



ALUMNI LEADERSHIP COUNCIL
PRESIDENT'S REPORT | 2016–2017

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Executive Summary

The goal of the 2016-17 Alumni Leadership Council (ALC) was to provide President Andrew K. Benton, Executive Vice President Keith Hinkle, the Deans of all five schools, and all alumni relations stakeholders within the University with recommendations to enhance the alumni experience at Pepperdine University. The ALC moved from a project based committee structure to a school based committee structure to more accurately provide recommendations that would represent the entire alumni base of the University and those of each individual school. Each school committee focused their time and recommendations on two main topic areas: Career Services and Affinity Groups. Members of the ALC have a unique understanding of the entire University regardless of the school(s) they attended; therefore, each committee provided recommendations for their individual school and the University. The recommendations in this report are not intended to highlight negative areas within the University. The recommendations are the opinions and reflections from highly motivated and involved Alumni who want to ensure the University, its' Students, and its' Alumni thrive.

PROCESS

The ALC conducts three meetings per year to conduct committee work and learn about the current state of the University from key members of administration. Our guest speakers this year included President Andrew K. Benton, Senior Vice President for Advancement and Public Affairs and Chief Development Officer Keith Hinkle, Director of the Pepperdine Fund Cynthia Ware, and Dean of the School of Public Policy Pete Peterson. Outside of the meetings, each committee dedicated a purposeful amount time and resources to provide these recommendations, including in-person meetings with the Dean of each school.

CAREER SERVICES RECOMMENDATIONS

It is important to note the difference between career services offered to students and alumni. The majority of resources allocated to career services is focused on the needs of the student, and the ALC affirms this decision. The ALC recommends that Pepperdine University allocates additional resources to alumni career development that produces the following:

- 1.) Increased integration between all five schools for mentoring, job, networking, and educational opportunities.
- 2.) A single software platform across all five schools for job posting and search.
- 3.) Increased promotion and utilization of the Pepperdine Career Network (PCN) and HIRE campaign for students and alumni.
- 4.) Clear differentiation between career services offered for students and career development offered for alumni. Students services should be managed by Career Services, and alumni services should be managed by Alumni Relations.

AFFINITY RECOMMENDATION

The ALC committees report differing priority levels as it relates to affinity groups; however, there is consensus amongst all committees that affinity related to career development is vital to alumni. The ALC recommends the implementation of an online community platform to provide engagement opportunities for all alumni. The ALC highlights the following necessary attributes for the platform:

- 1.) Will have the functionality to provide university supported formal groups, and alumni supported informal groups.

- 2.) This platform should be embedded in all phases of the alumni lifecycle starting with the admission process for new students.
- 3.) Seamless interface with other social networks to avoid the need to manage another online profile.
- 4.) Platform tools and customizations must meet the needs of Pepperdine University and George Pepperdine College alumni based on beta testing and focus groups. The tool must provide a platform for engagement with opportunities for affinity and career development.

KEY TAKEAWAY

The power of the ALC is found in the cooperation and collaboration between alumni, students, faculty, and the administration of the five schools of Pepperdine University. The clear theme throughout this report is the recommendation for shared resources and cooperation between all five schools to provide our alumni with robust opportunities for Affinity and Career Development. Technology enhancements are recommended and required to provide ease of access and connections; however, the effectiveness of the technology will be determined by the support and collaboration of the university administration and the Deans of all five schools. The ALC supports and would like to recognize and thank the dedicated and talented persons within all alumni and career related offices that have impacted our lives and the lives of countless students and alumni.

Seaver & George Pepperdine College Committee Report

MEMBERS

- Lisa Mitchell, Chairperson
- Matthew Wallace
- Aaron Hodgdon
- Kevin Mills
- Beverly Royster
- Eric Yomantas
- Arturo Rodriguez
- Susan Giboney
- Brad Starkey

SUMMARY

The Seaver and George Pepperdine College committee focused its research on affinity group engagement, and on the transition from student to alumni and how that relates to the effectiveness of career services. The committee reports that an effective career service offering for alumni must be introduced in a meaningful way throughout the student/alumni lifecycle. The committee recommendations for affinity are meant as a baseline for additional research needed.

