



Pepperdine 2030 Strategic Plan

Strategic Objectives and Goals

We share a global vision, an inspiring mission, a glorious dream, and a transformative idea called Pepperdine. Our collective dreams for the next chapter of Pepperdine are so grand and unbounded, they are like a mighty mountain beckoning us – to climb.

President Jim Gash, Inaugural Address, September 25, 2019

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1. Preamble

Within days of beginning his presidency on August 1, 2019, President Gash commissioned Senior Vice President for Strategic Implementation (SVPSI) Tim Perrin, Provost Rick Marrs, and Vice Provost Lee Kats to appoint and lead a Strategic Planning Task Force to begin the work of envisioning a bold new chapter at Pepperdine. They formed a ten-member task force to guide and facilitate the planning process. This task force included Graziadio Business School Professor Mark Chun, Seaver College Professor Cynthia Colburn, Associate Vice President and University Title IX Coordinator La Shonda Coleman, Senior Vice Chancellor Rick Gibson, Chancellor Sara Jackson, Vice President Nicolle Taylor, and Graduate School of Education and Psychology Professor Natasha Thapar-Olmos.

The Task Force assessed the current state of the University and higher education and sought broad and deep participation by the University community in the planning process. The members hosted more than twenty envisioning sessions for faculty, staff,

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students, alumni, boards, parents, donors, and friends of the University involving more than 800 total participants. These sessions produced extensive input about the community's hopes and dreams for Pepperdine and the University's challenges and opportunities.

The Task Force incorporated the community feedback into an initial draft of the Strategic Plan. President Gash drafted a presidential vision to accompany the strategic plan and worked closely with the Task Force, the University Steering Team, and the Board of Regents in the development of the Plan. In the summer of 2021, a draft was shared widely with the University community for a 60-day period of review and comment. Pepperdine's Board of Regents played an active and constructive governance role in the process, participating in a March 2020 envisioning session, offering important feedback and guidance on drafts of the Plan in September 2020 and in March and June 2021, and adopting and sharing a Strategic Guidance document that describes five key distinctive pathways for Pepperdine in the decade ahead.

When done right, strategic planning is an ongoing and iterative process. New information, data, and trends are always emerging that must inform our strategic priorities such that we are constantly in a state of refinement and recalibration to maximize the excellence we deliver. In fact, the position of Senior Vice President for Strategic Implementation was designed precisely for the purpose of developing systems of review and accountability to keep the strategic plan front and center in our day-to-day work. Thus, while this document casts a vision for the next decade at Pepperdine, the intent is to revisit the goals and aspirations on an ongoing basis, with an intensive review after five years.

Like other universities, Pepperdine has historically supplemented its ongoing strategic planning by engaging in periodic broad-based, community-wide efforts to develop a strategic plan that looks a decade ahead to set a point on the horizon where we are going. Our prior plan was entitled "Boundless Horizons," which carried us to 2020. Its expiration coincided not only with the retirement of Andrew K. Benton after nineteen years of exemplary service as Pepperdine's seventh president, but also with a series of events and emerging trends that make the development of a new strategic plan for the next decade particularly timely.

These events included the global COVID-19 pandemic, which heightened fears and feelings of isolation and separation and caused unimaginable amounts of sickness and death; televised acts of violence against Black individuals, which provoked widespread social unrest and intensified both public discussion about racism and racial injustice

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and the longing for genuine racial reconciliation; and the contentious 2020 election, which heightened the politicization of everything. All of this combined to worsen the troubling mental health crisis among college students and made clear that Pepperdine has more work to do in the area of diversity, equity, and inclusion to build a welcoming community of belonging.

Moreover, the social strife, division, disconnection, and dislocation occasioned by these events have shifted the landscape of higher education in ways we are only beginning to understand. When combined with the coming demographic shift that will almost certainly reduce the number of students enrolling in American colleges in a few years, and considering the major technological changes in the delivery of educational content that are now emerging, the future of higher education is perhaps less certain than ever.

Nonetheless, Pepperdine is well positioned to flourish in this next chapter because of the strength of its reputation and its distinctive mission. We embrace the coming changes and the opportunities they bring for Pepperdine to shine brightly and to lead with courage and creativity. In such a time as this, there has never been a greater need for who we are and what we offer to our students, our community, and our world. Our distinctive mission of preparing our students to lead and serve through a transformative experience of academic excellence and Christian faith will continue to attract brilliant and creative students to our stunning Southern California and global campuses.

In September 2019, the Pepperdine community gathered for the inauguration of its eighth president, James A. Gash. On that historic day, President Gash shared a bold and compelling global vision for Pepperdine's future, calling on the University community to Ascend Together. Drawing on Pepperdine's strengths and celebrating its distinctives, President Gash emphasized a renewed focus on the University's mission of strengthening students intellectually, spiritually, and relationally and preparing them to be brilliant leaders of courage and character whose impact is felt across the globe.

President Gash's presidential vision statement, which accompanies this Strategic Plan, builds on his inaugural address and shares his perspective of Pepperdine's view from the summit. This vision calls the University community forward to imagine with him the University's grand and limitless future.

2. Strategy Roadmap

Pepperdine aspires to become a global leader in Christian higher education. Founded by business leader and entrepreneur George Pepperdine in 1937, Pepperdine University has

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grown from a single campus located close to downtown Los Angeles serving only undergraduates to now include campuses on four continents and Washington, D.C., master's and doctoral degrees, more than 130,000 alumni who lead and serve around the globe, and a growing reputation as a leading national University. With an extraordinary faculty and staff, talented students, and increasingly engaged alumni, Pepperdine is poised to ascend to new heights of excellence in the decade ahead. The Pepperdine 2030 Strategic Plan advances the strategic guidance from the Board of Regents and President Gash's strategic vision by building on the University's distinctive identity, leveraging Pepperdine's considerable strengths, and illuminating the way forward and upward.

