

# Vision 2020

## Graziadio School of Business and Management

2011-2012 Annual Report

### Action Items for 2011-2012 Academic Year

**Distinctive Leadership 2015 Action Item:** Update Distinctive Leadership 2015 in light of changes in global economy, new University strategic plan, results of Noel-Levitz market study, and EMBA.net recommendations related to potential on-line/blended markets.

**Status:** Vision 2020 Task Force was established to update DL 2015. Below is a summary of key recommendations coming out of the task force along with status updates on each.

#### FOR FY 2012 ACTION:

**Action Item:** Launch MSAF at Irvine and potentially Westlake Village.

**Status:** Changes to MSAF Curriculum will likely be approved in fall 2012 for fall 2013 launch in Irvine.

**Action Item:** Form Committee to consider MS Accounting.

**Status:** Joint task force of Graziadio and Seaver Business Division Faculty will commence work in fall 2012 to develop joint degree for tentative launch in fall 2013.

**Action Item:** Secure site for Pasadena co-location program for FEMBA/Consider co-location model in N. San Diego

**Status:** Site has been selected in Pasadena for fall 2012 launch of Pasadena cohort. Expect to launch N. San Diego co-location cohort in Summer or Fall 2013.

**Action Item:** Conduct market research on Saturday MBA model

**Status:** Research completed. Saturday MBA model launching at WLA campus in fall 2012 and at Irvine campus in 2013.

**Action Item:** Develop plan for recruiting and supporting military personnel into appropriate degree programs.

**Status:** Launched series of on-campus events for Military personnel to increase awareness of educational opportunities; including a Veteran's Symposium at the Irvine campus with Professors Leo and Schieberl. Additional symposiums planned for WLA and Encino campuses. Participation in the Yellow Ribbon Program and advertising in military specific forums, e.g. Military Connection.

**Action Item:** Examine school's marketing activities to ensure most effective and efficient use of resources

**Status:** Launched comprehensive marketing effectiveness evaluation by consultant and Professor Steve Rapier in July 2012 with anticipated completion by October 1, 2012.

**Action Item:** Consider new emphases in FEMBA (i.e., healthcare, logistics, IS)

**Status:** Emphases in Digital Innovation and Information Systems and Healthcare Services are in development and should be approved through the curriculum process in fall 2012 for fall 2013 implementation. A logistics emphasis is also being considered.

**Action Item:** Consider tracks in BSM program (i.e., accounting, IS, hospitality)

Status: The BSM Committee is considering how existing courses could possibly provide “certifications in specific competency areas” for specialized material already taught in existing classes, this has been referred to as the Competency Badges; next steps to be identified in September’s BSM Committee meeting.

**Action Item:** Consider 2 S. Cal, 1 N. Cal. EMBA starts each year and 1 PKE start each year in traditional formats and encourage development of new global markets and/or options in Washington, D.C., on-line, etc.

Status: Moved to two S. California and 1 N. California start in EMBA for 2012-13 year and one PKE start in fall 2013. If the market supports adding additional starts they will be considered.

**Action Item:** Consider appropriate uses of University’s Washington, D.C. campus for Graziadio programs

Status: A new week long intensive was added to the portfolio that included visits in New York City and Washington, D.C. While in Washington, D.C. the students utilized the classroom facilities at the D.C. campus.

**Action Item:** Evaluate limited residency models for academic year 2013 implementation

Status: The online Fully-Employed MBA program will start its first cohort in January 2013.

**Action Item:** Consider reduced pricing/increased scholarships in BSM and FEMBA programs.

Status: During the 2013-2014 budget process scholarship dollars were increased in BSM and FEMBA. In BSM it will assist a larger group of new students and reduce the average cost to the federal financial aid level.

**Action Item:** Develop new financial model with University.

Status: A revised financial model was agreed to with the university that reduced the school’s revenue targets by \$12,000,000 and built in a plan to reduce the school’s net contribution over a period of years to an approximate 60/40 split. The university and the school shared these reductions resulting in budget cuts and a reduction in force at the school.

**Action Item:** Develop process for follow-up with EMBA/PKE alums for career services purposes after graduation.

Status: Temporarily put on hold and will be resumed after hiring an Executive Director for Executive Programs.

**Action Item:** Develop process for surveying alumni 3-5 years out to provide feedback to programs.

Status: The University completed a major survey of all alumni this spring. We are actively examining this feedback and will use these insights for shaping ongoing alumni engagement, including developing a process for seeking regular feedback. Developing channels to integrate this feedback with program committees will be a priority for 2012-2013.

## For Action in Future Years:

**Action Item:** Consider new MS Degrees (i.e., Financial Engineering, HR, DS/IS, Marketing, etc.)

Status: Under consideration by fully-employed and full-time programs committees.