CAREER SERVICES RECOMMENDATIONS

The following recommendations have a focus on students based on our working theory that current students are the key to creating a critical mass of mentors and engaged alumni. More resources exist within the University to engage current students versus reaching alumni. Building a vibrant alumni community starts with engaging students during all phases of their Pepperdine lifecycle starting with the admissions process. The Seaver / GPC committee also reports many current alumni who want to participate in career and mentoring activities; however, there is a lack of awareness on how to engage.

- 1.) Allocate resources for the promotion of the Pepperdine Career Network (PCN) and HIRE Campaign.
- 2.) Create a culture of mentoring from day one. Require incoming students to enroll in PCN and utilize the mentoring services throughout their education. This will require many qualified and willing mentors to be enrolled in PCN – need to set goals and metrics for PCN utilization.
- 3.) Allocate resources to enable career services to develop high level relationships with employers to ensure our students are employable and our curriculum remains relevant to the selected career choices of our students.
- 4.) Celebrate mentoring and HIRE success stories. Create rewards or recognition for reaching mentoring or hiring milestones.

AFFINITY RECOMMENDATIONS

The area of affinity at Seaver College is much larger in scope and complexity as compared to the graduate schools of Pepperdine. The committee recommends further research and data gathering to create a strategic plan for affinity at Seaver college. A document is attached to the end of this report that provides a guideline of questions that are necessary to answer to understand why or why not our alumni are engaged. The following are specific recommendations in relation to the research needed:

- 1.) Implementation of a technology platform for online communities and alumni engagement is essential to the success of affinity groups.

- 2.) Technology is not enough reason for alumni to engage. Pepperdine must define the alumni rationale to engage and embed this into the software solution and other non-software related affinity activities. See Document: Research Questions Pepperdine Affinity.
- 3.) Working high level categories for affinity: Regional, Student Based Experiences, Professional/Industry/Academics, Culture/Identity/Diversity, Shared Interest.
- 4.) Engage students, chapter leaders, disengaged alumni, student groups, and participants from all five categories above to participate in the evaluation of potential online community tools.

UNIVERSITY RECOMMENDATIONS

- 1.) Create more opportunity for interaction between Seaver / GPC alumni and alumni from the other four graduate schools of Pepperdine. Interaction can be encouraged through the existing Pepperdine Career Network, and through the implementation of a single university wide software platform for alumni relations.
- 2.) Alumni from multiple schools have commented on the lack of interest in email communication. Personalized communication from University ambassadors with some affinity relationship to targeted alumni will increase engagement in giving and involvement with the University. This will require a robust CRM system and many alumni ambassadors willing to participate.

Graziadio School of Business and Management Committee Report

MEMBERS

- Darren Pitts, Co-Chairperson
- Jennifer Cannon
- Charles Franklin
- Ruby Kumar
- Lori Heffelfinger, Co-Chairperson
- Ron Bruno
- Karleton Helfer
- Jack DeWenter

SUMMARY

The Graziadio School of Business and Management (GSBM) committee focused on the following themes during this ALC year: University Messaging, Affinity Groups, and Technology. GSBM currently has a successful affinity network called the Graziadio Alumni Network (GAN) and adequate resources dedicated to career services; therefore, the committee will recommend three programs to enhance both areas of alumni relations. The program recommendations are not specific to career services or affinity but enhance both.

LEADERSHIP CERTIFICATE PROGRAM

- Creation of concentrated leadership programs to address the needs of today's business leaders. Programs will be content rich, associated with the various institutes of GSBM, and will leverage Pepperdine's unique value as a place grounded in service and values in conjunction with academic excellence.
- Programs would range from two to ten days and could be hosted in Malibu, satellite campuses, or international locations, and would compare to similar certificates schools such as Wharton, Harvard, and Stanford.
- Areas Impacted: Increase University profits, ability to reach alumni who are not engaged, keeping alumni engaged through lifetime learning, and creates an opportunity to reach people who have no current association with Pepperdine.

