



PEPPERDINE | GRAZIADIO
BUSINESS SCHOOL

PRME

**PRINCIPLES FOR RESPONSIBLE
MANAGEMENT EDUCATION**

2020 *report*

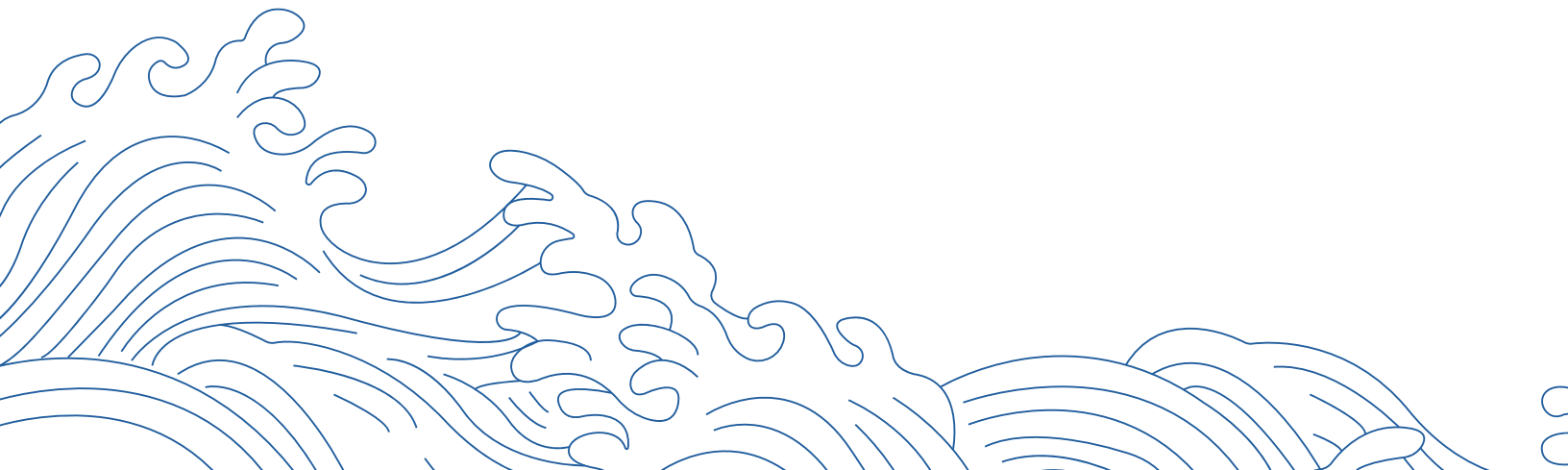


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DEAN'S *letter*

It goes without saying that 2020 has brought cataclysmic and likely irrevocable change to business and our entire society. We face seismic events in the pandemic and the racial justice movement, forcing all of us to confront the fragility of our economy and the structural inequities of our society.

In this new era, we are forced to re-examine what it means to be educating Best *for* the World Leaders. That core purpose remains unchanged, but the speed with which the pandemic is rewriting the rules for our economy coupled with the urgency for racial equity and justice requires much needed reorientation to meet these new societal demands.

A recent article by the leaders of Praxis Labs concluded that the pandemic is resulting in elements of a blizzard, a winter, and an ice age, all at once, forcing all organizations to respond to near-term chaos while planning for a very different future simultaneously. Old businesses will need rapid transformation to adapt to this new reality, just as new businesses and likely entire new industries will emerge to address exposed needs and opportunities. Just as Louis Pasteur urged students in his inaugural address as dean of the Faculté des Sciences at Lille: “Dans les champs de l’observation le hasard ne favorise que les esprits préparés” (“In the fields of observation, chance only favors minds which are prepared”). What a noble yet profoundly serious quest to prepare students to take advantage of uncertainty and chance events, and with prepared minds, clear values, and confident sagaciousness, chart their courses toward a better common future.

For us as a business school, a decade’s worth of upheaval in the job market, rapid change in digital transformation of work and learning, and the need for skills suited to Industry 4.0 have crashed upon us in a matter of months. Our extraordinary students, faculty, and staff have risen to the challenge, not only to adjust to the uncertain present, but to boldly face the new future.

What is clear, moreover, is that the need for values-oriented leadership has never been more acute. All these organizations, including ours, will need unprecedented agility to face increasing urgency around climate change, equity and inclusion, and preparations for future shocks to come. Even as we transform ourselves to meet these challenges, we reaffirm our commitments to the broader business community and society through the enduring pillars of our strategy:

- + Quality, impact-oriented applied research and teaching
- + Training agile leaders for careers of purpose and service
- + Serving as a node connecting business, community and other stakeholders to create dialogue and bold solutions

The following pages will provide a look back at our accomplishments over the past two years in delivering best in class responsible management education, achievements I view with great satisfaction. As our school looks to the future, I am deeply excited to continue our role as stewards of this mission, ready to explore the uncharted terrain before us. That sense of adventure coupled with our faith and determination to be the change we wish to see in the world animates our spirit for the journey ahead.

Sincerely,

DERYCK VAN RENSBURG • DEAN, PEPPERDINE GRAZIADIO

PURPOSE

principle ONE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

In 2019, the Pepperdine Graziadio Business School celebrated its 50th anniversary developing values-centered leaders and advancing responsible business practice through education that is entrepreneurial in spirit, ethical in focus, and global in orientation. Responsible management education is in the very DNA of the school, and as such we see it as a core competency and competitive advantage. Thus, we see delivering on this promise as the cornerstone for our strategy going forward, and we expect that by focusing on creating Best *for* the World Leaders, our program will likewise benefit in a competitive market.

Our programs range from Master of Science courses aimed at younger professionals just starting out in their careers to programs catering to seasoned leaders including Executive MBA, President and Key Executive MBA, and the newly established Executive Doctor of Business Administration. All these programs bring Graziadio's unique focus on values inclusion.

OUR ACHIEVEMENTS

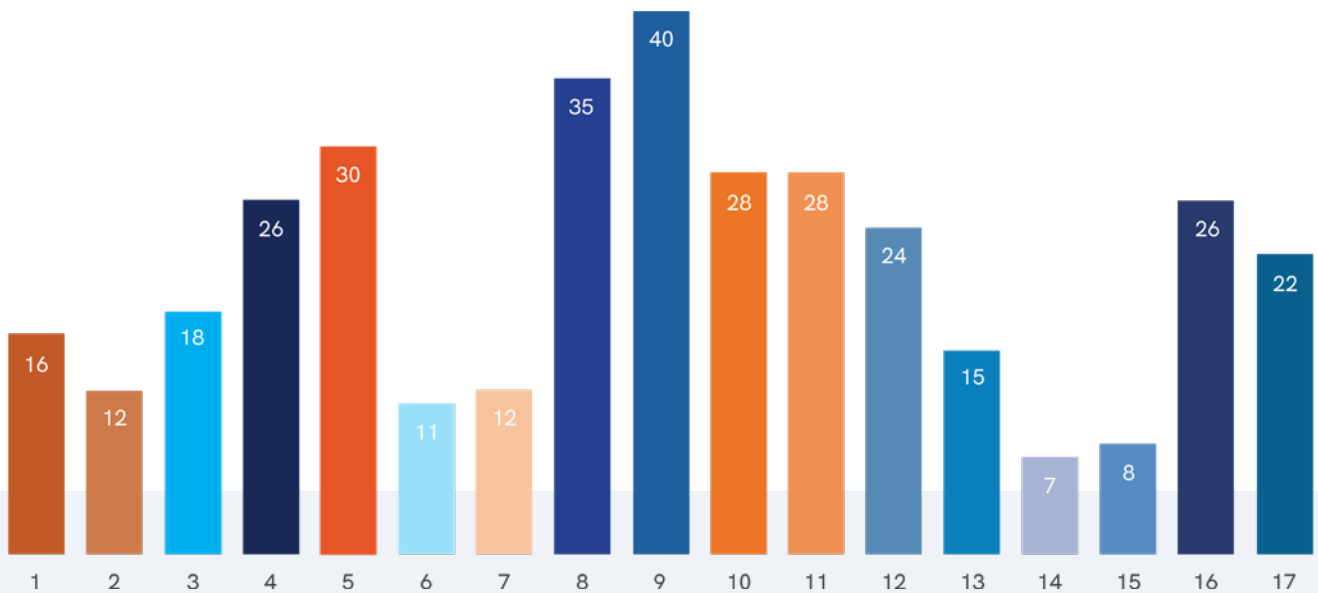
THE COVID COMEBACK



In the midst of a global pandemic, we recognized that there has never been a greater need for business expertise to share their knowledge and advice than now. To address this need, Graziadio experts organized an expertise-led response called the COVID Comeback, talking to the business community on how they can prepare for return to normalcy and operating a business in the post-pandemic economy.

