

**UNIVERSITY PLANNING COMMITTEE**

16 October 2024

**MINUTES****Attendees**

Jay Brewster (Chair)

Sean Burnett

Deborah Crown

Rick Cupp

Michael Feltner

Tanner Gardner

President James Gash

Nelson Granados

Jaye Goosby Smith

Connie Horton

Matt Joyner

Lee Kats

Seung Lee

Farzin Madjidi

Lila McDowell Carlsen

Dayea Oh

Tim Perrin

Pete Peterson

Phil Phillips

Greg Ramirez

Jeffrey Rohde

Mark Roosa

Nicolle Taylor

**Absent**

Paul Caron

Lauren Cosentino

Sara Jackson

**Observers**

Seta Khajarian

Jonathan See

Nicole Singer

Petra Rickertsen

Jody Semerau

**Guest Presenters**

Shannon Phillips

**I. Call to Order and Devotional**

Provost Brewster called the University Planning Committee meeting to order at 8:30 a.m. in the Seaver Board Room. Dayea Oh presented devotional thoughts.

Tim Perrin and Nicolle Taylor moved and seconded approval of the 15 May 2024 meeting minutes which were adopted.

**II. FY26 Budget Process Timeline**

Nicole Singer presented the FY25 Board-approved budget composition, noting 82.5% of revenue as student derived. Members were reminded that capital projects are not included in the operating budget and are not funded with student-derived revenue. The FY26 budget process focus was described as prioritizing expense coverage with a particular emphasis on personnel merit and benefits. The budget process timeline was presented, highlighting UPC's involvement and final presentation to the Board of Regents in June.

### III. Fall 2024 Enrollment and Class Characteristics

**Dean Deborah Crown presented Graziadio Business School data.** Ranking improvements were largely attributed to career outcome data. The growing alumni base and their engagement were described as drivers of new student enrollment, highlighting PGBS as one of the largest U.S. graduate business schools. Program differentiators were reported to include the School's large network while maintaining an intimate academic experience focused on student development. Challenges were reported to include declining enrollment particularly among students from China. Student demographics were presented, noting the overall decline in international students. It was reported that this decline was reflected in the programs most heavily tailored for China's market.

Key strategies and outcomes were presented. Strategies include collaborating with partner agents to directly recruit in new regions to alleviate dependence on China's market. It was reported that this partnership has produced a 68% year-over-year increase in applicants from newly targeted regions, while noting that this is not enough to cover the decline. Active innovation in program design and delivery across all fifteen programs was reported. Student-focused operational improvements, disciplinary integration to foster career readiness, integrating two existing MBAs to one Professional MBA, utilizing international campuses for programming, expanding into new markets including a healthcare specialization, and leveraging events and existing school and institution partnerships to recruit were described methods of leveraging assets to support PGBS. It was clarified that alumni are the primary resource for career placements.

**Dean Farzin Madjidi presented Graduate School of Education and Psychology data.**

Differentiating factors between the Psychology and Education divisions were reviewed, highlighting degrees and modalities offered. It was presented that students' differing desired outcomes between the programs drives their distinct enrollment strategies. Total enrollment was reported at 3,483. Enrollment year-over-year was presented, noting a total enrollment increase of 139% since 2017, and with decline attributed to returning students through the plateau period post-peak. New student enrollment was reported at 767 students, with growth stabilizing over the past three years. Budgeted and actual enrollment was compared, reporting a surplus for fall 2024. Student characteristics were presented. It was reported that most international students are from China in both newly enrolled and total student demographics. It was reported that the student body remains majority minority, and nearly half of all students are between age 35 to 65 and over.

Factors impacting enrollment were presented. These include monitoring the online psychology program's maturity to proactively address maintenance challenges, addressing the impact of minimum wage changes at the faculty level, and mitigating student concern over FAFSA delay implications. Major goals were presented. These include developing contributions to the literature, pursuing initiatives to foster student health and Christ-centered belonging, and using institutional review data to enhance Education Division doctoral programs.

**Interim Dean Lee Kats presented Seaver College data.** Applications and admitted students year-over-year were presented. Members were informed that FAFSA Simplification Act delays caused nationwide timeline extensions, increased admits, decreased applications, and waitlist utilization. The Enrollment Management team led by Kristy Collins was commended for their hard work closing the gap between deposited admits by the initial deadline and current enrollment. Financial support was presented, noting a decline in average loan amount, increase in Pell Grant recipient percentage, and maintenance of a significant FY25 class despite distributing less aid between FY23 and FY24.