**Action Item:** Evaluate developing an integrating theme that runs through all programs (around values/ethics – like SEER)

Status: Will consider how to approach this recommendation in 2013-2014 academic year.

**Action Item:** Consider feasibility of applied doctoral program

Status: Will consider how to approach this recommendation in 2013-2014 academic year.

**Action Item:** Consider flexible credit delivery models and their implications across programs that could enhance program flexibility and/or reduce cost.

Status: Will determine how to address this recommendation in 2013-2014 academic year.

**Action Item:** Create innovation incubator for new program development and implementation.

Status: A proposal has been presented to the school’s executive committee for an incubator. Further discussions will take place

in 2013-2014 academic year to determine the best approach to implementing this recommendation.

**Action Item:** Scholarship HR directors of key companies into EMBA/Appropriate degree

Status: Will be considered as part of 2014-2015 budget process.

**Action Item:** Develop process/criteria to evaluate degree programs on a periodic basis.

Status: Will be addressed during 2013-2014 academic year in collaboration between administration and appropriate faculty committees.

## Strategic Priorities

**Enrich Learning:** Enrich students with innovative and personal learning experiences and services.

1. *Align curriculum more effectively in every program with the school’s mission.*

**Action Item:** Continue FT MBA curriculum redesign with new FTPC leadership. In January Joe Hahn & Chuck McPeak will begin co-chairing the FTPC and will together re-launch the curriculum redesign process.

Status: After repeated conversations with the Full-Time Programs’ Committee leadership, faculty committee, and staff we have determined NOT to pursue a curriculum revision at this time. There are other opportunities for program improvement that will yield higher returns.

**Action Item:** Continued growth of the FT MBA SEER (Social, Environmental, & Ethical Responsibility) Certificate to improve consistency in SEER electives, and offer the SEER Capstone class to all students who want it.

Status: The Full-Time Programs’ Committee trimmed the SEER elective set this year and added two new courses: BSCI 631-Leadership and Organizational Success and Marketing 677 – Consumer Behavior.

**Action Item:** Work with the MSAF & MSGB Subcommittees to refine curriculum in both degrees to meet the academic needs of enrolled students.

Status: The Finance Faculty proposed changes to the MSAF curriculum which eliminated the Communications Workshop from the MSAF core and allowed students to waive the Quant and Econ courses. The Faculty at large reviewed and approved these changes and they will be implemented in the fall of 2013.

**Action Item:** Develop a faculty subcommittee to manage and oversee the BS/MBA program curriculum.

Status: Currently this is under evaluation by both committees.

**Action Item:** Determine feasibility of piloting on-line/blended option for BSM, FEMBA, MSEN, and/or MSML.

Status: An online Fully-Employed MBA will be launched with the first cohort beginning in January 2013.

**Action Item:** Evaluate results of market studies from India and China to determine feasibility of offering programs in these locations.

Status: Plans in India have been deferred pending passage of legislation in India allowing schools from outside India to operate in the country. Consideration is being given to an Entertainment EMBA program offered in Asia.

**Action Item:** Support an enriching student experience in PKE, particularly through redesign of PKE program to 15 month model.

Status: PKE was redesigned to a 15 month model and implemented in fall 2012. Feedback seems to be positive on this change.

**Action Item:** In fully-employed programs:

- Create mentorship program between alumni and students
- Create mentorship program between first trimester students and second year students.

Status: This was placed on hold until new Executive Director position is hired.

**Action Item:** Ensure the successful launch and implementation of the MSOD redesign to a blended learning model.

Status: The blended MSOD model was implemented with the co-hort that started in fall 2011. Feedback to date has been very positive. Recruitment for the fall 2012 cohort looks very positive.

2. *Create Center for Teaching and Learning Excellence (CTLE)*

**Action Item:** Develop an Executive Teaching Fellows Program to assist in funding the CTLE and to engage executives in effectively connecting Alumni with current students via our Graziadio social network.

Status: Teaching Fellows have been selected and are in the process of being trained.

**Action Item:** Create a school wide incentive program based on data analysis and consistent with strategic priorities to equip and support continuous improvement in teaching.

Status: The first step was taken in a data analysis of course evaluations, the results were presented at the full-time faculty retreat in February 2012.

3. *Hire and develop high profile faculty*

**Action Item:** Conduct searches for tenure-track faculty in 6 disciplines; ABS, Decisions Sciences, Marketing, Strategy, Accounting, and Finance.

Status: Tenure track faculty were hired in ABS, Strategy (2), Accounting (2) and Finance.

