

**UNIVERSITY PLANNING COMMITTEE**  
**Meeting Minutes**  
 November 18, 2020

**Attendees**

Ebony Cain  
 Paul Caron  
 Rick Cupp  
 James Gash  
 Michael Feltner  
 Connie Horton  
 Sara Jackson

Lee Kats  
 Marilyn Misch  
 Tim Perrin  
 Pete Peterson  
 Phil Phillips  
 Steven Potts  
 Greg Ramirez

Mark Roosa  
 Michael Shires  
 Nicolle Taylor  
 Deryck van Rensburg  
 Helen Williams

**Absent**

Gary Hanson  
 Rick Marrs (chair)  
 Jeff Pippin

**Observers**

Sharon Beard  
 Juliano Bonavia  
 Lila Carlsen  
 Kristy Collins  
 Dyron Daughrity  
 Danny DeWalt  
 Ildiko Hazak  
 Connie James

Ted McAllister  
 Alberto Pimentel  
 Shelley Saxer  
 June Schmieder-Ramirez  
 Jonathan See  
 Jody Semerau  
 Jessica Wiles

**I. Call to Order and Devotional**

Vice Provost Lee Kats called the University Planning Committee meeting to order at 8:30 a.m. on November 18, 2020 via Zoom Meeting. Phil Phillips presented devotional thoughts.

Helen Williams and Michael Feltner moved and seconded approval of the minutes for October 28, 2020, which were adopted.

**II. University Budget Timeline**

Juliano Bonavia presented an update about the modified budget timeline from the Office of Financial Planning. Juliano Bonavia commented about the budget process that this years' process

looks slightly different from previous years due to the pressures of COVID. Juliano Bonavia shared the budget process timeline. The budget process officially kicked off in late October with the discussion about the strategic resource allocation project (SRA). The next big event in the timeline will not be until January. At the January UPC meeting they will discuss potential tuition rate and room and board changes for FY22. From prior years, this is the topic that is usually discussed during the November's UPC meeting and the December's UPC meeting as well during the normal budget process. They wanted to push this back as much as possible in hopes of knowing more about what the higher education landscape will look like in the near future in light of the pandemic. In February, the steering team will meet with their completed first draft of the FY22 SRA budget realignment. Finance will briefly discuss the budget resources that may be available for FY22. There will be a discussion on what the methodology will be behind redeploying those SRA resources. During the UPC meeting in February they will hear from the human resources team, the advancement team and investments in order to develop a shared understanding of the university's largest expense category, which is personnel and benefits under HR, as well as some of the largest non-student derived revenue categories under fundraising for advancement and endowment return under investments.

In March, tuition rate changes and room and board changes will be submitted for approval to the Board of Regents. Later in March, the Steering team will also agree on the allocation of SRA resources and newly budgeted resources for FY22. At the April UPC meeting, Finance will review the FY22 target budget. After receiving approval, the budget managers will have the opportunity to go into the budget system and refine their budgets for two weeks. In May, they will review that proposed budget and it will be presented to UPC for final review and discussion before submitting it to the Board of Regents in June for approval. If everything goes well at the June board meeting, they will have an approved FY22 budget. That will wrap up the budget process. Juliano Bonavia commented that he and Greg Ramirez will be open to hearing the thoughts and feedback of the UPC members, so that they can continually improve their budget process for next year. Dean Feltner asked if they will be sending a handout that details this to the deans and budget managers so that they can share this information. Juliano Bonavia responded that this information will be sent out. Jody Semerau asked if the timeline will be at the financial planning website. Juliano Bonavia responded that the timeline will be posted to the financial planning website for full transparency.

### **III. Update on Provost Search**

President Gash commented that they have a Provost Search Committee co-led by Tim Perrin and April Marshall that has representatives from each school. The first meeting was yesterday and President Gash had a chance to meet with the search team and the search firm that was selected

to assist in this process. President Gash has a huge level of confidence in the search team. The best case scenario would be to have five candidates. President Gash commented that he wants someone who is a faithful follower of Jesus Christ and also someone who has incredible academic credentials, scholarly experience and research experience. President Gash expressed to have a preference for a member of Churches of Christ, but it is only a preference not a requirement. The heritage of this intuition is that Pepperdine has never had a provost who wasn't a member of the Church of Christ.

Tim Perrin introduced Alberto Pimentel with the search firm, Storbeck/Pimentel & Associates, who is helping with the provost search. Tim Perrin commented that several Provost Search Committee members joined this meeting today. Tim Perrin sent some questions to the University Planning Committee members. The Provost Search Committee wants to begin the process of hearing from the community as they build out a position profile for the provost position. They are going to start advertising the position right away. The Provost Search Committee will have an opportunity to hear from the UPC members today and they also have sessions scheduled with faculty from Seaver College and the graduate schools next week. They are really looking to hear from the community abroad. They are looking to begin to review applications in late January. They are looking to select 10-12 candidates for interviews with the committee in mid-February. This will be narrowed down to five finalists who the entire community will visit with in early March. The committee is hoping to conclude the search by no later than the end of March. The committee invites the UPC members to submit any nominations they have. They can submit the candidate, who should be considered for this position, to Tim Perrin, April Marshall or Alberto Pimentel. The search committee provided questions for the UPC members to review and a link to a survey.

