



PRESIDENT'S REPORT

FY 2021-2022



AT A GLANCE

1907

year founded

90%

of students receive financial aid

13:1

student-to-faculty ratio

120,000+

community service hours

70+

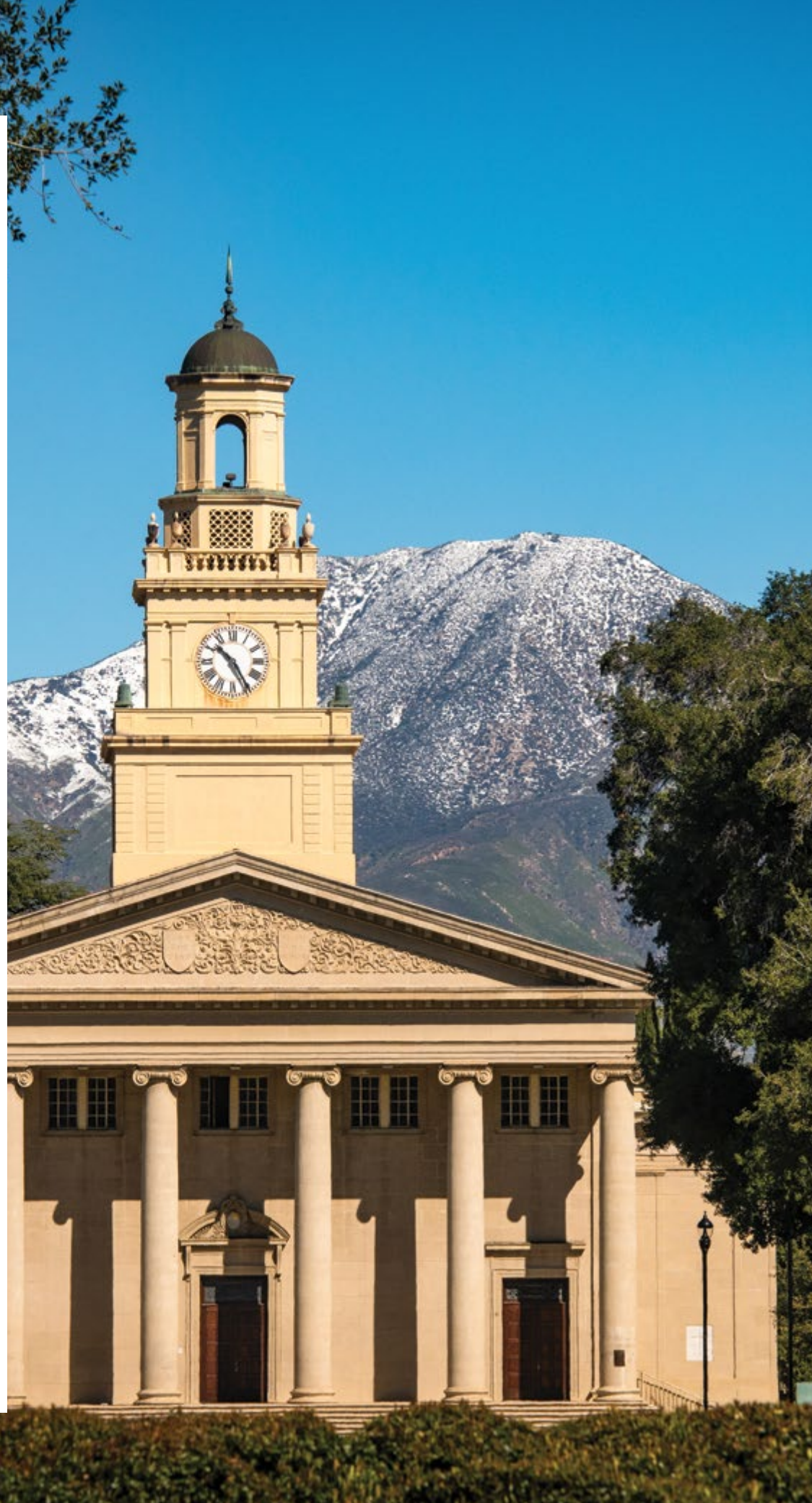
programs of study

100+

student organizations

28

Fulbright students since 2008



UNIVERSITY OF REDLANDS LEADERSHIP

(as of June 2023)