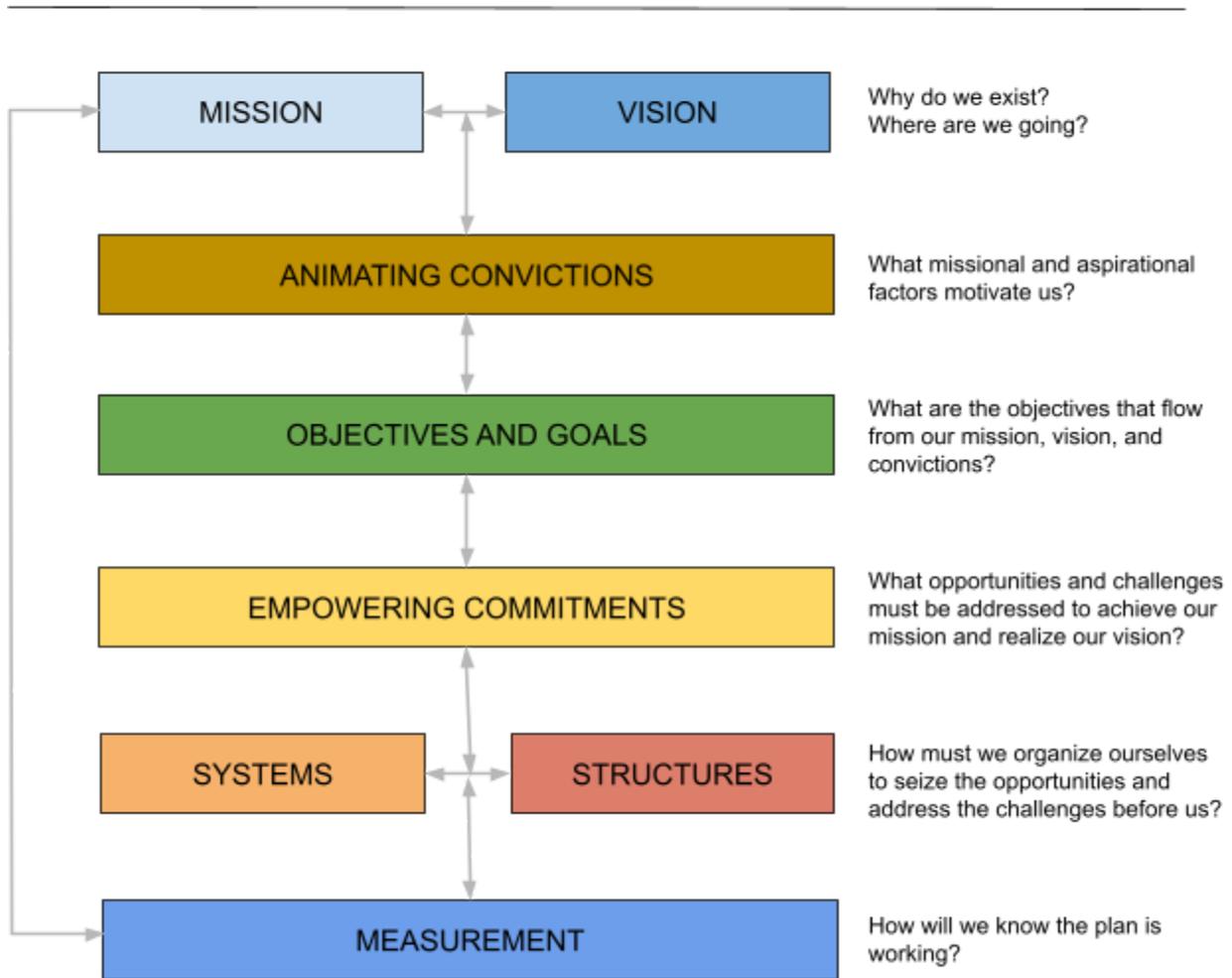
The Plan focuses on the University's **pursuit of missional excellence**, which is defined by the relentless pursuit of truth and faith together and an enduring commitment to students as the heart of the educational enterprise. As a Christian University, Pepperdine seeks to sustain its deep ties to the Churches of Christ, and to practice a kind of radical hospitality that welcomes a diverse community of learners and scholars from different faith traditions, backgrounds, and perspectives. In other words, Pepperdine's distinctiveness is built on a foundation of faith and truth-seeking that undergirds every aspect of the University's life together.

We have developed a strategic plan that is *both* anchored in the unchanging values and ideals of the University *and* flexible enough to adapt to new and evolving opportunities and challenges. We lean into our future with faith in God's providence and with confidence that Pepperdine has the people, the mission, the vision, the values, the resources, and the resilience to thrive in the face of challenges. We have rightly aspired to be a preeminent, global, Christian university. Now, more than ever, it is time to be one.

The Strategic Road Map (below) provides a birds-eye view of the University's strategic planning, reflecting the flow and structure of our Plan. We begin with our mission and vision statements because they explain who we are, why we exist, and where we are going.

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STRATEGY ROAD MAP



Mission Statement

Pepperdine 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.

Vision Statement

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.

