

a LEGACY *of* LEADERSHIP

The University of Redlands community pays tribute to the Appletons

OchTamale
Summer 2012

25 *years* BUILDING HEARTS & MINDS

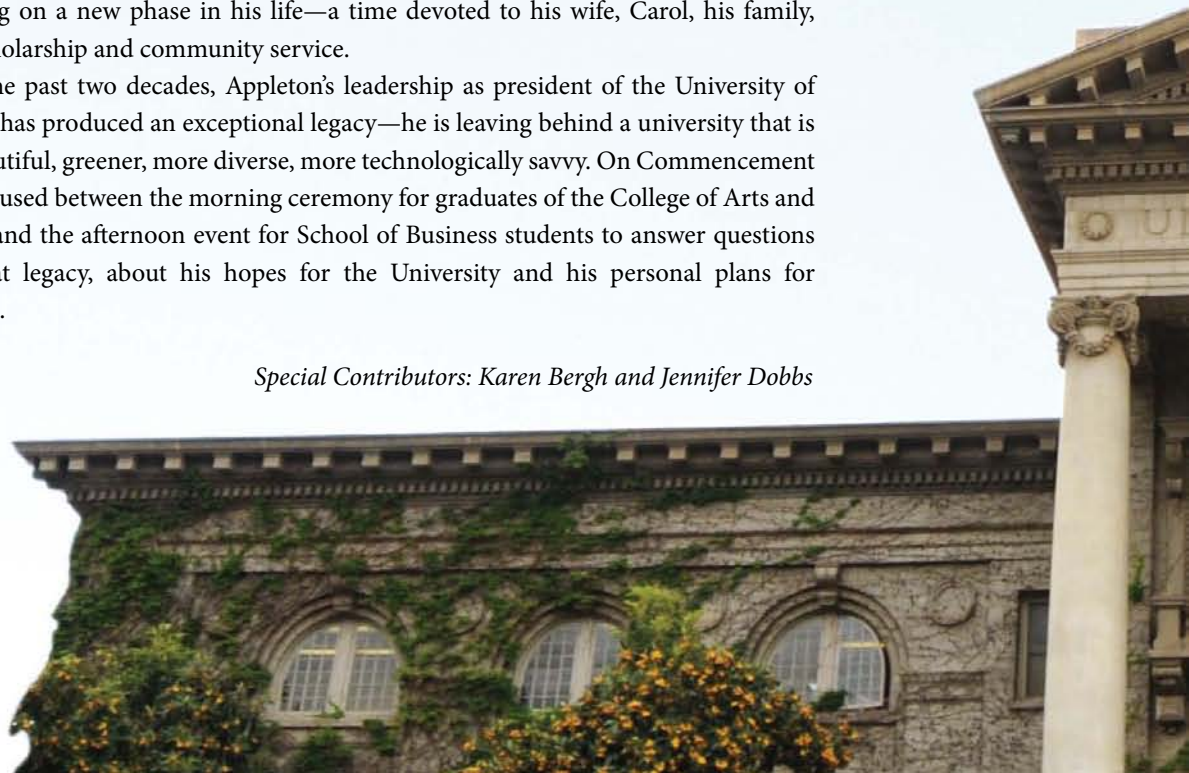
BY ANDREW W. M. BEIERLE

Like the Hawai’ian greeting “aloha,” the word “commencement,” in an academic setting, is one of those rare usages that embodies its polar opposite—hello and good-bye, beginning and end. And so it was that Commencement 2012 was something of an “aloha moment” for retiring President James R. Appleton, as it was for the University of Redlands’ fifteen hundred graduates.

The graduates were making the transition from students to alumni, bidding farewell to campus and welcoming new beginnings. For “Dr. A.,” as he is affectionately known, the May 26 ceremonies were the last over which he would preside. At the close of a distinguished 25-year career at the University, 20 of them as president, he, too, was embarking on a new phase in his life—a time devoted to his wife, Carol, his family, travel, scholarship and community service.