**Action Item:** Create GAN programming to feature faculty and areas of thought leadership for the school such as Entrepreneurship, Global Business, Private Capital Markets, Small to Mid Size Companies

Status: The GAN leadership hosted several programs that featured faculty thought leaders in 2011-2012. These included LA and NorCal events featuring John Paglia's Private Capital Markets project, Larry Cox's Entrepreneurship initiative, and John Mooney's Information Systems expertise.

4. *Create Institute for Values-Centered Leadership and Responsible Business Practice*

**Action Item:** Determine feasibility of a partnership with the Camelot Institute on a project for PBS on Faith and Leadership.

Status: After considerable due diligence it was decided not to pursue a partnership with the Camelot Institute.

5. *Create Center for Applied Research (CAR)*

**Action Item:** To host a Case Writing Research Seminar.

Status: Case Writing Seminar deferred to September 2012 to capture more faculty participants.

**Action Item:** To extend the capabilities of GBR faculty to include research & publication assistance.

Status: Completed. GBR/CAR now offering editorial and research assistance to faculty.

**Action Item:** To reach at least a 50% rejection/acceptance rate for publication acceptance.

Status: Completed. GBR now at a 66% rejection rate (34% acceptance rate).

**Action Item:** To host a minimum of two department-related research conferences.

Status: CAR hosted one department-related research conference. A second is planned for 2013.

**Cultivate Community: Cultivate an engaged and vibrant learning community.**

1. *Mobilize alumni*

**Action Item:** Host regional alumni lunches with target corporations comprising a high number of Graziadio alumni.

Status: A dinner was hosted with Kaiser Permanente alumni in Pasadena. The event was successful and additional target corporation events will be planned in the 2013-2014 academic year.

**Action Item:** Launch the Hispanic Alumni Association to provide professional development and career resources for Hispanic alumni, as well as achieve peer and community recognition for Pepperdine University as a top school for Hispanics seeking a faith-based and values-centered education.

Status: The Hispanic Alumni Council was officially re-activated and has held several social networking events including a major kickoff event in the spring of 2012 that was well attended and sponsored by Chivas.

**Action Item:** Re-engage EMBA/PKE alumni and forge positive relationships and meaningful partnerships.

Status: Have held several EMBA/PKE roundtable lunch and learns and public lecture events involving Alumni who bring invited guests. Held Town Hall and Webinar for MSOD Alumni and collaborate with NorCal and OC GAN Councils on events.

**Action Item:** Increase alumni as a percent of all referral sources for E2B projects.

Status: Significant progress has been made on this in the past year and this will remain a focus for identifying E2B projects in the future.

2. *Create learning communities*

**Action Item:** Strengthen our commitment to FT Student community and leadership development through active engagement with MGBS to create a more diverse and representative student leadership organization.

Status: The Fall of 2011 saw the introduction of the Student Senate which is a representative body of student leaders from all student organizations. The Senate provides a more diverse and representative structure for MS & MBA student leaders.

**Action Item:** Move Faculty Town Halls to regional campuses and increase their frequency.

Status: Hosted town halls once a month at one of the regional campuses. During the year held two town halls at WLA, two at OC and one at Westlake Village. Will evaluate this model before determining whether to continue this approach for the 2012-2013 academic year.

**Action Item:** Develop corporate relations management system and strategy that encourages the Graziadio community to work collaboratively on developing corporate partnerships and education solutions.

Status: Launched corporate relations strategy with Corporate Solutions collateral material and assigned corporate accounts by campus region. Meetings are being held with key accounts to inform them of services available.

**Action Item:** Support the cultivation of the alumni/Pepperdine community through executive education offerings and participation in community events.

Status: Executive Education has engaged alumni and continued their relationship with the University in multiple ways. Executive Education regularly attends alumni and community events forming and furthering relationships including DELS, Beacon Economics, ACG programs, SEER Symposium, and other networking opportunities such as Step UP and NAWBO. Alumni and some current students regularly sign up for and attend Executive Education open enrollment offerings (approximately 15-25% of attendees are alumni or current students, depending on the program). Executive Education also stays in touch with Ex Ed participants and engages them in networking events or invites them to program dinners. Several referrals for potential donors to the Pepperdine Private Capital Market Project have come through relationships formed via ACG Orange County and the Certificate in Private Capital Markets.

**Action Item:** In fully-employed programs, create and sustain volunteer program offering a portfolio of volunteer projects for students and alumni.

Status: On hold until new Executive Director is hired.

**Build Partnerships: Build dedicated corporate and community partnerships.**

*1. Develop Corporate Engagement Program*

**Action Item:** Host regional professional development events for HR directors and VPs to showcase Corporate Education Solutions in regions near our graduate campuses.

Status: Two pilot regional events held at the IGC and the Encino graduate campus for local HR attendees; well received by attendees. Plan to launch across all regional campuses Fall 2012.