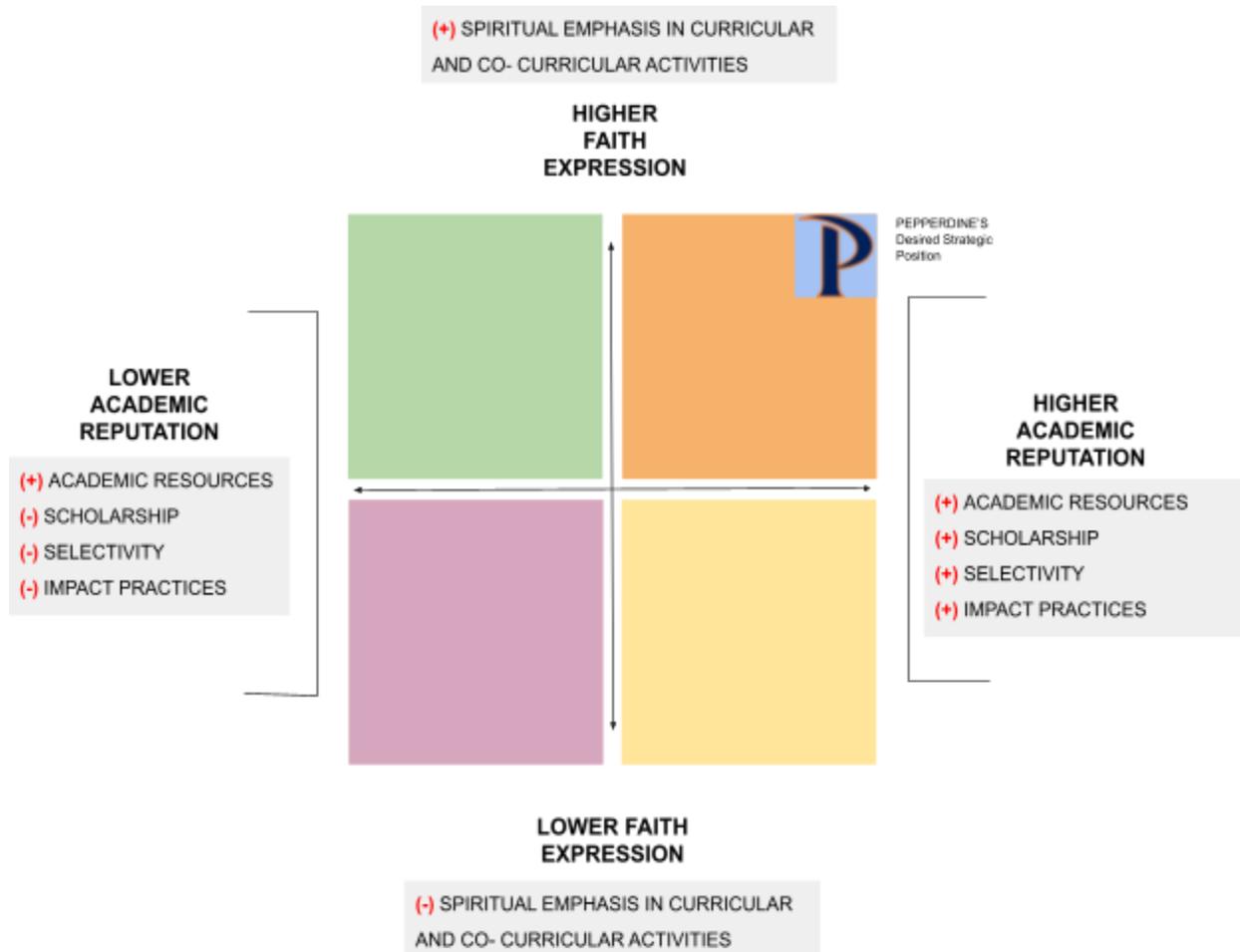
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The Plan is divided into three sections: (1) Animating Convictions; (2) Empowering Commitments; and (3) Strategic Objectives. First, the Animating Convictions flow out of our identity as a Christian University and are central to Pepperdine’s mission and vision. They each give life, purpose, and inspiration to the University community. Second, the Empowering Commitments – expanded resources and partnerships, reputational strength, strategic innovation, and mission-enhancing technology – will be critically important elements to achieve our strategic goals and priorities in that they will provide necessary fuel for the University’s ascent. Third, the Strategic Objectives and the supporting goals and initiatives reflect key areas of focus for the University over the next decade. These objectives and goals will inform and guide the University in strategic planning and budgeting and in addressing challenges and opportunities. As noted in the Preamble, the strategic planning process is ongoing. Thus, these objectives and goals will be regularly reassessed in light of new developments and unforeseen opportunities and challenges.

The Animating Convictions, Empowering Commitments, and Strategic Objectives reflect the University’s pursuit of **pervasive missional excellence** as Pepperdine seeks to align every aspect of the University with its mission, vision, and values. It is axiomatic that Pepperdine cannot do everything, and we must resist the temptation to try to be all things to all people. Indeed, even as the University’s resources grow in the coming years, this strategic planning process is about setting priorities for the allocation of those human, financial, physical, reputational, and technological resources.

Pepperdine’s Christian mission compels the University to seek the highest standard of missional excellence in everything it does across all parts of the institution and in connection with every University stakeholder, including students, faculty, staff, alumni, boards, donors, parents, and friends, and including the liberal arts and professional and graduate education, student services, alumni and advancement, international programs, athletics and the arts, business operations, and all other aspects of the University. The diagram below reflects Pepperdine’s desired strategic position as we aspire to become a preeminent, global, Christian University.

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The University's pursuit of missional excellence reflects its commitment to **integrated wholeness**, embracing God's design for His creation. In a time of increasing polarization, politicization, fragmentation, and division, Pepperdine aspires to be a place of wholeness – as individuals, as learners and scholars, as a community, and as believers. Pepperdine 2030 calls for the University to pursue wholeness in the following ways:

- providing a holistic education to students that engages mind and heart, body and soul;
- fostering integrative learning and scholarship that works across disciplines, integrates ideas from other fields of study, and explores the unity of God's truth;
- maximizing student resilience, wellness, and spiritual formation initiatives that lead to integrated lives;

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- building a community of belonging that embraces the complexity of difference and diversity and that values each individual as a vital part of the unified whole;
- facilitating robust global experiences that broaden horizons and deepen understanding of the world;
- enhancing sustainability efforts that address the health and wholeness of the planet; and
- convening thoughtful and meaningful discourse about matters of importance that seeks to follow the example of Jesus who was “full of grace and truth” (John 1:14).

Moreover, consistent with the best instincts of our religious heritage – the Churches of Christ – the University endeavors to be a force for restoration and wholeness within this heritage, among the broader Christian community, and in all of the various communities we serve.

3. Animating Convictions

The University’s Animating Convictions grow out of Pepperdine’s Affirmation statement, which is a profound declaration of our core DNA.

As a Christian University Pepperdine affirms:

That God is

That God is revealed uniquely in Christ

That the educational process may not, with impunity, be divorced from the divine process

That the student, as a person of infinite dignity, is the heart of the educational enterprise

That the quality of student life is a valid concern of the University

That truth, having nothing to fear from investigation, should be pursued relentlessly in every discipline

That spiritual commitment, tolerating no excuse for mediocrity, demands the highest standards of academic excellence

That freedom, whether spiritual, intellectual, or economic, is indivisible

That knowledge calls, ultimately, for a life of service

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The Animating Convictions represent a fresh articulation of the enduring values, beliefs, and ideals that motivate and inspire the University in our quest to become a preeminent, global, Christian university. They support and give life to each of the strategic objectives and goals set forth in the Plan.

Conviction One: *We Proclaim that All Things Hold Together in Christ*

Pepperdine University affirms that God is revealed uniquely in Christ, for in him “all things hold together.” (Colossians 1:17) This conviction is central to Pepperdine’s identity as a Christian University and helps to frame the University’s pursuit of excellence in all things. As reflected in the University’s Affirmations, we believe that our students are people of infinite worth; there is deep connection between the educational process and the divine process; truth is worthy of pursuit in every field; spiritual commitment demands academic excellence; freedom is indivisible; and knowledge calls, ultimately, for a life of service.

