



PEPPERDINE

Graziadio School of Business and Management

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

Dean's Letter (Dean David M. Smith)



It has been a privilege to be a signatory to the PRME. In many ways our commitment to PRME reflects our own mission to promote “responsible business practice through education that is entrepreneurial in spirit, ethical in focus, and global in orientation.” As a professional school within a Christian University we strive to educate future business leaders who will operationalize our mission by leading lives of purpose, service, and leadership within the organizations they operate and the communities

in which they reside. We seek to instill in our graduates a belief that beyond balancing profit with collective good, visionary leaders understand that values drive long-term value in business.

Through this report we are eager to share the many ways in which we affirm our commitment to a values-based education. We exhibit this commitment through the scholarship of our faculty, a curriculum that emphasizes ethics and values, and by providing students meaningful real-world educational experiences. Fittingly, our success in developing the values-based leaders of tomorrow depends in large part on our ability to collaborate with a variety of stakeholders including businesses, non-profits, like-minded organizations and of course, other academic institutions.

As an institution committed to continuous improvement, we welcome the opportunity through PRME to participate in a principled community of ideas, wherein we can both contribute to and draw inspiration from this network's collective combined achievements. Working together, we can help shape the future of business education.

David M. Smith, PhD

Dean and Associate Professor of Economics
Graziadio School of Business and Management
Pepperdine University



Overview

The Graziadio School of Business and Management is focused on developing values-centered leaders and advancing responsible business practice through education that is entrepreneurial in spirit, ethical in focus, and global in orientation.

Our Achievements

SEER Certificate Program

The Socially, Environmentally, and Ethically Responsible (SEER) Business Strategy Certificate recently celebrated its 5th anniversary. Our SEER certificate teaches students to integrate valuable principles including corporate social responsibility, environmental stewardship, financial strength, and quality products/services into their strategic business approach. In addition to completing the required coursework, students are required to be members of our school's Net Impact Chapter and to participate in a SEER Service Activity. Students have the choice to participate in service options ranging from volunteering with a SEER approved non-profit, participating in the MicroEnterprise Program, or a host of other options that provide students with an opportunity to apply their coursework in a real-world environment. In 2015, the SEER program leadership transitioned from former Patagonia CEO, Michael Crooke, Ph.D. to Robert Bikel, Professor of Strategy and Organizational Management. As of year end 2015, over 100 MBA students have completed the SEER certificate requirements and have gone on to practice these skills in the real world environment.



External Recognition and Rankings

We are honored to have received a variety of top recognitions for our attentiveness to the PRME principles:

- Princeton Review ranked Pepperdine University - The Graziadio School of Business and Management #3 for Greatest Opportunity for Women in 2015
- Princeton Review ranked Pepperdine University - The Graziadio School of Business and Management #8 for Green MBA Programs in 2015
- Net Impact's "Business as UNusual" ranked Pepperdine University - The Graziadio School of Business and Management #9 for

Sustainability and #14 for Social Impact in 2014

- Leadership Excellence Magazine ranked Pepperdine University - The Graziadio School of Business and Management #13 in the nation for Leadership Development in 2014.

“These rankings illustrate not only our positive trajectory, but also reflect our vision to achieve global distinction in developing value-centered leaders who positively impact business and society,” said David M. Smith - Dean at Pepperdine University, The George L. Graziadio School of Business and Management.

attendees eager to hear inspirational speakers from various backgrounds share their unique experiences. These speakers included:

- Dirk Ahlborn - CEO of Hyperloop Transportation Technologies
- Dan Macklin - Co-Founder of Sofi
- Steve Glenn - Founder and CEO of Livinghomes
- Paul Herman - CEO of HIP Investor
- Lori Steele Contorer - Founder of Everyone Counts
- Paddy Spence - Chairman and CEO of Zevia
- Nick Gates - Founder of Play Soccer Coaches Across Continents
- Marci Zaroff - Founder of Under The Canopy and Metawear

SEER Symposium



The 5th annual SEER (Socially, Environmentally, and Ethically Responsible) Symposium “Beyond the Horizon” was moved from November 2015 to take place on February 5, 2016 and brought students face-to-face with social entrepreneurs and inspirational business leaders who have achieved success in implementing the SEER lens. 21 student volunteers joined roughly 150

In addition to our exceptional panel of speakers, this year's program included the SEER Symposium Fast Pitch Competition which offered students a chance to win \$500 for pitching the best SEER idea as judged by our guest panel. The SEER Symposium Fast Pitch Competition gives startups the opportunity to get their idea interpreted by a panel of experts from the entrepreneurial and lending communities.