Over the past two decades, Appleton’s leadership as president of the University of Redlands has produced an exceptional legacy—he is leaving behind a university that is more beautiful, greener, more diverse, more technologically savvy. On Commencement day, he paused between the morning ceremony for graduates of the College of Arts and Sciences and the afternoon event for School of Business students to answer questions about that legacy, about his hopes for the University and his personal plans for the future.

Special Contributors: Karen Bergh and Jennifer Dobbs



In his office on the third floor of the Administration Building, the mullioned windows offered a view of the festivities on the Quad below: white tents billowing in a light breeze, groups of graduates in black caps and gowns surrounded by more colorfully attired families. Appleton sat at one end of a long conference table, his tie slightly loosened. He held his President's Medallion, transferring it from one palm to the other unconsciously, almost meditatively, as if it were the knotted strands of a set of prayer beads.

"I will miss very much my relationships with the faculty and students. That's what keeps us young in this business," he mused. "I enjoyed very strong relationships here. These are good friends and colleagues."

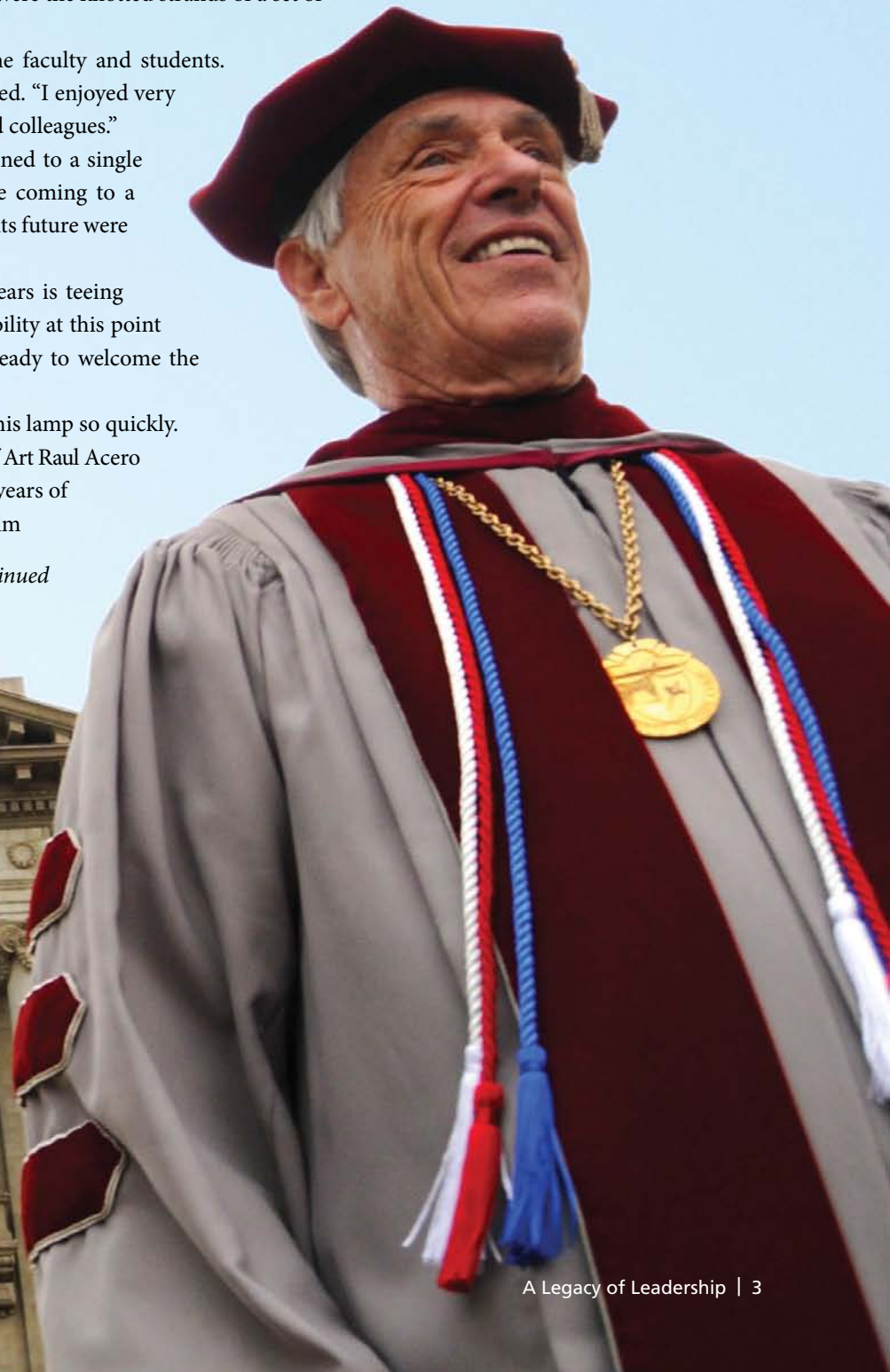
Throughout the conversation, he repeatedly returned to a single theme: that with his time on the presidential stage coming to a close, his thoughts on the state of the University and its future were now more personal than professional.