**Action Item:** Host regional lunches to engage hiring managers and HR recruiters in Pasadena and the South Bay.

Status: A luncheon was scheduled with alumni at Southern California Edison. While we have a large alumni community at SCE, the event did not materialize due to low enrollment.

**Action Item:** FE Recruitment, Executive Programs and Exec Ed to collaborate to develop and enhance strategic relationships with target 100 corporate accounts in southern California to 1) increase quality leads for regional graduate campuses, 2) develop on-site business education program engagements.

Status: Launched this year and corporate account representatives assigned.

**Action Item:** FE recruitment (in collaboration with appropriate other departments in the school):

- To develop and enhance partnerships with targeted regional professional associations to increase lead volume for fully employed enrollment.
- To develop and enhance recruitment partnerships with regional community colleges to increase BSM enrollment.
- To develop new and enhance existing recruitment partnerships with organizations that support business students (GMAT prep companies, local colleges, etc.)

Status: Implemented relations with SHRM, NAWBO, among other professional associations. Additionally, now have key contacts with each of the feeder community colleges and placed Graziadio on the CollegeTransferNetwork; developed TAG agreement with Ivy Bridge for preparatory coursework for prospective students.

**Action Item:** Through Executive Education Programs, partner with thought leadership centers and programs in the school (i.e., Centers for Teaching and Learning Excellence and Applied Research, E2B, Entrepreneurship, Private Capital Markets, SEER, etc.) to deliver programs that highlight Pepperdine’s thought leadership capabilities.

Status: : Executive Education has developed and delivered multiple open enrollment programs that are focused on Graziadio’s thought leadership including the Certificate in Strategic Corporate Social Responsibility, Certificate in Private Capital Markets and Certificate in Financial Management for the Family Office. In addition, Executive Education developed programs on Innovation and Sustainable Strategy that were offered but we were unsuccessful in filling the programs but will continue to seek opportunities to offer them in the future.

*2. Develop strategic partnerships with top tier universities domestically and globally to create academic and business opportunities.*

**Action Item:** Explore opportunities for Global Business Intensive program in Washington DC using the Pepperdine Campus.

Status: Program was held in April 2013. Sixteen students participated in the program and it received very positive reviews. Plans are to repeat the trip in April 2013.

**Action Item:** Formalize process for faculty exchange with partner schools.

Status: Formalized process and hosted 3 visiting faculty from the Warsaw School of Economics.

**Action Item:** Host collaborative career services events with Top 20 B-schools through the Career Services for Working Professionals Alliance.

Status: Tina Ohmstede continues to strengthen our relationship with the Working Professionals Alliance and collaborated with them on a number of initiatives. She will continue in this leadership role in 2012-2013.

**Action Item:** Develop partnerships with international universities to deliver executive education programs to them as part of their educational solutions/offerings.

Status: No partnerships have yet been identified.

*3. Develop strategic partnership with non-profits/NGOs to drive a focused business development initiative locally and/or globally.*

**Action Item:** Explore research partnership with the California Small Business Association.

Status: Met numerous times to explore mutual objectives; drafted an MOU and are hopeful to formalize partnership in 2012-2013.

**Action Item:** Continue development of partnership with PATH.

Status: Continued services provided to PATH (People Assisting the Homeless) residents by serving monthly dinners (over 275 dinner plates); computer classes and resume writing skills. Relationship established with a career counselor at Santa Monica College who assists in editing the resumes submitted by the residents.

**Action Item:** The E2B program will develop partnerships with associations/organizations whose membership align with Graziadio as E2B company referral sources – i.e., SCMBDC, etc.

Status: Currently 24 associations/organizations have been identified as potential partners for the E2B program. The next planning meeting for further development of this initiative is scheduled for September 2012.

**Action Item:** The Executive Education Department will develop relations with key associations and groups that foster partnerships for solving educational needs.

Status: Executive Education has developed relationships with both associations and corporations to fulfill education needs and expand the reach of the Graziadio School. One example is Executive Education forming and furthering the relationship with ACG including working on the sponsorship of ACG LA’s business conference women’s forum and the ACG Orange County annual event focusing on the Pepperdine Private Capital Markets Project. In addition, Executive Education has formed partnerships with corporations to help develop education solutions for their employees including a multi-topic program for Ixia Communications, a marketing program for TransAmerica and a leadership program with Training Vision for a Singapore and South East Asia audience. In addition, Executive Education continued to foster the relationship with Assumption University who brought students from Thailand for a program in Organizational Development.

**Action Item:** Marketing and PR will research, build awareness and support initiatives to promote affinity groups and establish relationships with alumni and the community through sponsorships and other opportunities.

