

University Planning Committee Recommendations

Overview

In FY07 the University Planning Committee (UPC) concentrated its efforts on developing recommendations for a 5-year University strategic plan for President Benton's review upon his return from a sabbatical. The committee assessed Pepperdine's performance, resources and capacity, external trends impacting the institution and the aspirations the UPC members and other University leaders have for the organization. Based on the analysis and Pepperdine's mission to prepare students for lives of purpose, service and leadership, the UPC identified three critical areas for University-wide focus in the next five years. They are to strengthen academic excellence, build community and develop resources - all to the honor of God.

Strengthen Academic Excellence

Through the dedication and hard work of its faculty and administrators, the University has been successful in providing a high quality learning environment. To continue this legacy, Pepperdine must be responsive to the educational needs of its students. As the world continues to shrink through globalization, educational horizons are expanding. The University must be vigilant in assessing how a Christian academic community can best equip its students to be effective in this new world and, as an institution, impact the emerging culture.

In the next five years, the UPC recommends that the University explore new ways to provide extraordinary learning experiences that prepare students to be successful in a globalized world. This undertaking will include expanding professional development for faculty with an emphasis on pedagogy and scholarship, creating a comprehensive strategy for the use of technology and addressing faculty and staff recruitment and retention challenges. In addition, it is time to consider more deeply the service Pepperdine can uniquely provide to a globalized world and determine a strategy to serve local and international communities. As the University affirms its aspirations as a Christian academy, Pepperdine should more fully leverage and promote its unique identity around the world.

Build Community

University supporters frequently comment on the vibrancy and caring nature of the Pepperdine community. The University attributes its distinctive culture to the strongly held Christian values of its community members. As highlighted by the trends reported in the UPC's external scan, more than ever society is yearning for the type of community Pepperdine aspires to be – a place to belong, a place that offers transformation and a place that supports the development of one's spirit.

While Pepperdine has always welcomed new members to the community, the UPC recommends that the University be more intentional in creating and promoting an experience of Christian community that nourishes the development and well-being of all students, faculty, staff, alumni and friends. To ensure this experience, the UPC

recommends more fully integrating Christian values into all aspects of University life. This can be done by strengthening and deepening the common understanding of the University's Christian mission. As a result, community members will find more ways to integrate Christian values into Pepperdine's curriculum, programs and community activities. By focusing efforts on building the Pepperdine community, the interaction and dialogue will generate new ideas and opportunities to advance the University's vision and mission, as well as invigorate support for Pepperdine's future.

Develop Resources

It requires significant funding, beyond tuition revenue, for universities to support and sustain academic excellence, and Pepperdine is no exception. To maintain the institution's standards of academic quality and advance its vision, the University must adopt new ways to address resource development and it should continue to focus on improving its business practices. The UPC recommends in the next five years that the University be bold in fundraising, developing new revenue resources and encouraging creativity to increase efficiencies in all things fiscal. In order to achieve this goal, the major areas of the University will need to work more collaboratively to develop innovative solutions, leverage synergies and remove unnecessary organizational barriers. The type of projects the UPC is recommending for developing new revenue sources includes exploring the feasibility of starting new schools, programs and partnerships. With regard to the stewardship of resources, initiatives include developing criteria to reduce services, programs and operational standards as needed and assessing the reallocation of personnel to more effectively support the mission and vision.

Honoring God

The University endeavors to honor God in all that it does and welcomes believers from different faiths and cultures striving to do the same. As the Pepperdine community becomes more intentionally Christian, the thoughtful cultivation of basic Christian virtues -- such as a commitment to the care of others, respect, and hospitality -- creates a rich environment for all community members to pursue an intellectual and spiritual life that is active, engaging and transformative -- all to the honor of God.

Qualities for Success

Based on the UPC's analysis, the goal and initiatives it is recommending on the following pages address the most important strategic issues facing the University in the next five years. The complexity of the strategic goals will require the schools and the administration to work together more collaboratively, engage supporters more fully and embrace the challenges of building an extraordinary future. By doing so, in five years the University will be able to state with confidence that it has strengthened its future and made measurable progress in achieving its vision and advancing the mission, all to the honor of God.

STRATEGIC GOAL		STRATEGIC INITIATIVE
1.	Strengthen academic excellence for the purpose of developing our students to their full potential and for serving the world	<ul style="list-style-type: none"> a. Explore new ways to provide a vibrant learning experience that prepares students to be successful in a globalized world b. Develop a strategy for the use of technology to support learning in and out of the classroom. The strategy will address eLearning, eCollaboration and faculty development c. Further a culture of excellence in teaching and scholarship by increasing faculty support, opportunities, rewards and recognition <ul style="list-style-type: none"> i. Create faculty development programs in the areas of pedagogy, scholarship and the integration of faith and learning ii. Cultivate a culture of courage and creativity d. Create more programs and adopt new tools to attract and retain quality faculty and staff <ul style="list-style-type: none"> i. Provide more affordable housing opportunities ii. Develop recruitment and retention strategy e. Examine how Pepperdine can be of greater service to the world. Develop a strategy for more effectively serving local and global communities
2.	More fully integrate Christian values into all aspects of University life	<ul style="list-style-type: none"> a. Strengthen and deepen the common understanding of the University's mission <ul style="list-style-type: none"> i. Develop a clear statement of Christian mission that applies to all aspects of the University <ul style="list-style-type: none"> - Include diversity and inclusion as critical elements in achieving the faith-centered mission ii. Promote and explain the Christian mission in the University's branding efforts b. Seek expanded opportunities to integrate the Christian mission into our curriculum, programs and community life <ul style="list-style-type: none"> i. Provide more opportunities for spiritual formation ii. Continue to emphasize character development and service iii. Continue to recruit and retain students, faculty and staff that support and promote the University's mission iv. Bring the most outstanding Christian academics/scholars/leaders to campus

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3.	Promote an experience of Christian community that nourishes the development and well-being of all students, faculty, staff, alumni and friends	<ul style="list-style-type: none"> a. Assess current practices and develop a comprehensive strategy b. Increase alumni engagement <ul style="list-style-type: none"> i. Provide more community building opportunities ii. Improve alumni services iii. Expand opportunities for life-long learning
4.	More fully leverage and promote our unique identity around the world	<ul style="list-style-type: none"> a. Establish a University vision and create a branding initiative b. Develop and promote programs, institutes, curriculum, conferences and other efforts designed to impact and influence culture, here and internationally, based on the University's vision c. Promote brand <ul style="list-style-type: none"> i. Develop a marketing strategy ii. Leverage resources to promote brand iii. Enhance efforts to seek out nationally renowned faculty candidates who would bring academic prominence to the University
5.	Transform our ability to strengthen the educational enterprise through resource development and stewardship	<ul style="list-style-type: none"> a. Launch the capital campaign b. Explore and develop new revenue sources <ul style="list-style-type: none"> i. Engage in partnerships with other universities, employers and the federal government ii. Conduct feasibility studies to create new schools and academic programs <ul style="list-style-type: none"> ▪ Create new models for learning and student support ▪ Review education needs in growing industries ▪ Develop a niche in international markets iii. Assess size and scope of current programs c. Continue to find ways to improve the stewardship of the University's resources <ul style="list-style-type: none"> i. Establish a comprehensive strategy to support the technology needs of the institution ii. Develop criteria to reduce services, programs and standards as needed iii. Explore reallocation of personnel to support the mission and vision more effectively iv. Encourage creativity to increase efficiencies in all things fiscal