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Jamison "Jim" J. Ashby '82
Chair of the Board

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Patrick "Pat" J. Morris '59

Terry Kupfer '57
N. Anthony "Tony" Taylor '63

President's Cabinet

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President

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University Dean, Student Affairs

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Dean, School of Business & Society

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Vice President for Institutional Integrity and Strategy & General Counsel

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Senior Executive, Marin Campus

Christopher Ocker, Ph.D.
Assistant Provost and Interim Dean, Graduate School of Theology

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Vice President, Advancement

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Jen Thompson, J.D.
Chief of Staff and General Secretary



FROM THE PRESIDENT

Thomas Edison once said, "Opportunity is missed by most people because it is dressed in overalls and looks like work." If I have noticed one thing, the Bulldog community doesn't shy away from opportunity—we welcome it.

As you scroll through the pages of our inaugural President's Report, the theme of opportunity is apparent. The 2021-2022 fiscal year has been a defining moment that has allowed us to focus on who we want to be as a University.

Granted, it hasn't been easy. The changing higher education landscape and our recovery from the pandemic have, at times, heightened challenges for our University.

But we have big plans – plans that will drive us forward as a thriving community and organization.

We spent most of 2022 developing our new strategic plan, *Forward Together*. It has been an amazing experience working with our students, faculty, and staff on the future vision for the University of Redlands. The ambitious goals of this vision will move us forward together and propel the Redlands experience boldly into the future.

Much of our focus remains on diversity and inclusion. We created the Anti-Racism Committee and welcomed our first Diversity in Action resident, scholar, and activist Abdur-Rahman Muhammad. Legendary actress Rita Moreno visited the University to celebrate Hispanic Heritage Month, speaking to a packed Memorial Chapel. We hosted over 100 high school students of color on campus during Homecoming weekend, offering them a glimpse into our amazing campus culture. Our Native Student Programs and football team hosted over 250 Native youth and their families from Southern California for an intertribal sports football game day and camp.

Academics and scholarship continued to define us, as students could once again travel worldwide through the University's study away program. Closer to home, our summer science program allowed students to study various topics, including pollutants along the California coast and STEM cell research with renowned physicians at Loma Linda University.

Bulldog Athletics continues to play a key role in our University community. Our men's water polo team earned the title of 2023 D3 national champions for the first time! But those who know our athletic program best know it's not just about team wins and losses. It is about our ability to teach life lessons through competition and teamwork. The dedication of the Coach Jim Verdick Tennis Center in January 2023 is an important milestone as it not only acknowledges one of our most celebrated coaches, it demonstrates our support of student-athletes, who are essential to our growing enrollment.

2022 brought a conclusion to our historic *Forever Yours* campaign, raising a record-breaking \$207.2 million. While the results were impressive, the real power of this campaign is how it brought people together and reminded them of their love for this great University.

We also saw the inaugural run of the new Arrow Rail line, which connects our campus to the City of Redlands, and further connects to Los Angeles. As we embrace our mission to become a more environmentally sustainable campus, we are excited about this new mode of transportation for our community.

Our merger with San Francisco-based Presidio Graduate School further highlights our focus on environmental sustainability and will result in the Presidio Center for Sustainable Solutions, housed on our Marin campus within our School of Business & Society. This infusion of new academic programming will provide significant opportunities for our current and future students.