In prior years, the 4th Annual SEER Symposium gathered the experiences of a broad spectrum of world-changing innovators, executives, thought-leaders and entrepreneurs to engage, challenge and inspire its audience of MBA students and members of the business community. The 2014 symposium's theme, “Positive Entrepreneurship”, stroke at the heart of SEER thinking, expressing one's values and tapping into one's strengths to start businesses that solve problems, generated profit and

created a life of meaning. The 4th annual SEER Symposium Speakers Include:

- Nikhil Arora and Alejandro Velez, Founders, Back to the Roots
- John Figueroa, CEO, Genoa Healthcare
- Sal Giambanco, Partner, Omidyar Network
- Naveen Jain, Founder of Moon Express, World Innovation Institute, iNome, TalentWise
- Michelle Kydd Lee, Director, Foundation for Creative Art Agency (CAA)
- Gregg Latterman, Founder and CEO, Aware Records
- Stig Severinsen, 4-time World Champion Freediver and Author of Breatheology: The Art of Conscious Breathing

In addition to the exceptional panel of speakers, this year's program will include the inaugural SEER Symposium Fast Pitch Competition with the chance to win \$1,000. The SEER Symposium Fast Pitch Competition gives startups the opportunity to get their idea in front of a panel of experts from the entrepreneurial and lending communities.



Annual National MBA Case Competition in Ethical Leadership

Pepperdine continues its tradition of competing on the national stage in the Annual MBA Case Competition in Ethical Leadership, held at Baylor University's Hankamer Business School. In 2015, a Pepperdine team won a best presenter award.

Future Objectives:

While we obviously have little direct control over our rankings we will continue to leverage our strengths in our SEER curriculum and E2B with the hope that the press and community continue to recognize our contributions.

Furthermore, having successfully moved the SEER Symposium off-campus to more directly connect our students with the social enterprise and broader business community, we plan on further elevate the status of the symposium which has become a marquee event for both the school and the community.

Overview

The Graziadio School of Business and Management 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.

Global Business Intensive Course: “Globalization of Financial and Digital Technology Services” (Dublin, Ireland 2015)

This course examines the forces underlying the globalization of two very important sectors of the US economy, specifically financial services and digital/information technology ("IT") into the European, Middle Eastern and African region (EMEA). The course explored the opportunities and challenges US firms face in these sectors that continually seek to effectively develop markets in the EMEA region, and/or leverage resources located in this region to effectively execute their business strategies. The course was based in Dublin, Ireland, which over the past two decades has achieved enormous success is attracting US

multinationals (MNCs) in search for a global operations base in the EMEA region. The course also explored the competitive dynamics that motivate US firms to globalize their operations, the importance and attractiveness of the EMEA region, the rationale for choosing Dublin as a base for EMEA operations, the similarities and differences in the business norms and practices, and the impacts on indigenous firms and national economy of the host country.

The course was comprised of an exciting and stimulating mix of reading, discussion, and lectures by guest faculty from the School of Business at University College Dublin and various industries. Students had the chance to

do site visits to US MNCs in both the financial services and digital technology sectors including companies such as Accenture, BNY Mellon, Citibank, Facebook, Google, Microsoft, PwC, and State Street Corporation, economic development agencies, and indigenous Irish companies in the FS and DT sectors.



“Welcome to what I hope and expect will be a very exciting personal and professional global learning experience based in my homeland of Ireland and hometown of Dublin, where you will receive "céad míle fáilte" and experience "ceol, caint agus craic.” ~ Dr. John Mooney, Professor at Pepperdine University

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.

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

Microenterprise 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 twenty-four week curriculum focuses on financial management, business planning, and accountability. Graduate students work as champions, coaching individual participants throughout the duration of the program. Since inception in 2010, the microenterprise program has guided over 100 people to successfully

improving their welfare and future as business professionals.

Master of Science in Organization Development (MSOD)

Pepperdine University's Master of Science in Organization Development (MSOD) programs' latest cohort is comprised of 25 students from throughout the U.S. and across the world including Saudi Arabia, Switzerland, Australia, Canada, & 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. In the October 2015 Entrepreneur.com edition, Dr. Terri Egan and Suzanne Lahl, MSOD, both faculty members at Pepperdine University Graziadio School of Business and Management and co-founders of Lahl and Egan, LLC., share their insights into the Disney/Pixar movie Inside Out. They suggest that the hit movie, "offers serious mind-brain leadership lessons for entrepreneurs who have the courage and heart to listen to all of their emotions."