BEST OF GRAZIADIO PROGRAM – SERVICE, LEADERSHIP, AND GENEROSITY

- The best of Graziadio program is designed to showcase the research and content developed from the six institutes of GSBM. We are generous with our best thought leaders and engage alumni with the University.
- Leverage the highly rated thought leadership brand strategies currently used by TED and Harvard Business Review.
- Engagement Strategy:
 - **Thought Leadership Event:** two live events per year broadcast to three to four satellite locations.
 - Dean to moderate event showcasing research with professor and a panel of regional business leaders.
 - Networking Before and After
 - Supported by Schools and GAN
 - **Marketing & Email Campaign:** summarize event content into marketing piece that can be used in email campaign to alumni. Gain interest in the research and thought leadership of Pepperdine with other business connections not related to Pepperdine.

- **Video & Content Library:** create 15-minute video highlighting the event presentation. Video library of events to be available on GSBM website and future alumni networking software. Content can also be pushed via social networks.

GRAZIADIO ALUMNI CONNECTION INITIATIVE

- The GSBM recommends the implementation of a software solution compatible with Salesforce CRM to manage all alumni relations areas such as career development, engagement, and advancement. The solution would be true B2b, B2C and P2P engagement based on prescribed preferences. The engagement between the school and the alumni will be customized for their interests.
- Can be described as “Linked-In” just for Pepperdine GSBM Alumni.
- Content library of thought leadership developed by Pepperdine faculty and alumni.

UNIVERSITY RECOMMENDATIONS

- Leverage all the thought leadership of Pepperdine University and have all five schools work together to co-create and sponsor both specific leadership certificate programs and the best of Graziadio (Pepperdine) program.
- Take the proposed Graziadio Alumni Connection initiative and expand it to the entire University. This will create more opportunities for learning, thought leadership, career development, and affinity throughout the entire Alumni population.

School of Law Committee Report

MEMBERS

- Kelsey Morris, Co-Chairperson
- Jennifer Snitko
- William Kellogg
- Jessica Freitas, Co-Chairperson
- Jeremy Shatzer
- Alexander Caruso

SUMMARY

The School of Law Committee (SOL) determined Career Services is the highest priority for SOL alumni and current students. The SOL Committee concludes the sustainability of Affinity Groups is dependent on their integration with Career Development; therefore, all recommendations related to Affinity are associated with Career Services. Increasing the number of meaningful touch points between alumni, or alumni and current students will facilitate an increase in opportunities for job placement and career development. The goal of the following recommendations is to increase those touch points.

CAREER SERVICES RECOMMENDATIONS

The Career Development Office (CDO) at the School of Law is described as a very effective resource for alumni looking to hire, and for current students preparing for externships and initial job placement. The experience of the SOL Committee is that the strength of the CDO is providing the technical and coaching tools for externships and the first job placement. The following are recommendations to enhance the services of the CDO with an understanding that more resources would need to be dedicated to the CDO.

- 1.) Expand the services of the CDO to connect personally with alumni and employers to provide warm introductions for qualified job candidates. The experience of the SOL Committee is that the Alumni Relations Office maintains the relationships with employers and alumni to facilitate these types of introductions and recommendations. These efforts should be integrated to provide the most value to students and alumni. Additional resources and/or priority should be given to maintain outside relationships with employers and alumni leaders.
- 2.) Expand the scope of the CDO to provide more targeted career counseling to alumni looking to enhance their current career or looking to make changes. A focus on career goals, current market conditions, job opportunities, and warm introductions.
- 3.) Dedicate the necessary resources to provide students and alumni with a complete, maintained, and easy to use alumni directory.
- 4.) Provide access to CDO resources and career opportunities that exist across all five schools of Pepperdine.

AFFINITY RECOMMENDATIONS

The SOL Committee would categorize Affinity Groups as useful for networking and career development. The recommendations are based upon the integration of Affinity and Career Services:

- 1.) Implementation of an online community platform to facilitate affinity or networking groups across the University. Career opportunities exist between all five schools and would be a valuable networking tool. The SOL Committee would recommend a single software platform to facilitate

Affinity Groups, Mentoring, and Waves hiring Waves. Online platform must integrate seamlessly with other social networks such as Linked-In and Facebook.

