

UNIVERSITY PLANNING COMMITTEE
Meeting Minutes
 September 16, 2020

Attendees

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

Lee Kats
 Rick Marrs (chair)
 Marilyn Misch
 Tim Perrin
 Pete Peterson
 Phil Phillips
 Jeff Pippin
 Steven Potts

Greg Ramirez
 Mark Roosa
 Michael Shires
 Nicolle Taylor
 Deryck van Rensburg
 Helen Williams

Absent

Darren Good
 Gary Hanson

Observers

Juliano Bonavia
 Danny DeWalt
 Ildiko Hazak
 Jonathan See
 Jody Semerau

I. Call to Order and Devotional

Provost Marrs called the University Planning Committee meeting to order at 8:31 a.m. on September 16, 2020 by Zoom Meeting. President Gash presented devotional thoughts.

Marilyn Misch and Deryck van Rensburg moved and seconded approval of the minutes for May 20, 2020, which were adopted.

II. Fall 2020 Enrollments & Class Characteristics

The five deans presented on enrollment and class characteristics of their respective schools.

Pete Peterson, Dean, School of Public Policy

Dean Peterson presented the current enrollment numbers at School of Public Policy (SPP). Dean Peterson commented that School of Public Policy saw a remarkable uptick in completed

applications and admissions this year. Completed applications are running 91% ahead of last year and two thirds ahead of the five year average. SPP saw a 93% increase in admissions year over year and almost three quarters uptick in admissions over the five year average. Dean Peterson discussed the data points for the incoming class. This is the largest two-year cohort in SPP in five years at 75 students. There were a record number of deferrals this year, largely from international students. SPP saw the fewest number of international students. SPP is maintaining diversity. Dean Peterson noted that 40% of the students are students of color. The average age of incoming students remains at 25. Dean Peterson mentioned the Air Game and Ground Game that SPP implemented to help increase enrollment. The Ground Game has created the Pepperdine Policy Partners Program (P4). Dean Peterson commented that 56% of SPP's incoming class is coming from its P4 partners. Dean Peterson presented the fall visiting faculty. Hannah Skandera returns as visiting professor of Education Policy and Impact. Andrea Mihailescu returns as State Department Fellow in Residence. Dr. Anna Choi returns as James Q. Wilson Visiting Professor teaching a class in Healthcare Economics. The Davenport institute for Public Engagement continues its great work training and engaging local government leaders throughout the state and around the country. SPP had to transition many of its training programs online. Later this month SPP is going to be offering its first online Professional Certificate in Advanced Public Engagement for Local Government. In the beginning of October, SPP is offering its first Professional Certificate in Leading Smart Communities. Dean Peterson presented the upcoming webinars at school of Public Policy.

Michael Feltner, Dean, Seaver College

Dean Feltner began by sharing the enrollment update at Seaver College. Seaver College had 12,547 applications last year. That was an 8.3% decrease from the prior year, but it was still the second largest number of applications they have received in the history of Seaver College. Because of the Woolsey fire and the pandemic on the horizon, Seaver College has admitted a larger pool of students than is typical. They have increased the number of admitted students to 5,212. This is an increase of 11% from 2019. The class size on June 8, 2020 was 912 students at Seaver College. Dean Feltner commented that they saw a significant number of students opting out of coming to Seaver College. As of Monday morning, the incoming class size was down to 822 students. Dean Feltner commented that this was not unexpected. Families and students made economic decisions this year. Dean Feltner commented that the average GPA is 3.69. The transfer GPA remains high at 3.60. Dean Feltner presented the demographics noting that 41.3% of the students enrolled in the incoming class are male. Seaver College continues to become increasingly diverse with 52.3% of the students in its incoming class being students of color and 9% being from Church of Christ. The students are enrolling in the four largest academic divisions at Seaver College: Business, Natural Science, Social Science and Communication. Students enrolling in those four divisions comprise

