

## UNIVERSITY PLANNING COMMITTEE

20 March 2024

### MINUTES

#### **Attendees**

Jay Brewster (Chair)	President James Gash	Dean Farzin Madjidi
Sean Burnett	Kevin Groves	Tim Perrin
Lila Carlsen	Jaye Goosby Smith	Dean Pete Peterson
Dean Paul Caron	Connie Horton	Jeffrey Rohde
Lauren Cosentino	Sara Jackson	Dean Mark Roosa
Dean Deborah Crown	Matt Joyner	Nicolle Taylor
Dean Michael Feltner	Lee Kats	Kevin Wong

#### **Absent**

Rick Cupp	Dayea Oh	Steve Potts
Gary Hanson	Phil Phillips	Greg Ramirez

#### **Observers**

Danny DeWalt, Seta Khajarian, Petra Rickertsen, Jody Semerau, Nicole Singer

#### **Guests**

Michelle Blas, Lori Lacy, Lisa Welch

#### **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. Jaye Goosby Smith presented devotional thoughts.

Dean Mark Roosa and Matt Joyner moved and seconded approval of the 17 January 2024 meeting minutes which were adopted.

#### **II. Office of Financial Planning Update**

Nicole Singer presented the Board-approved FY25 tuition and room and board rates and proposed changes in budgeted enrollments. Contributing factors to the decisions and how they were balanced were described. The average increase in the early release USNWR Top 100 was reported at 4.6%, indicating Pepperdine University's to be in line. Approved rate changes per school tuition, room, and board were presented. On-ground and online enrollment changes were presented, noting changes for Seaver, PGBS, and CSOL. It was clarified that there are corresponding expense changes for each budgeted enrollment change. The budget process timeline was reviewed.

Contributing factors to increased pricing were described as similar between Pepperdine and the USNWR Top 100 who have reported, citing inflation, costs to maintain employee merit, and

increasing aid while considering student debt load. It was noted that Pepperdine deans will further discuss strategies before communicating this information to students.

### **III. Health Science Update**

Dean Michael Feltner announced the recent approval of the College of Health Science (CHS). It was emphasized that this is a college rather than a school. Mission alignment, addressing a critical community need, and strengthening the University's finances were presented as factors influencing this approval. It was reported that Pepperdine has initiated relationships with the eight leading healthcare organizations in Southern California. The proposed mission statement was presented, highlighting alignment with the institution's mission. Nursing and Speech-Language Pathology (SLP) were announced as the first-approved primary schools. Associated degree programs and potential future schools and degree programs were presented. Timelines per school and program were reviewed, highlighting the staggered initiation approach as a strategy for logistics and expenses. Details were provided on the potential for collaboration with Seaver College to offer joint degree programs. Primary administration areas were described, emphasizing opportunities to share existing services with the University, and where the CHS would build up their own capacities. Advancement was recognized as an area with high potential opportunities for collaboration which CHS leadership are purposefully pursuing from the College's start.

The School of Nursing's BSN and ELM are reported to begin on-ground in fall 2025. Target audiences and program options for Seaver, transfer, and online students were described. Mission alignment factors were identified. Nursing vacancy rates, insufficient capacity across higher education, geographic position of current programs, and employability were presented as factors with implications that result in high demand for the proposed CHS programs. Projected enrollment by program and year were presented, noting that the CA Board of Registered Nursing sets the final numbers. External approval processes were described as rigorous and a timeline was reviewed. Reuse of the Calabasas campus to serve as the Clinical Education Facility was announced. It was reported that the CHS is working to minimize its financial impact to Pepperdine for the programs' startup costs. The clinical placement partnerships were reported to have a strong response. The School of SLP details were provided, noting its fall 2025 start date and online modality.

Members discussed tuition alignment with other Nursing and SLP programs. It was reported that the CHS targets are in line with otherwise comparable programs. Capital costs and campaign support were identified as focus areas as the programs develop. It was clarified that students will have access to learn where they can cover prerequisites either within Seaver or at another institution and transfer in to begin study at the CHS.

### **IV. WSCUC Interim Report Update**

Seta Khajarian reviewed WSCUC's five recommendations issued after the fall 2021 visit, the purpose of the resulting subcommittees, and timeline of next steps. The Special Visit was announced for 19-21 March 2025.

Lisa Welch and Michelle Blas provided detail on Recommendation Three, their subcommittee's work, and deliverables' progress. The University's history on pursuit of "knowledge sharing" was presented. It was commented that defining this term has been discussed since its first use in the 2018 reaffirmation process; it generally describes a need for improved transparency, vocabulary, and methods of communication. The subcommittee's goals were identified, highlighting their work to clarify the definition, collaborate across the University to learn what is needed in these areas, and lift up work already achieved. Phase One was presented as an internal website to clarify the WSCUC Recommendations. Phase Two was described as a public-facing Knowledge Sharing website to communicate methodologies and guidelines. Phase Three was identified to provide assessment of efficacy of Phase One and Two deliverables.

Members discussed what knowledge is to be shared. Connecting strategic plan metrics to critical data points was suggested. The team described their current pre-Phase One work to highlight offices providing University data and community outreach to learn what values should be shared.

#### **V. New Institutional Learning Outcomes (ILOs) Presentation**

Seta Khajarian presented an ILO project summary. It was highlighted that the project was initiated as a best practice since the ILOs were not revisited since 1997, the "new" ILOs are composite of the previous, and that ILOs are intended to interpret the University mission to ensure outcomes' measurability. The OIE and ASLC's collaboration to revise and receive feedback on the proposed ILOs was presented. Members discussed how the new ILOs will be presented to the community and when they will take effect.

#### **VI. Adjournment**

The meeting adjourned at 10:12 a.m. The University Planning Committee will next convene at 8:30 a.m. on 17 April 2024 in the Seaver Board Room.