- 2.) The useful Affinity Groups for SOL Students and Alumni would be based upon Geography and Practice Area.

UNIVERSITY RECOMMENDATIONS

The university recommendations from the SOL committee are included in the above recommendations. The following is the summary specified for the entire university:

- Implementation of a single software platform for all areas of Career Development and Affinity / Networking Groups. Software platform must integrate seamlessly with other online social networks such as Linked-In and Facebook.
- Collaboration between the Career Development Offices of all five schools of Pepperdine to provide career opportunities for the entire student and alumni population.
- Technology solutions for Career Services and Affinity Groups will only reach a certain segment of our alumni. Any solution selected must be committed to for the long term to build up a strong user base. These users will start as students and transition on the same software to alumni.

Graduate School of Education and Psychology Committee Report

MEMBERS

- Jasmeet Bhullar, Co-Chairperson
- Yeshiva Davis
- Jeffrey Thrift
- Denise Berger, Co-Chairperson
- Tod Burnett
- Arianna Yates

SUMMARY

The Graduate School of Education and Psychology committee (GSEP) focused the 2016/17 ALC year in a discovery process to gauge the priority of Alumni Relations within the administration of GSEP. The metrics reported from the University rank GSEP as the school with the lowest level of Alumni engagement; therefore, the goal of the GSEP committee was to understand why and make recommendations to improve in addition to understanding the goals of the new administration at GSEP. The administration of GSEP has changed significantly over the last year including a new Dean. The GSEP committee concluded that Alumni Relations is important to the administration; however, there is not a high level of resource availability. Another important factor highlighted by the committee is that the schools of Education and Psychology are very different and their alumni have different needs related to Career Services and Affinity Groups. The recommendations included below reflect the needs of the GSEP Alumni Community and do not necessarily take into consideration changes and programs the new Administration is planning to implement.

CAREER SERVICES RECOMMENDATIONS

The GSEP Committee affirms that the Career Services department is a strength; however, perhaps underutilized by the student and alumni population. The Career Services process is a theory-grounded approach that provides true career counseling as well as resume and interview skills. The goal of the following recommendations is to create meaningful connections between all stakeholders of GSEP for career development:

- 1.) The education offering of GSEP is extensive and offers four psychology programs and twelve education programs; therefore, more resources and a clear process is needed to meet the needs of all students (presently 1,579) and alumni (presently 15,262). The recommendation is to create a strategic plan for GSEP Career Services to properly identify the needs and priority of all students and alumni.

Understanding the priority and resource constraints of GSEP; a strategic planning process may not occur soon; therefore, the following recommendations are focused on areas that can be addressed without large resource allocation:

- 2.) Improve the communication related to the service offerings of Career Services for students and alumni. This applies to the personal services offered by Career Services and the technology PepPro 2.0, which does not appear to be utilized on a large scale by the Alumni Community.
- 3.) Promote the HIRE Pepperdine Campaign within GSEP and primarily the use of the Pepperdine Career Network for mentoring. The use of this technology should start with incoming students and continue as alumni.
- 4.) Offer an online continuing education program to assist alumni with their requirements and career development.

AFFINITY RECOMMENDATIONS

The GSEP Committee recognizes that natural Affinity Groups exist based on your degree or specialization; however, a platform to foster connection and communication does not exist. Alumni of GSEP may have studied at one of many campuses; therefore, an online platform for connection and communication is vital. The goal of the following recommendations is to foster connections between students, alumni, and faculty for life.

- 1.) Implementation of an online community platform to facilitate affinity groups across the University.
- 2.) Introduce this online community to incoming students in a mandatory and meaningful way with check points though out the program.
- 3.) Encourage students and alumni to join online community through existing student touch points within their respective programs and continuing education opportunities such as orientation/beginning courses and webinars within areas of expertise where experiences and research can be shared.