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

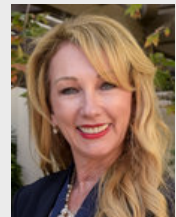
development of leadership for women on campus, according to Ledbetter.

The center will have a one-on-one leadership fellows program, give access to industry leaders and serve as a network hub.



"The capacity to build strong, productive relationships at work matters to success. This is a great time to be a woman in leadership because this shift taps into our strengths."

Bernice Ledbetter, EdD
Director, Center for Women in Leadership



Future Objectives:

We are looking to reinstate our Global Intensive Sustainability Course, and are considering an international Executive Education offering around Sustainability and Social Responsibility.

Overview

The Graziadio School of Business and Management 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.

Education to Business (E2B)

E2B is a “real-world” intensive learning experience embedded within the curriculum of select classes in the Fully Employed and Full-time MBA programs that allows students to gain “real” experience and access to top company leaders. Through the E2B program, Pepperdine works directly with company executives to identify current business issues that can be built into real-time MBA class case projects. Since its inception in 2003, the E2B program has partnered with a broad mix of small, midsize and Fortune 500 companies. Class projects have encompassed such areas as new product commercialization, market entry, product life cycle strategies, IT enabling manual processes, financial analysis and business valuation, and change management and organizational effectiveness. One such class is the E2B Course titled “Creation of a Sustainability Audit.” This course is part of the (SEER) Certificate curriculum and is taught by the Director of Pepperdine University’s Center for Sustainability. The course leverages the skills of current MBA students to help with the school’s sustainability efforts. Students gain hands-on experience in crafting a sustainability plan for the University and the University gains fresh insight and additional

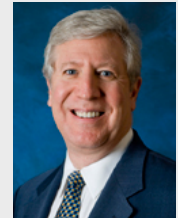
resources to help with environmental and sustainability initiatives.

Education to Community (E2C)

The Education to Community Capstone Project gives Graziadio School students a unique learning experience to share the knowledge and skills they’ve developed in the M.S. in Management and Leadership (MSML) program with nonprofit and community-based organizations. The E2C Capstone Project pairs student teams with nonprofit and community-based organizations to help identify and resolve a wide range of organizational and management issues. Each team presents their recommendations to their client, gaining valuable real-world consulting experience while providing much needed services to worthy organizations.

“The Education to Community project is designed to give M.S. in Management and Leadership students the chance to apply what they have learned throughout the program to a real-world situation. They can learn about the challenges of a nonprofit organization while applying their previous learnings. And they can do all of this in the spirit of providing a high-level, pro bono consulting assignments for a community-based organization.”

Mark Allen, Ph.D. Practitioner
Faculty, Organizational Theory
and Management



Global Programs

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 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 35 partner universities around the world affording critical tie-ins to responsible and sustainable business practice in another region of the world. Multi-Week Abroad programs of study are also available and offer valuable learning engagement and networking opportunities overseas.

SEER Certificate Courses

The below list highlights courses offered in 2014-2015 that provided students with an educational framework for responsible leadership:

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

My Global Experience

"I had the most incredible experience studying abroad at Germany's top business school! I learned a lot about social entrepreneurship and gained an incredible international network with people from all over the world. Not only did I enjoy the academic learning, I also had a chance to explore Germany and Europe! I truly believe everyone must study abroad at some point in their life! I miss it dearly and can't wait to go back!"



Bernice Fernandes
Vice President of Net Impact
Full-Time GSBM, MBA

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.

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.

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

"At the core of socially, environmentally and ethically responsible (SEER) thinking is a conviction that values drive long-term value in business. Through their coursework and extracurricular activities students in the SEER program understand the interplay between macro values, Quality Product/Service, Social Responsibility, Environmental Stewardship and Financial Strength. They ultimately combine entrepreneurial innovation with their own values to devise game changing strategies needed to address 21st-century business challenges and opportunities.."

Robert Bikel, MBA Director of SEER Program and Professor of Strategy



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.