Our University Village project made significant progress, receiving almost \$11M in federal and state support for infrastructure, planning, and a new walkway to improve our connection to our new train station. I remain inspired by the vision and significant fiscal and economic impacts it will bring to our University and the entire region. This project will also help us attract and retain University of Redlands students, faculty, and staff who increasingly desire a walkable and transit-connected neighborhood around our historic main campus.

We expanded campus innovation through the grand opening of the Fletcher Jones Innovation Center and makerspace. We also doubled down on our commitment to our historic Redlands campus, renovating Anderson Hall, which should be complete and ready for students this fall. We also continue to work to ensure our campus is accessible and user-friendly for our entire University community.

In the fall of 2023, we will launch our esports program in our new gaming arena that will soon be teeming with energy and excitement as our students compete nationally, work together, and challenge us to find new ways to integrate gaming into our academic programs.

I am honored to present this President's Report, and I thank everyone involved in ensuring our future success.

Sincerely,

Krista L. Newkirk
President

BY THE NUMBERS





Our Goals and Objectives



1. Meeting students' needs to launch their success

- a. Foster diversity, inclusion, and social-consciousness
- b. Develop programs aligned with demand responsive to all learners, societal need, and the future of work
- c. Remove barriers, strengthen wellness practices, and deliver an affordable education
- d. Strengthen student-centered advising and high-impact learning practices across divisions



2. Enhancing our sustainable educational environment

- a. Improve faculty/staff wellness, balance, and professional development
- b. Make facilities comfortable, accessible, engaging, and sustainable
- c. Sustain and enhance a distinctive workplace culture that promotes inclusion, collaboration, and community engagement
- d. Ensure financial sustainability for a thriving future



3. Building future-focused innovation

- a. Ensure students develop core liberal arts and experience-based skills that translate into future-focused career and citizenship competencies
- b. Enhance technological capacity for pedagogy, efficiency, and interaction
- c. Develop a workplace culture that embraces and utilizes innovation

FORWARD TOGETHER

Strategic Plan



Our Vision

By 2032, the University of Redlands will lead California in providing a student-focused, personalized education that drives student success.

Our Mission

We welcome, educate, and empower a diverse community of learners for lives of meaning, impact, and joy.

Our Values

- Excellence
- Exploration
- Inclusivity
- Justice
- Kindness
- Service

A YEAR IN REVIEW

An unforgettable year in review

The University of Redlands aims to educate and empower a diverse community of learners for lives of meaning, impact, and joy. These are some of the ways the Bulldog community lived the Redlands experience in FY 2021-2022.

July 2021

- Krista L. Newkirk becomes the 12th President of the University of Redlands.
- The College of Arts and Sciences launches its Master of Public Policy and Administration program.
- U of R receives Hispanic Serving Institution designation by the U.S. Department of Education.



August 2021

- U of R receives recognition from the City of Redlands for its role in the public-private partnership, Operation Greater Good, providing vaccination outreach and encouraging vaccination against COVID-19.

September 2021

- In partnership with the Peace Corps, U of R launches Peace Corp Prep, an undergraduate certificate program combining targeted coursework with hands-on fieldwork.
- The University launches the Redlands Promise to highlight the value and affordability of a Redlands education.



October 2021



- President Newkirk cuts the ceremonial ribbon of the Fletcher Jones Innovation Center, made possible by a nearly \$1 million grant from the foundation.
- The School of Business becomes the University of Redlands School of Business & Society. The first of its kind, this new identity aims to empower students focused on making a positive impact on business and society.

JULY

AUG

SEPT

OCT

November 2021

- Hundreds from SFTS's past and present celebrate the Seminary's 150th anniversary.
- The School of Education receives a \$300,000 grant as part of the new California Educator Preparation Innovation Collaborative.
- The University's Conflict Resolution Center opens with a mission to support students, faculty, and staff members in successfully navigating conflict.



December 2021

- University of Redlands historic *Forever Yours* campaign concludes, raising a record-breaking \$207.2M.

