

**UNIVERSITY PLANNING COMMITTEE**  
**Meeting Minutes**  
September 18, 2019

**Attendees**

Paul Caron	Sara Jackson	Mark Roosa
Rick Cupp	Lee Kats	June Schmieder-
Michael Feltner	Rick Marrs (chair)	Ramirez
James Gash	Marilyn Misch	Michael Shires
Rick Gibson	Tim Perrin	Joan Singleton
Darren Good	Pete Peterson	Nicolle Taylor
Gary Hanson	Phil Phillips	Deryck van Rensburg
Keith Hinkle	Jeff Pippin	Helen Williams
Connie Horton	Steven Potts	

**Observers**

Lisa Bortman  
Danny DeWalt  
Ildiko Hazak  
Greg Ramirez  
Jonathan See  
Jody Semerau

**I. Call to Order and Devotional**

Provost Marrs called the University Planning Committee meeting to order at 8:32 a.m. on September 18, 2019, in the Seaver Board Room at Pepperdine University - Malibu campus. President Gash presented devotional thoughts.

Paul Caron and Marilyn Misch moved and seconded approval of the minutes for May 15, 2019, which were adopted.

**II. Fall 2019 Enrollments and Class Characteristics**

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

Helen Williams, Dean, Graduate School of Education and Psychology

Dean Williams presented the current enrollment numbers for the Graduate School of Education and Psychology. Dean Williams reviewed the GSEP revenue. GSEP kept its expenses down. Revenue increased from FY18 to FY19. Dean Williams noted that this year GSEP will meet or exceed its contribution budget. As of September 13, 2019, GSEP has 2,439 students enrolled. GSEP is growing. The Education Division is growing, but not as rapidly as Psychology. Dean Williams noted that the Psychology online enrollment began with 19 students in 2017 and

this year there are 694 students enrolled. Dean Williams continued to present the GSEP gender profiles. Most of the students in the programs are females, 78.84%. There are more female students enrolled in the online programs also. Dean Williams presented the ethnicity profiles of the GSEP students. GSEP has five different locations. The majority of the courses are taught in the West Los Angeles campus. GSEP is maintaining quality in its programs. Dean Williams noted that the typical GSEP student is female between 35 and 55, Christian, seeking a job change and resides outside of California. Dean Williams went over the challenges that GSEP faces, including identity, online budget management and expanding operations. GSEP shares the cost of online programs with 2U. Dean Williams also shared that GSEP is dealing with space challenges. President Gash asked how big the education online market is. Dean Williams responded that the market for education online is not as big as psychology but it is substantial. The competitors are top notch. 2U cannot help GSEP with Education and Pearson is backing out of the contract. Dean Williams noted that Education had 20 years of hybrid programs. GSEP Education is now ready to do the online program on its own. GSEP is shifting five masters programs to three programs online. These programs will be in a hybrid format. Gary Hanson commented that GSEP has done a great job finding its niche market.

Pete Peterson, Dean, School of Public Policy

Dean Peterson presented the current enrollment numbers at School of Public Policy (SPP). Dean Peterson commented that the School of Public Policy's mission is to make student enrollment more predictable and more sustainable. Currently there is a downward trajectory in enrollment. SPP developed Air Game and Ground Game to help increase enrollment. Air Game includes a more strategic use of online marketing. There has been a 630% increase in applications from Google ads and search. Ground Game focuses on recruiting partnerships with over 35 organizations. Through Ground Game, there has been a 540% increase in applications. Dean Peterson continued with the goals of the 5-year strategy, including rebuilding enrollment to sustained 105+ students, utilizing Air Game and Ground Game and increasing fundraising and additional revenue streams. School of Public Policy received a \$5 million gift from the Carl F. Braun Trust which endows the "Braun Family Dean's Chair". Dean Peterson presented the demographic overview. The demographic profile showed that 56% of students enrolled are female and the average age is 26. SPP has the largest percentage of veterans enrolled. Dean Peterson reviewed the major programs at SPP, including the new programs at the Davenport Institute, HSAC@SPP, the grant funded American Project and the donor supported Project for Cross Sector Leadership. Finally, Dean Peterson reviewed the fall events at School of Public Policy.

