

**UNIVERSITY PLANNING COMMITTEE**  
**Meeting Minutes**  
 April 19, 2017

**Attendees**

Michael Adams	Keith Hinkle	Steve Potts
Andrew Benton	Barbara Ingram	Edna Powell
Paul Caron	Lee Kats	Mark Roosa
Carol Chase	Paul Lasiter	Deanell Tacha
Mark Davis	Rick Marrs (chair)	Deryck van Rensburg
Rick Gibson	April Marshall	Helen Williams
Gary Hanson	Pete Peterson	
Sandra Harrison	Phil Phillips	

**Absent**

Michael Feltner	Jeff Pippin
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**Observers**

Katy Carr	Jody Semerau
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**I. Call to Order and Devotional**

Provost Marrs called the University Planning Committee (UPC) to order at 8:35 a.m. on April 19, 2017, in the Seaver Board Room at Pepperdine University - Malibu campus. Pete Peterson, Dean of the School of Public Policy, presented devotional thoughts.

Michael Adams and Gary Hanson moved and seconded approval of the minutes for March 22, 2017, which were adopted.

**II. Strategic Plan Discussion**

Provost Marrs made a few comments regarding our WSCUC status before inviting Lee Kats to give more information regarding the WSCUC requirement changes, made in 2013, and the specific timeline and reports due for Pepperdine moving forward.

Lee Kats asked each Strategic Plan goal facilitator to spend 30 minutes with his/her subcommittee in an exercise to identify University programs, events or changes that reflect progress in attaining the strategic goals.

**III. Strategic Plan Subcommittees Report to the UPC**

Subcommittee facilitators reported on Strategic Plan subcommittee discussions, including identification of 1-2 areas within the strategic goal that could be strengthened.

Subcommittee Facilitators:

April Marshall, Senior Associate Dean, Seaver College

Goal 1: *Excellent Educators and Students*

The subcommittee began by reviewing the new goals. Payson renovation speaks to subgoals, as do Waves of Innovation, the AED partnership and the Palmer Center. We have metrics about the increase in financial aid for student support, as well as metrics from the Office of Admission like higher SAT scores. However, we do not have metrics to address Subgoal 1 regarding research and scholarship. We can look to the School of Law and others where positions have been created to look at scholarship. Also, CDIUR and AYURI data could highlight collaboration between schools.

Rick Gibson, Vice President for Public Affairs & Church Relations

Goal 2: *Commitment to the Faith Mission of the University*

These goals should be considered in synergy, not independently of each other. Reviewing goals confirms that they are still seen as relevant to the strategic plan. Questions arise around defining these goals. Critical mass is becoming harder to achieve. We are thinking about ways to improve student recruitment, faculty recruitment, etc. There has been great improvement in recruiting COC students, which will be important for WSCUC. Great progress in spiritual formation (i.e. spiritual life document), which is connected to the BOR. Pretty good progress in defining what spiritual life looks like at Pepperdine (need metrics). It is important to bring together the work of the spiritual life committee, UPC, Steering and others regarding what it means to be a faith-based university today. As far as the integrative element of spiritual life and scholarship, how does that exist? Is it found in the curricular and co-curricular? How do we assess that? Responsibility to the student first - life transformation, world transformation and church transformation.

Mark Davis, Dean, Student Affairs

Goal 3: *Building Community*

Discussed bridges between the subgoals. Step Forward Day brings together faculty, staff and students for a common goal. There is good news in the metric of alumni giving (Give2Pepp Day). We point to a series of open forums and dialogues to bring together the community, even when universities across the country seem divided. Another example is Living Pepperdine, a paper developed by the Vice President for Administration. Junior residence hall is making good progress. Payson Library will also play a large role. There is still work to do as far as LGBT community recognition via student clubs.

Edna Powell, Chief Business Officer

Goal 4: *Diversity*

We made some progress in faculty diversity (small percentages), which is not far off from peer institutions (size-wise). We have quite a bit of narrative to speak to the diversity questions that WSCUC

asked. There are several example of creating a climate that is open and offers open spaces for conversation. Project Serve and SEED program have been tangible examples of Pepperdine addressing questions of diversity. Loqui event (graduation) celebrates diversity. Councils formed at the university show deliberate efforts toward diversity. We are embedding international students more fully into the student experience. Dean's Lecture Series brings speakers from diverse points of view/areas, as does the Veritas Forum. University Diversity Council (UDC) with the Provost's Office and OIE.

Paul Lasiter, Chief Financial Officer

Goal 5: *Finance/Resources*

We are maintaining the resources we need to fulfill our mission. Women make-up the majority of our employees at Pepperdine (60 percent), but where are they? Are women making it to the higher levels of the University? Faculty trends are moving slower. Ethnicity - stable on the staff side at 60 percent white - needs attention. Years of service - increase in new people (0-5 years), decrease in the 5-10 years category - people are staying toward the end of their career. Are we helping people prepare to retire? Do we have arrangements (i.e. housing) that make it difficult for people to leave toward the end of their careers? Endowment support - not doing well here. GSEP - are people willing to borrow enough for the education we are providing? Gifts - people are less willing to give up assets; the planned giving department is excellent (will ultimately mature); not a lot of current gifts coming in; it takes a large endowment to fund new projects or to invest. Enrollment (budget vs. actual) - we budget conservatively and are doing well there, with a consistent 3-4 year gap between upgrades (to pay down debt on investments, i.e. Payson Library renovations).

#### **IV. Provost's Closing Remarks**

Provost Marrs concluded the meeting with thanks to the committee for their participation and informed them about a resolution passed by the University Faculty Committee regarding membership of the UPC. The committee will vote on it at the next meeting. Lee Kats asked subcommittee facilitators to email him their notes from today's meeting.

#### **V. Adjournment**

The meeting adjourned at 10:09 a.m.

The next meeting of the UPC will convene at 8:30 a.m. on May 17, 2017, in the Seaver Board Room.