Status: Marketing and PR have researched and sponsored numerous events and conferences where marketing, recruitment, advancement and alumni resources representatives attended and networked. For example, a few affinity groups are Step UP, Forte Foundation, LA Business Journal, Chamber of Commerce, NAWBO, etc.

**Advance Reputation: To achieve global distinction for advancing knowledge and developing leaders who create value for business and society.**

*1. Develop highly effective marketing strategy to promote the school and its accomplishments to key stakeholder groups.*

**Action Item:** Evaluate results of Noel-Levitz market study and identify actionable next steps to enhance marketing strategy and enrollment.

Status: Study results were reviewed by faculty, staff and executive committee. Results informed recommendations of Vision 2020 Task Force and recommendations coming out of various program committees.

**Action Item:** Establish regular communications that promote DL 2015 objectives/successes to all internal and external constituents.

Status: Formalized monthly Dean’s updates providing information on DL 2015 progress. Also provide regular updates to alumni through monthly newsletter. Marketing has made a concerted effort to support the vision of Distinctive Leadership

2015 objectives through consistent branding and outreach highlighting our hallmarks and points of difference while creating demand and preference among our constituents.

**Action Item:** Cultivate relationships with media/third-party influencers to promote programs and faculty.  
 Status: Facilitated faculty interviews and article placements with WSJ, BusinessWeek, Los Angeles Times, LABJ, CFO, Entrepreneur magazine and other outlets. Archived: <http://bschool.pepperdine.edu/newsroom/index.php/category/in-the-news/>. Additionally, helped facilitate John Paglia’s research relationships with Dun & Bradstreet, IBBA and ACG. Recruited bloggers from Brazen Careerist and LA SBDC to help supplement

**Action Item:** Develop, maintain and socialize content that promotes strategic developments, faculty expertise and accomplishment, and brand positioning.  
 Status: Produced “Graziadio” magazine and “LAUNCH!” entrepreneur magazine and blog, as well as developed an entrepreneurship e-book based on Entrepreneur’s Journey symposium, promoted a hiring veterans symposium and crafted opinion articles for John Paglia (multiple), Linda Livingstone and Michael Williams, Dave Smith, Michael Crooke and Nelson Granados.

**Action Item:** Build/manage student-generated content that creates transparency into the Graziadio experience and value proposition.  
 Status: Continue to manage, recruit student writers and promote schools blog Graziadio Voice as well as created an e-book to help students be better contributors to the blog.

**Action Item:** Engage in both traditional and social media marketing and PR practices to advance brand, reputation and awareness of programs, thought leadership, research and value proposition.  
 Status: Pursue placement of faculty opinion articles to top tier and local publications and promoted faculty research through press releases, which were further “socialize” through promotion on school blogs, Twitter, LinkedIn, Facebook, Yammer and Google Plus.

**Action Item:** Leverage tools and practices that allow publishing of self-created or user-generated content for persuasive storytelling and direct engagement with desired publics.  
 Status: Multiple accounts are maintained on Twitter and LinkedIn to facilitate the publishing and sharing of user-generated content and engagement and a school blog is maintained and promoted for this purpose. However, the school blog, class notes blog and newsroom blog that are the hub of PR outreach are in desperate need of maintenance and updating and at risk of undermining this objective.

**Action Item:** PR will promote to the press, including online venues, our thought leadership, focusing on programs and faculty in areas with few competitors or in which Graziadio has a competitive advantage to build brand awareness and interest in the school.  
 Status: PR continues to support dissemination of John Paglia’s private capital markets research while also leveraging reports and media attention for lead generation. PR continues to work with other faculty as available to facilitate media interview and article placement, particularly in support of SEER and entrepreneurship.

2. *Pursue leadership opportunities in key academic, program, and professional organizations.*

**Action Item:** Nicole Hall will complete a second year as president of the Career Services Council.  
 Status: Done.

**Action Item:** Dave Smith to serve as Chair of the Associate Dean’s Affinity Group, AACSB.  
 Status: Done.

**Action Item:** Linda Livingstone will continue to serve on the Boards of AACSB and Beta Gamma Sigma.  
 Status: Done.

**Action Item:** Natasha Kobrinsky continues to serve on the CASFAA Federal Issues Committee.  
 Status: Done.

**Action Item:** Gary Mangiofico to serve on the Advisory Board for Part-Time Programs Center for Excellence.  
 Status: Done.

**Action Item:** Gary Mangiofico to serve on the GMAC Leadership Advisory Board for Leadership Conference 2012.  
 Status: Done.