over 88% of Seaver's student body. Dean Feltner continued presenting the top state for enrollment. Historically Seaver has always received about half of its students from California and that was unchanged. International student enrollment was down. A very small number of students enrolled from China this year. There was a damper put on international student enrollment from China because of the current conditions. Dean Feltner continued presenting on financial aid support that was awarded to the entering class. Almost two thirds of the students took a loan and 94.65% received some form of institutional aid. The average loan amount is \$7,721. Dean Feltner commented that the US News and World Report came out earlier this year and Pepperdine is ranked at 49. One of the reasons that Pepperdine is at 49 is that the graduation rate for Pell Grant students is actually higher than the graduation rate for the general student body. Dean Feltner continued focusing on total enrollment. Seaver College is down by 153 undergraduates from a year ago. Currently there are 3,274 undergraduates. The total enrollment is 3,359 students. Student numbers are down by 152 from 2019. The total enrollment of 3,359 remains above Seaver's budgeted enrollment. Dean Feltner discussed the spring enrolment. Every year in the admission cycle Seaver offers students the opportunity to defer their admission to the spring or they have students that don't meet the qualifications for entry in the fall class and Seaver offers them the opportunity to enroll in the spring. Seaver College already has 75 students who have paid a deposit for the spring semester for next year. Dean Feltner commented that they are very hopeful that Seaver College will see more students back in the spring term.

Deryck van Rensburg, Dean, Graziadio Business School

Dean van Rensburg reviewed the enrollment for the year at Pepperdine Graziadio Business School (PGBS). Dean van Rensburg noted that Graziadio Business School's new enrollment is very strong. PGBS is up 17% vs. the budget and 21% vs. prior year. The 1,355 enrollment is the highest since 2002. For the fall, there are 747 new enrollments. Dean van Rensburg continued reviewing the demographics, noting that around 51% of the enrolled students are male and 49% of the enrolled students are female. Around 56% of the enrolled students are students of color at PGBS. Dean van Rensburg presented other characteristics in terms of program mode. The online programs at PGBS are 30% of the school's enrollment for the fall. Dean van Rensburg commented that he is encouraged to see a positive trend at the full-time MBA program. Dean van Rensburg noted that this is the program that really carries the ranking and the reputation of the school. Over the last year and a half the undergrad GPA is going up. GMAT came down slightly. Work experience has gone up. Dean van Rensburg commented that the more experienced the students are the more likelihood of them getting a job. That is a critical factor in rankings. Selectivity is also improving. The recently graduated class' average salary post MBA is \$96,000, which is a highest they have seen in a long time versus last years' number of \$65,000. Dean van Rensburg shared the results of the Office of Institutional Effectiveness' survey of student satisfaction. They have seen

an upward movement across academic rigor, real world relevance of the school's programs, the quality and the perceived value. Dean van Rensburg shared the goals for the fall semester. PGBS has successfully onboarded over 500 new students virtually. Graziadio Business School provided a number of high-touch academic support, including the Global Business Intensives program which was provided virtually. Career wise PGBS is strengthening its outcomes in taking the salary rates and job rates up and leveraging its corporate partner program. PGBS has also seen increased requests from alumni. They need support as they experience career transitions and dislocations as a result of COVID. Dean van Rensburg commented that PGBS formed the Diversity Council. There are 38 members that are participating. Graziadio Business School is focusing on looking at new classroom technology to facilitate the in-class experience. There is a program called Top Hat that they are piloting. Top Hat helps stream the lectures in real time. Dean van Rensburg commented that the Impact 2020 event is scheduled for October 2, 2020. Graziadio Business School is a co-sponsor and co-participant with the Internet Marketing Association. The theme is the "Year of Reinvention". They already have 110,000 registrations.

Helen Williams, Dean, Graduate School of Education and Psychology

Dean Williams presented the current enrollment numbers for the Graduate School of Education and Psychology (GSEP). As of September 8, 2020, GSEP has 2,949 students enrolled. Student enrollment increased by 93.1% over the past six years. Dean Williams continued with the education and psychology onground enrollment. The fall 2020 onground enrollment was 1,824, representing a 19% enrollment increase from fall 2015. The Psychology online total enrollment increased by 5,821% from fall 2017 to fall 2020. GSEP has started with 19 students and now they have 1,125 students enrolled. Dean Williams presented the new student enrollment numbers onground and online. GSEP brought in 842 students. Ongoing new student enrollment increased by 33.77% from fall 2017 to fall 2020. Online new student enrollment increased by 1,188.89% from fall 2017 to fall 2020. There were 2,444 applications for the fall and 842 enrolled, which represents 34% of the applications. The average GPA of admitted students for fall 2020 is 3.25. Dean Williams presented the student profiles. GSEP has 292 students who are Waves and 10 % of them enrolled from the five schools at Pepperdine. The age range at GSEP is 20-74. The average age is 32. There are 610 students in the doctorate degree program. Dean Williams continued to present the GSEP gender profiles for psychology onground. On average 18% of the students are males and 82% are females. There are more female students enrolled in the online programs also. Dean Williams presented the ethnicity profiles of the GSEP students. Diverse student populations are the majority at GSEP. As of Monday, September 14, GSEP has 3,075 students enrolled and a total of 21,247 units. This equates to a little over \$32 million in tuition. GSEP is well on its way to the \$57 million revenue projection that was given. If things hold steady, GSEP will meet its revenue projection for Fiscal Year 21. Over a six year period, GSEP's staff count has increased by 23. The