"Part of what I have been doing for these two years is teeing up a new president," he said. "My primary responsibility at this point is to ensure that to the best of our ability we are ready to welcome the excitement of new leadership."

Colleagues and friends were not prepared to dim his lamp so quickly.

"I've always seen Jim as a kind of mentor," Professor of Art Raul Acero said. "I was happy when he returned. After all these years of knowing him and watching him

continued





KATHY OGREN

**Interim Dean,
College of Arts & Sciences**

"Carol Appleton served graciously as our First Lady, broadly supporting the work of the President and the University. Carol's Grecian visions—the paintings and photographs that graced the walls of the president's office—effectively reminded anyone who visited Jim that a partner with great clarity of vision stood alongside our President. Individual brush strokes in Carol's paintings blend together to capture her remarkable evocation of Mediterranean light and shadow. So, too, Carol's many contributions integral to the life of Town & Gown enlivened and enriched our portrait of the Appleton presidency. Like the students who recently studied with Carol in a May Term Salzburg course, we are grateful for and celebrate her multi-faceted artistry."



work, I am particularly grateful that he took the time to come back. Carol, too, took time away from her artwork. They care an awful lot about this place. As a result of that, I think it helps a lot of other people care about where we work and where we live.”

Larry Harvill, retired Science Center director and chair of the Retired Faculty Association said, “He’s been a miracle for this campus.”



President Appleton came to the University of Redlands in 1987 from the University of Southern California, where for 15 years he had served as a member of the faculty, vice president for student affairs and vice president for development. Rich Hunsaker ’52, past chairman of the Board of Trustees and presidential search committee member, described his first encounter with the man who would become the University’s eighth president.

“Jim had just returned from Russia on the day of his interview,” Hunsaker said. “When he came in, he just blew us away, and we knew, well *I* knew, we had our man after about five minutes.”

The new president painted his goals for the University in bold strokes, and his tenure was marked by strategic initiatives that dramatically changed the face of the University. Inheriting an operating budget that spent 11 percent of the endowment annually—endangering the University’s future growth—Appleton reined in expenditures and balanced the budget for 16 consecutive years. He oversaw a \$45 million comprehensive capital campaign and

a \$4 million initiative to renovate Memorial Chapel, then launched the \$100-million Centennial Campaign, the University’s most ambitious to date. By 2004, the once-beleaguered endowment surpassed \$100 million.

“I first met Jim when he first met Redlands,” said Bill McDonald, former director of the Johnston Center for Integrative Studies. “He was ready—he came in with the University’s budget in mind. Jim took this university up several levels. It was a place full of uncertainty about its future. He brought ... [it] to where it was an exciting and forward-looking place.”

Under Appleton’s leadership, the University invested more than \$160 million in physical plant and technology infrastructure, building the Hunsaker Center, Thompson Aquatic Center, Hedco and Gregory halls, Phase II of the Stauffer Science Complex and a fitness center, while renovating the facility for the high-profile Salzburg program.

