ASPIRE 2025

Be transformed by the renewing of your mind...

Best for the World Leaders
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What attracted me most to Pepperdine University and the Pepperdine Graziadio Business School (PGBS) in November 2016 was an authentic values-centered orientation and a commitment to academic excellence. What I found on arrival was a devoted faculty and staff who took seriously their responsibility to educate and equip future business professionals and leaders for the challenges and opportunities of a dynamic world. With business being one of the most influential social institutions of our age, what could be more important than preparing future pioneers and leaders of industry with 21st century skills firmly nested within an ethical framework? This is not only important, but truly noble work.

While the fundamentals were all there, we needed to refresh our vision and strategy in order to reach for new horizons as well as unleash our organic potential. This document lays out that new vision and will be followed in several months’ time with a resource plan. ASPIRE 2025 has two phases. The first phase takes us through 2018–2020, straddling our 50th anniversary. Phase one focuses on transformational learning and enriches our applied teaching DNA by incorporating/introducing an enhanced focus on applied research. The second phase of the plan takes us to 2025 and signals the important work yet to be executed to more fully prepare future leaders for the fourth industrial revolution of cyber-physical systems.

One of the first things we did in approaching ASPIRE 2025 was to engage deeply and broadly within our community and across multiple constituencies in an evidence-based manner. My heartfelt thanks is extended to everyone for their enthusiastic and tireless efforts to build this vision. I am so proud of their work.

Now that we have a refreshed sense of direction and defined goals to support it, we will remain innovative and agile to ensure that Pepperdine Graziadio Business School continues to thrive and ascend in a relentlessly competitive and dynamic environment. As we prioritize implementation, we will always bear in mind our commitment to developing entrepreneurially minded “best for the world” leaders that will innovate in our global society.

I look forward to partnering with all of you to achieve ASPIRE 2025!

Appreciatively yours,
Deryck J. van Rensburg, Dean
Business education has existed at Pepperdine University since 1969, developing values-centered leaders and advancing responsible business practice through education that is entrepreneurial in spirit, ethical in focus, and global in orientation. While this ambition remains as steady today as during the school’s inception, there have been significant changes in the business environment and the education landscape that require our adaptation, as Graziadio approaches its 50th anniversary.

This strategic vision known, as “ASPIRE 2025,” maps out the goals, ambitions, and changes for Pepperdine Graziadio Business School (PGBS) to adapt to continue our positive trajectory as a renowned business school ranked among the top 100 best business schools nationally by U.S. News and World Report. With learning outcomes at the center of our plan, our ability to impact business now and into the future through our applied research, learning experiences, and innovative curriculum delivery has been central to the plan conversation and is reflected in our priorities and the initiatives that flow from them.

ASPIRE 2025 honors the PGBS heritage and sets out a strong path to follow into the next seven years and beyond.

Before making the recommendations set out in ASPIRE 2025, external research was conducted and the ASPIRE 2025 leadership team engaged with hundreds of stakeholders, staff, students, and faculty to consider the evolving needs for the short, medium, and long term.

Three key themes have emerged as pivotal to our success in executing ASPIRE 2025 and are woven throughout:

- Teaching responsible business remains core to our success, but we are eager to have a greater impact globally and must optimize for the future. ASPIRE 2025 reignites a commitment to the Pepperdine Graziadio Business School foundational core, including a values-centered philosophy, pioneering teaching methodologies, and a commitment
to caring for the whole student to deliver a transformative educational experience.

- Business education is changing and so are the demands on our graduates and employers. ASPIRE 2025 explored the changing nature of who we see at work and school; how we work, go to school, and interact; and why we work and go to school.

- In a world where complexity is a reality, as machines and people co-exist, strong institutions will be equipped for success and will equip their students for success. Mindful of the competitive environment in which Pepperdine Graziadio Business School operates and the unique era in which we live — the “Smart Machine Age” — ASPIRE 2025 acknowledges that technology is an essential part of business.

  Technology advancements are driving necessary change in:
  - pedagogical methods
  - business tools used
  - thought leadership
  - organizational effectiveness
The priorities and initiatives laid out in the plan will provide the structure for an aligned understanding of how the Pepperdine Graziadio Business School will excel against its goals based on four pillars: students, faculty, people and organizations, and the ecosystem.

