

Pepperdine Mission Statement

Pepperdine is a Christian university committed to the highest standards of academic excellence and Christian values, where students are strengthened for lives of purpose, service, and leadership.

The Importance of Hiring for Mission Fit

- Hiring is one of the most important decisions we make, given Pepperdine and our teams will only be as good as the people who work toward our mission each day.
- Pepperdine's Christian mission is the University's major differentiator and competitive advantage over other organizations.
- Hiring for mission fit is crucial for Pepperdine's continued growth and success, and yet can be elusive. Below are resources to assist you hire the best candidate who will promote our mission.

Heritage, Unity, and Diversity

- Hiring for mission fit can be elusive because, true to our identity, we do not require statements of faith or offer a litmus test for sets of beliefs. Rooted in our Churches of Christ heritage, our open-ended, and sometimes ambiguous, mission allows us to emphasize unity among diversity.
- Our mission precludes us from seeking uniformity in those who comprise the workforce, and rather offers a winsome, open invitation to all people, from every background, to join and promote the Pepperdine mission of offering excellent Christian education. Our faith commitment expects and demands diversity in those who join our community.

Ask Questions, Set Expectations, and Shape Perceptions

The hiring process is not only a time to ask questions to candidates, but an opportunity to begin setting expectations and shaping perceptions of future employees. Suggestions for hiring managers:

- **Ensure the mission is incorporated in every stage of the hiring process.**
 - Speak personally to the mission by sharing your Pepperdine story, and why you choose to stay. Explain how you and your team live out the mission through your work. Ask mission-related questions in interviews.
- **Have a fair and consistent, but unscripted, process.**
 - Ask the same set of questions to all candidates, though also ask specific follow-up or clarifying questions to candidates based on their responses. Not being robotic in the interview process puts the candidate at ease and reflects the relational aspect of hiring.
- **Share context about the role, team, and University.**
 - Discuss Pepperdine's mission, describe the culture of the team, identify shared values at the University and division levels, and articulate the qualities and measures of success for new team members. Articulate how you see the mission played out among different people and areas.

Sample Interview Questions

- [Share your personal experience, how you live out the mission, how you see it played out at Pepperdine.] Describe your desire to promote the mission and be part of this culture. What part of this description resonates?
- Please articulate the mission of Pepperdine and describe how you would contribute to the mission in this role.
- What experiences do you have that align with the mission?
- How would you incorporate the mission into the daily tasks of this position?
- What values do you prioritize in the workplace?
- What are ways you think faith can be lived out in the workplace?
- What is the higher purpose/calling you've worked toward? What do you hope to work toward in this role?
- What do you think you can contribute to Pepperdine, the culture, the mission, this team, this position, this position's constituents?
- How have you seen work be accomplished through relationships? In what ways do you do this well?
- Based on this position, how do you think you could deliver values such as hospitality and excellence to constituents?
- How would your supervisor or colleagues describe your work? What would they say was your lasting legacy in your organization?

Assessing for Mission Fit

Below are some questions to help you determine if a candidate may be a good mission fit:

- Does the candidate share a Christian background?
- How well did the candidate appear to understand and resonate with our mission based on their application, cover letter, and initial response to questions?
- When the mission is explained, is the candidate ambivalent or enthusiastic?
- In answers to questions, does the candidate articulate values associated with character such as integrity and trustworthiness?
- Knowing Pepperdine and your team will only be as good as each person part of it, will Pepperdine be better, worse, or the same if you hired this candidate?
- What values or language does the candidate share (such as those we affiliate with our mission, Code of Ethics, and culture)?
- How confident are you in explaining why/how this candidate will contribute toward the mission?