

July 11, 2025

Dr. Krista Newkirk
President
University of Redlands
1200 East Colton Ave.
P.O. Box 3080
Redlands, CA 92373-0999

Dear President Newkirk:

This letter serves as formal notification and official record of action taken concerning University of Redlands (URed) by the WASC Senior College and University Commission (WSCUC) at its meeting June 27, 2025. This action was taken after consideration of the report of the review team that conducted the Special Visit to University of Redlands March 19-21, 2025 using the 2023 Standards of Accreditation. The Commission also reviewed the institutional report and exhibits submitted by University of Redlands prior to the Special Visit and the institution's May 15, 2025 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Jeff Bellantoni, Interim CEO/CAO, Woodbury University; Grace Crickette, Vice President for Finance and Administration and CFO, University of Redlands; Adrienne McCormick, Provost and Vice President for Academic Affairs, University of Redlands; Kevin Dyerly, Vice President of Enrollment, University of Redlands; Heather Lambeth, Director of Assessment and Accreditation and ALO, University of Redlands; and Matthew Bridgewater, Faculty Director of Teaching and Learning Center and ALO, Woodbury University. Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's status with WSCUC.

Procedural History

Following the 2023 reaffirmation of accreditation review of University of Redlands, the 2024 reaffirmation of accreditation review of Woodbury University, and the 2024 change of control approval of Woodbury University to become a subsidiary of the University of Redlands, all areas for development from the WSCUC reviews were combined into a single Special Visit review of University of Redlands together with Woodbury University.

Actions

1. Receive the Special Visit team report that focused on: (1) leadership and decision-making processes; (2) financial sustainability; (3) strategic enrollment planning;

- (4) morale and workload pressures; (5) faculty sufficiency; (6) funding for Woodbury University; (7) academic programs; (8) shared services; (9) Woodbury University teach-out plan; (10) student support; (11) assessment and program review; and (12) communication.
2. Continue with previously scheduled reaffirmation review with the Offsite Review in fall 2028 and Accreditation Visit in spring 2029
3. Request an Interim Report to be submitted by March 1, 2026 to address:
 - a. timeline for completion of budget integration with Woodbury University.
 - b. actual vs. budgeted fall 2025 enrollment and impacts.
 - c. fiscal year 2025 audited financial statement.
 - d. status of assessment of faculty morale.

Commendations

The Commission commends the institution for:

1. A proactive and mission-driven approach to pursue a strategic merger to ensure long-term institutional sustainability.
2. Progress made in integrating key operations and processes.
3. Demonstrating a strong commitment to academic assessment as a means of ensuring continuous improvement and student success.

Areas for Development

The Commission requires the institution to respond to the following areas for development:

1. Adopt a realistic and data-driven strategic enrollment plan that results in improved reserves, ensures sufficient liquidity, and provides for financial sustainability. (CFR 3.4)
2. Continue identifying areas for operational efficiencies. (CFR 3.4)
3. Implement mechanisms that foster a shared culture grounded in mission alignment, inclusive communication, and mutual respect across merging institutions. (CFRs 1.1, 1.2, 1.7)
4. Provide clear, transparent, and timely communication with regular opportunities for dialogue and feedback. (CFR 1.7)
5. Develop and implement a comprehensive strategy to assess and improve faculty morale and sufficiency. (CFRs 3.1, 3.2)
6. Ensure that student support services are comprehensive, accessible, and aligned with the diverse needs of its student population, especially during this period of institutional merger. (CFRs 2.13, 2.14)

In accordance with Commission policy, a copy of this letter is being sent to the chair of University of Redlands's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the University of Redlands's website and widely distributed throughout the institution to promote further

engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Finally, the Commission wishes to express its appreciation for the extensive work that University of Redlands undertook in preparing for and supporting this Special Visit review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Toyoda', with a long, sweeping horizontal line extending to the right.

A. Maria Toyoda
President

AMP/so

Cc: Tracy Poon Tambascia, Commission Chair
Heather Lambeth, ALO
Jamison Ashby, Board Chair
Members of the Special Visit Team
Susan Opp, Vice President