January 2022

- The University honors Dr. Martin Luther King, Jr through a series of events on and off campus.
- Smithsonian traveling exhibit *Roots of Wisdom: Native Knowledge, Shared Science* opens to the public at Armacost Library.
- U of R hosts *Confronting Antisemitism in a Moment of Rising Racism, Nationalism, and Hate Crimes* as part of its Public Square for Social Justice series.



February 2022

- The University celebrates the inauguration of its 12th President, Krista L. Newkirk.



NOV

DEC

JAN

FEB

March 2022

- Scholar and activist Abdur-Rahman Muhammad joins the University as its inaugural Diversity in Action Resident.
- The Asian Student Association launches its first ASA Night Market.



April 2022

- U of R establishes the Anti-Racism Committee, charged with finding ways to create a more equitable and inclusive campus.
- University faculty join more than 500 schools and universities around the world in the Global Teach-in on Climate and Justice.
- U of R celebrates its 113th commencement ceremonies.



May 2022

- The campus community meets George Willis, U of R's eighth live mascot. George's name honors the University's fifth president, George Henry Armacost.



- Students and volunteers participate in the University's third annual tree giveaway, distributing more than 2,000 trees to be planted throughout the community.

June 2022

- U of R announces an exciting partnership with the San Bernardino Community College District to expand undergraduate pathway program opportunities for admitted transfer students.
- President Newkirk attends the 14th annual Hanshin-SFTS symposium in South Korea.
- The Juneteenth Collective presents a two-day celebration to bring awareness of Juneteenth Emancipation Day.



MAR

APR

MAY

JUNE



FOREVER YOURS CAMPAIGN SUCCESSFULLY COMPLETED

In December 2021, the University of Redlands successfully completed the *Forever Yours* comprehensive campaign, the most ambitious and far-reaching fundraising effort in its history. The remarkable generosity of the University's alumni and friends will increase access to higher education, enhance the student experience at Redlands, and bolster the work of our faculty for years to come.

"Closing out this campaign gives us the confidence to continue to enlist our donors in this great cause to make quality education affordable and accessible."

- Jim Ashby '82,
Chair, Board of Trustees

"My life had humble beginnings, and I didn't know if attending a university of this caliber was a realistic dream. But I achieved it because of the donors who provided scholarships like mine."

- Stephen Kredel '22,
Laura Dangermond Endowed
Scholarship Recipient

"Redlands really fosters a balance between academics and experiential learning."

- Kerri Hatfield '04,
supporter of Community Service
Learning and the Verdieck
Tennis Center

Overview

Forever Yours Campaign Total:
\$207.2M in gifts and commitments
15,573 total donors (7,533 first-time donors)
221 new members of the Cortner Heritage Society

Campaign Priorities

\$126M Raised for Scholarship Promise, creating 72 new endowed scholarships.

\$42.4M Raised for Personalized Education, supporting 234 student science researchers and raising our total number of endowed faculty positions to 36.

\$17.1M Raised for Experiential Learning, benefiting educational opportunities outside of the classroom including Bulldog Athletics, Community Service Learning, and student clubs.

\$7.5M Raised for Global Perspectives, providing 81 study-away travel grants to students.

\$13.8M Raised for Educational Innovation, funding 185 Johnston student projects.