We celebrate the unity and coherence of the created order, which invites not only our exploration and discovery, but also calls us to seek and to embody the kind of unity and wholeness we find in Christ. As a diverse community of learners and scholars who come from many faith traditions, perspectives, and backgrounds, together we seek to foster a community of belonging where every member is welcomed and valued; together, we critically and creatively seek to deepen our understanding of the world and our place in it; together, we seek to lead with courage, integrity, and humility; together, we seek justice, peace, and reconciliation, with the knowledge that God, in Christ, is reconciling all things to himself.

Conviction Two: *We Have an Unyielding Commitment to the Relentless Pursuit of Both Academic Excellence and Christian Faith and Values*

Pepperdine is grounded in its commitment to both the highest standards of academic excellence and to Christian faith and values. The University recognizes the divine connection between faith and scholarship, convinced that they are compatible, and indeed, complementary. As the University affirms, “spiritual commitment, tolerating no excuse for mediocrity, demands the highest standards of academic excellence” and “truth, having nothing to fear from investigation, should be pursued relentlessly in every discipline.” The University embraces Anselm of Canterbury’s famous formulation of these commitments: “faith seeking understanding.”

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Pepperdine's pursuit of both academic excellence and Christian faith and values reflects an invigorating and complex challenge. It is "a road less traveled" – "both/and" rather than "either/or" – that is sustained and strengthened through discipline, courage, creativity, conviction, and humility and that leads to resilience. In his inaugural address, President Gash reminded the Pepperdine community of this vital distinctive, stating that as a Christian University, we "invite and welcome the world to our open table"; we "invite both worship and wonder, both faith and intellectual inquiry. . . . It is precisely our Christian faith commitment that compels us to both engage the world and love the world."

Conviction Three: *We Will Lead with Courage, Integrity, and Humility*

Pepperdine embraces the call to leadership as an act of faithful stewardship of its resources and opportunities. We strive to lead with courage, integrity, and humility – the kind of leadership that is discerning and wise, willing to do what is right even when it is the more difficult path, and always seeking to illuminate the way of faith, hope, and love.

The University's mission is to strengthen students for lives of purpose, service, and leadership, and our vision calls the University to prepare graduates to lead purposeful lives as servant-minded leaders throughout the world. Thus, this conviction brings together the three core values of the University – purpose, service, and leadership – and reminds us that leadership is ultimately a call to humility and to service. We are inspired by the example of sacrificial love so perfectly embodied in Jesus who came to earth to serve and not to be served. (Mark 10:45)

Pepperdine will forge a cohesive and unified leadership team among the members of the board of regents, the university administration, and the faculty leadership built on a foundation of love and trust that is aligned on mission, vision, and strategy. This alignment will foster courageous decision-making, inspire new possibilities and heights of success, and position Pepperdine for global leadership in higher education. The University already enjoys a significant global presence through its international campuses and programs, its many international students who pursue Pepperdine degrees, and its growing alumni community around the world. The University will continue to strategically prioritize global opportunities, providing transformative educational experiences for students that broaden their horizons and deepen their perspectives.

Here are a few examples of strategic opportunities that call for Pepperdine's leadership in the decade ahead. In a digital age that offers easy access to incredible amounts of

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information, albeit without clarity or conviction about what is true and reliable, Pepperdine faculty members will develop a growing platform of thought leadership and will embody the values of courage and integrity as they lead and serve in their fields of study and in their communities. In a world of increasing specialization and the fragmentation of knowledge, Pepperdine will lead in integrative scholarship and learning, especially at the intersection of faith, scholarship, and culture. In a deeply divided world, Pepperdine will lead with humility as a place that embraces intellectual diversity and models how to discuss and evaluate difficult issues in a respectful and meaningful manner. In a world with rising rates of depression and despair, especially among young people, Pepperdine will lead through its resilience and wellness programming and an emphasis on student wholeness – mind, body, and spirit.

Conviction Four: We Will Strengthen Our Shared Sense of Belonging and Celebrate God's Diversity

Pepperdine will build a diverse culture of belonging that reflects our community and welcomes and affirms every person as an infinitely valued and respected child of God made in His image. The University's commitment to belonging is both deep and wide, and it extends across all departments, programs, schools, and strategic priorities.

We affirm and believe that God created us to live in community together where diversity is celebrated as created and ordained by God. We envision our university as a place where each person is welcomed, valued, and included as a full contributor to the community, where each person's voice is heard, and where each person is free and equipped to thrive and live into the fullness of who God created them to be. We will practice radical hospitality, working together to create, cultivate, and sustain a stronger community of grace, justice, truth, and love where unity and reconciliation are realized through an appreciation of diversity. We are committed to talking to each other, to listening to each other, and to learning from each other in all humility and respect. We are committed to building a community where there is no racism, sexism, xenophobia, homophobia, bullying, ableism, intolerance, hatred, or any other perspective or practice that devalues or oppresses another human being. This conviction flows directly out of our Christian mission and our deep conviction about the inherent dignity of each person as God's creation. As the apostle Paul writes: "There is neither Jew nor Gentile, neither slave nor free, nor is there male and female, for you are all one in Christ Jesus." (Galatians 3:28, NIV)

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As a University, we relentlessly pursue the truth, but we also recognize that we are fallible and that our understanding is imperfect. As the University Diversity Council's statement says: "We strive toward academic excellence and a shared sense of belonging with the understanding that a broad range of diverse perspectives enriches the quality of our learning, scholarship, and leadership." With humility, we invite and welcome diverse perspectives as we gather around Pepperdine's open table, seeking to discover and better understand what is true, good, and beautiful. In this way, Pepperdine's diversity sustains and enriches the academic enterprise and the community life of the University.

Conviction Five: *We Will Embody the Distinctive Spirit of Pepperdine*

Pepperdine is committed to providing world-class academic excellence through its physical campuses and virtual programming, embracing and celebrating the sacred beauty of God-inspired community. The University's spectacular Malibu campus is universally considered one of the most beautiful college campuses in the world. Yet, the distinctive Pepperdine spirit is deeper and broader than the Malibu campus or any specific physical location. It is found whenever and wherever Pepperdine people are gathered in community, whether on-ground or online, whether in Malibu, at a graduate or international campus, or elsewhere around the world. This Pepperdine spirit inspires the feeling of being home. Those who fully embrace Pepperdine's relentless pursuit of truth through both academic excellence and Christian faith and values – whether faculty, staff, students, or alumni – are changed by the experience and, in turn, are prepared to transform the places where they find themselves.

