

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. Box 8366  
MADISON, WISCONSIN 53708-8366  
(608) 266-1996

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.

Mission:

Pepperdine is a Christian University committed to the highest academic excellence and Christian values, where students are strengthened for lives of purpose, service, and leadership.

Vision:

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 Christian education--who would feel the moral imperative to serve others sacrificially. Hence, the schools' motto: "Freely ye received, freely give" (Matthew 10:18)

**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.

Pepperdine is a Christian University comprising of six colleges. Seaver College is its trademark undergraduate, Liberal Arts college and five graduate schools: 1. Graduate School of Education and Psychology; 2. Pepperdine Graziadio Business School; 3. Caruso School of Law; 4. School of Public Policy; and 5. College of Health Sciences.

Perspective students choose Pepperdine for the value we add as a faith-based institution in addition to the value added that is recognized for its location. Through its rigorous online and onground academic programs (both domestic and international), students become prepared for the world that awaits them in their professional journey.

UCLA, USC, UC-Irvine, and Arizona State University are competitors of Pepperdine University. We strive to differentiate ourselves on these factors: applied learning, values-based education, student engagement, and highly personalized service for our students.

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**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 six Schools. The Board of Regents serves as the governing 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), and the College of Health Sciences.

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 the University Planning Committee (UPC), which includes the following membership: Deans, senior Vice-Presidents, Provost, President, and faculty representatives.

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**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:**

1. Location in a vibrant world-class city and one of the most beautiful campuses in the world.
2. Committed to academic excellence and a strong foundation of education rooted in the Christian faith.
3. Faculty scholarship, citations, and publications.
4. Student retention and graduation rates

**Weaknesses:**

1. Ongoing need to diversify faculty and staff.
2. Cost of tuition.

**Opportunities:**

1. There is no diversity with online program management and educational providers to deliver distance education more broadly.
2. There are no corporate partnerships at the graduate level to upskill their workforce.

**Threats:**

1. Financial limitations are a significant factor influencing the decision not to pursue higher education. About 32% of Gen Zs and 40% of millennials cited financial constraints as a leading reason for not attending college.
2. Alternative Career Paths: Some individuals opt for career paths that do not require higher education degrees. This includes vocational training, apprenticeships, or other programs that offer skills development outside of traditional university education. Around 24% of Gen Zs and 18% of millennials indicated this as a reason for not attending college.

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**D. SWOT ANALYSIS** *(continued)*

Goals:

For strengths/opportunities:

1. Continue focus on graduation and retention rates to increase both by 95% or better.
2. Create certificate or micro degrees that are affordable. And, reduce the number of units required for some degrees.
3. Identify a corporate partner that will agree to their workforce taking part in our online programs.

For weaknesses/threats:

1. Collaborate with the University's office of Community and Belonging and University Diversity Council on strategies for strengthening a diverse faculty.
2. Minimize the number of units on some programs to reduce cost but not rigor or dilution.
3. Continue to meet the needs of adult learners who may vacillate between a college degree or forgoing a degree.

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

Grounded in George Pepperdine's founding vision, Pepperdine University remains dedicated to the pursuit of academic excellence and Christian values. Our community of students, faculty, and administration reaffirm this commitment, striving for global recognition as a premier educational institution.

Over the next five years, we will focus on five key initiatives:

1. Enhancing learning, knowledge, and scholarship;
2. Strengthening resources;
3. Fostering a vibrant community;
4. Celebrating diversity and promoting global understanding; and
5. Honoring our faith and heritage.

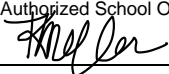
Through targeted advancements in these areas, Pepperdine University will distinguish itself among the world's leading faith-based institutions, deepening its commitment to academic excellence and nurturing a unique and impactful educational experience

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**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:  
Kim Miller, Director, Online Learning

Date:  
September 10, 2024

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# INSTITUTIONAL SYSTEMS