On the cover page of ASPIRE 2025, you will have read the words “Be transformed by the renewing of your mind,” which is an excerpt from the Bible verse Romans 12:2: “Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind.” We chose this phrase to be our motto for ASPIRE 2025. We believe it aptly captures the bold thinking required to support the renewal and transformation that are central to our educational and research ambitions, while reflecting our Christian roots.
**Mission**

Inspired by our Christian values, we seek to:

- Promote transformational learning,
- Create applied knowledge, and
- Equip our students to become best for the world business leaders and entrepreneurs.

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**Vision**

Global distinction in developing best for the world leaders.

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**Values**

**Today-not tomorrow.**

George Graziadio was frequently heard saying this phrase and we believe it holds true for us. He reminds us in a world of constant opportunity and disruptive potential to hold an action bias (carpe diem) and to deliver on the good that is within our influence today and not to wait for more favorable or comfortable conditions.

**Integrity always.**

We aspire to live and model lives that are guided by a deep integrity that holds strong even when forces that try to compromise good challenge us.

**Courage with compassion.**

We believe that facing the challenges that lie before us will require deep courage, and we aspire to be models of fearlessness coupled with compassion that honor the dignity of each person.

**Pioneering spirit.**

Embracing the changes that we face in our daily lives and in the future will tap the enduring spirit of adventure, curiosity, and openness that has guided us in each new chapter of our existence. We aspire to live boldly and lean into new adventures with hopefulness.
1. Rankings
Be a Top 50 Business School as ranked by *U.S. News & World Report*

2. Employee Engagement
   a) Perform in the top quartile versus Honor Roll schools based on the “Great Places to Work” survey
   b) Amplify the efforts to drive forward diversity and inclusion in our employee engagement actions and measure our progress using metrics from the Modern Think and OIE surveys

3. Entrepreneurship
Be a Top 20 ranked school for entrepreneurship as ranked by *Pitchbook*

4. Values
   a) Be a Top 10 faith-affiliated business school as measured by *U.S. News & World Report*
   b) Demonstrated support of Pepperdine’s stated diversity and inclusion goals

5. Student Recommendation
Be the best performing school at Pepperdine that students are willing to recommend to their peers as measured by OIE

6. Alumni
Engage alumni in meaningful ways to help them succeed in being best for the world leaders and enhances the student experience

7. Financial and Reputational Belief
   a) Create endowed chaired positions in at least five of our ten disciplines and attract at least five pre-eminent scholars
   b) Raise $100M through strategic donors
   c) Create scholarship and innovation impact through formation of three new Institutes.
   d) Deliver 10% of revenue in executive certificate programs
   e) Incremental $10–15M in new revenue sources over next five years, e.g., including but not limited to online offerings

8. New Program Innovation
   a) Launch the DBA to better serve our alumni and enhance our scholarship brand
   b) Re-stage current Full-time MBA as a global in-residence MBA driving student value and program differentiation
   c) Expand the AEG relationship for graduate programs in Sports and Entertainment
   d) Leverage the Peate Institute for Entrepreneurship to create innovative entrepreneurship programs

*See Appendix, Exhibit C for a simulation of ranking outcomes based on various levers*
Near-term strategic priorities and initiatives

2018–2020

In order to achieve the vision we have laid out in ASPIRE 2025, our core strategies are aimed at laying a strong foundation for us to launch from in the years ahead.

The goals and initiatives that follow are intended to support foundation building and bridge us into the future. These are structured around four priority areas: students, faculty, talent and organization, and our ecosystem.

We have identified goals for each of these priority areas:

**Students**: Build a school of choice for students by delivering a personalized educational experience, providing transformational learning rooted in real-world application, and facilitating career development.

**Faculty**: Develop faculty as thought leaders who are committed to applied research, dedicated to innovative teaching, and connected to businesses.

**Talent and Organization**: Become an employer of choice by aligning our mission along with our talent, galvanizing around the student experience, and leveraging data and technology.

**Ecosystem**: Innovate in our ecosystem to advance thought leadership and develop strategic partnerships and a philanthropic base.