## Operational Priorities

1. *Enrollment Excellence: To achieve the quality and quantity targets of program budget plans.*

**Action Item:** Proactively manage Full-Time MS program development to explore new markets and degree programs.  
 Status: We progressed toward this goal in 2011-2012 1) establishing a new partnership with IIM-Calcutta thus expanding our footprint in one of the fastest growing international markets for management education, and 2) developing a proposal for a MAcc that was approved by the faculty and should be implemented in Fall 2013.

**Action Item:** Proactively manage enrollment expectations throughout the Fall 2011 semester to optimize MSAF/MSGB enrollment expectations and processes.  
 Status: Done. We anticipate a full-cohort of MSAF and MSGB students in Fall ‘12 thanks to the leadership of Samuel Seaman and the admissions committee.

**Action Item:** Enhance application process allowing applicants better insight into the process and their status.  
 Status: Completed Nolij implementation; the workflow allows admission counselors to move documents into PeopleSoft system immediately and provide applicants with an up-to-date view of items received/missing. We continue to experience some challenges with incomplete data and timely updates to PeopleSoft and ApplyYourself that will continue to be addressed in 2012-2013.

**Action Item:** Review application workflow to increase effectiveness of document processing.  
 Status: Nolij document storage and workflow completed. All admission committee members are now able to submit their admit/denied decisions electronically from any location. This has expedited communication of admission decisions to applicants. All application processing(with exception of official transcripts) is now performed electronically and paper files are no longer in use. Improvements to this process will continue into 2012-2013.

**Action Item:** Build relationship with scholarship providers. Develop a profile of our students, i.e. stories to tell.  
 Status: Financial Aid Director, Natasha Kobrinsky established a relationship with the National Association of Scholarship Providers (NASP). Dean Livingstone approved sponsorship support for their 2012 conference which provides recognition in all conference related material and link our logo to their web site. Terri Egan has agreed to be a presenter at the conference.

**Action Item:** Develop corporate relations initiative and strategy to increase enrollment numbers and the caliber of students.  
 Status: Launched this year and account representatives assigned.

**Action Item:** Create consistent survey process to obtain student satisfaction on a trimester basis, raising student awareness to achieve high response rate.  
 Status: We implemented the Noel-Levitz Adult Student Satisfaction Survey in spring 2012 and are reviewing the data with each program committee to identify areas for focus in 2012-2013. We are reviewing the option of using the N-L study annually or alternating with the GMAC survey.

**Action Item:** Create a comprehensive marketing and communications strategy, incorporating “Master the Leader in You” and

our “Portfolio of Programs” concepts to attract the “right fit” student for the Graziadio School.

Status: We continued the launch of the “Master the Leader in You” campaign with fresh creative focusing on our faculty, alumni and students. This campaign entails radio, social and internet media, print, and tagline on printed materials.

**Action Item:** Leverage faculty research product as a source for quality lead generation.

Status: Utilizing Dr. Paglia’s research on Private Capital Markets we have held several events in both Southern and Northern California with alumni and the public to present research, hold alumni events, and leverage for lead generation and recruitment. This has primarily benefitted our Executive Programs.

**Action Item:** In MSOD program, further develop alumni referral network and referral support system.

Status: Kicked off the new MSOD curriculum with a high tech, high touch event that paired MSOD alumni with incoming students. Alumni who participated posted a summary of their experience in social media. In cooperation with the MSOD alumni council, and the Graziadio school alumni office we initiated a series of “MSOD Roadshow” events in different regions that combined networking opportunities with informational sessions and experiential workshops that highlighted new curriculum content. These workshops were attended by alumni, current students, and prospective students. Events were held in LA., Seattle, and Washington, D.C. Held a Town Hall meeting with alumni to communicate about changes in program office and curriculum. Emphasized the importance of the alumni referral network.

**Action Item:** Fully employed recruitment department (in collaboration with Admissions, Financial Aid, FE Programs Office, Marketing, Alumni, Executive Education, etc. as appropriate):

- To implement high-touch recruitment model to maintain and increase conversion rates in support of enrollment targets
- To identify and penetrate new markets for program delivery in support of enrollment targets, including continued delivery of campus based regional marketing and student life initiatives
- To leverage new program offerings in our recruitment and marketing efforts to support enrollment target
- To produce and host recruitment events to increase quality leads and program referrals.
- To develop a staff training plan to enhance recruitment skills and positively impact enrollment

Status: Launch of regional student life and external relations initiative; Systematized classroom visits for prospective students; Launch Meet and Greet receptions; OB Faculty welcome call to new students; Addition of Pasadena co-location program and evaluation of market research for new concentrations completed and recommendations made to FE Programs Committee. Launch of GMAT/GRE prep course orientations for prospective students. Launch of Saturday MBA for Fall 2012 in WLA. Scheduling GRAD fairs and corporate events for recruitment.