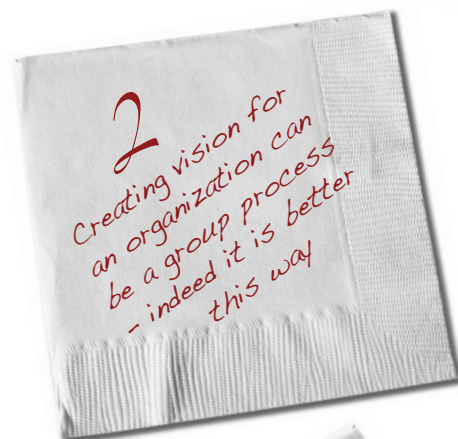
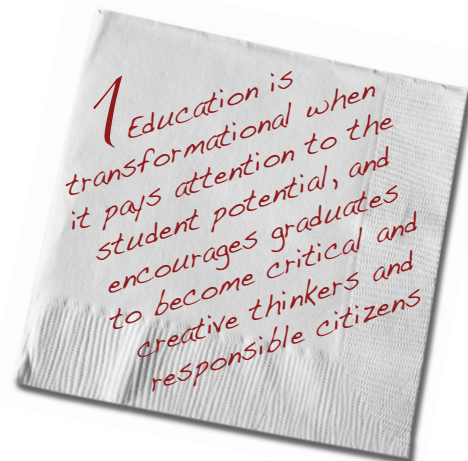
Curricular and program initiatives included the establishment of the Hedco Chair and the resultant launch of an environmental studies program, the restructuring of Whitehead College into the Schools of Business and Education, the appointment of a director of race and ethnic studies, the inauguration of a faculty diversity initiative and the implementation of a community service requirement for graduation. In 2001, university-wide enrollment topped two thousand for the first time.

In late 2004, his eighteenth year in office, Appleton announced his decision to step down and assume the title of chancellor—and later, president emeritus.

FROM THE SCRIBBLES ON THE NAPKIN:

A Baker’s Dozen of Things I Have Learned

by Dr. James R. Appleton





4
Working toward
consensus increases
the probability
of successful
implementation

Appleton was succeeded by Stuart Dorsey, vice president for academic affairs at the University of Evansville at the time. But when a global economic downturn resulted in a \$13-million budget deficit and truncated Dorsey's term, Appleton returned to the presidency for a two-year term in 2010. Though he knew his term was limited, Appleton also understood that his mission was more sharply focused than it had been during his first presidency.

"It was not my responsibility to build a career at the University of Redlands," he said of his goals for his second term. "I'd built a career at the University of Redlands. I had to focus on recovering from the economic situation nationally and at the University of Redlands that occurred in 2009 and 2010 and to ensure that we were stable and strong for the coming of a new president. And fortunately, we've done it."

As successful as he has been in managing the University's finances, in upgrading and beautifying its campus, President Appleton says he wants his legacy to be viewed in more than mere dollars-and-cents or bricks-and-mortar terms. Much of what matters to him now is more intangible, more difficult to describe, part of an unspoken legacy of leadership.

"Some schools of the same complexity as the University of Redlands have what I call a culture of silence," he said. "I think we have established a culture of *dialogue*. We address our issues, we engage in thoughtful community exchange, we work together to solve problems. I think I have had some impact on that in terms of attempting to build consensus, by having a clear understanding that vision is created better in groups than by any given individual, by enfranchising staff and administrators to try to create

5
Thinking about
organizations as
collections of leaders,
thus acting as if there
are no followers,
changes how I lead and
it empowers others

success for each other. And when there *are* issues, we talk about them in an attempt to resolve them.”

That approach to problem-solving has led to better outcomes with less anxiety. Appleton said in the past he has been asked to discuss his most difficult decision as president—and he always comes up blank.

“Do you know why I can’t answer that? I can’t answer that because if leadership is exercised in the right way it is not bureaucratic power, which forces decisions, that is the most important. Influence power, driven by competency, is what is most important. And that means, in most cases, that the most difficult decisions—while being owned by the president—are developed by consensus or with other colleagues. I rarely felt that I was the Lone Ranger.”

