



▶ **PROVOST AND  
CHIEF ACADEMIC OFFICER  
POSITION PROFILE**

PEPPERDINE  
UNIVERSITY



President Jim Gash began his tenure as the eighth president and chief executive officer of Pepperdine University on August 1, 2019, and is the first alumnus to lead the University. His appointment has energized the campus and initiated the development of a bold vision that reinforces Pepperdine’s commitment to Christian values, a student-centered education, and academic excellence. The new provost will partner with President Gash in accelerating Pepperdine’s upward ascent and national prominence.

Pepperdine University invites nominations, expressions of interest, and applications from accomplished and inspirational academic leaders who are dedicated to promoting high academic standards, embodying the University’s Christian mission, creating an inclusive environment, and preparing students for lives of purpose, service, and leadership.

#49

**BEST NATIONAL  
UNIVERSITIES**  
*U.S. News & World Report*



# ABOUT PEPPERDINE UNIVERSITY

Named after its founder, George Pepperdine, Pepperdine University is a Christian university committed to the highest standards of academic excellence and Christian values, where students are strengthened for lives of purpose, service, and leadership. Pepperdine professors develop and deliver cutting-edge, original scholarship and highly effective classroom teaching within a framework of Christian beliefs and values. Religiously affiliated with Churches of Christ, the University's ideals derive from both its religious heritage and its deep commitment to nurturing and growing Christian values. Pepperdine welcomes students, faculty, and staff from many faiths and backgrounds who value this commitment and advance the University's standing as a premier, global, Christian educational institution.

Pepperdine University boasts top-ranked graduate and undergraduate programs and is ranked number 49 among national universities by *U.S. News & World Report*. Pepperdine's five schools include: Seaver College, the Caruso School of Law, the Graziadio Business School, the Graduate School of Education and Psychology, and the School of Public Policy. Seaver College, Caruso Law, and the School of Public Policy are located on the University's main campus in Malibu. The Graziadio Business School and the Graduate School of Education and Psychology are headquartered at Pepperdine's West Los Angeles Graduate Campus and also hold classes on the Malibu campus and at three additional graduate campuses located throughout Southern California. In addition, the University maintains campuses in Washington, DC, and in six countries around the world.



Pepperdine University is committed to providing students with an outstanding education. As such, Pepperdine is accredited by the WASC Senior College and University Commission (985 Atlantic Avenue, #100, Alameda, California 94501, 510.748.9001), one of six official academic bodies in the United States. In addition to this regional accreditation, Pepperdine has received specialized accreditation through the American Bar Association (as well as membership in the Order of the Coif), the American Chemical Society, the American Dietetic Association, the American Psychological Association, the Association to Advance Collegiate Schools of Business, the California Commission on Teacher Credentialing, and the National Association of Music. Pepperdine also has National Collegiate Athletic Association Division I certification.

Nestled in the rolling foothills of the Santa Monica Mountains, Pepperdine's main campus in Malibu commands a majestic view of the Pacific Ocean. The winding seashore, the rugged beauty of Malibu Canyon, and the clean ocean air enhance the towering campus location. The moderate seaside climate permits year-round outdoor activities, and along with the recreation facilities on campus, students have access to nearby beaches with opportunities for surfing, fishing, and boating. Pepperdine's graduate campuses in Calabasas, Encino, Irvine, and West Los Angeles provide convenient access for graduate students in business, education, and psychology and serve to connect the University to the greater Los Angeles area, a cultural and global hub.

FOR MORE INFORMATION ABOUT PEPPERDINE, PLEASE VISIT:  
[PEPPERDINE.EDU/ABOUT](https://pepperdine.edu/about)

TO VIEW THE PEPPERDINE 2020 YEAR IN REVIEW, VISIT:  
[YOUTU.BE/IWJJLCWPMPPI](https://youtu.be/iwjjlcwpmpl)



**MOST BEAUTIFUL  
CAMPUS**  
The Princeton Review





## ACADEMICS

Recognized nationally for maintaining the highest standards of excellence in undergraduate and graduate education, Pepperdine is home to top-ranked programs that foster students' intellectual, personal, and spiritual growth.