Across these discussions, Pepperdine Graziadio's experts engaged with the community and the media on how businesses can be best positioned to jump into the post-COVID market.

FACULTY TEACHING SURVEY DATA



A summer 2020 survey to all Graziadio faculty (including adjuncts and non-tenure track practitioners) revealed that all SDGs were touched on by respondents in their courses, with the highest representation in Goals 8 and 9.

OUR ACHIEVEMENTS



DIVERSITY AT GRAZIADIO

GRAZIADIO DIVERSITY COUNCIL

The Pepperdine Graziadio Business School’s Diversity Council (GDC) serves as a catalyst for advancing these core principles among our professional community and promoting a school-wide climate that honors and affirms the Council’s diversity and fosters an inclusive environment for innovation, respect, and equal voices among its members. Key objectives include:

- + Recommend initiatives in alignment with ASPIRE2025 that improve the recruitment and retention of diverse faculty, staff, and students.
- + Promote training, policy setting, and competency building related to diversity, inclusion, social consciousness, justice, and equity.
- + Recommend opportunities to infuse equality and inclusion in research and curricular development.
- + Continuous analysis of our school’s diversity with the Office of Institutional Effectiveness (OIE).
- + Facilitate opportunities for dialogue, feedback collection, and other forms of engagement through reoccurring forums.

GRAZIADIO BOARD DIVERSITY SCHOLARSHIP

At the Summer Meeting of the Graziadio Board, Dean Van Rensburg challenged the Graziadio Board to launch a new scholarship. Led by his own gift, Dean Van Rensburg emphasized to the Board that “diversity wins,” and that our school must match Los Angeles in terms of diversity. Board members responded en masse, creating the Graziadio Board Diversity Scholarship, which supports students from underrepresented backgrounds.

THE PHD PROJECT

The Pepperdine Graziadio Business School has been a long-standing supporter and sponsor of The PhD Project, which was founded upon the premise that advancements in workplace diversity could be propelled forward by increasing the diversity of business school faculty.

LOOKING FORWARD...

This is a period of unprecedented discontinuous change for our school, our country, and society as a whole. We will continue to hold ourselves to the highest standards, recognizing that our achievements in upholding a values-centered approach to business demand that we work diligently on improving all aspects of our school towards a more just, equitable and sustainable community we would like to see in society as a whole.

VALUES

principle **TWO**

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

The Pepperdine Graziadio Business School integrates a global focus into its study abroad programs and within a number of course offerings. Additionally, several academic activities provide students with opportunities to enhance their understanding of and participation in global social responsibility. The following programs operationalize the pillars of our mission to develop values-centered leaders and advance responsible business practice through education that is entrepreneurial in spirit, ethical in focus, and global in orientation.

OUR ACHIEVEMENTS



THE SEER CERTIFICATE

Our Certificate in Socially, Environmentally, and Ethically Responsible Business Strategy is available to students enrolled in our Full-Time and Fully-Employed MBA programs as well as the newly created Master of Human Resources (MSHR). SEER Certificate courses are taken as electives within their respective curriculum. Upon completion, students receive a certificate along with their MBA degree.

PROGRAM REQUIREMENTS

As part of the learning goals for the SEER certificate, students must fulfill requirements in three areas: Academics, Community, Service.

- + **ACADEMICS** • Complete four elective courses (eight units) within the SEER Certificate curriculum. This includes the SEER capstone course taught by lead faculty member, Robert Bikel.
- + **COMMUNITY** - Students must join and be members in good standing of Pepperdine's Net Impact Chapter.
- + **SERVICE** - Complete at least one extracurricular SEER service project, typically volunteering with a non-profit, attending a major sustainability conference (such as the Net Impact Conference), or interning with a social enterprise.

SEER CERTIFICATE COURSES

Multi-Attribute Decision Analysis

One of the major classes of problems in the field of decision analysis is one-time decisions where a group of alternatives must be compared on the basis of multiple (and possibly competing) goals and objectives. This type of problem, called a multi-attribute decision, is found in many resource allocation and policy-making applications. As leaders in business increasingly consider the social and environmental consequences of their firms' actions, the ability to solve multi-attribute decision problems is becoming progressively more important. There are also many personal decision-making problems that involve multiple attributes (both quantitative and qualitative), such as choosing a job or purchasing a home. The challenge in this type of decision is to create a "value model" that allows explicit comparisons between alternatives that often differ in many ways.

Designing and Managing International Organizations

This course focuses on competencies of an effective leader and organization designer with a global mindset. In this course, students further develop skills in critically evaluating an organization from multiple theoretical perspectives and integrating the findings into a diagnosis of an organization's current situation. Emphasis is placed on using the results of this well-rounded diagnosis to develop recommendations for change. Implications of the cultural context(s) of the organization and its members for the design of the organization are explored, as are aspects of designing sustainable organizations. In addition, a comprehensive understanding of the scope and process of organizational change in the context of international organization design is developed.

OUR ACHIEVEMENTS

SEER CERTIFICATE COURSES

Acquiring Wealth, Power, Success Morally and Ethically

This course examines how financial wealth, success, and power can be acquired and maintained through moral and ethical means. While definitions of these terms will be explored, the course does not seek to define them for the individual student, but rather to help the student develop the analytical skills necessary to evaluate the choices and consequences that will ultimately define his or her life experience. This is a seminar involving rigorous classroom discussion and critical thinking exercises that analyze real-life experiences of both contemporary and historical figures and of the students themselves.

The Role of Business in Society

This course will prepare tomorrow's business leaders to meet the challenges and competitive opportunities of today's global economy and marketplace by exploring the intersection of culture, business strategy, shareholder return, and social issues. Discussions cover a range of topics including the role of business in society, sustainable business models, and leadership competencies. Learning activities will require students to be actively involved as they will be modeled on the range of experiences business leaders face in today's dynamic and diverse corporate cultures.

Doing Business in Emerging Markets

This course provides an introductory overview of international business focusing on the major emerging market economies. There is an emphasis on learning about the BRIC countries (Brazil, Russia, India, and China) and the different factors that contribute to a unique and rapidly changing business landscape in these countries. Students work on teams to develop a business strategy for a product that will be exported to the emerging market. Many of these products help alleviate the socio-economic issues that occur during the growth of these nations.

Social Entrepreneurship

This course explores the role of the social entrepreneur in positively impacting socially responsible organizations that are concerned with improving economic, educational, healthcare, and cultural institutions. This course also provides an opportunity to apply the business knowledge and skills acquired in previous core courses in an integrative fashion while emphasizing the development of values-centered leadership skills. Students complete a Social Entrepreneurship Project that is a consulting report in the form of business plans, marketing plans, organizational development recommendations, and financial reports. Students learn to integrate knowledge from all functional areas of business and to apply those skills to complex business problems arising out of changing technology, competitive market conditions, social changes, and governmental actions. The methodology used includes the Social Entrepreneurship Project reports as well as an analysis of project management skills demonstrated by the student teams while working with social enterprises.

Responsible Business Practice Capstone (SEER Capstone)

In the Responsible Business Practice Capstone, students will learn to apply the SEER values: environmental stewardship, corporate citizenship, product/service excellence, and financial strength into any organization. In the course, students will work collaboratively to "bolt their ideas and class discussed concepts to the ground" and to effectively be able to infuse SEER concepts into any type of organization to create long-term shareholder value. Students are required to integrate the four values in building a blueprint for business sustainability. The course is taught from a practitioner's point of view utilizing a combination of case studies, textbooks, current media, and guest speakers.

OUR ACHIEVEMENTS

MASTER OF SCIENCE IN GLOBAL BUSINESS

Our highly ranked Master of Science in Global Business (MSGB) caters to a diverse international student body exploring the complexities of global business through a values based perspective. The MSGB program offers a diverse range of global learning experiences designed to prepare ethically focused and entrepreneurially spirited analysts and managers who can influence Individuals, groups, and organizations representing diverse cultures, political, and institutional systems.

