



UNIVERSITY PLANNING COMMITTEE

15 October 2025 | Seaver Board Room

Minutes

Attendees

Jay Brewster (Chair)	Lila McDowell Carlsen	Greg Ramirez
Cristel Russell	Dayea Oh	Mark Roosa
Lauren Cosentino	Tim Perrin	Seung Lee
Deborah Crown	Rick Cupp	Lee Kats
Tanner Gardner	Pete Peterson	Darren Good
Sara Jackson	Phil Phillips	Jaye Goosby Smith
Matt Joyner	Danny DeWalt	Sean Burnett
Farzin Madjidi	Jeffrey Rohde	

Absent

Jim Gash	Nicolle Taylor	Sharon Beard
Michael Feltner	Paul Caron	Nelson Granados

Observers

Seta Khajarian, Nolan Gentile, Gabriella Yu, Jonathan See

Guest Presenters

Carrie Hernandez

I. Call to Order, Devotion, and Review of Minutes

Provost Brewster called the meeting to order at 8:35 a.m. Danny DeWalt shared devotional thoughts. The meeting minutes from the September meeting were approved and adopted.

II. Fall 2025 Enrollment and Class Characteristics

Dean Deborah Crown presented Fall 2025 data and strategic updates with enrollment of 960 students total; 44% in the hybrid Professional MBA (formerly two programs merged into one). International Enrollment: A significant 67% decline since Fall 2023, largely from China; refocusing recruitment on Christian-affiliated institutions and new markets such as South Korea, Canada, and Kuwait. Growth Areas, New 12-month MBA track, expansion into healthcare, AI, entrepreneurship, and veteran markets. Corporate partnerships (team rebuilding after centralization). AI Integration, embedding AI and machine learning into the MSBA curriculum, launching “AI for Business Starters” specialization human-centered AI emphasis in academic design and operations. Deborah also noted Graziadio’s #6 ranking in size nationally among AACSB-accredited graduate business schools

and the school's 50,000 alumni network, larger than Stanford's. Accreditation: AACSB visit scheduled for June 6–8, 2026, following a one-year extension due to prior fire disruptions.

III. Discuss Budget Process Timeline FY27

Greg Ramirez introduced Carrie Hernandez, the new Director of Financial Planning and Analysis, highlighting her higher education finance background and doctoral research on mission-centered budget management. Carrie outlined the budget philosophy, noting that approximately 80% of the institution's funding comes from tuition revenue. Prioritize faculty/staff compensation, benefits, and mission-aligned initiatives. Encourage transparency, collaboration, and fiscal responsibility. Align new investments with the university's strategic plan. Process Overview begins with net tuition environment analysis, peer benchmarks, and enrollment trends. Incorporates fixed cost obligations and contractual expenses, and concludes allocation discussions and new initiative proposals. Carrie reviewed the FY27 Budget Timeline and emphasized cross-department collaboration and transparency.

IV. AI Oversight Committee

Jonathan See provided an update from the AI Oversight Committee, highlighting cross-campus coordination to ensure that artificial intelligence integration across the University aligns with Pepperdine's human-centered mission. It was discussed that establishing ethical and governance frameworks for AI deployment is critical. Supporting academic units in developing AI-enabled curricula and operational tools. Continuing pilot projects in admissions, communication, and analytics. Encouraging interdepartmental sharing of AI models and results to maximize transparency and minimize redundancy. Committee members discussed opportunities to expand AI collaboration among schools and ensure consistent data and privacy standards. Concerns were voiced about data privacy. The IT department worked closely with GC to ensure tight usage of internal data.

V. Adjournment

Provost Brewster closed the meeting in prayer. The meeting adjourned at 10:00 a.m. The University Planning Committee will next convene at 8:30 a.m. on 19 November 2025 in the Seaver Board Room.