Pepperdine's more than 750 distinguished faculty members are renowned leaders in their fields who are passionate about their work and their students. Pepperdine's student-faculty ratio of 13:1 allows professors to truly get to know each student and serve as academic mentors as well. Pepperdine has one primarily undergraduate school and four graduate schools that offer 82 programs, ranging from 45 undergraduate majors to master's, doctoral, and joint-degree programs.

### ► Seaver College

Seaver College is the flagship college of Pepperdine's five schools. Home to its residential undergraduate program in Malibu, the college enrolls about 3,500 total students coming from all 50 states and nearly 60 foreign countries. The college offers 45 majors, 41 minors, and 6 graduate degrees in a liberal arts curriculum that integrates academic excellence and Christian values. Seaver emphasizes the holistic development of each and every student by faculty who serve as mentors, research partners, and graduate school and career advisors.

The college's eight academic divisions provide educational enrichment and career preparation in business administration, communication, fine arts, humanities and teacher education, international studies and languages, natural science, religion and philosophy, and social sciences. Roughly 94 percent of Seaver students get hands-on experience through student employment, student teaching, and internships. In addition, approximately 80 percent of Seaver College students study abroad, taking up residence in one of Pepperdine's six international campuses in Europe, South America, and Asia, or in other programs worldwide. Extending its educational offerings beyond the classroom, Seaver College challenges its students to become global citizens who value lives of purpose, service, and leadership.

### ► Caruso School of Law

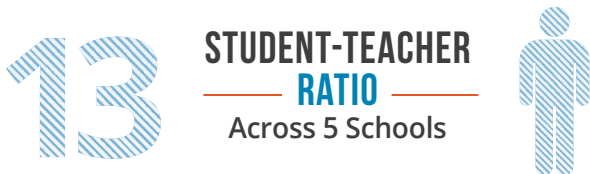
The Caruso School of Law provides a superior legal education with an emphasis on societal responsibility. In addition to its degree programs, the school offers experiential learning, mentorship, and continuing education to prepare practitioners to bring their best to their work and to the world. Caruso Law strives to be the nation's premier faith-based law school, combining academic excellence and Christian values in a unique, close-knit community that is welcoming to all.

*U.S. News & World Report* ranked Pepperdine Caruso School of Law number 47 in its 2021 Best Law Schools rankings, reflecting a significant increase for Pepperdine, which advanced 25 spots in just three years. The Caruso School of Law was also recognized for excellence in several specialty programs in rankings voted on by faculty in those fields, including rankings of number 3 in dispute resolution, number 37 in tax law, and number 39 in clinical training. The school offers traditional and accelerated JD programs, master's degree programs, JD specialization certificates, and joint-degree programs. The school is also home to the Straus Institute for Dispute Resolution, a leader in the field of alternative dispute resolution, which was ranked the number one dispute resolution program for 13 of the last 16 years.

## ► Graziadio Business School

Founded in 1969, the Graziadio Business School is anchored in the core values of integrity and innovation and is dedicated to shaping Best for the World leaders that drive meaningful, positive change in their global organizations and communities. The school offers a wide continuum of full-time and part-time MBA programs, as well as executive doctorate, master's, bachelor's, and joint-degree programs online and across five California campuses, including Malibu and Silicon Beach. Pepperdine and the Graziadio Business School spent 2019 celebrating 50 years of values-centered, entrepreneurial learning.

The Graziadio Business School is accredited by the prestigious Association to Advance Collegiate Schools of Business (AACSB International). In addition to ensuring quality standards, AACSB accreditation also compels the Graziadio Business School to actively engage with its communities and networks and to continuously innovate in its programs so that the school can achieve global distinction for developing values-centered leaders who positively impact business and society. Today's business landscape is changing at a rapid pace, driving the need for innovation and forward-thinking thought leaders. To that end, ASPIRE 2025, the school's new strategic plan, aims to provide a road map for preparing students to be creative and strategic leaders for the future.



