

Mission, vision, and values

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.

Vision

Global distinction in developing best for the world leaders.

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.

We will endeavor to:

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



ASPIRE 2025

Be transformed by
the renewing of your
mind...

Best for the
World Leaders

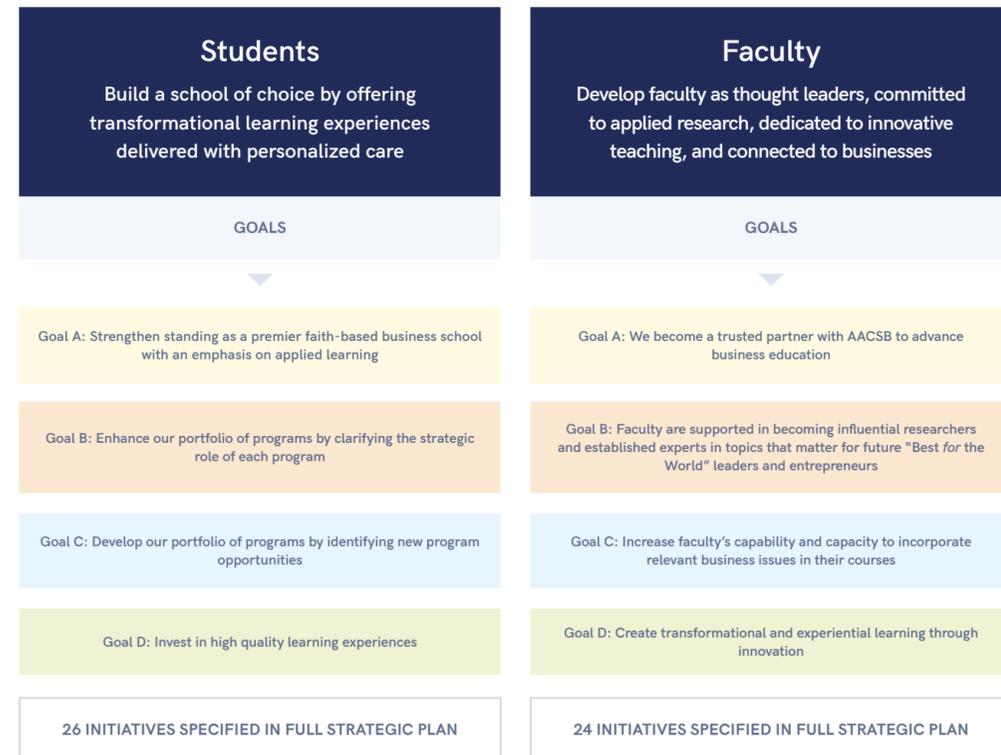
Near-term strategic priorities and initiatives 2018-2020

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:

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.



Super-ordinate goals ASPIRE 2025

1. Rankings

Be a Top 50 Business School as ranked by *U.S. News & World Report**

2. Employee Engagement

- Perform in the top quartile versus Honor Roll schools based on the "Great Places to Work" survey
- 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

- Be a Top 10 faith-affiliated business school as measured by *U.S. News & World Report*
- 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

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

8. New Program Innovation

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

Future strategic road map 2021-2025

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:

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

¹ World Economic Forum, "The future of jobs," 2016
 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
 Schwab, "The Fourth Industrial Revolution: How humans and AI will collaborate in the future." 2016