**Action Item:** Develop Marketing Advisory Task Force comprised of Marketing Faculty Experts and Pepperdine’s CMO, to evaluate and advise our comprehensive portfolio of paid marketing programs.

Status: We launched the Marketing Advisory Task Force last fall and presented our paid marketing plans and creative. We received valuable feedback and implemented new strategies based on the faculty experts’ and Pepperdine’s CMO’s recommendations. We changed our radio advertisements, advertised in new locations (billboards) and enhanced our copy and photography.

2. *Operational Excellence: To achieve high quality processes and procedures in an effective and efficient manner to support Graziadio’s operations.*

**Action Item:** Enhance partnership between FT Recruitment and Admissions staff to increase efficiencies, reduce rework, and maintain enrollment excellence. Redirect process flow.

Status: Under the direction of the Associate Dean and the Full-Time Admission Committee members, due process was changed from a “rolling admission” to “rounds” of admission. Several follow-up meetings with admission staff were conducted to design the workflow, balance the limited resources and to ensure processing met the established timeline. All applicant documentation is now directed to Admissions in WLA, the Full-Time Admissions Committee meetings are structured to focus on application review, and communication flow between Admissions and Recruitment has been streamlined. While important progress was made, we continue to observe opportunities for improvement in this area.

**Action Item:** Research availability of automated credit summary production to facilitate BSM admission file completion/ processing.

Status: Deferred to 2012-2013.

**Action Item:** Formalize and document policies to clarify internal procedures and increase transparency.

Status: In progress – guide/table of contents was established. Admission procedures have been enhanced and stored on the S drive. PeopleSoft upgrade and the extensive testing requirements slowed progress.

**Action Item:** Streamline the scheduling process to better serve the needs of our stakeholders.

Status: Launched a partnership initiative between all major areas in the school to automate the scheduling process. A task force has identified the needs and modifiers for each area and we are currently in the process of developing an RFP to identify scheduling and demand capacity software to improve and streamline our scheduling process.

**Action Item:** Continue learning opportunities for Graziadio Staff (life-long learning team).

Status: Life-long learning team is no longer active. This group was impacted by RIFs. Lynda.com an online training tool is offered to staff. They have a large selection of courses and staff can reserve access for a two week period. Honoring Graziadio staff who graduated during the year will continue. Staff will be encouraged to join offerings provided by the University HR department.

**Action Item:** Plan and implement Phase II of GEO.

Status: Phase I roll out not completed. Several elements of the plan have been implemented (i.e., new employee announcement with photo, welcome package, and supervisor checklist). Plan to finalize phase I by end of July 2012.

**Action Item:** Explore opportunities during PS upgrade to improve queries and reports to provide improved decision support.

Status: Deferred. Per university IT the initial upgrade was to remain “pure vanilla”. There were no opportunities to explore changes to the system.

**Action Item:** Develop profitable executive education programs and department.

Status: Continuing to discuss with University Finance office an appropriate financial model for executive education to incentivize innovation and growth.

**Action Item:** Develop corporate relations protocol and procedures including a CRM and account management system.

Status: University IT is working with stakeholders across the university to identify an enterprise CRM system with the understanding that corporate relations are of critical importance to us if a university wide system is chosen.

**Action Item:** Continue to research, analyze and optimize marketing venues that generate the best lead sources, and improve the reporting and information output in Hobson’s and PeopleSoft.

Status: In Progress

**Action Item:** Manage external relationships with ranking publications and internal processes to meet ranking survey timetables.

Status: For FY ’12, the school participated in ranking projects for Financial Times (EMBA and Full-time MBA), BusinessWeek (EMBA), U.S. News (Full-time and Fully Employed programs), and Leadership Excellence (school-wide). Financial Times ranked EMBA #90 and Full-time did not place. BusinessWeek ranked EMBA #31. U.S. News ranked Full-time #81 and Fully Employed #43. U.S. News cited Graziadio as the 2nd most popular business school nationally based on yield. Leadership Excellence ranked the school #16. For FY ’13, the school completed a survey for Princeton Review (entrepreneurship program) and is currently engaged in responding to ranking projects for BusinessWeek (Full-time MBA) and Financial Times (EMBA).

**Action Item:** The fully-employed programs recruitment department, in collaboration with IT and marketing, to continue to leverage capabilities within Hobson’s to improve data quality, enrollment management and performance reporting.

Status: Dashboards and tracking reports developed and implemented.

**Action Item:** The FE programs department, in collaboration with admissions, to document and enhance the applicant file completion process to increase yields to enrollment.

Status: Fully employed programs working with Recruitment to speed up waiver process as first step in this effort.