Since 2017, the MSGB program has integrated the Global Mindset Inventory as a core learning objective. The GMI assesses global thinking and cross cultural communication, as well as provides tools for individual improvement on the multiple dimensions. In addition, beginning in 2019, the SEER (Social Ethical Environmental Responsibility) framework was also embedded into the core curriculum. Students graduating in December 2020, will be certified for both the GMI and SEER.



GLOBAL PROGRAMS

A core component to enhancing the global experience and orientation of our students, the school offers immersive global education opportunities around the world in conjunction with our local partner universities and organizations.

Pepperdine enables students to gain direct insight into the global marketplace—and earn course credit—through a variety of study abroad programs. Students gain an understanding of business environments and successful business strategy in another country through one-week study abroad courses to Europe, Latin America and Asia. Students may also choose to engage in a full trimester of study as a student at one of our 35 partner universities around the world affording critical tie-ins to responsible and sustainable business practice in another region of the world. Multi-week study abroad programs are also available and offer valuable learning engagement and networking opportunities overseas.

Students can take advantage of this increasingly sought-after opportunity in two ways: the One-Trimester Exchange program in residence with a partner university, or a one-week Global Intensive Course.



OUR ACHIEVEMENTS

ONE-TRIMESTER EXCHANGE

The One-Trimester Exchange is open to all full-time MBA and select MS program students. Students can pick from over 40 Universities in 24 Countries on 5 Continents at no additional cost. Students gain invaluable experience in addition to enhanced resume credentials and a Global Business Certificate.



GLOBAL BUSINESS INTENSIVE COURSES

Our one-week global intensives offer cultural deep-dives in business epicenters around the world. Open to students of multiple programs as well as alumni, one-week courses are for credit classes that provide a deep dive into a specific aspect of business in a global environment. All GBICs have been SEER certified for containing content and/or focus areas related to social development and sustainability.

Destinations and themes have included the following:

Spring 2018

Taipei | Taiwan • Digital Innovation Investment in Asia
 Berlin | Germany • Start-Up and Entrepreneurial Management in E.U.
 Paris | France - Week 1 • Luxury Brand Management & Enterprise
 Paris | France - Week 2 • Luxury Brand Management & Enterprise
 Oxford | UK • Organizations, Environments, and Political Econ. II
 Buenos Aires • Entrepreneurial and Social Investment

Summer 2018

Rio De Janeiro • Conducting Business in Latin America: Brazil, will it ever live up to the hype?
 Dubai, Abu Dhabi; UAE • Real Estate Ventures and Investments

Fall 2018

Sydney & Melbourne | Australia • Entrepreneurship and Investments

Spring 2019

Dubai, Abu Dhabi; UAE • Real Estate Ventures and Investments
 Oxford | UK • Organizations, Environments, and Political Econ

Spring 2019

Spain & Morocco • Juxtaposition Practice of Two Countries' Economy
 Japan • Cultural and Economic Merger
 Strasbourg, France • Applied Finances Practice in the E.U.
 Dublin | Ireland • Intersection of Business and Digital Technology in Dublin
 Prague, Czech Republic • Marketing Practices in the E.U.
 Warsaw, Poland • Finance Practices in the E.U.

Summer 2019

Estonia & Finland - Week 1 • Finance
 Estonia & Finland - Week 2 • Marketing

Fall 2019

Cape Town & Johannesburg | South Africa • Doing Business in South Africa: Finding Opportunity in a Challenging Economic Environment

Summer 2020

Virtual GBI • Passport to the World: General Theme

OUR ACHIEVEMENTS

ENTREPRENEURSHIP CONCENTRATION

All of the entrepreneurship courses in our MBA program are SEER focused and meet the requirement for being an accredited SEER course. This ensures that the entrepreneurs that graduate from our university are well equipped and ready to start their own businesses with sustainability in the forefront of their minds.

MICRO-ENTERPRISE PROGRAM

A requirement for the SEER Business Strategy Certificate is completion of a service activity that applies the values taught in SEER courses. The Micro-Enterprise Program helps underprivileged members of the Los Angeles community gain business knowledge in order to better their employment situation and launch micro-businesses in the future. The intensive 15-week curriculum focuses on financial management, business planning, and accountability. Graduate students work as champions in teams of 2-3 people, coaching individual participants, entrepreneurs-in-training, in such areas as personal development and professional skills, guiding them through the process of developing individualized business plans and launching micro-businesses. Since inception in 2010, the Micro-Enterprise Program has guided over 100 people to successfully improve their welfare and future as business professionals.

Upon graduating, each entrepreneur-in-training will have a completed business plan and will be ready to start the road of launching a micro-business. Pepperdine student mentors complete the program with improved business consulting skills and a better understanding of how to use social entrepreneurship to close the economic gap. As the program grows, it continues to strengthen the Los Angeles community by embodying Pepperdine's mission of developing lives for purpose, service and leadership.

EXECUTIVE DOCTOR OF BUSINESS ADMINISTRATION

The Executive Doctor of Business Administration degree is an academically rigorous program designed specifically for the established executive who would like to deepen and sharpen their professional knowledge through applied research. Business executives enrolled in the program are equipped with the knowledge, competencies, and learning community needed to develop deep, research-based insights into important contemporary business challenges and opportunities. Strongly committed to developing values-centered, Best for the World Leaders that seek to positively impact business practice and society, the program's core philosophy is consistent with the values and principles that shape the Graziadio Business School's approach to high-touch, student-centered learning.

DBA candidates are already engaged in scholarship on responsible consumption/circular economy and corporate governance of sustainability paradoxes. Current students also plan research into:

- + Sustainable housing
- + Indigenous businesses
- + Sustainability innovation in SMEs
- + SDG 8, SDG 9, SDG 10, SDG 11, SDG 12

OUR ACHIEVEMENTS

MASTER OF SCIENCE IN ORGANIZATION DEVELOPMENT

Pepperdine Graziadio's Master of Science in Organization Development (MSOD) programs' 2020 cohort is comprised of 25 students from throughout the U.S. and across the world including Saudia Arabia, Switzerland, Australia, Canda, & Hong Kong. The MSOD program is the only program that is conducted 50% overseas in countries such as France, Costa Rica, and China. The program's unique educational process integrates strategic leadership, change management, and personal and professional growth to create values-oriented change practitioners who address the critical competitive issues facing organizations and their members.

CENTER FOR

WOMEN IN LEADERSHIP

CENTER FOR WOMEN IN LEADERSHIP

Established in 2015 through a \$150,000 Waves of Innovation grant, the Center for Women in Leadership provides a space for the development of leadership for women on campus, according to Founder and Director, Dr. Bernice Ledbetter.

Dr. Ledbetter is a tireless advocate for advancing women's leadership in business and beyond. She is a frequent contributor of expert opinion and analysis to outlets including the Huffington Post and was recognized for her contributions as a nominee at the prestigious 2016 Los Angeles Business Journal's Women's Summit.

The center has a one-on-one leadership fellows program, gives access to industry leaders and serves as a network hub. In the past two years, the CWL has initiated or partnered with various organizations to host events focusing on the opportunities and challenges facing women in leadership positions throughout society.



EXECUTIVE CERTIFICATE IN CSR

Based upon the SEER Business Strategy (Social, Ethical, and Environmental Responsibility), this two-day CSR program offered to professionals teaches how to apply its principles to create superior, sustainable, and profitable products and services. Instruction will go beyond the triple bottom line – people, planet, and profits – to introduce the fourth factor, “product”. The course is facilitated by SEER Director, Robert Bikel, and features guest speakers on topics such as B Corporations and Circular Economy.

METHOD

principle **THREE**

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

The Pepperdine Graziadio Business School weaves ethics and values into its curriculum, educating students from orientation to case studies and symposiums. Additionally, the curriculum emphasizes applied learning, not just theory, so students are 100% prepared when they graduate.