This Pepperdine spirit is the intangible adhesive that binds Waves together across generations, degree programs, and experiences. It celebrates Pepperdine's traditions, while also embracing the future with a spirit of adventure, a spirit of innovation, and a spirit of entrepreneurship as so beautifully exemplified by the life of our founder, George Pepperdine, and so powerfully witnessed throughout the University's history. It embodies a spirit of gratitude and a spirit of generosity as reflected in the University's motto – "freely ye received, freely give." Like the waves that roll onto the beautiful Malibu beaches, this spirit of unity binds us to our fellow Waves in other parts of the globe, beckoning us to connect and calling us to discover and explore. We aspire to broaden and deepen this spirit of connectedness among the members of our alumni family, both near and far.

4. Empowering Commitments

Our strategic plan operates as a pledge by the University to its community of stakeholders, declaring the University's intent for the decade ahead. It's not enough to simply set forth some objectives and goals, as important as that is. An effective strategic plan must consider the people, systems, structures, and resources that will be necessary to realize the vision and advance the mission. Thus, we have identified several Empowering Commitments that will fuel the University's ascent, giving energy to the University's Animating Convictions and empowering our efforts to fulfill each of the strategic objectives and goals. These Commitments focus more on *how* Pepperdine will realize its vision than on *why*. As described below, the Empowering Commitments include the importance of expanding Pepperdine's resources, developing strategic partnerships, strengthening the University's reputation and brand, leveraging technology, and unleashing a spirit of innovation.

Commitment One: *Expanded Resources and Partnerships*

The realization of Pepperdine's vision will require a strategic expansion of the University's resources and partnerships. This focus on growing available resources is not limited to financial resources, but also includes strategic investment in Pepperdine's most precious resource – its people – as well as in the facilities and campus infrastructure essential to fulfilling the University's vision. Additional resources will support efforts to advance academic excellence and programs at each school; strengthen student support services across the University; maintain and enhance our physical facilities; expand international programs; and advance Pepperdine's ability to attract and retain outstanding faculty, staff, and students.

Commitment Two: *Reputational and Brand Strength—Sharing the Pepperdine Story*

Pepperdine's reputation is strong, and awareness of the University is growing. Pepperdine's five schools each make unique contributions to Pepperdine's distinctive identity and to the University's story. The five schools have produced more than 130,000 alumni who are making a difference around the globe, each of whom serves as an ambassador of the University. Pepperdine's reputational and brand strength will be of vital importance for the success of Pepperdine 2030, especially in light of the decline in college-age individuals during this period and an increasingly competitive landscape. Thus, the University must share the compelling Pepperdine story with clarity and conviction and continue to build greater awareness of the University as a global leader in Christian higher education. Pepperdine will invest in strengthening the academic

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reputation and impact of each of its five schools. Pepperdine's athletics and arts programs also have important roles to play in advancing the University's reputation and extending its distinctive brand, and they will be of the highest quality and character.

Commitment Three: *Strategic Innovation and Mission-enhancing Technology*

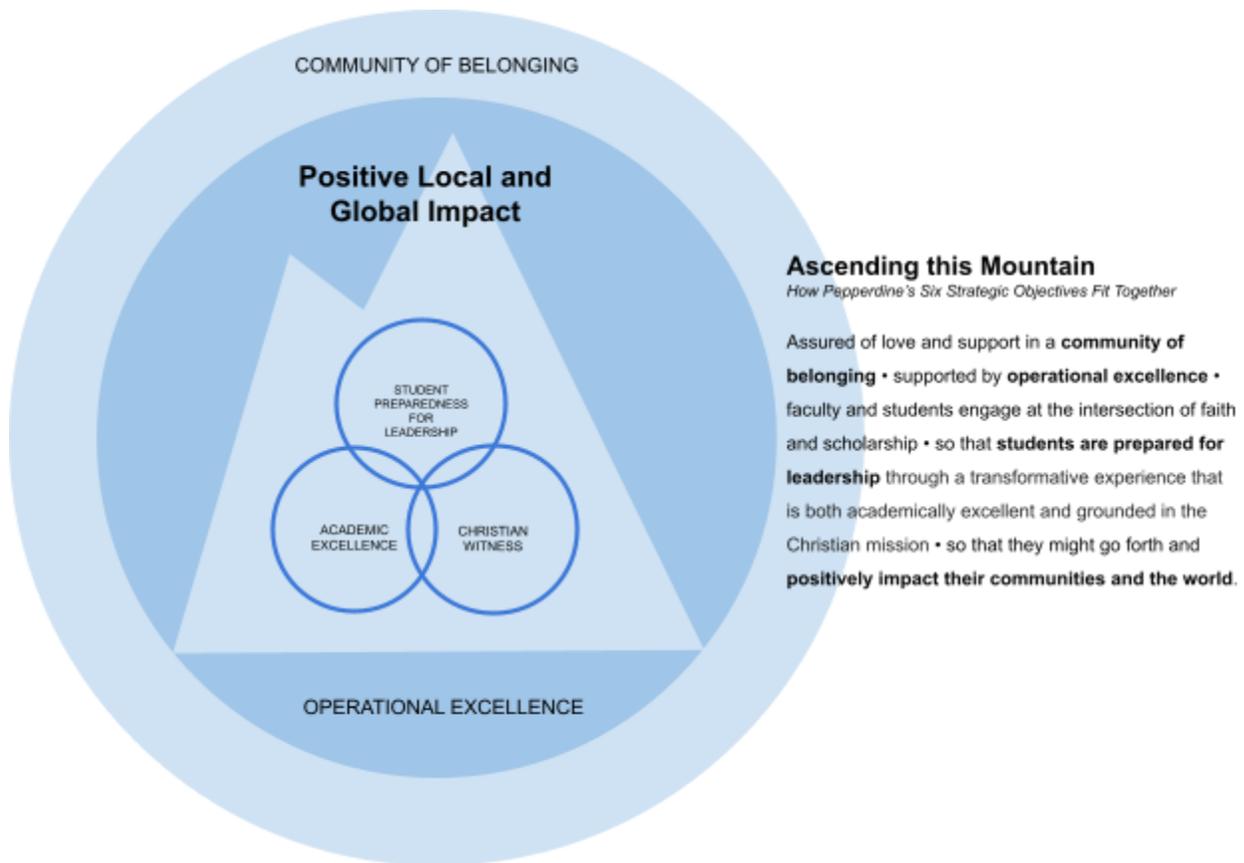
Pepperdine's spirit of innovation and entrepreneurship can be traced back to our founder, George Pepperdine. That spirit of innovation and creativity will be particularly important in the decade ahead. Higher education has experienced accelerated change in recent years and the 2020 global pandemic reinforced the central importance of Pepperdine's strategic agility as it navigates an uncertain future. The University is well positioned to respond to the changing landscape and to seize fresh opportunities as they arise. The University must leverage its technology resources and expertise as well as seek and embrace opportunities for strategic innovation, while remaining true to Pepperdine's enduring commitments and ideals.

