

UNIVERSITY PLANNING COMMITTEE
Meeting Minutes
 September 14, 2022

Attendees

Jay Brewster (Chair)	Sara Jackson	Phil Phillips
Sean Burnett	Lee Kats	Greg Ramirez
Dean Paul Caron	Interim Dean Farzin Madjidi	Jeffrey Rohde
Lauren Cosentino	Gary Mangiofico	Dean Mark Roosa
Dean Michael Feltner	Marilyn Misch	Interim Dean David Smith
President James Gash	Dean Pete Peterson	Nicolle Taylor
Jaye Goosby Smith		

Absent

Ebony Cain	Connie Horton	Steven Potts
Rick Cupp	Tim Perrin	James Prieger
Gary Hanson		

Observers

Seta Khajarian	Petra Rickertsen	Jody Semerau
Louise Lofquist	Jonathan See	Nicole Singer

Guest Presenters

None

I. Call to Order and Devotional

Provost Brewster called the University Planning Committee meeting to order with a prayer at 8:30 a.m. in the Seaver Board Room. Jaye Goosby-Smith presented devotional thoughts.

Dean Michael Feltner and Marilyn Misch moved and seconded approval of the April 20, 2022 meeting minutes which were adopted.

II. President's Remarks

President James Gash provided comments on enrollment report data. Appreciation was expressed for each dean's leadership through the unprecedented challenges COVID brought to each school, namely in the areas of international enrollment, financial aid, online education, and leadership transition.

III. Fall 2022 Enrollments and Class Characteristics

Dean Michael Feltner presented Seaver College data. An application summary was reviewed, noting consistency since 2016 around 12,500 applications except an outlying increase in 2019. It was reported that Seaver College overenrolled, though admitted students decreased 11.4% from 2021 and anticipates decreasing admittance in the upcoming year to pre-COVID numbers.

Deposited student data from 2009 to 2022 were reviewed, noting an 8.6% decline from 2021 with the target being 885. Yield rate and melt were presented, demonstrating that yield has declined since 2009 but is stabilizing in the last 4 years. This will help to forecast admitted students in order to meet the target. Melt was described as returning to previous numbers after being affected by COVID circumstances. It was explained that the one year with negative melt (2019) was due to missing the enrollment target and enrolling students from the waitlist. The fall 2023 enrollment target is projected at 900 students. Dean Feltner expressed awareness of concern for growing class sizes and quantities, which should be addressed by falling back to the target, and that the Universities of California are changing what they are doing which directly impacts Pepperdine by creating high uncertainty. Characteristics of the incoming class were reported, including first year and transfer GPAs, SAT and ACT scores, and gender, first generation, international, racial, and religious demographics. It was noted that male students continue to be a challenging factor to influence, and that 6.6% of students are Church of Christ while 87% were yielded. Dean Feltner suggested that to create a change in this metric, the pool of applicants will need to change. Business remains the top-enrolled academic area at 25.7%, California the top state at 46.7%, and China the top country with 33 international students. Financial support was reviewed including institutional aid awarded, average loan amounts, and percent of students receiving Pell and Cal Grants. Socioeconomic diversity of Seaver students was highlighted. Current enrollment by credit hour of undergraduate, graduate, and non-degree students were reviewed reporting total enrollment at 3,594 students and 55,237 total credit hours (12 undergraduate student increase and 532 credit hour increase from 2021). The current status of Spring enrollment was reviewed as well as projected loss of students in December.

- It was clarified that student loan numbers report data for this year's entry class.
- A member asked the average loan amount for a Seaver student upon graduation, to which was responded \$30,000 plus or minus \$2,000. In the U.S. News rankings, student indebtedness is the category in which Seaver most improved, from ranking at 137 to 65. It was confirmed that Seaver has always been at or below the national average annual loan amount which is capped. It was clarified that this data is only student indebtedness, exclusive of parent indebtedness, which is difficult to explain on account of expected family contribution.