OUR ACHIEVEMENTS



EDUCATION TO BUSINESS (E2B)

- + Students partnered with UNIFY Financial Credit Union (UNIFY) to develop a marketing plan to grow their direct-to-consumer business and explore target markets throughout the US. UNIFY currently has over 55 locations coast-to-coast, over 245,000 account holders and assets of 3 billion. UNIFY offers savings and checking accounts, credit cards, loans and online banking services to select employer groups and direct-to-consumer members.
- + Building on a prior student project to design a mobile application that can be used by all volunteer communities for recording interactive data, Pepperdine students focused on what data to collect, how to most efficiently and accurately collect it, as well as how to best analyze the data and visualize the data so insights can be derived to inform business decision making. CAREGIVERS is a nonprofit public benefit organization that provides thousands of frail, homebound, older Ventura County residents with one-on-one personal help and friendship, some for as long as 20 years.
- + Students partnered with CCAIO to conduct a market study to define the market opportunity and develop a formal plan for the launch of a chain of Art Culture Cafés. The target entry country for this project is the United States. Through the development of world-class international Chinese fine art, and enhancement of exchange and communication between Chinese and western societies, the ultimate goal of the Chinese Culture & Art International Organization is to promote peace, cooperation, and mutual benefit all over the world.
- + Students partnered with Mountains Restoration Trust (MRT), a private non-profit land trust with primary land holdings in the Cold Creek Preserve. This preserve is the most pristine watershed in the Santa Monica Mountains and is a County of Los Angeles designated Significant Ecological Area (SEA). Students identified key stakeholders that MRT should engage with, assessed the current perception of MRT, and developed recommendations as to how to best engage key stakeholders including possible rebranding of the organization.

OUR ACHIEVEMENTS

EDUCATION TO COMMUNITY (E2C)

MSOD Global Business Practicum - Costa Rica

- + Students traveled to Costa Rica for a practicum focused on international organization development and complex, large-scale systems change. Students applied concepts and theories related to collaborations and other forms of trans-organization development as they worked on client-based projects with nine Costa Rican businesses—many of them US based multinational organizations. This immersive international practicum also included a service learning project (“E2C”) in one of Costa Rica’s most impoverished neighborhoods, La Carpio. SDG 9.

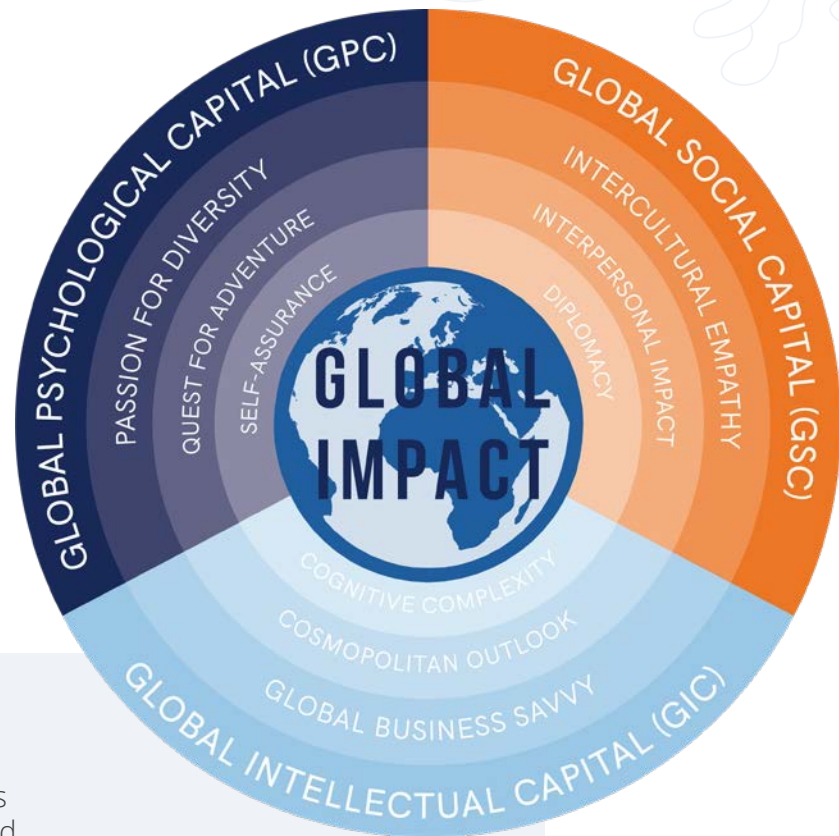
Students partnered with Westside Food Bank to strengthen organizational structure and improve management functionality through facilitating effective internal communication among the organization’s staff and leadership to improve interdependent collaboration; and they taught effective brainstorming and decision-making to develop a compelling vision. WSFB provides food to over 70 social service agencies on the Westside of Los Angeles County, who then distribute food to clients.

Students partnered with A Place Called Home to provide resources, training, and strategies on how to attract, recruit, onboard and retain intergenerational volunteers by providing meaningful work, rewards, recognition, relationship building, and reporting the measurable impact volunteers have on children’s lives. APCH provides a safe, nurturing environment with proven programs in arts, education and wellness for more than 300 young people in South Central Los Angeles to help them improve their economic conditions and develop healthy, fulfilling and purposeful lives.

Students worked with the Los Angeles Mission Break It To Make It Program (BITMI) to facilitate summit meetings with program leaders and students to improve communication about the BITMI program to prospective students and increase student retention. They developed strategies to strengthen partnership collaboration with outside agencies to improve student learning experience. Located in “Skid Row”, the Los Angeles Mission is a privately funded organization that helps men, women, and children transform out of poverty into a better life. At the heart of the Mission, is concern for the spiritual well-being of its client/students. The (BITMI) post release program is a first of its kind geared towards assisting individuals who are formerly incarcerated in reintegrating back into society and achieve long-term, self-sufficient lives through the ultimate goal of attending college.

Students worked with the Training and Research Foundation to improve leadership skills among Head Start directors and staff. A collaborative process was utilized to develop and implement a leadership competencies framework, resulting in increased confidence and job performance. A lateral communications plan was also created to facilitate alignment throughout the organization and was implemented in a crisis situation with much success. The Training and Research Foundation is a Head Start agency providing children and families with high quality comprehensive services that allow for a strong start, bright future, and lasting success.

OUR ACHIEVEMENTS



GLOBAL MINDSET INVENTORY

Long featured in our MS in Global Business (MSGB), the Global Mindset Inventory (GMI) was formally embedded into the program. The GMI is an assessment tool developed by leading experts at the Thunderbird School¹ gauging strengths and areas of improvement in the three capitals: Global Intellectual Capital, Global Psychological Capital, and Global Social Capital. As part of the inclusion in the MSGB program, Graziadio has certified leading faculty teaching MSGB students in the GMI, embeds GMI into learning outcomes for critical courses, and requires students to self-assess their global orientation using the GMI both at the beginning and at the end of their program.

LOOKING FORWARD...

We continue to build structures, incorporate materials, and engage our students and other stakeholders more deeply with the principles of sustainability and social impact inside and out of the classroom. Most importantly, we will continue to build on the success of our leading Industry Collaborative Learning programs, and work with our corporate and nonprofit partners to bring real-world impact oriented business consulting into the classroom and beyond.

¹ <https://thunderbird.asu.edu/faculty-and-research/najafi-global-mindset-institute/academic-solutions>