5. Strategic Objectives

Empowered by these Commitments, Pepperdine has identified six Strategic Objectives that embody the University's Animating Convictions and position the University to continue its ascent. These priorities and the accompanying goals and initiatives are aligned with the Board of Regents' Strategic Guidance, which identifies "the top five distinctive pathways Pepperdine must travel to become a premier, global Christian university." The Strategic Objectives will inform and guide the University community as it allocates resources, assesses opportunities, and navigates challenges over the next decade.

As depicted in the diagram below, the six strategic objectives work together to tell the story of Pepperdine's ascent. They are interconnected and each addresses critical aspects of the University's future. The order of the objectives is important, but not because it might imply that one objective is necessarily more valued than another. Objectives one through three -- the pursuit of academic excellence, the cultivation of a vibrant community grounded in the Christian mission, and the transformation of students for global leadership -- focus on central aspects of the University's mission. Objectives four through six address the conditions needed for the University to thrive -- a community of belonging and sustained operational excellence -- as well as the outcome of a Pepperdine education: students who change the world by positively impacting their communities, both locally and globally.

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Objective One: Foster and Promote a Culture of Academic Excellence and an Enhanced Commitment to Integrative Learning and Scholarship

Pepperdine's commitment to the highest standards of academic excellence requires faculty who are outstanding teachers, mentors, and scholars, who are committed to the relentless pursuit of truth, and who are dedicated to the learning and development of their students even beyond graduation. The University places a high value on the faculty-student relationship and affirms the critical importance of excellent classroom teaching and faculty mentoring in transforming the lives of students. At the same time, the University recognizes the importance and value of faculty research and scholarship because of the way it serves to strengthen the classroom experience and student development, advance knowledge, and deepen understanding.

Whether through the scholarship of discovery, integration, pedagogy, or application, Pepperdine faculty and students are co-discoverers, pursuing academic excellence in the classroom and the library, in laboratories and studios, in field placements and on

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stages, and everywhere else learning happens. Pepperdine faculty care deeply about the issues facing society today, both locally and globally. From physical, mental, and spiritual health, to the care and health of the planet, to gender and race relations, to global leadership, civic engagement, and education and legal reform, Pepperdine scholars work passionately to solve problems and inspire future solutions. Therefore, motivated by their faith in God and love for humanity, Pepperdine faculty will be leaders in integrative learning and scholarship as they work collaboratively across disciplines, integrate theory with practical knowledge and community engagement, and explore the intersection of faith and their field of study, seeking to bring restoration and renewal to the world in the 21st century.

Objective One Goals

- 1. Hire, develop, resource, and retain outstanding faculty who will strengthen the University's culture of academic excellence through their teaching, mentoring, and scholarship.**
 - a. Institute a best-practices peer mentoring program for faculty members that includes a focus on their development as teachers, mentors, scholars, and members of the University community.
 - b. Double the number of endowed chairs and professorships by 2030 to help attract faculty experts and thought leaders and to reward and enhance teaching, mentoring, and research of current faculty.
 - c. Enhance support for faculty as researchers and mentors by working with the five schools to enhance internal and to double external grant funding, thus increasing opportunities for course reductions, sabbaticals, and expanded research with students.
 - d. Advance the culture of academic excellence by meeting the changing needs of faculty and students with access to robust information resources provided by University libraries.
 - e. Strategically explore how to assist with housing and childcare challenges faced by faculty and staff living and working in Southern California.

- 2. Establish Pepperdine as global leaders in the faith and scholarship conversation.**
 - a. Enhance the recruitment, presence, and engagement of thought leaders at the intersection of faith, scholarship, and culture to serve as faculty and as experts in residence.

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- b. Expand the reach of the Center for Faith and Learning as it equips and supports faculty in understanding and exploring “faith seeking understanding.”
 - c. Strengthen Pepperdine’s leadership role by elevating public discourse through hosting both digital and in-person regional, national, and international conferences and symposia for faculty and student scholars who are advancing knowledge around faith, culture, and society.
- 3. Explore strategic opportunities for the development of new academic programs or the creation of new colleges or schools that leverage University strengths, meet student and community needs, and advance the University’s mission and reputation, including through creative alliances with like-minded partners.**
- a. More closely align the various academic programs and offerings across all five schools, strengthening collaboration and cooperation.
 - b. As market conditions evolve and as opportunities emerge, explore development of new academic programs or schools that focus on science and technology, including information systems, computer science, and data analytics; engineering; health care and allied fields; and/or multidisciplinary studies that explore the intersection of technology, the humanities, and the sciences.
- 4. Employ state-of-the-art technology in both physical and virtual classrooms in the service of academic excellence, transformative educational experiences, and innovative scholarship.**
- a. Substantially upgrade classroom and laboratory technology to support excellence in teaching, learning, scholarship, and research.
 - b. Introduce a research computing initiative to support a growing faculty and student research portfolio.
 - c. Strengthen national reputation for excellence in the delivery, quality, and outcomes of online education.

Objective Two: Cultivate a Vibrant Community Grounded in the Christian Mission and Guided by Incarnational Faith

The University seeks to inspire every aspect of our life together such that it embodies and reflects the central reality that all things hold together in Christ. The University affirms that God uniquely revealed himself in Jesus when “the Word became flesh” (John 1:14). That incarnational reality gives depth of meaning and purpose to

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Pepperdine's Christian mission as the University community seeks to live out that mission by caring about the things Jesus cares about. Service is a core value of the University, and Pepperdine affirms that knowledge calls, ultimately, for a life of service. Thus, the University will seek to thoughtfully cultivate and sustain a vibrant community, grounded in its Christian mission, that promotes compassion, love, justice, goodness, beauty, and truth, and deepens its commitment to the sacred work of restoration and renewal.