Paul Caron, Dean, School of Law

Dean Caron began by sharing that Pepperdine School of Law celebrated its 50th anniversary. It took 35 years to be among the top 100 law schools. In 2012, Pepperdine School of Law was 49 on the list of law schools nationwide. Since then, the number of applicants

dropped. School of Law suffered declines in quality of outcomes that led to decline in rankings. Pepperdine School of Law is 72 now on the list, according to the U.S. News ranking. Dean Caron continued presenting the Right-Sized Excellence, including improving JD student outcomes, offsetting JD revenue shortfall by reducing expenses and annually ranking among the nation's top 50 law schools. Dean Caron commented that the quality of students increased in three years in a row. The acceptance rate also improved. Pepperdine School of Law increased diversity for incoming students. On the most diverse law schools list, Pepperdine School of Law ranks at 33. In 2019, Pepperdine School of Law enrolled 195 JD students. School of Law had a surge. The total JD enrollment is flat. Dean Caron continued that the percentage of students employed at graduation is up from last year. In 2019, 49% students are employed at graduation. Dean Caron commented that School of Law has more work to do to improve the bar exam results. Dean Caron commented that School of Law is planning to reduce expenses and increase fundraising. School of Law is planning to reduce the size of tenure faculty from 39 to 28. Since the School of Law has a smaller number of faculty, the teaching loads of faculty has increased. Dean Caron noted that School of Law has not been able to increase net tuition. Dean Caron commented that School of Law raised \$25 million through fundraising. Pepperdine School of Law would like to be ranked annually among the nation's top 50 law schools. In March 2020, Pepperdine School of Law will have a rank lower than its age.

Deryck van Rensburg, Dean, Graziadio Business School

Dean van Rensburg shared that as of 2019, calendar year, Graziadio Business School had 1,100 new enrollments, up 34% from the previous year. 2U Online is driving the growth. The Bachelor of Science in Management (BSM) program had 58 students enrolled. This is a 32% increase in enrollment from the previous year. Dean van Rensburg commented that the market is extremely competitive. Graziadio Business School needs to keep curriculum and teaching world class and the School has to find more money to invest in scholarships, building brand and enrollment. Dean van Rensburg noted that the online master's program at Harvard Business School costs \$35,000. The online master's program at Pepperdine costs \$98,000. Dean van Rensburg commented that the pricing of the online classes should be reevaluated. The applications increased by 10.5% and enrollment increased by 32.8%. Dean van Rensburg presented the program profiles. Graziadio Business School has 19 programs. Dean van Rensburg noted that the biggest program is the fully enrolled MBA program. Dean van Rensburg continued reviewing the demographics, noting that Graziadio Business School has 50.1% male and 49.9% female students. There are 60% domestic students and 40% international students, heavily influenced by Chinese students. Dean van Rensburg noted that the average GPA is stable. One committee member asked where is the DBA program today. Dean van Rensburg responded that the DBA program is doing well. There are 20 students enrolled. It is a great program with high-quality students.

Michael Feltner, Dean, Seaver College

Dean Feltner began by sharing the applications graph on the

Seaver College Enrollment Update handout. The applications have increased by 13% from prior year. The yield rate is going to decline. Dean Feltner noted that Seaver College needs to admit a larger pool of students. There are 4,299 students admitted. The admit rate is 31%. The number of admitted students decreased by 4% from 2018. It has been the lowest in six years. Dean Feltner noted that the yield rate is declining. Students have more options. The target class size at Seaver College is 851 students. In May 2, 2019 the class size was 744 students. Seaver College planned a very robust wait list. By August 1, 2019, Seaver College had 853 students enrolled. As of Monday, September 16, 2019, Seaver College had 3,427 undergraduate students enrolled. Dean Feltner commented that graduate enrollment continues to decline at Seaver. Total enrollment increased from a year ago. There are no concerns relative to budget. Dean Fetner presented the demographics noting that there are more males enrolling. Dean Feltner noted that international enrollment has dropped. There are less Chinese students due to challenges with visa use from China. International market is continuing to soften. Dean Feltner commented that Seaver College will concentrate on student success. The Seaver Student Success Center has a 30% increase in usage. The Seaver College Career Center continues to improve. Regarding financial support, \$21.1 million was awarded in institutional aid and 95% of first year students received an institutional award. One committee member asked if Seaver is anticipating a drop in enrollment. Dean Feltner responded that some students come in from transfer. They are classified by credit hour. Another committee member asked what is Seaver's plan for spring enrollment. Dean Feltner responded that 37 students are already enrolled. Seaver usually has 100 students enrolled at this time. Seaver will look aggressively to applications and try to enroll around 85 to 90 students.

### **III. President's Academic Year Goals and Comments**

President Gash noted that all five schools have a lot of momentum. President Gash commented that he will present his vision at the inauguration. In October, the Committee will do tuition projections. Provost Marrs commented that the schools are doing quite well. This is good news.

### **IV. Adjournment**

The meeting was adjourned at 10:02 a.m. The next meeting of the University Planning Committee will convene at 8:30 a.m. on October 16, 2019 in the Seaver Board Room.