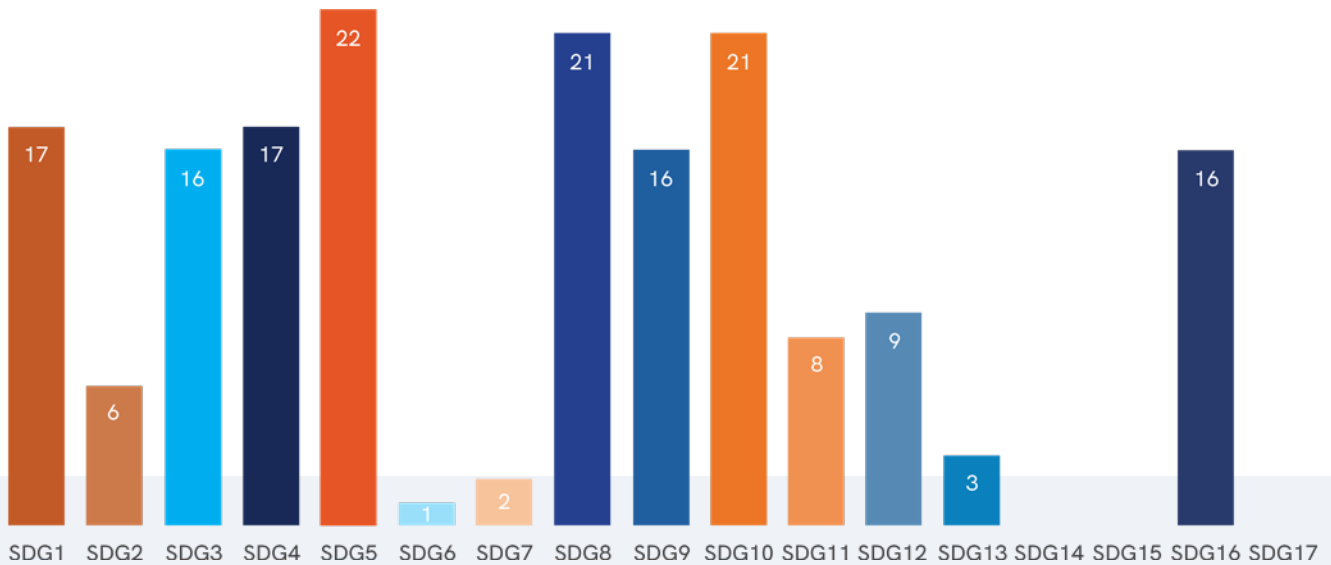
RESEARCH

principle **FOUR**

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Pepperdine Graziadio and the Center for Applied Research are committed to developing values-centered leaders and advancing responsible business practice through scholarship. Pepperdine University is proud to uphold its mission to practice thought leadership and social responsibility through the applied learning and research of its faculty and student body. In addition, several students and candidates in the newly instituted Executive Doctor of Business Administration (DBA) program advance research into sustainability issues including circular economy, diversity and inclusion, sustainable corporate governance, and more.

OUR ACHIEVEMENTS



Faculty research touched on 14 of the 17 SDGs, with strongest representation in Goals 5, 8, and 10. In addition to the majority of research published in peer-reviewed academic journals, our faculty published their findings and thought leadership across a wide range of outlets including practitioner journals, popular press, and wide-circulation blogs.

REPRESENTATIVE PUBLISHED WORK:

AUTHORS	TITLE	WHICH SDG?
Fox, Tonge, Lynn, Mooney	Communicating Compliance: Developing a GDPR Privacy Label	SDG 9; SDG 16
Bleuel, McQuaid, Vardiabasis	Management and Cultural Implications of Customer Satisfaction Differences for Help Desks in South America	SDG 9
Dennis, Minas, Williams	Creativity in Computer-Mediated Virtual Groups	SDG 9
Fox, Mooney, Rosati, Paulsson	Towards an Understanding of Farmers' Mobile Technology Adoption: A Comparison of Adoption and Continuance Intentions	SDG 9

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Franczak, Mote	Operationalising organisational routines for science and technology management: an exploratory study	SDG 9
Griffy-Brown, Lazarikos, Chun	Emerging Technologies and Cyber Risk: How do we secure the Internet of Things (IoT) environment?	SDG 9
Griffy-Brown, Miller, Zhao, Lazarikos	Optimizing Risk When Deploying Emerging Technologies	SDG9
Lynn, Mooney, Rosati, Cummins	Disrupting Finance: FinTech and Strategy in the 21st Century	SDG 9
Tallon, Mooney, Duddek	Measuring the Business Value of Information Technology	SDG 9
Tribbitt, Yang	Takeover Defense, Collective Action, and the Top Management Team	SDG 9
Gift	Performance Evaluation and Favoritism: Evidence from Mixed Martial Arts	SDG 9
Hall, Ko	Collaboration-Driven Management Education	SDG 9
Harjoto, Kim, Walton	Corporate Social Responsibility and Stock Split	SDG 9
Lei, Naveh	Patient safety and other priorities.	SDG 8
Margolis	Multiple Team Membership: An Integrative Review	SDG 8
Shanahan, Dodd	The Role of Contagion and Ethos in the Spread of Social Change: A Case Examination of Skateboarding in Afghanistan	SDG 8
Shanahan, Shanahan, Gonzalez	Strategies for Managing in the Age of Boycotts	SDG 8
Stanley, Atwater	The Emergence of Hysteresis Monetarism	SDG 8
Wang, Gibson, Zander	Is Research on Corporate Social Responsibility Under-Theorized	SDG 8

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Wasilewski, Stanley	Strategic Management Focus on Shareholders and Stakeholders: A Comparative Analysis of Portfolio Financial Performance	SDG 8
Alderman, Harjoto, Lee, Lee	(Under Submission; 1st round) Mending the Gap between CSR Precedence and the UN SDG Targets: Natural Resources Use, Emissions, and Firm Performance	SDG 7; SDG 12; SDG 13
Hall, Smith	Regulus Solar Power Inc. – Price Demand Elasticities	SDG 7
Clark	Climate Preservation in Urban Communities Case Studies	SDG 6; SDG 11; SDG 13
Groves	Three Ways Snap Inc. Can Weather its Internal Storm	SDG 5; SDG 8
Ledbetter	Women in Oman: Leadership Style Preferences in the Context of Peace	SDG 5; SDG 12
Honnon-Weisdorn, Esq.	Bullying Before Sexual Harassment: While sexual harassment makes larger headlines, workplace bullying can be just as detrimental to employees and the company for which they work.	SDG 5; SDG 10
Dust, Resick, Margolis, Mawritz	Ethical Leadership and Employee Success: Examining the Roles of Psychological Empowerment and Emotional Exhaustion	SDG 5
Egan, Chesley	Leadership in a Smart Machine Age: Lessons on Becoming More Human from the Mind-Brain Revolution	SDG 5
Herko, Fountaine, Katz	Water Rights in California: Competition and Cooperation in a Dynamic Environment.	SDG 5
Jones, Chesley, Egan	Helping Leaders Grow Up: Vertical Leadership Development in Practice	SDG 5
Kerns	Leadership presence at work: A practice oriented framework	SDG 5

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Kerns	Leader life-span experience management: A practice-oriented approach	SDG 5
Rhodes	Family business members' insights on navigating the succession process	SDG 5
DiPetrillo, Lubin, Loukai-tou-Sideris, Salehian	Improving Pathways to Fixed-route Transit: Transit Agency Practices to Expand Access to all Users.	SDG 4; SDG 9; SDG 10; SDG 11
Griffy-Brown, Earp, Rosas	Technology and the Good Society	SDG 4; SDG 9; SDG 10
Ainsworth, Chesley	Built to Collaborate? Organization Design and Coalition Success	SDG 4; SDG 8; SDG 10
Harjoto	Why do companies obtain the B corporation certification?	SDG 4; SDG 8; SDG 10
Harjoto	Religiosity, female directors, and corporate social responsibility for Italian listed companies	SDG 4; SDG 8; SDG 10
Groves	#MeToo Movement Exposes Lack of Succession Planning	SDG 4; SDG 5; SDG 9; SDG 10
Margolis	Leveraging Founding Team Human Capital for Innovative New Ventures	SDG 4; SDG 5; SDG 8
Ledbetter	Ch. 8 Women of Uganda: An era of gender disruption	SDG 4; SDG 5; SDG 10
Alderman	(Under Submission) Women in the Smart Machine Age: Addressing Emerging Risks of an Increased Gender Gap in the Accounting Profession	SDG 4; SDG 10
Harjoto	Board Diversity and Corporate Investment Oversight	SDG 4; SDG 10
Margolis	It's all relative: A team-based social comparison model for self-evaluations of effectiveness	SDG 4; SDG 10
Smith, Seaman, Vardiabasis, Adamov	An explanation of the gender earnings gap in veterinary medicine.	SDG 4; SDG 10

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Russell, Denois, Rouèche, Simon	Empowerment Through Participation in a Cancer Prevention Exhibit: Evidence from the Hyg�e Lab Intervention.	SDG 4
Kerns	Managing leader learning preferences at work: A practice oriented approach	SDG 3; SDG 9
Groves	Confronting an inconvenient truth: Developing succession management capabilities for the inevitable loss of executive talent	SDG 3; SDG 8
Russell, Russell	The stress bias in mental health reporting: Death anxiety biases mental health self-assessments amongst deployed soldiers.	SDG 3; SDG 5; SDG 12
Kerns	Managing teamwork:A key leadership practice	SDG 3; SDG 5; SDG 10
Groves	Examining the impact of succession management practices on organizational performance: A national study of U.S. hospitals.	SDG 3; SDG 5
Kerns	Managing organizational culture : A practice - oriented approach	SDG 3; SDG 5
Russell, Russell, Chen, Cacioppo	To what extent is psychological resilience protective or ameliorative: Exploring the effects of deployment on the mental health of combat medics.	SDG 3; SDG 5
Groves	Impact of Succession Management & Talent Development Practices on Financial, Workforce, & Value-based Purchasing Metrics	SDG 3; SDG 4; SDG 5; SDG 10
Russell, Russell	The evolution of mental health outcomes across a combat deployment cycle: A longitudinal study of a Guam-based National Guard unit.	SDG 3; SDG 4; SDG 10
kerns	Impacting well-being at work: A key managerial leader role:	SDG 3