Objective Two Goals

- 1. Hire, develop, retain, and resource exceptional staff members and administrators who will strengthen the University's vibrant community and culture of missional excellence through their work.**
 - a. Expand leadership development opportunities to reach more staff members, achieving greater operational effectiveness.
 - b. Foster opportunities for key staff members to participate in high-level continuing education programs to advance professional development and to demonstrate their distinction and institutional affinity in external settings.
 - c. Strengthen culture of communication and transparency by enhancing knowledge sharing across the University and developing ambassadors in the workforce who are empowered to speak about Pepperdine's history and distinctive nature and qualities.

- 2. Strengthen spiritual life and formation efforts within the University and increase collaboration and engagement across departments and schools.**
 - a. Expand and enrich opportunities for the Pepperdine community to come together for times of worship and service.
 - b. Enhance spiritual life programming and encourage greater collaboration on matters of spiritual life and formation among the five schools and other major University departments.
 - c. Provide greater opportunities for students to be equipped to grapple with the challenges to their faith, and to be encouraged in their pursuit of truth through the academic curriculum, book discussions, and faculty mentoring, among other means.

- 3. Cultivate an enhanced commitment to service and to community engagement through the curriculum and the co-curriculum.**

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- a. Enhance support for service and community action and justice efforts by faculty, staff, students, and alumni connecting these efforts to the University's Christian mission.
- b. Expand the current grant program that supports faculty-student community-based service learning and scholarship.
- c. As an expression of our Christian mission, advance educational opportunities on sustainability, while respecting and stewarding our natural resources.

4. Deepen and broaden the impact of the Office of Church Relations, the Boone Center for the Family, and the Center for Faith and Learning in equipping families, scholars, ministers, and faith communities.

- a. Strengthen ties to the Churches of Christ and provide leadership, resources, training, and support to ministers, church leaders, and members through Harbor and other outreach programs.
- b. Strengthen the University's position as a highly valued and trusted partner that provides impactful programs and resources for faith communities and leaders on matters ranging from healthy families and strong relationships, to effective ministry and church leadership, and to teaching and learning at the intersection of faith, scholarship, and culture.

Objective Three: *Deliver a Transformative Educational Experience that Holistically Prepares Students to Be Global Servant Leaders*

The natural outcome of creating a culture of academic excellence and a vibrant Christian community is cultivating purpose-driven and servant-minded student leaders marked by courage, integrity, humility, resilience, and critical and creative thinking. Pepperdine will sustain and strengthen its commitment to students as the heart of the educational enterprise, offering a transformative educational experience that engages the whole person, including head and heart, body and soul. Pepperdine's five schools serve diverse student populations who are at different places along their educational journey – some seeking their first post-secondary degree and others seeking a graduate or professional degree. Accordingly, there are differences in pedagogy and programming that are appropriate for each discipline. The commitment to student transformation, however, is the same. Moreover, across all programs Pepperdine will maintain the centrality of a Christ-centered educational experience that inspires and equips students to be resilient leaders who are prepared to address local and global needs and challenges.

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Objective Three Goals

- 1. Attract, enroll, and retain exceptional students who embrace the University's distinctive mission.**
 - a. Increase the demand for Pepperdine academic programs and degrees across all five schools, growing the number of applications and enhancing yield rates.
 - b. Maintain retention and graduation rates that exceed the average of each school's peer institutions.

- 2. Fully implement best-in-class student wholeness and resilience programming across the University to strengthen a thriving student community intellectually, spiritually, relationally, and physically, in both life skills and service.**
 - a. Build a student and events center on the Malibu campus to advance student wholeness and to develop more vibrant student and community life.
 - b. Fully integrate and resource the Resilience-Informed Skills Education (RISE) Program across the University.
 - c. Markedly enhance opportunities for students and the Pepperdine community to worship together, learn together, serve together, eat together, exercise together, cheer together, play together, live together, and share life together.

- 3. Expand experiential learning opportunities for students through high impact educational practices, preparing students for leadership roles, providing them with mentors and role models, and equipping them for lives of purpose and service.**
 - a. Enhance opportunities for students to participate in internships, clinical placements, service learning experiences, and study-abroad and study away programs.
 - b. Support additional opportunities for undergraduate and graduate students to engage in research with faculty mentors.

- 4. Promote and support the highest level of excellence in the Arts and Athletics.**
 - a. Foster sustained success in Athletics at the highest level in NCAA Division 1, focused on the holistic formation of student-athletes and perennially competing for national championships in most sports.

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- b. Build upon the tradition of excellence in the Arts at Pepperdine, devoted to the holistic formation of student-artists and providing opportunities for the community to engage with student-artists and their creative efforts.
- c. Markedly enhance facilities for the Arts and Athletics to meet the University's lofty aspirations and program needs.

Objective Four: *Strengthen and Deepen a Community of Belonging*

The University will build a stronger community of belonging among Pepperdine's faculty, administration, staff, students, alumni, boards, and friends by affirming the intrinsic dignity of every person and celebrating diversity as a true and beautiful representation of God's creative expression. This sense of belonging will create a deeper connection to, and affinity for, alma mater among our students and worldwide alumni community.

Objective Four Goals

1. Enhance diversity and deepen the sense of belonging at Pepperdine.

- a. Fully integrate, resource, and empower the Vice President for Community Belonging position as part of the University's senior leadership.
- b. Continue to enhance the diversity of the Board of Regents, University administration, faculty, staff, and student body.
- c. Review the curriculum and co-curriculum and implement appropriate changes to increase diverse perspectives and enhance student belonging.
- d. Develop dynamic, distinctive, and effective faith-based educational resources for administration, faculty, staff, and students on issues of cultural competence and cultural sensitivity.
- e. Explore development of a center for belonging.

2. Strengthen alumni engagement with the University and deepen the sense of connection to alma mater.

- a. Vastly increase alumni involvement and participation in the life of the University, emphasizing the formation of loyal alumni from the beginning of their Pepperdine journey.
- b. Dramatically increase annual giving by alumni in terms of both the number of donors each year and the total amount of money raised.
- c. Strengthen the alumni mentoring program and facilitate alumni networks at each school, connecting alumni to prospective and current students, enhancing employment opportunities for students, leveraging technology, alumni affinity and expertise, and advancing alumni engagement.