Tim Perrin started with the first question: "Based on your experience at Pepperdine University, what do you see as the immediate and longer-term challenges and opportunities facing the next provost?" Dean Williams commented that the major challenge that the provost will face, will be helping to determine how technology will influence the curriculum in such a way that the schools can better prepare their graduates and assume positive roles in the community. The current COVID-19 environment will have long reaching effects on the community. Technology is going to be a major key to any solution. Dean Williams commented that they need to teach students how to think about technology. The provost will have to address that challenge. Dean van Rensburg commented that putting a finer definition around academic excellence would be important. The provost would need to define what kind of research Pepperdine should do as an institution and what funding will be required to that vision of academic excellence. Pepperdine traditionally viewed itself more on the teaching end of the spectrum. The faculty want to do both and they want to be part of an institution that has scholarship in their vision. Dean Williams commented that the new provost has to address the issues of AAUP shared governance. The new provost needs to have significant input in the ongoing discussion. Connie Horton commented that the new

provost needs to be aware of opportunities and challenges around diversity and inclusion. The new provost has to be someone who has an understanding of best practices and who is familiar with the current literature and what some of the best schools are doing and know how to integrate Pepperdine's Christian faith into a deep understanding that is truly Pepperdine. Marilyn Misch asked whether Pepperdine is going to maintain its emphasis on small classes and face to face interaction or is Pepperdine going to be an online university. She noted that she is hoping that Pepperdine will emphasize small classes and face to face interaction. Ebony Cain commented that one concern is the rapidly changing climate in higher education and thinking about not just how to recruit but specific retention as well. Mike Shires asked what are the implications of COVID-19. Mike Shires also asked what are the health constraints going to do to Pepperdine and how to lead the emergence from that in a way that it strengthens its portfolio and the university's ability to compete in an increasingly online landscape. Jody Semerau commented that it is important to have the new provost aware of the budget constraints Pepperdine has in order to provide an excellent academic environment for the students and student services with more limited refunds. The new provost has to be able to strategize which programs are successful and which programs can be scaled back. Rick Cupp commented about the "light on the hill" concept of mission. Pepperdine is trying to be very distinctive and branded and being a place that is deeply committed to faith that also is deeply committed to academic excellence. It is important to have somebody who has that vision and is passionate about it and is very effective at communicating it, so that they can build a stronger brand about the idea of being distinctive and being the most prominent Christian university in the world. Dean Caron commented that what makes Pepperdine different, in terms of academic excellence and diversity, is also having true intellectual diversity at the university. At this time in history that is a real strength that Pepperdine has. It is important to continue to exercise and welcome all news, especially those that are different ideological perspectives. Connie Horton commented that another challenge is the change in the university's student body, not just in terms of demographics and diversity, but in terms of mental health and maturity concerns, especially for the undergraduates.

Tim Perrin asked the next question: "Given the opportunities and challenges you have described, what professional experiences and qualifications must the successful candidate possess?" Dean Williams commented that the next candidate should have a deep understanding of Pepperdine and who Pepperdine is. But at the same time, the next candidate need to have experience outside of Pepperdine. The next candidate needs to bring a wealth of experiences of other types of institutions that would help Pepperdine navigate the challenges that it faces with a very realistic point of view. Phil Phillips commented that experience in managing teams is very important for the success of the institution. Connie Horton commented that she would like to see somebody who has progressive administrative experience in higher education. She hopes that they have a leader who is confident and has appropriate confidence. She also hopes that the candidate

is a humble leader who will not try to micromanage all the areas. Dean van Rensburg commented that having pioneered new frontiers of academic content would be helpful in the candidate's background and also some experiences around new schools and new departments would be helpful. Marilyn Misch commented that it is important that the new provost has a commitment to the liberal arts as well and not just being solely focused on careers. She wants to see Pepperdine maintain the liberal arts tradition which includes civil dialogue and civil discourse. Rick Cupp commented that having some academic leadership experience is very helpful. He would caution against having a hierarchy of experiences being the strong factor selecting the next provost.

Tim Perrin asked the third question: "What personal qualities must the new provost possess in order to be a strong cultural fit with the Pepperdine University community?" Phil Philips commented that the faith component should be important. The candidate needs to behave in a way that is consistent with those beliefs. Sara Jackson commented that she would love to have a provost who is very cognizant of the platform that he or she is occupying and is really representing Pepperdine across the world globally and capable articulating who Pepperdine is, knowing where Pepperdine came from and also being positive and having a vision of where Pepperdine could go and where Pepperdine is going. Ebony Cain commented that Pepperdine needs someone who is comfortable of being part of this rich community and understands that diversity and is able to walk across all the different parts of that diversity and bring it together through his or her vision. Marilyn Misch commented that the provost is the chief academic officer, so she would like to have someone who is a world class scholar and also somebody who is an excellent teacher and who has taught undergrads. Dean Williams commented that this person should have the ability to favorably interact with individuals, small and large groups. The new provost needs to be able to move in and out of various conversations with relative ease and be able to bring to those conversations not only significant content, but the ability to bring people together and make a difference. The personality is important also. Lee Kats commented that Pepperdine is not a large university but it is a complex university and the five schools are all very different. He would hope that the candidate would be somebody that understands the complexity of a place like Pepperdine.