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Paglia, Robinson	Measuring the Role of the SBIC Program in Financing Small Businesses	SDG 3
Schmutz, Lei, Eppich, Manser	Reflection in the heat of the moment: The role of in-action team reflexivity in healthcare emergency teams	SDG 3
Strauss, Kazman, Russell, Russell	Longitudinal Effects of Deployment, Recency of Return, and Hardiness on Mental Health Symptoms in US Army Combat Medics,	SDG 3
Clark	Building Sustainable Megacities	SDG 2; SDG 9; SDG 11
Biseda	Square Pegs and Round Holes: Helping Your Experienced Hires Help You	SDG 2; SDG 8
LeMay, McMahon	Tracing, Security, and Safety: The Problem with Wild-Caught Seafood Supply Chains	SDG 2; SDG 8
Russell, Kazman, Russell	Body Composition and Physical Fitness Tests Among US Army Soldiers: A Comparison of the Active and Reserve Components.	SDG 2; SDG 3; SDG 4; SDG 10
Honnen-Weisdorn, Esq., McCord, Young	Still Think "It's Unethical, But Legal? Executive Pay in the Crosshairs: 2018 Update	SDG 2
Vedd, Fountaine	FDA drug approval and its relation to a pharmaceutical company's stock price	SDG 2
Alderman	(Under Submission; 1st Round) A plea for transparency: do voluntary warnings of fraud influence auditors' liability?	SDG 16
Bumgardner	AT&T and Time Warner's Vertical Merger: The Court Battle and Political Undercurrent	SDG 16
Bumgardner, Palmer	Whale of a Legal Tale	SDG 16

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Everett	2018 Private Capital Access Index Report	SDG 16
LeMay, McMahon	The Economic Geography of The Moral Supply Chain	SDG 16
Fontaine	Financial restatements: a comprehensive survey of causes and effects	SDG 12
Fontaine, Moore	Can Activity-Based Costing Reform School Finance and Help Improve Student Achievement?	SDG 12
Sim, Lohwasser, Lee, Curatola	U.S. Listed Chinese Reverse Mergers: Fraud Prediction Measures and Audit Characteristics	SDG 12
Jang, Ahn, Kim, Song	Detection and Prediction of House Price Bubbles: Evidence from a New City	SDG 11
Powell, Ferraro	Tax Workarounds: High Cost States Attempt to Maintain Their Federal Salt Tax Deductions for Costly Housing	SDG 11
Valadez, Smith	The burden of property taxes on home appreciation: A relationship study between property taxes and home values in the U.S.	SDG 11
Efremidze, Stanley, Park, Wasilewski	Empirical Implementation of Entropy Risk Factor Model: A Test on Chilean Peso	SDG 10
Harjoto	Board Nationality and Educational Background Diversity and Corporate Social Performance	SDG 10
Winiger, Bigley, Rhodes	The West and the religious 'other': Connecting with Muslims	SDG 10
Yavas, Grave, Vardiabasis	Diversification Strategies and Equity Market Performances: Implications for Investors and MNEs	SDG 10

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Harjoto	A Stakeholder Resource-based View of CSI: Evidence from Shareholder Value Destruction in China	SDG 1; SDG 8
Lacey, Groves	Approaches to develop high potential talent: Intended and unintended consequences	SDG 1; SDG 5; SDG 16
Forsyth	Instilling Christian Principles of Business Success in the Classroom	SDG 1; SDG 5
Young, Crawford, McCord	TO THE EDGE AND BACK	SDG 1; SDG 4; SDG 8
Griffy-Brown	Diversity in technology decision-making and design: Creating the future we want	SDG 1; SDG 3; SDG 9; SDG 10; SDG 13; SDG 16
Huerta-Sanchez, Jafarinejad, Kim, Soyeh	Disentangling Bubbles in Equity REITs	SDG 1; SDG 3
Gibson	"Let's go to the park." An investigation of older adults in Australia and their motivations for park visitation.	SDG 1; SDG 12
Powell	California Housing: The Impact of Federal Tax Reform on Deductions for State and Local Taxes	SDG 1; SDG 11
Russell, Hamby, Grube, Russell	When Do Public Health Epilogues Correct the Influence of Alcohol Storylines on Youth? The Interplay of Narrative Transportation and Persuasion Knowledge	SDG 1; SDG 11
Biseda, Shanahan	Baseballism: Is Japan a Good Play?	SDG 1
Clark, Fast	Qualitative Economics	SDG 1
Granados Rugeles, Han, Zhang	Demand and Revenue Impacts of an Opaque Channel: Evidence from the Airline Industry	SDG 1

OUR ACHIEVEMENTS

REPRESENTATIVE PUBLISHED WORK:

AUTHOR	TITLE	WHICH SDG?
Rainey	Teaching Remotely: How to Make Small Classes Worthwhile and Profitable	SDG 1
Russell, Buhrau, Hamby	Reducing Television Influences on US Adolescents Who are High Reactance," <i>Journal of Children and Media</i> , 14 (4) (forthcoming). 2018 Impact Factor: 1.388	SDG 1

GRAZIADIO BUSINESS REVIEW

Graziadio Business Review is Graziadio's Peer Reviewed Journal and features many articles addressing PRME principles including:

Avoiding Bias and Identifying Risks when Deploying Artificial Intelligence

The deployment of AI fits into the broader umbrella of cyber risk as part of enterprise risk identification and mitigation. It is essential for AI to address ethical issues such as data bias and to ensure AI is deployed to achieve the bottom-line and top-line goals.

By Charla Griffy-Brown, PhD and Mark Chun, PhD

Editorial: COVID-19 and the Future of Management Education

Many b-schools have responded to COVID-19 by increasing their online presence as a stopgap measure in the short-term and potentially a long-term solution to ongoing economic challenges. These actions may not be a complete solution to the problem.

By Owen P. Hall, Jr., PE, PhD

Leadership is a Wicked Problem

In this article, the author clarifies the differences between those problems that can be solved—tame problems—and those that cannot—wicked ones—and spells out the implications of both of these, and what can be done to deal with them.

By Joseph C. Bentley, PhD

Strategies for Managing in the Age of Boycotts

Today's consumers are subject to social pressure to support brands that are aligned with their personal values. When firms do not conform to their customer's values, they often find themselves the target of boycotts. Managing in the age of boycotts is something firms need to pay attention to and understand how to manage.

By Jim Salas, PhD, Doreen E. Shanahan, PhD and Gabriel Gonzalez, PhD Management,

W.A.I.T. – A Guide for Leaders

Being a Best *for* the World Leader, it is implied that the world, and the people in it, are better off because of our offer or delivery.

By Max Ellzey, EdD

Using Curiosity to Enhance Meaningfulness of Work

It takes practice to become more aware of curiosity and how to use it in various situations.

By Alison Horstmeyer Human Resources, Management, Organizational Behavior

OUR ACHIEVEMENTS

GRAZIADIO BUSINESS REVIEW

Creating a Mentoring Program That Works

Growing interest in mentoring programs is largely due to the benefits mentoring provides to participants and their organizations. Mentoring can offer significant benefits in corporate settings. In this paper, we outline a process for how your organization—large or small—can create a mentoring program that meets your unique needs.

By Bennett E. Postlethwaite, PhD, MSc and Regan Harwell Schaffer, EdD, MA

Bullying Before Sexual Harassment

While sexual harassment makes larger headlines, workplace bullying can be just as detrimental to employees and the company for which they work.

By Lilit Grigoryan, JD and Gia Honnen Weisdorn, JD, LL.M, MBA

Love: The Heart of Leadership

Both transformational and transformative leadership address the moral obligation of leaders to be totally committed to followers' best interests—a commitment which is the very essence of genuine love.

By Verl Anderson, PhD, Cam Caldwell, PhD and Blair Barfuss, MHR

The Pepperdine Graziadio Business School 50th Anniversary Special Issue

Celebrating the Pepperdine Graziadio Business School's 50th Anniversary, this issue includes Graziadio faculty articles and perspectives and featured guest author and professor Edward D. Hess. By Nancy Ellen Dodd, MPW, MFA Editorials

Modernizing Capitalism: Saving the American Dream

The Digital Age has the potential to be as disruptive and transformative for us as the Industrial Revolution was for our ancestors; that disruption could threaten our capitalist system and our democracy. By Edward D. Hess, JD, LL.M

LOOKING FORWARD...

