visitor appointments for 2020-21, as well as adjunct budgets.

- Strategic and financial planning is underway with the Cabinet, Trustees, and through shared governance. At the Presidential Forum on March 9, President Kuncel and the Cabinet shared an early March analysis of a structural budget deficit for 2020-21 approximated at \$7m. Additional financial impacts from COVID19 cannot be completely known at this time, but we anticipate that the deficit will grow in the short term. Our Board of Trustees has created two executive level committees to address immediate and long term scenarios. Cabinet will review our preliminary analyses of challenges and opportunities with trustees this coming week. Cory Nomura, Dean Horan and I shared early information with the Budget and Planning Committee (BPC) about this process last Friday. I will continue to share updates and seek the most effective ways to engage faculty in our planning after we have met with Trustees this week. Faculty should expect updates from me at the Senate meeting on April 3 and at University-wide Assemblies. The deans of the College and Schools will also be working directly with their individual faculty assemblies and leadership groups.

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## Academic Affairs Updates

### Teaching and Learning



padlet



I thank you all for your amazing scramble to support our students and each other as we technologically adapted our instruction to meet the COVID19 emergency that shut down our ability to continue to teach in person and in a residential setting. I know it has not been easy, nor has this process been a preferred way to explore new teaching modalities. Shariq Ahmed, Cheyne Murray and the rest of the Academic Computing and Instructional Technology Services (ACITS) team have regularly updated me on our challenges and achievements over the past short weeks.

For example, Esther Domenech is using Microsoft Teams to run her Spanish classes in CAS. She is able to post documents and video content in her Teams class, and conduct live audio and video chat, as well as asynchronous discussions with her students. Professor Tamara Veenstra and other CAS Mathematics faculty will conduct the exams online by posting their exams on Moodle, and having their students solve the math problems on paper. The students will scan or take pictures of the solutions and upload it to Moodle. Psychology Professor Jason Springsted used an iPad to screen-record a lecture on Powerpoint, which he then narrated and marked up to highlight specific points. He shared the recorded video through Moodle using Kaltura. In the School of Business, Allison Fraiberg is using Whatsapp to collaborate and connect with her students. She has created

multiple Whatsapp groups and added students into the groups. She posts audio and video recordings on the Whatsapp groups where students can view and post comments, and responses.

Ben Aronson immediately mobilized resources as the Virginia Hunsaker Chair of Teaching to support faculty. Ben facilitates meetings focused on how to convert courses "on the fly" into new distance modalities. Link to next meeting:

[Tuesday March 31 4:00 pm](#)

Recordings of prior discussions may be found in Ben's archive. Please contact [Ben.Aronson@redlands.edu](mailto:Ben.Aronson@redlands.edu) for the password.

### Faculty Discussion Archive

## Library Resources



by Annie Downey,  
Associate Provost  
for Armacost  
Library and  
Learning Commons

The library has continued to revise processes as we work through shutdowns across the country that impact our longstanding collaborations with other libraries. Most notably, most libraries have temporarily suspended physical book borrowing via Interlibrary Loan. To accommodate our community through this time, the library will attempt to purchase ebooks for items ordered through ILL that we cannot get from another library. We will also attempt to purchase ebooks for students and faculty who need a physical book owned by the Armacost Library for their work. Please note that all books are not available as ebooks. In those cases, we encourage you to reach out to [your librarian](#) for recommendations of alternate sources. You can find more about updates to services offered by Armacost Library at our COVID-19 Updates page: <https://library.redlands.edu/covid19>.

#### [Armacost Library COVID-19 Updates & Resources - Armacost Library at University of Redlands](#)

- Set up Course Reserves for your courses.
- Determine your Fair Use rights to link that material in Moodle.
- Encourage your students to get help from a librarian in seeking scholarly and popular materials to complete assignments and research projects.
- Librarians continue to offer information literacy and library research instruction for your classes.

[library.redlands.edu](https://library.redlands.edu)

## Center for Spatial Studies



by Steven Moore,  
CSS Director  
and  
Nate Strout,  
Director of Spatial  
Technology

Over the past couple of weeks, the Center for Spatial Studies has implemented virtual labs for faculty and student use that can be accessed from any computer with an internet connection. We've found these labs to be easy to configure and use as well as cost effective and believe they have several long-term benefits for to the school – from reducing lab space conflicts to supporting future distance-learning programs.

As instructors were scrambling to transition instruction to a virtual environment during the COVID shutdown, it was clear that Spatial Studies has a few GIS classes that simply cannot move forward without access to the software. Esri does have an excellent online platform but many of the methods and tools that we teach in our GIS classes require more powerful computing resources and just can't be done in an online environment yet. Installs on students' personal computers aren't an option for everyone either because Esri's ArcGIS Desktop suite is only available for Windows (with higher-end processing power) and the majority of our students use Macs or lower-end PC's.

Our solution to this problem was to make a virtual lab with virtual machines (VMs) available to each student that can be accessed from any platform with an internet connection. Platforms for creating and managing virtual labs, both on-premise and hosted in the cloud by companies like Amazon and Microsoft, are not new but recent advances in the technologies have dramatically driven costs down and made them significantly easier to manage and use. Colleges and universities around the world have started offering to virtual labs for their classes – especially in their distance-learning programs – so we approached this as an opportunity to test and implement them for Redlands. The School of Business offers a virtual machine environment hosted by Amazon for some of their students but there are several limitations to that platform and we saw the cost structure as prohibitive as a long-term solution.

## Office of Career & Professional Development (OCPD)



by Kelly Dries,  
Executive Director

The office has gone entirely virtual and is serving students and alumni through the Virtual Career Studio. Please let your advisees and students know that they can and should reach out to the OCPD for support and help.

OCPD has also had over 25 employer conversations with employers who are currently hiring (sometimes urgently hiring), and interested in recruiting UR upcoming graduates. We have received many questions from students around whether or not companies are even hiring any more with the current state of the economy. While there are many industries/sectors that may have ceased hiring and/or are laying off employees, there are others that are still hiring and/or increasing hiring. Industries that are increasing hiring include: Shipping, logistics, grocers, service delivery, online learning, and healthcare, to name a few.

The best ways for students and alumni to engage with the OCPD currently is through instructions on the website, which will include:

- **Quick Answers** - Send the OCPD a [DM](#) or [Tweet](#) at us for a response at the speed of the internet! Also be sure to follow us for up to date information on the OCPD resources/events.
- **Virtual Career Studio** - Your favorite 1:1 sessions for resumes, cover letters, job searches, and more are still here and even more convenient! Share screens, video chat, and more. Try it now!