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- d. Explore development of a “lifelong learner” model for alumni engagement that reimagines the relationship of alumni with their alma mater, and that maintains connection with alumni after graduation as lifelong learners and seekers.
- 3. Foster a culture that embraces intellectual diversity and promotes a hospitable environment for the expression of ideas guided by the love of Christ and framed by the relentless search for truth.**
- a. Become a model for how to engage in respectful and meaningful discourse, addressing difficult and divisive issues with love and conviction.
 - b. Through the newly launched Presidential Speaker Series and other programs and events, host a diverse array of speakers and guests, integrating these events into the community and the academic curriculum.
 - c. Advance conversations within the Pepperdine community about academic freedom and develop a widely embraced university policy or statement that clarifies academic freedom and freedom of speech values and expectations.
 - d. Continue to implement shared governance principles at all five of Pepperdine’s schools.

Objective Five: Elevate the University's Presence and Impact in Malibu, in Los Angeles, and around the Globe

Pepperdine will extend its reach and influence, both locally and globally, by responsibly and thoughtfully strengthening its ties with the unique and influential city of Malibu and deepening its engagement with the greater Los Angeles area – a global and cultural hub in our own backyard. Founded in Los Angeles in 1937, the University seeks to build on its deep ties to the greater Los Angeles region, including its partnership with AEG and its classroom space at Staples Center, the law and counseling clinics housed at the Union Rescue Mission in downtown Los Angeles, GSEP’s Urban Initiative 2.0, the University’s affiliation with the Grammy Museum, and the relationship between the School of Public Policy and the Homeland Security Advisory Council, among other points of connection.

We will also strengthen our presence and impact around the world in places of both poverty and abundance, thus providing enhanced curricular and co-curricular opportunities for students and faculty. Pepperdine already has a strong presence across the globe with campuses in Washington, D.C., Buenos Aires, Florence, Heidelberg, Lausanne, and London, and with other programs and international partnerships and

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affiliations. The Sudreau Global Justice Program at the Caruso School of Law works in East Africa and elsewhere to protect the vulnerable by strengthening justice systems and training the next generation of global attorneys. The University's strategic growth will extend the reach and influence of the University and will expand opportunities for global strategic partnerships. Pepperdine's recent acquisition of the Château d'Hauteville in Vevey, Switzerland, provides an historic opportunity for the University to elevate its presence internationally while broadening educational programs for students, faculty, alumni, and global leaders in business, law, and government, among other fields.

Objective Five Goals

- 1. Elevate Pepperdine's visibility and impact in the greater Los Angeles area.**
 - a. Strengthen ties to the city of Malibu and enhance relationships with those communities closest to Pepperdine's campuses, including expanded internship placements and coordinated community service projects.
 - b. Expand the University's engagement in Los Angeles to provide enhanced curricular and co-curricular opportunities for students and faculty, extending the University's presence and deepening its community engagement. Explore the development of a new campus in Los Angeles.
 - c. Advance the impact of the Pepperdine community locally and globally on issues ranging from homelessness, racial justice, and sustainability to mental health, access to educational and legal services, economic development, and civic engagement, among other matters.
 - d. Explore new strategic partnerships with companies, organizations, and non-profit entities that align with the University's mission and provide expanded opportunities for students, faculty, and the University community.

- 2. Expand Pepperdine's global reach and impact.**
 - a. Fully develop the Château d'Hauteville -- a signature Pepperdine international campus in Switzerland -- expanding opportunities for Pepperdine students, strengthening global partnerships, and elevating the University as a global leader in higher education.
 - b. Expand the University's international programs by reestablishing a campus in Asia and exploring the development of a permanent campus in Africa.
 - c. Expand the University's global justice and human rights programs to include all five schools and their faculty, staff, and students.

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Objective Six: *Innovatively Reimagine the University's Model for Academic and Operational Excellence*

Pepperdine enjoys financial strength and stability and a strong culture and tradition of careful stewardship of its resources. The University has shown boldness, innovation, and creativity at vital points in its history. As the University faces future challenges to higher education, such as a diminished consensus about the value of a college degree, concerns about student debt, affordability and access, demographic changes in the number of college-aged students, and uncertainty about the long-term impact of the COVID-19 pandemic, Pepperdine will need to innovatively reimagine how it sustains and strengthens operational excellence and the delivery of a transformative educational experience.

Objective Six Goals

- 1. Thoughtfully address student and family indebtedness at graduation.**
 - a. Substantially increase endowment funding for student financial assistance and enlarge the availability of need-based aid.
 - b. Expand loan forgiveness programs to help students manage indebtedness after graduation.

- 2. Conduct a strategic review of the University's allocation of resources to ensure alignment between available resources and the University's strategic priorities, to identify and eliminate unnecessary redundancies, and to enhance operational efficiencies.**
 - a. Maintain strategic agility and operational flexibility so that the University can respond to rapidly changing environments and take advantage of opportunities as they arise. Build "off ramps" into new programs and major projects to minimize the risk of imprudent expenditures.
 - b. Strengthen cooperation and collaboration across all schools, departments, and major areas of the University to advance both operational and academic excellence and efficiency through enhancing the use of shared services and improving the management and sharing of information.
 - c. Critically examine expenses and discontinue activities and programs that no longer provide significant benefit to the University and its students.

- 3. Significantly grow the University's resources and broaden sources of support to advance Pepperdine's mission and vision.**

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- a. Prepare for and launch a capital campaign to raise additional resources that will advance the strategic priorities set forth in the Pepperdine 2030 Strategic Plan.
- b. Expand the capacity of the University's Advancement office and double the University's annual fundraising by 2030.
- c. Double the University's endowment by 2030.
- d. Double the number of submitted grant and foundation proposals by 2030.
- e. Identify and obtain new sources of revenue through the development of strategic partnerships and new programs.

6. Measuring and Assessing

We are committed to measuring and assessing progress on each of the strategic goals and objectives in the Pepperdine 2030 Strategic Plan. Working with the Office of Institutional Effectiveness and other University stakeholders, we will develop measurements and metrics for each objective and goal, collect the relevant data, and regularly assess our progress as compared to our strategic targets and performance benchmarks. Each initiative in the strategic plan will be assigned to a University leader or leaders who will accept primary responsibility for achieving the goal, supported as appropriate by other University offices and stakeholders. In addition, each initiative will have a target date for completion, with some of those target dates set for the short term (1-2 years), others in the medium term (4-6 years), and still others in the longer term (10 years or more). This will help us track our progress in achieving the goals, while also identifying areas of underperformance. We envision the strategic plan as a living document that preserves flexibility so that we can adjust course as opportunities arise or as circumstances dictate. Once we have the final version of the strategic plan, we will build a dashboard for the community that will provide regularly updated information about the University's progress under the Plan.

Draft for public review and comment. Please submit feedback to strategicplan@pepperdine.edu.