We will continue to promote scholarship in this area. Our Center for Applied Research (CAR), headed by Dr. Zhike Lei, provides resources and guidance to faculty in their various research projects. We are just beginning to quantify the impact of our research relative to the SDGs, and will expand those efforts going forward. Additionally, several of our faculty members serve as reviewers for academic journals, some with the explicit goal of providing societal impact while expanding knowledge.

Finally, our newly instituted Doctor of Business Administration (DBA) executive degree fosters and promotes research into values-based approaches to business challenges facing executives today. Several of our DBA students and candidates are planning, or currently pursuing, research specifically focused on sustainability issues including diversity and inclusion, circularity, and managing complexity for sustainability performance.

PARTNERSHIP

principle **FIVE**

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

The Pepperdine Graziadio Business School has a long history of fostering an applied learning environment. This enables students to make an immediate impact on organizations. Graziadio has worked closely with the business community in order to both give back and help develop the community. This close relationship has allowed students to gain industry experience, develop lifelong relationships, and find success.

OUR ACHIEVEMENTS

SEER SYMPOSIUM SPONSORS AND PARTNERS

The Palmer Center for Entrepreneurship and the Law is a financial sponsor for the annual SEER Symposium. Conscious Capitalism Los Angeles and Net Impact Los Angeles Professional Chapter were the cross promotional partners for the 8th SEER Symposium, cooperating with the Pepperdine Graziadio Business School in planning and executing the marketing of the symposium. In partnership with WeWork Los Angeles, winners of the SEER Entrepreneurship Fast Pitch Competition received complimentary stays at local WeWork locations in the region. Additionally, AllianceBernstein became a premier sponsor of the symposium, promoting its work in alternative approaches to ESG investing.



LOOKING FORWARD...

The opportunities for partnership are expanding. In addition to our ongoing collaborations with organizations such as the Net Impact Professional Chapter, and our local chapter of Conscious Capitalism, we have begun working with our local B Corp umbrella chapter, B Local Los Angeles on events and training for students as well as a source of consulting projects through our ICL programs. We continue to explore opportunities with our corporate partners for collaborations on sustainability.

DIALOGUE

principle **SIX**

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

The Pepperdine Graziadio Business School has created and facilitated impactful events that support dialog and debate amongst the community time and time again. These events bring together businesses, consumers, students, and many others to take part in the conversation around critical issues related to global social responsibility and sustainability.

OUR ACHIEVEMENTS



50TH ANNIVERSARY MARQUEE EVENT: INDUSTRY 4.0

To celebrate our 50th year of helping develop Best *for* the World Leaders, the business school hosted a marquee event delving deeply into the dynamics, challenges, and opportunities facing business and society as we enter the fourth industrial revolution.



The full-day event, held on April 2, 2019 at the Novo Room in Downtown Los Angeles, included a range of speaking engagements including a welcome from our Dean, Deryck van Rensburg, two keynote speeches, two moderated sessions around topics of conversations that are highlighted in our society today, and a thought leadership panel.



Speakers at the event included Steve Wozniak, co-founder of Apple Computer, Alison Lewis, CMO of Johnson & Johnson Consumer, Alex Grimwad, SVP and CIO of Twentieth Century Fox Television, Dalana Brand, VP of people, rewards and experience for Twitter, and more.

Presentation and panel topics included “The Smart Machine Age and the 4th Industrial Revolution,” “Defining Best *for* the World Leadership,” “Values and the Future of Work in the Smart Machine Age,” and a women’s leadership discussion.

SDG 1, SDG 5, SDG 8, SDG 9, SDG 10, SDG 11, SDG 16, SDG 17

OUR ACHIEVEMENTS



Our 8th Annual SEER Symposium took place on February 28, 2020 at the Le Méridien Delfina Santa Monica. Our keynote speaker, Michael Crooke, former COO of Patagonia and founding faculty of the SEER program, kicked off the 2020 theme, “The New Purpose of Business,” which reflected the past foundations of sustainable business and explored a reimagined purpose of business for the future. The business world is at an inflection point, where corporate leaders are now publicly reexamining the role of business in society with an eye to expanding the stakeholders to which businesses must answer.

With an interactive format that encourages participation from an engaged and energized audience of graduate business students and business leaders, this gathering of experiences from a broad spectrum of world-changing innovators, executives, thought-leaders, and entrepreneurs challenged and inspired those in attendance.

This year’s roster of industry leaders also included Jeanne Holm, CIO for the City of Los Angeles, Victor Cho, CEO of Evite, Michelle Dunstan, Global Head of Responsible Investing and Portfolio Manager for AllianceBernstein, Andrea Chase, Director of Corporate Responsibility and Social Impact for Arbonne International LLC, Emanuel Barragan, Client and Treasury Representative, Beneficial State Bank, Anastasia Maier, General Counsel for Los Angeles Cleantech Incubator, Joe Pickard, Chief Economist and Director of Commodities at the Institute of Scrap Recycling Industries, and Asami Tanimoto, Recycling Technical Advisor for The Recycling Partnership. The day also showcased the annual student/alumni entrepreneurial “Fast Pitch” competition, and allowed attendees ample time to network and interact with one another.

OUR ACHIEVEMENTS

C200 WOMEN IN LEADERSHIP *conference*

On February 4, 2020, the Pepperdine Graziadio Center for Women in Leadership partnered with the highly acclaimed C200 organization to curate a remarkable day of learning and inspiration from nationally recognized women leaders. Established in 1982, C200 fosters, celebrates and advances women’s leadership in business. The organization includes more than 400 of the world’s most successful women business leaders, ranging from the C-suite of the world’s best-known companies to trailblazing entrepreneurs. C200 members act as role models to ensure women will continue to take increasingly significant and visible leadership roles in the marketplace.

Through panel discussions and networking, the C200 Women in Leadership Conference facilitates our shared goal to support future generations of women business leaders. During the conference, we awarded Autumn Owens, Brittney Garza, and Katherine Harrison with the C200 scholarship for their outstanding accomplishments as female MBA students.

SDG 5, SDG 8, SDG 10

THE DEAN’S *executive* LEADERSHIP SERIES

Dean’s Executive Leadership Series

The Dean’s Executive Leadership Series (DELS) invites today’s top business practitioners and thought leaders to share their insights with the Pepperdine Graziadio Business School community. We carefully select senior executives whose values resonate with those of Pepperdine, and whose real-world success stories reflect the ethical business models we teach. Our diverse roster of past guests includes men and women who have led organizations such as the Los Angeles Lakers, Yum! Brands, Xerox, Norton, Children’s Hospital of Los Angeles, Paramount Pictures, and the San Francisco 49ers.

Speakers include:

- + Bill O’Brien, CEO of Reyes Coca-Cola Bottling
- + Steve Cahillane, CEO of Kellogg Company

Resilience

Resilience Series

As a service to our community, Graziadio thought leaders recorded a series of free online webinar sessions where experts discussed critical business issues currently faced by our society. The Resilience Series, moderated by Pepperdine Graziadio’s Dr. Charla Griffy-Brown, included discussions on supply-chain management, leadership, strategy, marketing, taking care of employees, and more.

OUR ACHIEVEMENTS



FUTURE OF HEALTHCARE SYMPOSIUM

HEALTHCARE LEADERSHIP IN THE AI REVOLUTION: OPPORTUNITY IN THE SMART MACHINE AGE

Our 5th annual Future of Healthcare Symposium event in 2019 explored the innovations in healthcare and how AI will play a key role in the future of the industry.

Key highlights:

- + Over 380 attendees, our largest symposium yet
- + Keynote Speakers:
 - + Eric Topol, Founder of the Scripps Translational Science Institute (STSI)
 - + Jeff Stibel, brain scientist

ORGANIZATIONAL PRACTICES

principle SEVEN

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

Pepperdine University has long held environmental stewardship as a core value. Pepperdine's commitment to strive towards sustainability began in 1972 when a water reclamation program was implemented for irrigation. As an educational institution, Pepperdine University has a unique obligation to not only engage in sustainability but also to educate our students. Likewise, as a Christian institution, we have a unique opportunity to view sustainability as a moral or ethical obligation, one that requires the protection of ecosystems to ensure justice for both current and future generations. This is necessitated by the fact that those of the lowest socioeconomic status are the most impacted by environmental degradation. This values-centric framework for sustainability is consistent with the University mission of graduating academically knowledgeable and ethically responsible students with a lifelong commitment to purposeful service and leadership. Our Center for Sustainability is a conduit for advancement of sustainability through communication, implementation, and education.