UNIVERSITY RECOMMENDATIONS

- 1.) The GSEP committee recommends that Pepperdine University implements a single software solution for online communities across all five schools of Pepperdine.
- 2.) Promote the Alumni Leadership Council and its purpose amongst the administration and Deans of each school. The recommendation is to have the Alumni Relations directors of each school communicate regularly with the ALC committees and promote the voice of the alumni to the administration and Deans through reports and meetings.

School of Public Policy Committee Report

MEMBERS

- Jason Pates, Co-Chairperson
- Evelyn Aleman, Co-Chairperson
- Sara Catalan
- Alexandra Still

SUMMARY

The School of Public Policy (SPP) Committee reports a clear priority toward Career Services enhancement. SPP is the smallest and youngest School of Pepperdine University; therefore, the entire Alumni base is considered the formal affinity group. As the school grows, the committee recommends that formal affinity groups are developed around the four specializations of American Politics, Economics, International Relations, and State and Local Policy. The SPP committee makes the following recommendations with the goal to increase recruitment of top-level students, obtain high level internships for students, and provide the infrastructure and relationships needed to ensure SPP alumni have access to a robust career network.

CAREER SERVICES RECOMMENDATIONS

SPP currently has one employee to direct Career Services; therefore, technology and self-service options are critical to ensure students have the resources they need when pursuing job and internship opportunities. Currently, the SPP career services website directs students and alumni to external job search engines, links to companies in the field of public policy, an internal job search software named Handshake, and to the Pepperdine Career Network mentoring software called Firsthand. The SPP committee recommends the following with the goal to streamline the career services structure and leverage opportunities from all SPP specializations and the five schools of Pepperdine:

- 1.) Optimize Website Navigation: Example: Clicking on the “Alumni” link on the career services page brings you to the HIRE Pepperdine Campaign where you can link to Firsthand, Sign Up to be a Speaker, or Post a Job or Internship. You have to bypass the “Alumni” link and scroll down the page to “Services” to find Handshake and links to external job search engines. All services for Alumni should be included in the “Alumni” link.
- 2.) Implementation of a single University wide software program to manage all aspects of career development for Alumni and Students including job and internship posting, job search, mentoring, and other resources. This implementation would require the cooperation and partnership of the career services divisions of each school to ensure we provide robust career opportunities for our students and Alumni. Specific to SPP would be any career development opportunities categorized into the four SPP specializations as detailed above.
- 3.) Provide ongoing professional development opportunities for the SPP career services staff to ensure the highest level of service to our students and alumni.
- 4.) In addition to recommendation number two, SPP recommends that the current HIRE Pepperdine campaign be promoted in all five schools and during Alumni events to maximize the number of Pepperdine’s Career Network Mentoring platform – Firsthand.

- 5.) Allocation of greater resources to distinguish SPP's brand awareness and unique offering in higher education to attract top level students at higher numbers, improve school rankings, and increase the value of the degree for all Alumni resulting in more career and growth opportunities.

AFFINITY RECOMMENDATIONS

The SPP Committee perceives the entire Alumni population of SPP to be the formal affinity group. This is primarily due to the unique education received at Pepperdine and the small size of this alumni population. Informal affinity groups such as Women in Public Policy and the Churchill Society are in operation and the goal is to provide opportunity for these groups to grow and other groups to be created. SPP recommends the following in relation to Affinity Groups:

- 1.) Implementation of an online community platform to facilitate affinity groups across the University. This will include functionality to support University sponsored formal groups, and self-service functionality for informal groups.
- 2.) Regardless of the availability of an online solution, the SPP committee recommends that the first University supported Affinity groups for SPP would be based on the four specializations of American Politics, Economics, International Relations, and State and Local Policy.

UNIVERSITY RECOMMENDATIONS

The University recommendations from the SPP committee are included in the above recommendations. The following is the summary specified for the entire University:

- 1.) Implementation of a single software platform for all areas of Career Services
- 2.) Implementation of a single online community platform to support Affinity Groups
- 3.) Collaboration between the career service offices of all five schools of Pepperdine to provide career opportunities for the entire Student and Alumni population.