## ► Graduate School of Education and Psychology (GSEP)

From the University's beginning, the discipline of education has played a prominent role in the academic program of Pepperdine. With the growing emphasis on improving educational techniques in the public- and private-school systems statewide, Pepperdine University met increasing demands for leadership and transformed its existing department of education into a professional School of Education in 1971. In 1981 the Psychology Division from the Los Angeles Campus was merged into the School of Education, and in 1982 the school was renamed the Graduate School of Education and Psychology.

GSEP students prepare to make a difference through practicums, internships, and state-of-the-art on-campus clinics—experiential learning at a higher degree. The school offers 11 master's programs, three doctoral programs, and continuing education programs for working professionals. With a 12:1 student-faculty ratio, students interact with faculty who are scholars with professional experience in their fields. Through programs, scholarships, and outreach, GSEP advocates for multicultural proficiency. The student body reflects the diversity of the global community the school serves.

## ► School of Public Policy

The School of Public Policy (SPP) opened its doors in the fall of 1997 with a unique curriculum designed by the famed social scientist, James Q. Wilson. With a mission to prepare public leaders across the government, nonprofit, and policy-related business sectors, the school's 20-month master of public policy (MPP) program is one of the highest-ranked programs of its kind in the West, and is widely recognized for its distinctive curriculum that balances analytical coursework with classes in the history of policy making and a Great Books approach to moral leadership.

With its "One Degree/Five Specializations" curriculum, students customize their class schedule with options in: American policy and politics, applied economic policy, international relations and national security, state and local policy, and public policy and dispute resolution. The school hosts a busy events calendar on both its Malibu campus and in Washington, DC, welcoming leading policy makers and political leaders to discuss their careers as well as current events. SPP places a premium on professional development and continues to support graduates with career services for years after graduation.





## RESEARCH AT PEPPERDINE

Every day, faculty, staff, and students at each of Pepperdine's five schools are engaging in research and scholarship across many disciplines. This important work would not be possible without the support available to Pepperdine scholars, including internal and external grant opportunities, information regarding the University's institutional review boards (IRB), and programs that provide unique opportunities for student research.

The Office of Research and Sponsored Programs (RSP) serves Pepperdine University faculty and staff, fostering an environment in which research and scholarship are valued and recognized. RSP strives to deliver the highest quality research administration services by assisting in the acquisition and management of externally funded projects. Moreover, the Office of Corporate and Foundation Relations provides additional support for faculty scholarship, working collaboratively to secure funding for faculty research and academic priorities.

## PEPPERDINE LIBRARIES

Pepperdine Libraries provide a global gateway to knowledge, serving the diverse and changing needs of the University's learning community through personalized service at its various campus locations and rich computer-based resources. The libraries are sanctuaries for study, learning, and research—encouraging discovery, contemplation, social discourse, and creative expression. The extensively renovated Payson Library on the Malibu campus provides just one example of the University's commitment to creating 21<sup>st</sup>-century spaces that advance and support each of these activities. The goal of the libraries is to remain responsive to users' needs by providing seamless access to both print and digital resources essential for learning, teaching, and research.





# THE POSITION

The provost reports directly to the president and holds primary responsibility for student learning; ensuring faculty scholarship; and directing the University's academic programs, accreditation, and academic initiatives. The provost oversees the selection, support, and development of an increasingly accomplished faculty, interviewing all tenure-track faculty and participating in the determination of tenure. The provost works closely with the faculty, serving as a member of the University Faculty Council, and also as an administrative liaison to the Academic Affairs Committee and the Faith and Heritage Committee of the Board of Regents.

As chair of the Deans' Council, the provost works closely with the deans of the schools and libraries on issues related to planning and management of academic resources. The provost oversees the following units: Pepperdine Libraries; the Office of the Registrar; the Office of Institutional Effectiveness; the Office of Student Affairs; the Office of Research and Sponsored Programs; the Office of Information Technology; the Office of Student Accessibility; the Center for Faith and Learning; the Institute for Entertainment, Media, Sports, and Culture; the University Spiritual Life Committee; and the University Housing Committee. The provost serves on the University Diversity Council, the University Faculty Council, the University Management Committee, and the Emergency Operations Committee. In addition, the provost represents the University at various official functions, presiding at graduations and annual convocations, as well as at other community events.