OUR ACHIEVEMENTS



ENVIRONMENTAL

EV CHARGING STATIONS

- + In partnership with Southern California Edison, the Center for Sustainability recently completed the installation of five new dual electric vehicle (EV) charging stations on the Drescher graduate campus. The project was funded by Southern California Edison's Charge Ready Grant Program. With these installations, Pepperdine has now more than doubled its capacity for electric vehicle charging from 6 stations to 16 stations and fulfilled our EV-driving constituents' requests for more readily available EV charging. These stations allow students, faculty, and staff to choose zero-emissions electric vehicles as a reliable source of transportation. For the foreseeable future, charging for Pepperdine students, staff, and faculty will remain free for each four-hour session.

REFILLABLE WATER STATIONS AT DRESCHER

- + Three refillable water stations were installed at the Beckman Management Center in our Pepperdine Graziadio Business School, increasing the ability for students, staff, and faculty to use reusable water bottles, thereby keeping thousands of single-use plastic bottles out of the waste stream. This project was a student-led initiative initiated by the Net Impact graduate student club.

CARDBOARD COMPACTOR

- + In July 2020, Pepperdine installed a cardboard compactor in the loading dock of the Tyler Campus Center. This compactor will be utilized to consolidate all cardboard waste from the Malibu campus, thereby reducing the amount of recyclable waste that ends up in landfills. Looking forward, we wish to implement a cardboard bailing system, and this compactor will become a food waste compactor, increasing our capacity for a more comprehensive composting program.

TYLER CAMPUS LOADING DOCK PROJECT

- + The Tyler Campus Center (TCC) Loading Dock project, which aims to provide better and more sustainable waste management systems at the Waves cafeteria, is currently underway. Pepperdine currently has four waste streams at the Waves Kitchen: food waste, recycling of cardboard and plastic, non-recyclables, and cooking grease. This project aims to install a food waste self-compactor unit, a dual self-compactor unit for recyclables and non-recyclables, a cardboard baler, and an automated grease removal system.

OUR ACHIEVEMENTS

ENVIRONMENTAL

LEED CERTIFICATION FOR SEASIDE RESIDENCE HALL

- + Seaside Residence Hall is Pepperdine's first LEED (Leadership in Energy and Environmental Design) certified building, a mark of quality and achievement in green building granted by the US Green Building Council. In addition to being LEED certified, Seaside has a multitude of sustainable features and finishes such as reclaimed water for usage throughout the building, native grown vegetation, HVAC and light motion sensors and timers, Green Wise Certified ultra-low VOC paint, 100% recyclable vinyl tile, 100% recyclable rubber wall base, low flow EPA certified water fixtures, and furniture obtained from recycled avenues such as steel springs from recycled railroad tracks.

LED LIGHT RETROFIT

- + In the last two years, Pepperdine has retrofitted fluorescent lighting locations with LED lights in twenty freshmen dorms, two apartment-style residence halls, the athletics fieldhouse and athletics offices building, a student lounge, and the on-campus chapel. Pepperdine has also completed LED retrofitting for the exterior lights surrounding the above-mentioned residence halls, our undergraduate library, and the University's main administrative building. Additionally, as fluorescent light bulbs across campus burn out, they are replaced with LED-T8 lamps. Pepperdine has completed close to 10,000 of these types of replacements.

GLOBE LIGHTS REPLACEMENT PROJECT

- + As part of the Campus Life Project, all outdoor globe lighting will be replaced with high-efficiency LED lighting over the next few years. Since 2018, we have replaced the globe lights in one of our central campus plazas and at the student amphitheater.
- + LED lighting uses half the energy of fluorescents and lasts six times longer. Downward-facing LED lights also significantly reduce Pepperdine's sky glow and light pollution. Light pollution at night can disrupt ecosystems and impede our ability to enjoy the night sky

CLIMATE CALLING 2019

- + The Center for Sustainability partnered with the Malibu Public Library Speaker Series and the Office of the Vice Provost at Pepperdine to host the 2019 Climate Calling Conference, a conference dedicated to exploring climate change, its consequences, and our moral calling to respond to growing concerns about the future of our planet.
- + The 2019 speaker was Dr. Stephen Davis, a plant ecologist at Pepperdine University who has studied the impact of wildfires in and around Malibu. Much of this personal research centers on plant physiological ecology, including adaptations of chaparral vegetation to wildfire, drought, and freezing.

RECYCLING EDUCATION

- + The Center for Sustainability partnered with Human Resources to participate in the 2019 Wellness Fair to educate the University community about best practices for proper recycling and waste reduction.

REUSABLE TO-GO CONTAINERS

- + The Center for Sustainability partnered with Sodexo, our dining provider, to increase awareness of the reusable green box containers available as a replacement for paper boxes that end up in landfills.

OUR ACHIEVEMENTS



ENVIRONMENTAL

PEPPERDINE COMMUNITY GARDEN

- + The Pepperdine Community Garden fosters sustainable practices through hands-on organic farming with twelve raised beds and an environmentally conscious irrigation system. Students, faculty and staff, actively care for the garden, both in the fall and spring, growing fresh vegetables, herbs, and flowers to provide a sustainable, efficient and humbling farm to table experience.

BEACH CLEAN-UPS

- + The Green Team hosted and participated in monthly beach cleanups as a club and encouraged club members to engage in cleaning the beaches on a day to day basis. They salvaged over 50 pounds of trash from entering the beautiful Pacific Ocean and other waterways during the 2019 fall semester.

THE GREEN TEAM IJM CLOTHING DRIVE

- + The Pepperdine Green Team and the Pepperdine International Justice Mission (IJM) partnered to host an on-campus clothing drive, seeking to 1) raise awareness about sex trafficking; 2) shine light on the intersection of climate change and present-day slavery across the world; and 3) foster awareness about the benefits of buying and selling second-hand clothing. The drive raised almost \$1,500, which was donated to IJM.

TEDX

- + Collaborated with the Career Center and Green Team to host a sustainability round table as part of the Surf-To-Summit TEDx Event.

CITY OF MALIBU AND PEPPERDINE UNIVERSITY FOOD RECOVERY PILOT PROJECT

- + The Center for Sustainability partnered with the Pepperdine University Nutritional Science Program and the City of Malibu Environment Sustainability Department to research and develop plans in response to state legislation related to organic waste reduction (AB 1826 and SB 1383). The goals of the project were to 1) create a food recovery program and network among local food recovery organizations and commercial food generators in Malibu and 2) establish a food tracking and reporting system with procedures that monitors all edible and inedible food waste generated by food waste generators.

URBAN TIDES

- + Participated in USC's Urban Tides Project for beach data collection of changing shorelines at Point Dume to help identify current flooding hotspots and visualize what future sea level rise will look like on the Southern California coastline.

OUR ACHIEVEMENTS

SOCIAL

WAVES OF SERVICE

As a direct expression of the University's Christian mission and inspired by the motto "freely received, freely give," Waves of Service promotes a community dedicated to serving the needs of one another, society and the world. Waves of Service highlights and celebrates members of the Pepperdine community for acts of charity and sacrifice to help those in need and promote a kinder, just society.

In 2020, Waves of Service shone a spotlight on our Pepperdine alumni who are on the front lines of COVID-19 and making a difference in their community to help those struggling through these trying times. Notable Graziadio alumni highlighted included Alan Semsar (MBA '09) for providing free marketing, creative, and public relations help for any businesses in need and Wendy Lecot (MBA '91) for using her sewing skills to help create masks for health professionals and first responders.



GEORGE AWARDS

Each year, the George Awards — named after the Graziadio Business School benefactor and Imperial Bancorp founder George L. Graziadio Jr.— honor some of the finest members and partners of the Graziadio Business School community. Recipients exemplify integrity, stewardship, courage, and compassion while enriching the ever-changing business world through their superior skills and entrepreneurial spirit. While COVID-19 required that the 2020 Awards be presented virtually, the sense of pride in our awardees was only accentuated by the extraordinary circumstances through which these distinguished students, faculty, alumni, and community members persevered.



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PRME