

INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN
EDUCATIONAL APPROVAL PROGRAM
P.O. Box 8366
MADISON, WISCONSIN 53708-8366
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The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

I. SCHOOL INFORMATION

Name of School:

Pepperdine University

II. PLANNING ELEMENTS

A. MISSION. Describe your school's mission and vision, which identifies its purpose and its core values.

Pepperdine University will be a preeminent, global, Christian university, known for the integration of faith and learning, whose graduates lead purposeful lives as servant-minded leaders throughout the world.

Our vision statement declares what we intend to become. George Pepperdine envisioned an institution that would transform students' lives so that they would, in turn, impact culture. He imagined a vast body of alumni—men and women conscious of their good fortune, recipients of the generous gift of a values-based education—who would feel the moral imperative to serve others sacrificially. Hence, Pepperdine's motto: "Freely ye received, freely give."

B. MARKET. Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Students choose Pepperdine for the opportunity that a faith-based university committed to academic excellence and Christian values provides. At Pepperdine, students are strengthened for lives of purpose, service, and leadership.

Students apply and attend to us for a variety of reasons including word of mouth, reputation and rankings, and digital advertising (organic and paid).

Competitors: UCLA, USC, UC-Irvine, and Arizona State University. We attempt to differentiate on these factors: applied learning, values-based education, and highly personalized service for our students.

C. MANAGEMENT. Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

The University is led by President Jim Gash with support and leadership from the Provost Office and Deans of 5 Schools. The Board of Regents serves as the chief oversight body for the university. Each School has an advisory board: School of Public Policy, Law School, Business School, the Graduate School of Education and Psychology, and Seaver College (undergraduate education).

These advisory groups serve as sounding boards for Deans on matters related to curriculum, student outcomes, and stakeholder engagement. For the professional schools, in particular, an advisory board serves as a critical link to the professional world. Not only can these boards provide valuable guidance and advice, they can also provide support for student internships and employment.

Budget and resource allocation decisions are made and approved through a University Planning Committee, which includes the following membership: Deans, senior Vice-Presidents, Provost, President, and three faculty representatives.

D. SWOT ANALYSIS. Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

Strengths:

Location in a vibrant world-class city and one of the most beautiful campuses in the world.

Academic excellence and a strong foundation of education rooted in the Christian faith.

Commitment to international programming and global education opportunities.

Weaknesses:

Ongoing need to diversify faculty and staff.

Budget is highly tuition driven.

Relatively low level of alumni engagement relative to peer schools.

Opportunities:

Partnerships with online program management providers for online education.

New campuses and opportunities for remote working arrangements.

Development of new Institutes and life-long learning opportunities.

Threats:

Softening/declining demographics for target population of students.

D. SWOT ANALYSIS *(continued)*

Lack of top-level athletic facilities could hinder D1 status.

Increasing competition for students among USNWR Top 50 ranked National Universities.

Goals:

For strengths/opportunities:

Aim to add one campus in an International location within the next 3 years (by January 2025). Deepen relationship with online program manager 2U to increase online programming by 1000 students in the next 3 years.

Strengthen the online student experience through enhanced engagement to address the evolving needs of adult learners.

For weaknesses/threats:

Fund and build and \$150 million athletic/student events center by 2030.

Increase alumni giving rate from 7 to 10 percent by 2025.

Achieve a \$1 billion endowment by 2030.

E. FUTURE VISION. Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

George Pepperdine's founding vision was that of a university committed equally to academic excellence and Christian values. The students, faculty, and administration of Pepperdine University today affirm this vision and advance the University's standing as a world class educational institution.

The five areas which we aim to advance in the next 5 years are:

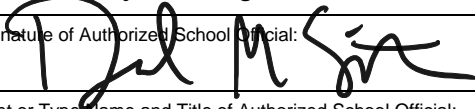
(1) advancing learning, knowledge, and scholarship; (2) developing resources; (3) building community; (4) respecting diversity and promoting global understanding; and (5) honoring God and heritage.

By making progress in these areas, we will establish a more-distinctive position among the set of world class faith-based universities, deepening our commitment to academic excellence.

III. SUBMISSION

I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.

Signature of Authorized School Official:



Print or Type Name and Title of Authorized School Official:
David M. Smith

Date:
September 1, 2023

INSTITUTIONAL SYSTEMS