**Action Item:** The FE programs recruitment department in collaboration with the programs office, to document and refine processes to ensure maximum yields to enrollment for admitted students who do not enroll for the current term.

Status: New process implemented with Academic Advisors and dashboard developed to track initial advisement session.

**Action Item:** Develop and implement “Dashboard and Data Management” task force to develop comprehensive data management and sharing program for the business school.

Status: Suspended with elimination of OE program.

3. *Exceptional Student Experience: To achieve high quality student support services that ensure an exceptional learner experience as perceived by students.*

**Action Item:** Enrich the FT learning community by developing meaningful learning communities for each type of program (MS/MBA) with supporting academic cohorts, alumni, and staff support.

Status: We hosted program specific events for the 12-month, 15-month, 20 month, MSAF and MSGB students. These events helped us to identify unique concerns of each group and to implement continuous improvements.

**Action Item:** Restructure Career Services to align counselors by job function and enhance Full-time MBA placement outcomes through expanded industry and functional knowledge.

Status: This restructuring was completed in the fall and began to experience success. However, with Nicole Hall’s departure, we have restructured Career Services to align more closely with the respective full-time and fully-employed program offices.

**Action Item:** Designate MS Career Counselor to provide customized career development for Applied Finance and Global Business students.

Status: Qiliin He was designated as the MS Career Counselor in August 2011. She has focused her efforts on the needs of our MS students and it has greatly improved the feedback from MS students about their career opportunities.

**Action Item:** Expand regional career development events to include the Westlake Campus, offering relevant speakers/content for prospective and current evening students.

Status: Launched regional planning process, new Executive Director will continue this initiative and further develop the program.

**Action Item:** Expand the base of employers who recruit Graziadio students; Engage in strategy to leverage WLA, Irvine, and Malibu campuses for on campus company sessions.

Status: 31 companies were scheduled into the Industry Weeks to conduct either an information session, on campus interviews or both. This is up 55% from last year. Of the 31 companies there were placements with 8 of the companies - AT&T, Microsoft, Warner Bros., Hertz, Edison, Disney, Yahoo! and Seahorn Capital. Also, 20 companies were engaged for resume referrals (four placements resulted from resume referrals). Off site visits (MBA Treks) to Paramount, Disney and Sony also resulted in placements. The February Graziadio Internship Fair included 18 companies and multiple internship placements with 10 of the companies in attendance.

FEMBA students were able to attend any information session held on the Malibu campus and when the employer was open to it FEMBA students were included in on-campus interviews resulting in two placements for FEMBA students (one with AT&T, one with Disney). Gallup also hired a FEMBA as a result of an off-campus information session held at Gallup’s office in Irvine. The Graziadio Career Forum held in January near the WLA campus was a way to provide placement opportunities for FEMBA and BSM alumni and current students. There were 22 hiring companies at the Career Forum and 8 volunteer organizations.

**Action Item:** Create opportunities for students in all Full-time programs to further grow and enhance their leadership opportunities that support classroom learning.

Status: We created significant opportunities in 2011-2012 through the work of the student senate, emerging leaders, and the Chinese Student Association.

**Action Item:** Optimize the Class Advisor Role in PKE/EMBA through redesign and standardization of role.

Status: Class Advisor Handbook revised and orientation held for Class Advisors, including standards of practice for the CA role. Group Meetings have been standardized to be held once per trimester.

**Action Item:** Maximize the impact and take-aways from the International Session for EMBA/PKE students.

Status: Action suspended due to resource challenges and end of 2011-2012 budget constraints. This action item will receive focus in 2012-2013. Our students have validated that the International Program segment of the curriculum and delivery of EMBA/PKE programs is a key differentiator and results show consistently fruitful impact to our students, international business and Pepperdine Executive program global stewardship. Tentative schedule for this action item is to re-start the project plan Fall 2012 and to gather data and insights from existing archives, alumni and current students. Next step will be to create communication drafts and prepare media content.

**Action Item:** Improve MSOD scholarship visibility and award process.

Status: Collaborated with the MSOD alumni council scholarship co-chairs on strategy to increase alumni participation in Founders Scholarship and create alternative ways of supporting MSOD students including a miles-bank to support travel to sessions for qualifying students. Created new communication process to alert alumni to the availability of alumni referral scholarships. Routinized the process for informing students of scholarship and financial aid opportunities. Intention to begin this even earlier in the future.

**Action Item:** Seek best value possible for class session locations in MSOD program.

Status: Researched cost of classroom facilities in Costa Rica and identified an alternative location that should result in a 10% reduction in cost while increasing convenience for fieldwork clients. Conducted an analysis of the cost increase at Aliso Creek and will meet with property staff to renegotiate the terms of the contract. Maintained economical lodging and meeting for session in Lyon, France.