Alumni Leadership Council Membership

The ALC Membership for year 2016-2017 included 31 alumni members and 5 current students. In addition, at least 14 faculty and staff frequently participated along with one liaison from the Board of Regents.

EXECUTIVE COMMITTEE

- ALC President: Don Goodwin, Seaver and GSBM
- ALC Past President, Jason Pates, Seaver and SPP
- ALC Vice President: David Johnson, Seaver and GSBM
- Exec. Director of Alumni Affairs, Bob Clark
- Board of Regents Liaison, Kim Lindley

ALC MEMBERSHIP

The ALC membership is comprised of alumni from all five schools plus George Pepperdine College. The number of Voting Members (serving a minimum of 3-year terms) corresponds to the student population of each school (i.e. the largest school with 5 voting members and the smallest schools with 2 voting members). In addition, the ALC invites adjunct non-voting members to serve a minimum of a 1-year term to provide specialized expertise and perspective. Most schools had one or two of these adjunct non-voting members. Finally, each school had one non-voting current student representative.

Graziadio School of Business and Management:

- Lori Heffelfinger (Voting, Co-Chairperson)
- Darren Pitts (Voting, Co-Chairperson)
- Jennifer Cannon (Voting)
- Charles Franklin (Voting)
- Ruby Kumar (Non-Voting)
- Ron Bruno (Non-Voting)
- Karleton Helfer (Non-Voting)
- Jack DeWenter (Student)

Seaver College:

- Lisa Mitchell (Voting, Chairperson)
- Matthew Wallace (Voting)
- Aaron Hodgdon (Voting)
- Kevin Mills (Voting)
- Zachary Palsson (Voting)
- Brad Starkey (Non-Voting)
- Eric Yomantas (Non-Voting)
- Arturo Rodriguez (Student)

George Pepperdine College:

(GPC joins Seaver College as one committee)

- Beverley Royster (Voting)
- Susan Giboney (Voting)

Graduate School of Education and Psychology:

- Denise Berger (Voting, Co-Chairperson)
- Jasmeet Bhullar (Voting, Co-Chairperson)
- Yeshiva Davis (Voting)

- Jeffrey Thrift (Non-Voting)
- Tod Burnett (Non-Voting)
- Arianna Yates (Student)

Law School:

- Kelsey Morris (Voting, Co-Chairperson)
- Jessica Freitas (Voting, Co-Chairperson)
- Jennifer Snitko (Voting)
- Jeremy Shatzer (Voting)
- William Kellogg (Non-Voting)
- Alexander Caruso (Student)

School of Public Policy:

- Jason Pates (Voting, Co-Chairperson)
- Evelyn Aleman (Voting, Co-Chairperson)
- Sara Catalan (Non-Voting)
- Alexandra Still (Student)

Faculty and Staff:

- Andrew Benton, President
- Keith Hinkle, Senior Vice President for Advancement and Public Affairs
- Marnie Mitze, Chief of Staff and Associate Vice President
- Bob Clark, Executive Director, Alumni Affairs
- Amy Clark, Executive Director for Development, Advancement, and Public Affairs
- Bradley Dudley, Associate Dean of Student Affairs for Planning, Operations, and Assessment
- Ed Wheeler, Senior Director of Operations, Integrated Marketing Communications
- Michael Sprague, Senior Director, Alumni Affairs
- Amy Adams, Career Center Director, Seaver College
- Matthew Ebeling, Executive Director, Alumni Relations Seaver College & George Pepperdine College
- Jessie Fahy, Alumni Relations Director, SOL
- Roby Doty, Director, GSBM Alumni Relations
- Matt Cutler, Senior Advancement Officer, SPP
- Tracey Cummings, Assistant Director, GSEP Alumni Relations

ALC Past Presidents:

- Bob Clark (served as president from 2006-2008)
- Robert Katch (served as president from 2008-2010)
- Chris Grimm (served as president from 2010-2012)
- Darren Pitts (served as president from 2012-2014)
- Jason Pates (served as president from 2014-2016)