Appleton’s managerial style has won him the loyalty and affection of his faculty.

“Jim Appleton has always had the qualities of leadership that mark a ‘President’s President,’ including an open and straight-shooting management style and an ability to push things in the direction he wants them to go while

at the same time consulting everyone affected,” said Professor of Government Graeme Auton. “His relationship with the faculty has always been close, and most of my faculty colleagues regard him as one of their own, and quite rightly so.”

The successes engendered by Appleton’s “culture of dialogue,” have led to another advantage—a “culture of belief” in the possibility of bigger things in the future.

“I view this as very important,” he said.

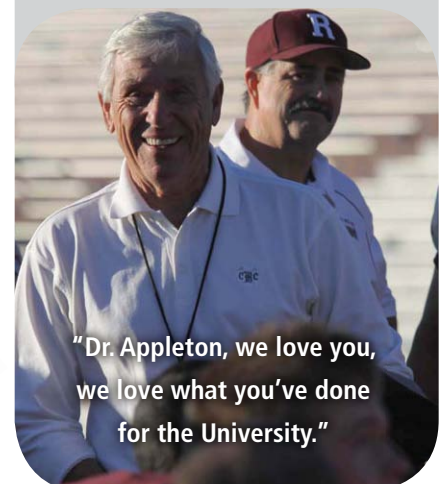
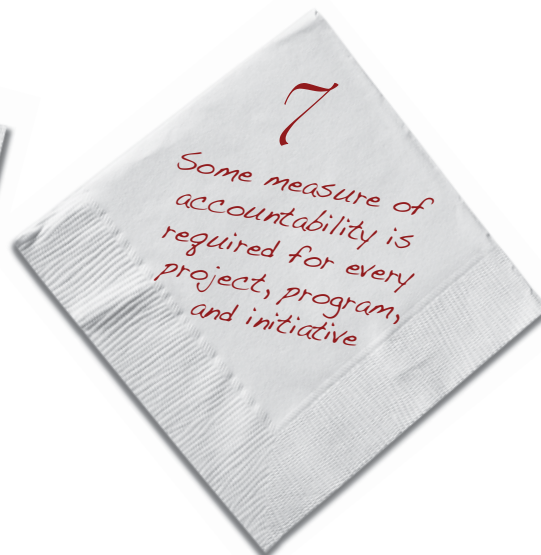
What those “bigger things” will be is a matter for the new president and his leadership team to decide, he added. But some possible options might include a new comprehensive capital campaign, the continued leveraging of technology in teaching and learning, the completion of the last phase of the new arts center and the integration of spatial thinking and global information systems into the curriculum.

“But having hinted at that a little bit I want to return to a major theme: It’s not my job to define that. If I am asked to participate in those discussions, I will, but I also will relish just watching what

TOM GILMER '62

Trustee, donor

Tom Gilmer was a member of a group of Bulldog athletes during the 1960s at the University who all stayed in touch over the years, and who admittedly fell under Dr. Appleton’s spell whenever he asked him or his buddies to support development initiatives on campus. Gilmer recalled that when the fundraising had been completed for the track facility, a group gathered at the dedication reception watched with interest as Dr. A. spun his magic. Dr. A. had turned to Dan Armstrong, who had already made a commitment to donate, and challenged him to match the amount of a donation check in his pocket, sight unseen. Armstrong acquiesced, watching as Dr. Appleton grinned and pulled out a check that has been written in the amount of \$5,000.



“Dr. Appleton, we love you, we love what you’ve done for the University.”