Dean Pete Peterson presented School of Public Policy data. The 25th anniversary celebration was announced, which provides the theme for many school events this year and is drawn from the Pepperdine affirmation statement. Byron Johnson will join as a Visiting Scholar, Kiron Skinner will join as a Taube Professor, and Robert O'Brien will join as a Distinguished Senior Fellow. Also announced was a \$10 million Meese Institute endowment, a community building conference in November, a (not yet public) Endowed Visiting Professorship Giles Gift of \$1.5 million, and a \$1 million Czyzyk DC Scholars Program Endowment Gift. It was reported that enrollment declined for the first time in 5 years. Though on pace to welcome the largest class until the middle of July, international student visa challenges presented within this last month and a half led to a decrease in international student enrollment, also impacting deferral numbers. Student demographic factors were reviewed in comparison with the average since 2011, highlighting the all-time highest average

GPA at 3.501 and a near all-time high percentage of students of color at 48%. Dean Peterson reported the school is responding to enrollment being 14 students below budget by reducing costs, increasing fundraising, building new recruiting partnerships, and reorganizing the recruiting office. An example of cost reduction was provided in the choice to not immediately rehire a vacant endowed faculty position. International students rose to 17% which remains below average. This was attributed to the global challenges of recruiting international students particularly due to COVID, and noted that the school is shifting resources toward international recruitment.

Dean Paul Caron presented Caruso School of Law data. A moment of silence was observed in reverence for Ken Starr and his leadership as Dean of the law school. Fall enrollment for 2020 to 2022 was presented, reporting an overall 4% decline though JD enrollment increased. The school ranked 5th at 56% of non-JD enrollment as a percentage of law school enrollment. Units sold were reported as flat for the fall. JD applications experienced an 11% decline after rising since 2017, though remaining nearly doubled since 2017. Acceptance rate was reported at 28% and yield at 17.5%. 1L enrollment decreased after increasing since 2017, but remains above target. Quality of the entry class was reported at an all-time high in UGPA and LSAT medians (index range), which was highlighted as a significant contribution to the US News ranking. Class characteristics including gender, students of color, and first generation were presented. Students reported employment rate and bar passage rate as the top two “important” or “very important” factors impacting their decision to choose Caruso School of Law over other law schools. Every student responded to a separate survey with data on their faith, demonstrating 50% Christian with “other Christian” selected the most at 36%. It was noted that this was the first time this data was collected and that the school anticipates continuing this. Students reported the top program that was “important” or “very important” in their decision to attend was clinics at 84%. Incoming class scholarship was presented against the top 50 law schools with Caruso School of Law providing 54.5% of students with at least 50% tuition. The school’s discount rate across programs was presented, highlighting gifts’ increase to 7.7%. Student loan debt is a new factor contributing to the school rankings (previously only affecting undergraduate). Over the past 5 years, the average graduate debt has been reduced by \$27,000 which Dean Caron remarked remains too high but trending in the right direction, particularly when considering debt adjusted for inflation.

- A member requested detail on the largest factor impacting the ranking decline from 46 to 52, which was responded with the jobs front, a factor which fell to 65% due to COVID. Dean Caron reported the school’s cautious optimism for the rankings coming in March as this factor has risen to an all-time high of 90%, as well as gains in admissions.
- It was clarified that Christian faith terms were not defined in the student affiliation poll but that this will be a future consideration.

Interim Dean Farzin Madjidi presented Graduate School of Education and Psychology data. The school has experienced growth in the past 5 years. Student programs in both divisions were reviewed, highlighting both schools’ (except online) majority-minority population. Total enrollment was presented with 3,568 students, noting that Education is the smallest side at 620 students and the mix between online and onground/hybrid is nearly equal. An enrollment 7 year review was

provided, noting enrollment growth stabilization with a slight decline from last year. In a 5 year review, the online psychology program was reported to have a flattening growth rate though still increasing, while education onground/hybrid and psychology onground have decreased from fall 2021 but remain higher than 2018. New student enrollment by school was provided with a total enrollment in fall 2022 of 732 students. Members were reminded that as the programs are multi-year, low enrollment one year has a cascading effect on subsequent years. Fully online programs were defined as 2U programs. A detailed HC view was reported, highlighting that psychology will have a surplus while education will have a deficit. An onground applicant geospatial analysis was presented, with 63 countries represented in applications and 39 countries represented in student enrollment. Student profiles were reported, highlighting program mix with Master's at 84%, and student gender distribution, ethnicity, and social activity. Factors impacting enrollment were presented, including online psychology program market maturity, post-COVID economic uncertainty, resource allocation, hypercompetitive market segment, capacity limitations, international recruiting, and value of online/hybrid programs internationally. It was reported that the government of China announced recently that China will not recognize online or hybrid programs. This presents a large concern for continued enrollment of students from China and other countries leaning this direction, and the school is in conversation to learn more so that students can be accommodated. Challenges were addressed, including resource allocation and efficiency, faculty hiring based on long-term need, longer-term online program uncertainty and cascading effect, 2U revenue share methodology, and physical space limitations.