Each of these priority areas will have detailed execution templates to be read in conjunction with ASPIRE 2025. These templates, with their associated goals and initiatives, will be reviewed regularly in line with our priorities.
**Students**

Build a school of choice by offering transformational learning experiences delivered with personalized care

**Faculty**

Develop faculty as thought leaders, committed to applied research, dedicated to innovative teaching, and connected to businesses

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**GOALS**

**Goal A:** Strengthen standing as a premier faith-based business school with an emphasis on applied learning

**Goal B:** Enhance our portfolio of programs by clarifying the strategic role of each program

**Goal C:** Develop our portfolio of programs by identifying new program opportunities

**Goal D:** Invest in high quality learning experiences

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**INITIATIVES**

26 initiatives specified in the full strategic plan

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**Goal A:** We become a trusted partner with AACSB to advance business education

**Goal B:** Faculty are supported in becoming influential researchers and established experts in topics that matter for future “Best for the World” leaders and entrepreneurs

**Goal C:** Increase faculty’s capability and capacity to incorporate relevant business issues in their courses

**Goal D:** Create transformational and experiential learning through innovation

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**INITIATIVES**

24 initiatives specified in the full strategic plan
Talent and Organization
Become an employer of choice that aligns talent with our mission and values, prioritizes the student experience, and leverages data and technology

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<th>GOALS</th>
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<td>Goal A: Build a culture of service excellence and cross-functional participation, trust, and respect</td>
<td>Goal A: Ensure value-creating relationships with Alumni and the University</td>
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<td>Goal B: Attract and retain exceptional mission-aligned talent</td>
<td>Goal B: Establish new revenue streams (i.e., institutes, executive education, other innovations, giving, etc.) and strengthen Pepperdine Graziadio Business School standing as a premier business school</td>
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<tr>
<td>Goal C: Integrate organization functions to optimize stakeholder-facing activities using a service quality philosophy</td>
<td>Goal C: Develop programming with partners to position Pepperdine Graziadio Business School as a premier thought leader in established and emerging industries</td>
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Ecosystem
Innovate in our ecosystem to advance thought leadership, develop strategic partnerships, and a philanthropic base

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<td>19 initiatives specified in the full strategic plan</td>
<td>23 initiatives specified in the full strategic plan</td>
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We believe...

At the dawn of the fourth industrial revolution of cyber-physical systems, which Klaus Schwab of the World Economic Forum described as "...a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres," best for the world business leaders will be required to:

a) Leverage and celebrate the distinctiveness of humanness (ethical and spiritual values, creativity, sense-making, judgment, framing, inspiration and visioning, storytelling, synthesis, collaboration, trust building, diversity of thought)

b) Evolve competence as intelligent leaders to encompass analytical reasoning, digital know-how, heightened business acumen, mindfulness, and interpersonal skills

c) Incubate new combinations of humanity and machine to pioneer innovative business ideas, models, and solutions

We at the Pepperdine Graziadio Business School are committed to leading the changes required across faculty, curriculum, pedagogy, and modalities to effectively prepare such leaders. To date, we have made some important steps in this direction through launching a successful MS in Applied Analytics degree; however, other broad-based and cross-disciplinary initiatives are also needed.¹

Deloitte, “Rewriting the rules for the digital age: Global human capital trends,” 2017
Accenture, “Managers and machines, unite!”, 2015
Executive Office of the President “Preparing for the future of artificial intelligence,” 2016
Hess, E., Ludwig, K., Humility is the new smart: rethinking human excellence in the smart machine age. 2017
To this end, we will:

a) Engage our students in a crowd-sourced communication initiative to gather insights on learning needs

b) Commission a faculty workgroup to study the impacts and implications of the fourth industrial revolution on business higher education and to deliver comprehensive recommendations by Q3 2018 for reformation and implementation at Pepperdine Graziadio Business School within the 2020–21 academic year

Strategy phases

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- **Organizational strengthening**
- **New program and ecosystem innovation**
- **Amplified scholarship and endowed chair initiatives**
- **Thought leadership on fourth industrial revolution implications**
- **Revenue stream diversification**
- **Re-ignition of ranking, engagement, entrepreneurship, and values reputation**