majority of them were restricted positions. This is a 625% increase in restricted positions. Dean Williams commented that they do not have the same loyalty to Pepperdine as a regular staff person has. The regular staff positions have decreased by 3%. Tenure faculty increased by 6% and the student enrollment increased by 93%. Dean Williams commented that this is a travesty. GSEP has three people servicing 3,057 students. Dean Williams questions seriously GSEP's ability to maintain quality.

Paul Caron, Dean, School of Law

Dean Caron began by sharing that School of Law is in its fourth year of a plan to reduce the size of the enrollment to 160 to improve the academic financials of its students. Last year, due to a rise in the school's US News ranking, School of Law had a much higher yield and the school over enrolled a class of 199 students while increasing both the median LSAT and median undergraduate GPA. Because of the financial uncertainties of COVID-19, School of Law has decided to enroll a larger class while again increasing its median LSAT and median undergraduate GPA. School of Law ended the application period with the largest number of applications in the school's history and the highest undergraduate GPA. Student inputs have improved, its median LSAT and UGPA has increased from 2016 to 2020. The bar exam pass rate increased from 65% in 2016 to 82% in 2020. These improvements have resulted in a dramatic rise on the school's US News ranking from 72 in 2016 to 47 in 2020. School of Law has changed dramatically in the last four years. School of Law made up for the loss of tuition revenue from the smaller JD class size in three ways. First the school has reduced expenses primarily by reducing the number of tenured and tenure-track faculty by 33% from 39 to 26. School of Law also increased its fundraising by having raised \$75 million over the past three years in gifts, pledges and payments on gifts. Finally, School of Law has also increased the tuition revenue. In 2016 School of Law had a total enrollment of 708 students. Now the law school enrollment has increased by 40% to over a thousand students, the largest in School of Law's history. Dean Caron presented the composition of the student body. The total enrollment is 1,014 students. Around 59% of the students are female and 41% students are students of color from 46 states and 22 countries. School of Law had to spend more in scholarship dollars to attract the JD and residential MTR students in an extremely competitive law school market. Dean Caron presented the tuition discount rates. Dean Caron commented that the school's hope is to be able to reduce the amount of tuition discounting while at the same time continue to increase its fundraising for students in need.

Greg Ramirez, Chief Financial Officer, gave an update on the University's financial reports. Greg Ramirez shared how Pepperdine is looking so far this fiscal year compared to its budget. Just within the onground programs at the undergraduate level of Seaver College, Pepperdine has recorded this fiscal year about \$54 million in net tuition revenue which is off of a budgeted

amount of \$62 million. This is an unfavorable budget variance specifically with a net tuition of about \$8 million at the undergraduate level. At the graduate level some schools are up and some schools are off a little bit. Collectively, at the graduate level, there is an unfavorable net tuition revenue variance of about \$2.5 million. Collectively, combining the onground graduate and undergraduate programs there is an unfavorable net tuition variance of \$10 million. On the upside, the online programs are doing very well. The University budgets fairly conservatively particularly within its online programs. They have recorded gross tuition revenue from the online programs of about \$22 million compared to a budget of about \$11 million. Factoring in the payment to 2U, this will bring it down to closer to \$4 million. Greg Ramirez commented that bottom line, there is a net tuition revenue variance compared to budget of about \$6 million unfavorable across the University's online and onground programs. Within the room revenue side, with very few students on campus, that is off of budget by close to \$18 million. Greg Ramirez noted that they are seeing the right trend on the expense side. Last August in 2019, Pepperdine spent in total, university-wide about \$39 million. So far, as they just closed August 2020, Pepperdine spent about \$32 million. Spending has come down fairly significantly. Spending has been down by \$7 million compared to the previous year.

III. Adjournment

The meeting was adjourned at 9:41 a.m. The next meeting of the University Planning Committee will convene at 8:30 a.m. on October 28, 2020 via Zoom Meeting.