FY 2021-22 PHILANTHROPIC IMPACT

Fundraising Total: \$18,428,664.58

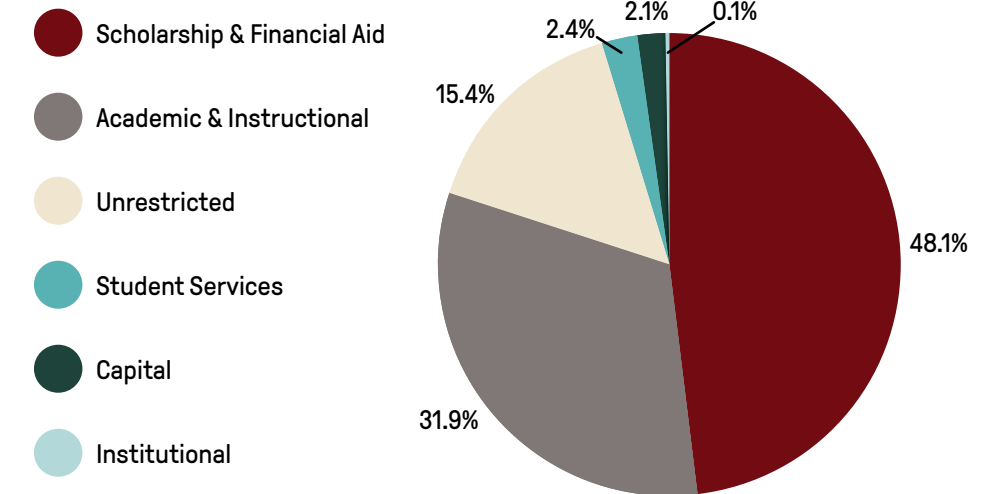
Total Donors: **5,183**

Alumni Participation: **11%**

For 2021-22, the endowment spending allocation of **\$10,438,369** combined with **\$4,141,526** in current-use gift funds to support:

- **444** scholarship awards
- **31** endowed faculty positions
- **29** study-away student travel grants
- **11** student science research awards
- And academic and student-success programs across the University

Endowment Designations by Purpose



The endowment fair market value as of June 30, 2022 was **\$232,004,342**.

Alumni & Community Relations Highlights

- **15** "Meet the President" events to introduce President Krista L. Newkirk to our alumni and supporters:
 - **6** in the Redlands area bringing over 300 attendees
 - **9** events across the country, from San Diego to New York, bringing over 500 attendees
- Over **2,500** participants in the Homecoming & Family Weekend
- **8** events bringing the University and local community together through Town & Gown
- **Two** alumni travel trips (Paso Robles and Salzburg)

BULLDOG ATHLETICS FY 2021-2022



NCAA Division III
National
Championship
Qualifiers

10

All-Americans



Conference Coaching
Staff of the Year
*Women's Basketball,
Football, Men's Soccer,
Softball, Track & Field*

9



All-Academic Teams
(Cumulative GPA \geq 3.44)



SCIAC Regular Season
Championship Titles
*Women's Basketball,
Softball, Football*

25



Academic All-Scholars
(Cumulative GPA \geq 3.5)



*Cross-Country,
Women's Lacrosse,
Swimming and Diving*



Conference Athletes of the Year
*Women's Basketball, Football,
Men's Soccer, Softball, Track & Field*



