



PROPOSED FRAMEWORK FOR OUR SHARED MISSION, VISION, AND STRATEGY:

A University of Redlands Community Update for Discussion and Feedback

For the past year, we have been working to map out a visionary framework for creating the University of Redlands’ next strategic plan. We created the proposed framework that follows from information gathered from President Newkirk’s meetings with faculty, staff, students, parents, alumni, donors, and our Board of Trustees to understand the best of what the University of Redlands offers and the community’s vision for a transformative future. The Association of Governing Boards (AGB) was also consulted to facilitate constituent town halls and stakeholder feedback in the spring, gather additional information from board and student surveys, and conduct external market research from employers and high school counselors.

OUR MISSION

We welcome, educate, and empower diverse students for lives of leadership, meaning, and joy.

OUR VISION 2032

By 2032, the University of Redlands will lead California in providing student-driven, personalized educational experiences that result in student success.

OUR SHARED CULTURE

PURPOSE

We provide a personalized, holistic, engaging education

PROMISE

Students will graduate ready to realize their full potential and flourish

FOUNDATION

We value our faculty and staff, and empower them to fulfill our Purpose and Promise

VALUES

Courage, Excellence, Exploration, Inclusivity, Justice, Kindness

OUR VALUES

Courage: We master our fear as we try new things, seek innovative change as a catalyst to individual growth and societal transformation, and make a better world.

Excellence: We strive to do our best in all that we pursue while empowering our students through scholarship and the practical and social skills needed to develop professional, civic, and interpersonal expertise.

Exploration: We pursue with relentless curiosity, academic inquiry, research, experiential learning, creativity, discovery, collegial discourse, and wonder, to better understand and appreciate ourselves and the world.

Inclusivity: We seek the different perspectives, experiences, cultures, backgrounds, abilities, talents, and contributions that comprise a global society and we work together to build a strong multi-dimensional and sustainable community.

Justice: We promote fairness, liberty, and equity in our thoughts and actions to lead our local communities and the world.

Kindness: We foster a community that is friendly, considerate, and empathetic as we care for and shape citizens who understand that their actions and words impact others.

OUR GOALS AND OBJECTIVES

1. Meeting students' needs to launch their success

- a. Foster diversity, inclusion, and social-consciousness
- b. Align programs and curriculum to student and workforce demands and emerging markets
- c. Remove barriers, strengthen wellness practices, and deliver an affordable education

2. Enhancing our sustainable educational environment

- a. Enhance technological capacity for pedagogy, efficiency, and interaction
- b. Improve employee wellness, balance, collaboration, and development
- c. Make facilities comfortable, accessible, engaging, and sustainable

3. Building future-focused innovation

- a. Lead in student-driven, interdisciplinary, career-focused, and active learning
- b. Become a destination campus for executives and future leaders
- c. Sustain and enhance a workplace culture that promotes inclusion, community engagement, and professional growth

LOOKING AHEAD: FROM VISIONARY FRAMEWORK TO STRATEGIC PLAN

- Community updates and conversation: September 14-16 (faculty / staff); September 29 (students); September 20 (Board of Trustees)
- Feedback Survey: Open September 19-30
- President's Update to the Board of Trustees: October 7
- Strategic planning session for the Fall Faculty Retreat: October 29
- Strategic Plan development and publication: Fall 2022
 - Transform the framework into a published five-year strategic plan that includes initiatives designed by faculty, staff, and administrators to fulfill the goals and objectives.
 - *Goal Enhancement Teams*: convene cross-functional teams of faculty, staff, and administrators, around the three goals to recommend implementing initiatives.
 - Initiatives will be evidence-based, with measurable success indicators, assigned personnel, and sustainable financial resources.
 - *Plan Stewardship Committee*: establish a steering committee of Cabinet and key advisors to resource initiatives, track progress, approve adjustments, and maintain accountability.
 - Identify a name for the strategic plan, share it with the community, and celebrate the launch of the plan and our future together.