The budget for the areas the provost oversees for fiscal year 2021 is \$232 million, which provides funding for the day-to-day operations of more than 750 faculty and more than 700 staff members, as well as capital planning, research, enrollment, and long-range academic planning.



## Direct reports to the provost currently include:

- Associate Provost
- Associate Provost of Financial Administration
- Associate Provost for Online Programs
- Associate Provost for University Financial Assistance and Dean of Enrollment Management for Seaver College
- Associate Vice President and University Registrar
- Dean, Caruso School of Law
- Dean, Graduate School of Education and Psychology
- Dean, Graziadio Business School
- Dean, School of Public Policy
- Dean, Seaver College
- Dean of Students
- Dean, University Libraries
- Executive Assistant to Provost
- Executive Director, Center for Faith and Learning
- Executive Director, Institute for Entertainment, Media, Sports, and Culture
- Vice President for Student Affairs
- Vice Provost

## OPPORTUNITIES AND CHALLENGES

The next provost must be an experienced leader with a proven track record of pursuing high academic rigor and promoting a collegial and engaging environment conducive to the development and implementation of a rich learning experience for all. The person must also embody a deep commitment to the University's Christian mission, vision, and values. The successful candidate will be expected to address the following opportunities and challenges:

### ► **Understanding and Embracing the Complexity of Pepperdine**

The next provost must develop a strong understanding and appreciation for Pepperdine's unique structure and academic diversity. The provost must be adept at leveraging the collective intellectual capital of the faculty while recognizing that each school is distinctive and therefore expects an appropriate level of autonomy. The provost must be passionate about the liberal arts, undergraduate education, and graduate and professional programs.

### ► **Enhancing the Student Experience**

The next provost must lead, advocate, and develop a vision for student success and partner with academic and nonacademic units to identify and create opportunities that amplify the University's commitment to providing a transformative educational experience. The provost will emphasize the importance of Christian values and will sustain the University's commitment to students as the heart of the educational enterprise.

### ► **Advancing Diversity, Equity, and Inclusion**

The provost will exhibit a strong commitment to working with an ethnically, culturally, and linguistically diverse campus community and demonstrate sensitivity to the needs of all students, faculty, and staff. The provost will recognize that a rich diversity in human experiences, perspectives, and backgrounds is essential to the purposes of Pepperdine as a Christian university dedicated to the pursuit of truth, beauty, and goodness in both inquiry and teaching. The provost will work with the chief diversity officer and University stakeholders to develop strategic initiatives to improve practices related to the recruitment, retention, and promotion of diverse faculty, staff, and students. The provost will also promote knowledge, skills, and institutional practices toward building a community of belonging and a shared sense of mission.

### ► **Promoting Academic Excellence and Research Productivity**

Working in collaboration with faculty, the provost will inspire and facilitate interdisciplinary dialogue and partnerships among all academic units and disciplines. As Pepperdine's chief academic officer, the provost will focus on enhancing the University's stature by promoting academic rigor and exceptional teaching, and empowering faculty to actively pursue new research and scholarly activities.

### ► **Providing Christian Leadership to the Campus Community**

Pepperdine's next provost will have the unique opportunity to bring forth a powerful and unified coalition of faculty and staff dedicated to academic excellence and the University's Christian mission. The provost will play a critical role in sustaining and strengthening ties to Churches of Christ and in helping to guide the implementation of the University's 2030 strategic plan, inspiring the faculty to embrace a compelling vision for the future.

### ► **Fostering a Dynamic and Collaborative Environment**

The provost will work to foster an institutional environment built on trust, collaboration, accountability, and transparency. To be successful, the next provost must be an individual who values collegiality and effectively delegates responsibility. The provost will foster an academic environment that values and supports intellectual diversity and promotes the robust protection of academic freedom. Moreover, by modeling open communication and collaboration in addressing the University's needs and pursuing its goals, the provost will provide the leadership necessary to cultivate an environment that encourages entrepreneurship, rewards success, and supports the professional development of faculty and staff as they serve as leaders in their respective areas.