Class characteristics were presented. It was commented that although the waitlist was utilized, academic strength was maintained. The largest percentage of new male students in over a decade, increases in students of color, and an increase in Churches of Christ students were reported. Total Seaver College enrollment by year was provided. It was reported that fiscal implications of class size disparities are already being discussed in future budget enrollment planning. Program Review outcomes were reported. Resulting actions include one new tenure track position in French to address rising student interest in study at the Château, separating the computer science and data science majors, and creating one new tenure-track line to support the new data science major.

Members discussed how fifth year student enrollment will impact finances. It was reported that melt decreased due to the Enrollment Management team's significant support of students and parents through navigating concerns produced with the FAFSA delays. Declining yield rate since 2009 was attributed to students' new strategy of applying to multiple schools (facilitated by the Common App's development in 2010), then comparing acceptance offers to decide.

**Dean Pete Peterson presented School of Public Policy data.** The 25% melt from deposit to enrollment last year was attributed to challenges for international students' enrollment. In response, strategies employed this year included engaging prospective students throughout the recruiting cycle, increasing student scholarship fundraising, and improving international student recruitment. When including spring admits, SPP expects its largest incoming class in the last decade. It was reported that despite the enrollment rise, SPP remains below budgeted enrollment. Class characteristics year-over-year were presented, highlighting a record high percentage for students of color at 64%, and an increase in international students.

Recruiting partnerships highlights include SPP's selection as a Graduate School Partner for the Truman Scholars program and Volcker Alliance's "Service to Service" program. Promoting SPP at CCCU institutions was described as aggressive. Fall events highlights included the 2024 Tagliaferri Lecture where Seaver faculty and students, including representatives from Model UN, participated. SPP's Strategic Plan was announced as finalized by the Board of Regents. Themes were described as enrollment focused, and include expanding D.C. programs, adding new degree programs, increasing scholarship funding, and adding Chairs/Institutes. A new "D.C. Track"

initiative was announced, where eight to ten SPP second year students will be able to complete their degree at Pepperdine's Washington, D.C. campus. The application and selection processes were described, as was collaboration with CSOL to share the space.

**Shannon Phillips presented Caruso School of Law data.** Enrollment was reported as in decline across all programs, but commented that the overenrolled class graduated this past year and the current 530 students enrolled number is an optimal quantity to ensure education quality with current resources. Declining enrollment drivers were reported as international students' visa concerns, high cost, and saturation. Rising reputation was described as a significant factor in ensuring strong applicants. Employment and Bar passage rates were reported to be the top factors influencing students' decision to enroll, shifting from U. S. News Ranking and scholarship which topped the list in years past.

Class characteristics were presented. Total enrollment was reported at 795 students. To mitigate an enrollment decline for students historically underrepresented in response to the Supreme Court ruling, an optional statement about overcoming challenges was added. It was reported that this had positive results as strong representation was described to remain. An increase in first-year JD students who indicated their religious identity as Christian was attributed to the change in the U.S. News methodology changes as this permitted enrollment of more mission-aligned students.

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

Members were reminded to encourage their areas to complete the annual cybersecurity training. The deadline is 31 October and the current completion rate was reported at 41%.

Jonathan See provided a Canvas Learning Management System (LMS) pilot update. Participants were described to include 18 faculty and 293 students, who have thus far reported positive feedback. Next steps were reviewed, highlighting a second round of focus groups and executive summary review by Deans Council and academic leadership in November. The deadline for institutional decision whether to adopt Canvas as Pepperdine University's LMS is 18 December. It was announced that quality checks and training will be employed to ensure a seamless user experience transition for faculty and students if the new system is adopted. Budget implications are in review with the Finance team. It was reported that Canvas is more expensive than the current LMS and that signing the contract will lock in this rate for five years. Future implications for adoption were discussed, including implications for 2U course integration.

#### **V. Adjournment**

The meeting adjourned at 10:07 a.m. The University Planning Committee will next convene at 8:30 a.m. on 20 November 2024 in the Seaver Board Room.