81

SCIAC Athletes of the Week

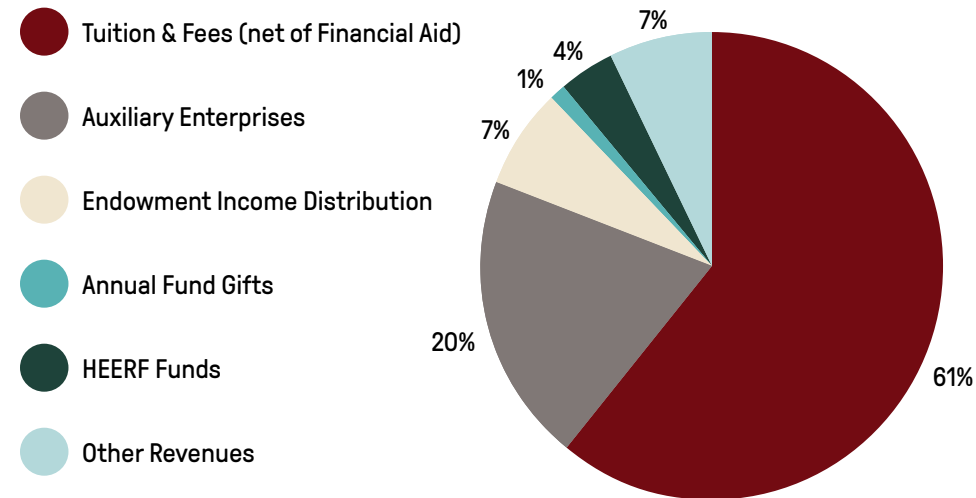
FINANCIAL REPORT FY 2021-2022

Like many institutions, the University has experienced a decline in enrollment due, in part, to the negative impact of the COVID-19 pandemic. Despite that setback, a balanced budget was achieved through a board-approved increase in the endowment distribution rate and federal higher education relief (HEERF) funds of \$4.9M. The University transferred \$3.26M to reserve funds to replenish a portion of the funds utilized during FY 20-21, when the campus was closed for the fall term and had limited students in residence during the spring term.

Financial Strengths

- Successful completion of the *Forever Yours* fundraising campaign, which raised more than \$207M in cash and pledges
- 5-year growth in the University's endowment of \$36M, from \$194M to \$230M (down from \$260M on June 30, 2021 due largely to market fluctuations)
- Diversification of revenue streams through leasing underutilized facilities at the Marin campus and the return of conferences and events to the Redlands and Marin campuses
- Launch of new academic programs
- Development of pathways to graduate programs
- Annual Fund unrestricted giving of \$1.6M

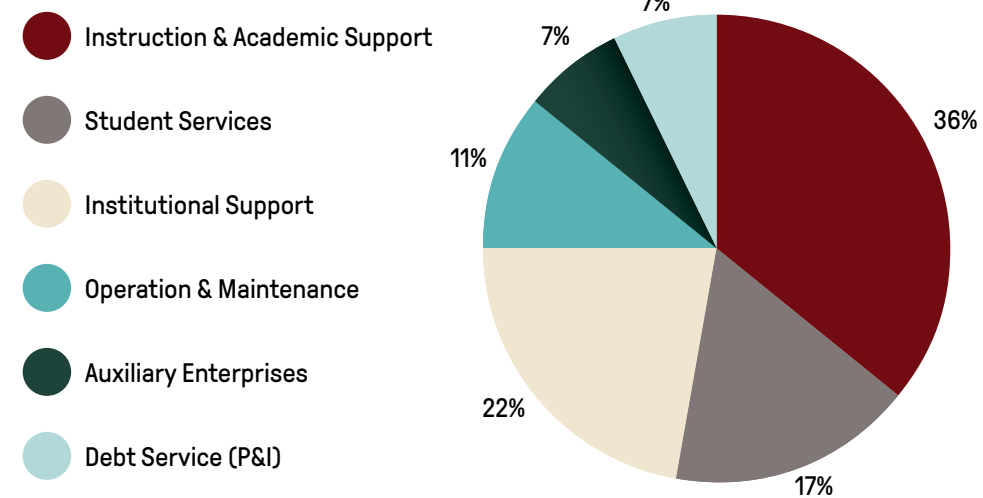
Sources of Current Fund Net Revenues



Capital Projects

- Completion of University Station – the gateway to the Redlands campus from the new Metrolink light rail system, which began service in October 2022
- Renovation of Quad irrigation and lighting
- Renovation of the new Coach Jim Verdick Tennis Center, completed in January 2023
- Energy Center chiller replacements
- Technology upgrade in classrooms
- Replacement of track surface at Ted Runner Stadium

Current Fund Expense Categories



Future Projects

In 2023, the University refunded \$10.6M in existing bonds and issued \$51.3M in new bonds to fund various projects on campus, led by a major renovation of Anderson Hall that includes the addition of air conditioning. Other projects include campus energy upgrades, residence hall and campus safety and accessibility improvements, hybrid classroom build-out, esports arena, and other improvements across campus.





1200 East Colton Avenue
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