### ► **Learning Environment After COVID-19**

The provost, in partnership with faculty and staff, will have an opportunity to examine lessons learned during the pandemic and incorporate new strategies for engaging students, implementing curricular changes, supporting faculty, and leveraging technology to enhance both online and in-person instruction. The next provost must provide adept technology leadership and stewardship, especially regarding decisions that impact teaching.

### ► **Optimizing Resources**

The provost will be a proficient manager of fiscal resources and focus attention on the strategic allocation of University resources, while also identifying opportunities for developing new partnerships and revenue streams.





## QUALITIES AND ATTRIBUTES

The successful candidate must possess:

- An ability to build on Pepperdine's existing strengths and successes to create a vibrant vision for the future of Pepperdine
- The highest standards of character, including personal and professional integrity and ethics
- A commitment to embracing Pepperdine's Christian values
- Strong interpersonal skills that energize the University and inspire the community in the advancement of Pepperdine's mission
- A commitment to academic quality, including outstanding teaching, scholarship, and service
- An ability to analyze complex issues and make difficult and informed decisions
- Discernment and energy to lead the academic enterprise in a complex and multifaceted institution
- Self-awareness and emotional intelligence
- A commitment to shared governance, consultation, and teamwork
- Experience to establish and manage budgets and allocate resources strategically
- A willingness to engage with local communities
- An ability to adapt to unforeseen challenges



## PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The requirements for the position include significant senior managerial experience in higher education and a notable record of scholarly contributions and teaching. The successful candidate must have:

- An earned doctorate or equivalent terminal degree
- A record of outstanding scholarship that allows full professor rank and tenure in one of Pepperdine's academic departments
- Significant leadership experience in higher education, preferably at least three to five years in academic leadership positions at the school or university level; a strong record of collaborative academic management experience, sound judgment, and excellent analytical skills
- A strong understanding and respect for the institution's Christian identity and an unwavering commitment to promote its mission and values. Moreover, the provost will work with the president and deans to maintain and strengthen the institution's relationship with Churches of Christ
- A deeply rooted, personal, mature, and active Christian faith
- A high regard for the practice and tradition of collegial, shared governance, with a particular concern for transparent decision-making, and a desire to protect and encourage Pepperdine's innovative character
- A commitment to student success
- A dedication to strengthening academic quality, teaching excellence, scholarly research, service, and diversity
- A history of working with diverse people and building inclusive communities in which participants feel a sense of belonging and fulfillment



## APPLICATION PROCESS

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. Nomination letters should include the contact information of the nominee. All applications and nominations will be handled in confidence. Applicants must submit:

- A current resume or curriculum vitae
- A cover letter describing relevant experience and interest in the position
- A statement indicating how the candidate will support the Christian values and mission of Pepperdine University

### APPLICATIONS AND LETTERS OF NOMINATION SHOULD BE SUBMITTED BY EMAIL TO:

**Alberto Pimentel**, Managing Partner  
or  
**Emy Peña**, Partner

**Storbeck/Pimentel & Associates**  
6512 Painter Avenue | Whittier, CA 90601

**Email:** [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
Refer to “**Pepperdine-Provost**” in the subject line



Storbeck  
Pimentel

& ASSOCIATES

Pepperdine is an Equal Employment Opportunity Employer and does not unlawfully discriminate on the basis of any status or condition protected by applicable federal, state, or local law. Pepperdine is committed to providing a work environment free from all forms of harassment and discrimination. Engaging in unlawful discrimination or harassment will result in appropriate disciplinary action, up to and including dismissal from the University. Pepperdine is religiously affiliated with Churches of Christ. It is the purpose of Pepperdine to pursue the very highest employment and academic standards within a context that celebrates and extends the spiritual and ethical ideals of the Christian faith. While students, faculty, staff, and members of the Board of Regents represent many religious backgrounds, Pepperdine reserves the right to seek, hire, and promote persons who support the goals and mission of the institution, including the right to prefer coreligionists. It is the intent of the University to create and promote a diverse workforce consistent with its stated goals and mission.