EVA HAMETNER

**Former Associate Director,
University of Redlands
Salzburg**

“The first time I got to know Jim was in September 2001 when the University fostered a major renovation project of the *Marketerschlössl*, a Renaissance castle that houses the Salzburg campus. The University signed a twenty-year lease that year with the Pallottine order, and Jim and his lovely wife, Carol, came to Salzburg to see the progress of the renovation and to help establish a wonderful friendship with the Pallottine fathers. Within a few days I realized his multifaceted personality: as brilliant administrator, radiating communicator, and what impressed me the most, caring father of the University family—students, employees, trustees, and alums. I couldn’t have seen it more clearly than on September 11, 2001, when the two of us entered a bank in Salzburg where we were drawn in front of a TV set to see the horror of the attack. Jim wanted to fly straight home to Redlands as soon as possible to be with his students, to see whether they were fine and secure . . . nobody knew what would come next. In the ten years that I had the good fortune to work for Dr. Jim Appleton, I got to know him as the most brilliant president and generous host, but even more impressive than that, as humble servant of the University and loving father of his beloved students.”

the next steps are—and I will bet most of them are not yet well defined.”

But Appleton *would* say that the core of the University’s *ethos*—its commitment to a liberal arts education—likely will not change, despite advances in technology that rapidly are transforming the world.

“Many of the jobs that will be held in the future by the students who graduate today don’t yet exist or won’t exist in the same framework in which they exist now,” he said. “So it is important to develop a curriculum that has in mind not just the first position one will fill in their adult life but the fifth position or the last position they will hold, because in those positions one must speak and read and write and understand the context in which they work and be able to lead and be able to effect change. That requires more than narrow skill. It requires the ability to understand the world of which we are a part, and that is the core of the liberal arts—the

development of critical thinking, the development of reading and writing skills, understanding the context of history and a sense of the politic.”

The University also will benefit from continuing to acknowledge the impact of rapidly increasingly globalization.

“Our curriculum must pay attention to global change, recognizing that just about everything in the world is connected,” he said. “We have done a good job developing a global business program. We have done a good job ensuring that a large percentage of our undergraduate students spend a semester someplace else, typically overseas. I would say that [the creators of] our total curriculum increasingly will have to ask the question, ‘How is my discipline influenced by the changing nature of the world economy and the globe itself?’





8
Attempting to
create success
for others is
a highly valued
leadership skill

9
Always telling
the truth means
you don't have to
remember what
you said

10
I should not take
myself too seriously
- it helps me to
remember that the
number of people at my
funeral will likely be
dependent upon
the weather

11
One can like the
position but must
love the work to be
successful. And being
CEO requires a hard,
life-consuming effort.

“That’s a good question and I think we have to keep it front and center. It most likely will mean that not only will we continue to send our students to other countries, but we also will increase the international student population at the University of Redlands. And as we continue to refine our liberal arts foundation, I know our faculty is taking this very variable into account.”

One thing he said he would not like to see change is the University’s commitment to educating citizen-activists.

“I think we create people at this university who are highly engaged in civic responsibilities, and that is to our credit and to the credit of our students and graduates,” he said. “I think we will continue to push the envelope to ensure that students will not only be critical thinkers but responsible doers.”



The clock is ticking. Appleton needs to don his academic regalia for the School of Business commencement ceremony. His wife, Carol, has arrived in the anteroom of the presidential offices to accompany him, and the discussion turns to more personal topics. He admits that disengaging from daily life at the University will not be easy.

“It is going to be extremely hard,” he said. “But I will do it—pure and simple. There’s got to be space for the new president—and that space is not mine. People have been saying to me, ‘I’ll miss you,’ and to that I say ‘Sure, that’s okay.’ But when I hear people say ‘Oh, I don’t want this to happen,’ I say, ‘That’s not the way to look at it. You cannot regret for one moment that I will leave and a new president will come.’ Saying ‘I’m going to miss you’ is different than saying ‘I regret the change.’ I, too, will miss the University. But I welcome the excitement of new leadership.”

AMANDA PARKS '12

Johnston Center/College of Arts & Sciences Alumna

“I first got to know Dr. Appleton and Carol while a student in Carol’s drawing class in Salzburg in 2010. Carol brought brown sugar and chocolate chips with her to Salzburg so she could bake us cookies for our train ride to Munich to remind us of home. Each year since, the group of girls from the trip has met at the Appleton’s house several times a year at Carol’s invitation to bake, eat lunch and chat in her kitchen. We also help clean the dishes! Dr. A. tries to sneak into the kitchen to snatch some of his favorite cherry cake before it’s ready and Carol shoos him away. Carol and Jim Appleton are not simply leaders of this institution, they are our family—and we are theirs.”