- A member offered to look at scheduling to support the school's space limitations.

Interim Dean David Smith presented Graziadio Business School data. The school reported FY22 generated the highest level of net revenue in its history. The school has experienced three consecutive semesters of steep enrollment declines. With the COVID bump described as over, Interim Dean Smith remarked on market change impacts affecting enrollment, including shift to online, disruptive pricing from other universities, and tight labor market. Key observations from the data included a decline in enrollment due to a downturn in demand, with experienced professionals programs most notably impacted. An increase in students of color, female students, and international students across various programs was reported. New enrollments by program type (full-time, part-time, online, and executive) were presented comparing fall 2020, 2021, and 2022, highlighting part-time and online programs' significant decline. A 26% decline in new students was reported. Entering class demographics were reviewed, including average age, average years of experience, gender, students of color at 55% of the student population, and international representation at 63%. Interim Dean Smith remarked on hope for an increased rebound in international student representation to mitigate larger changes in the marketplace. A 3 year review of full-time MBA academic profiles represented by the median GPA and GMAT scores was presented and noted as generally consistent. Interim Dean Smith presented steps the school is taking to address their challenges, highlighting program redesigns with increased hybrid elements, stabilizing recruitment staffing, resuming recruitment travel, shifting media tactics, and initiating an EAB partnership. Full-time enrollment by program was provided comparing goal enrollment, actual enrollment, and prior year enrollment.

- It was clarified that MSOD is under “executive programs” in the enrollment tables.
- Interest was expressed in learning more about the PKE program. Interim Dean Smith reported that there was a May cohort, and that while uncertain about a fall cohort there are 15 applications which may yield 12-14 students; a good size for this program. Students mostly personally pay for PKE rather than their businesses, but the school is working on corporate relationships. Competitors and challenges were discussed.
- A member asked about the relationship of down funneling Seaver business students to the MBA program and status of the 5 year MBA program. Dean Feltner reported the 5 year MBA program is on pause due to assessing program viability, and remarked that recruiting students is difficult as the programs focus on an age demographic with a different experience level for which Seaver students are not a great fit before working in the workforce; once this has occurred they may find Pepperdine or another school to be their best fit. There has been discussion for ending the joint program, and these conversations continue with changes in leadership and focus on the new strategic plan. It was remarked that if the decision is made not to terminate, changes must be made to make the program viable. A new MSB program was highlighted, which offers students an opportunity to receive an education in business fundamentals and may be a good fit for a different partnership with Seaver as it grows over time. Parent attraction to the MBA was expressed.
- EMBA deferment was explained in that the planned fall cohort lacked student interest and so students were deferred to spring. This was highlighted as a call to work on program innovations to create larger future cohort sizes.
- A member questioned whether tuition will need to be cut to be competitive. Pricing pressure over time, masked by overspending on scholarships, and differences between programs was discussed.
- A member inquired about the school’s action to diversify enrollment considering the significant participation from students from China and challenges across schools with international recruitment. In response it was remarked that as a high-price product the school is not positioned well for some countries, but this is a concern.
- Interest in EAB teamwork was expressed regarding pricing and scholarship funding. Interim Dean Smith commented on EAB’s suggestion that students are changing their search for graduate opportunities; as a result their discussions include tailoring messaging via artificial intelligence, as well as not relying on paid search advertisements which are not yielding results.
- It was confirmed that the school is in Chateau conversations in terms of exposure to the European market and opportunities for existing programs and new student enrollment.
- A member inquired whether China’s considerations to not accredit online programs is a potential concern for the school. This was acknowledged and responded that the school does not have a large number of online students from China.

IV. Adjournment

The meeting adjourned at 10:15 a.m. The next University Planning Committee meeting will convene at 8:30 a.m. on October 19, 2022 in the Seaver Board Room.