Tim Perrin asked the fourth question: "What major initiatives are currently in the implementation phase at Pepperdine University and warrant the new Provost's attention and support but, because of their stage of implementation, can no longer be influenced by the successful candidate?" Tim Perrin commented that one of the major initiatives is the 2030 strategic planning process. He expects the provost to have a lot of influence in terms of how the strategic plan is implemented. Dean Williams noted that the provost would need to have influence on the discussion around the new budget model. Dean Williams asked the following questions: "As we look at the impact of COVID-19, do we budget the same way? Where does academics fit in that process? How should the academic side of the house stand in the process? How do we establish a

new budget model?” The provost’s voice has to be loud and clear. Connie Horton commented that RISE, Pepperdine’s resilience initiative, is a major initiative that would need the provost’s support. Pepperdine needs to recognize as a community that its students are struggling. They need this resilience initiative in all five schools. Dean Roosa noted that this is an excellent time for the provost to come onboard with the strategic plan being shaped. It presents tremendous opportunities for the new provost to engage with the integrative piece of the plan that speaks to integrated learning and teaching. It is a nuanced aspect of the plan that has great potential to think differently about resource allocations and integration of academics across the campus with not just the schools but with cocurricular areas. Strategic budgeting will be a tremendously important aspect of the planning going forward. A person who can think in a nuanced and engaging way, will be an asset to the Pepperdine community. Dean Williams commented that regarding globalization, Pepperdine has campuses in five different locations in Southern California and Pepperdine also has campuses around the world. She asked what does Pepperdine’s academic picture look like in all of those spaces.

Tim Perrin asked the fifth question: “What are the key positive attributes and most attractive features of Pepperdine University and the surrounding community and how might those be used to attract the best candidates?” Dean Williams commented that there is an air of adventure and discovery. There is this desire to explore new territory. It is that entrepreneurial spirit. A person coming into this environment will be invigorated and excited about carving the path forward. Dean Roosa added that the new provost would be great to have someone who could tell Pepperdine’s story who would be part of the team and goes out fundraising and to tell Pepperdine’s story to prospective donors. The new provost should be a good storyteller. Tim Perrin asked what about Pepperdine’s reputational strength as a university. Jonathan See commented that the next new provost needs to be unafraid of exploring the use of technology in teaching and learning. Nicolle Taylor commented that when she came to the university the one thing that struck her was the collaborative nature of the work here. The provost should have mastery of the activities and needed action and work in his or her own domain and also be able to work across the university. The provost should be well rounded and should have the ability to collaborate. Dean Williams commented that they need someone who is a collaborative decision maker but would not be hesitant to make the hard choices. Jody Semearu commented that the provost should have confidence and compassion. Marilyn Misch commented that the new provost should be someone who loves Pepperdine and who loves George Pepperdine’s vision of what Pepperdine is and could be.

Albert Pimiento asked if someone can explain him the “Rise” initiative. Connie Horton replied that RISE stands for Resilience Informed Skills Education, the basic idea is recognizing all the stress, anxiety, depression and suicidal thoughts that is happening across the country on college campuses. They not only provide crisis response and counseling, but get upstream and provide

skill based education, but they want that very integrated throughout the university. Faculty, staff and student leaders are trained as resilience coaches. They want the whole community involved and saying that they are going to become resilient for their time at Pepperdine and to become resilient leaders. Alberto Pimentel asked whether the community is ready for change. Dean Williams replied that Pepperdine was poised for change prior to COVID-19. President Gash was forging a new vision for the university. Pepperdine was uniquely positioned for change prior to the COVID-19 hit. Jody Semerau commented that the university does really well with informed and collaborative change as opposed to unilateral change without much feedback. As long as that person listens to the community and makes a judgment call, Pepperdine has always been responsive to that. Marilyn Misch does not believe for change for change's sake. She doesn't want Pepperdine to be a research university. She wants Pepperdine to be a student centered university that takes it very seriously that the students are at the heart of the educational enterprise. Alberto Pimentel commented that at universities across the country a higher level of activism is taking place and he asked how is that manifesting itself at Pepperdine. Connie Horton replied that Pepperdine had a student protest last week. The students protested very calmly, politely and cooperatively. Pepperdine is not exempt from those trends. Alberto Pimentel commented that as they look for individuals who they might recruit for this role, they might add that as part of the factor of someone who is cognizant of social change and is able to manage it in a healthy way. Tim Perrin asked the UPC members to continue to give feedback to him, April Marshall or Alberto Pimentel.

#### **IV. Adjournment**

The meeting was adjourned at 9:38 a.m. The next meeting of the University Planning Committee will convene at 8:30 a.m. on January 13, 2021 via Zoom Meeting.