LEELA MADHAVARAU

Special Advisor to the President and Associate Dean of Campus Diversity and Inclusion

"My abiding memories will be of his passion to make sure that access to education is really there for all students. I think that is something that is rare to continue to hold with such intensity over a long span of time."

But the prospect of a simpler life appeals to him.

"The most competent people, in my opinion, alternate times of deep engagement with times of deep reflection," he said. "If there is not some balance in one's life that takes that into account, there are deficits and difficulties in life. And so it may be that there needs to be a bit of time for reflection after this intensity."

The Appletons will continue to live in Redlands. They plan to travel, to spend time with their three adult children and six grandchildren and engage in their favorite pastimes.

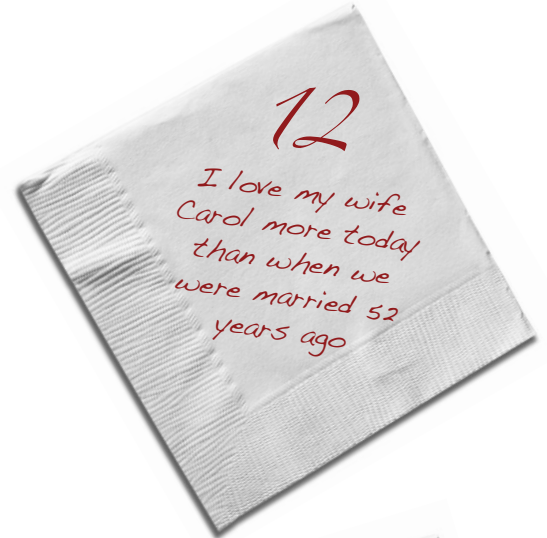
"I'm a golfer and I will return to a lower handicap by playing because I have dropped back and have not played very much. My play has been my work for the last two years," he said. "I'm sure there will be no objection to Carol and me participating in musical events and athletic events [at Redlands]. But I will not have an office on campus and will not have any formal responsibility other than helping in the transition."

He also will continue some academic and professional pursuits.

"I postponed a Fulbright Scholarship, so I have the opportunity to consider engaging in a Fulbright experience as a senior scholar. I most likely will return to a board or two. I will do some consulting and I have been talking about re-engaging in consulting in board development and mentoring new university presidents. I suppose I will miss the ability to influence change within the University. That's been my life for a quarter of a century. But that's alright. I can deal. It's time."

It is time, too, for him to end the interview.

"On the one hand I am a very competent and cocky leader, but on the other hand I don't take myself very seriously," he said. "It's complicated. I think many leaders change as they broaden their bureaucratic power structure. One of the things I decided pretty early in my professional life was that I was going to try not to change in terms of that variable. I tried to be very intentional in wanting not to be perceived as ego driven as so many leaders do. All of a sudden, they are the big show. I've tried to *create* a big show without *being* the big show."



For more Dr. A. stories including videos, visit
www.Redlands.edu/AppletonLegacy



SEND US YOUR APPLETON STORIES

Do you have a funny, personal or touching story or photo about Dr. and Carol Appleton? If so, please send your submission using one of the following options:

1. Email your story or photo to ochtamale@redlands.edu and put "Dr. A. Story" in the subject line.
3. Send a letter describing your Dr. A. story to "Och Tamale – Dr. A. story" c/o 1200 E. Colton Avenue, Redlands, CA 92373

Submissions will be reviewed and considered for inclusion on the archive pages of the website at: www.Redlands.edu/AppletonLegacy

"You know there are many of us that you've worked with who are committed to the place, and will continue the work, so that you can go off and relax and have some fun. We'll still stand guard."

—Keith Osajima, Director of Race and Ethnic Studies

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