The Eden Project

The Center for Sustainability received the largest grant from the 2014 Waves of Innovation committee of \$150,000 to carry out The Eden Project, the implementation of a green dorm, which was completed in September of 2015. The Project, which was designed by a multidisciplinary stakeholder committee of faculty, staff, and student representatives, seeks to transition Sigma Hall into a sustainable or "green" residence hall with sustainable building retrofits and a comprehensive educational campaign wherein students learn by example and through peer-to-peer modeling. Students, in collaboration with faculty and staff, have ownership and accountability over their learning outcomes. The initiative was designed to educate students about sustainable living, reduce consumption, save money, test sustainable building solutions, and increase the internal and external visibility of the University's sustainability program. Ultimately, the Eden Project is a first step towards transitioning the role of sustainability at Pepperdine from merely



something that we do into a part of who we are as an institution. In 2015 Pepperdine installed the first on-campus photovoltaic solar array on the Eden Project rooftop.

Future Objectives:

Most of our objectives revolve around deepening the integration between our SEER course offerings and extending the availability of the SEER certificate to other student populations including our Masters of Global Business (MSGB) students and most notably our Fully Employed MBA (FEMBA) students, who as of now can only obtain the certificate through the Entrepreneurship Concentration.



Overview

The Graziadio School of Business and Management 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.

Published work

Harjoto, M. & Laksmana, I. (2015) Do firms with a stronger CSR performance provide positive indirect impact on firm value and reduce excessive risk taking and risk avoidance? *Academy of Management Annual Meeting Proceedings*

Milam, R. & Feyerherm, A. (2015) Multi-party collaborative change efforts and the role of manager's influence. *Organization Development Practitioner*

McPeak, C & Namvar N. (2015), A study to show the correlation between a company's initiatives to be more sustainable and their financial performance. *Journal of Finance and Accountancy*

Crooke, M., Csikszentmihalyi, M., & Bikel, R. (2015) Leadership In A Complex World: How to Mangle the 'Tragedy of Choice' *Organizational Dynamics*

Harjoto, M., Laksmana, I, & Lee, R. (2014) The effects of board diversity on corporate social responsibility performance. *Journal of Business Ethics*

Lacey, M. & Groves, K (2014) Talent management collides with corporate social responsibility: Creation of inadvertent hypocrisy *Journal of Management Development*

Everett, C. (2013) Measuring the Social Responsibility Discount for the Cost of Equity Capital: Evidence from Benefit Corporations *SSRN Electronic Journal*

Good, D. (2016) The Moral Metacognition Scale: Development and Validation *Ethics & Behavior*

Harjoto, M. & Jo, H. (2013) Legal vs. Normative CSR: Differential Impact on Analyst Dispersion, Stock Return Volatility, Cost of Capital, and Firm Value" *Journal of Business Ethics*



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

Reducing Healthcare Disparities Through Strategic Social Marketing by Andrea D. Scott, PhD, Phyllis Nsiah-Kumi, MD and Margaret E. Phillips, PhD, 2015 Volume 18 Issue 2

Six Characteristics of Virtuous Organizations, by Kent Rhodes, EdD, 2015 Volume 18 Issue 1

Sustaining an Organization in the Midst of Chaos, by Steven M. Walker, PhD and Matthew P. Earnhardt, PhD, 2015 Volume 18 Issue 1

Managing the Dark Side of Competitive Rivalry, By David R. King, PhD, 2014 Volume 17 Issue 2

Forging Ethics-Based Business Partners, by Cam Caldwell, PhD, 2014 Volume 17 Issue 1

A Generic Problem: Should FDA Approval of Drugs Stop Consumers' Suits for Injuries? by Larry Bumgardner, JD, 2013 Volume 16 Issue 3

LESSONS LEARNED: Creating Values That Work, by Marianne Tracy, MSOD, 2013 Volume 16 Issue 2

Leading from Character Strength, by Charles D. Kerns, PhD, MBA, 2013 Volume 16 Issue 1

Justice in Ethics Programs, by Jere E. Yates, PhD, 2013 Volume 16 Issue 1

Future Objectives

We will continue to promote scholarship in this area and plan a database of faculty work for use in the classroom and beyond.



Overview

The Graziadio School of Business and Management has a long history of fostering an applied learning environment. This enables students to make an immediate impact on organizations. The Graziadio School of Business and Management 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 5th SEER Symposium, cooperating with the Graziadio School of Business and Management in planning and executing the marketing of the symposium. In partnership with Dun & Bradstreet, all SEER Symposium attendees received the Small Business Starter™ Package valued at \$599. This starter package is the ideal resource for new businesses seeking to quickly establish their business credit and promote themselves online.



Beyond The Label - Sustainability in Fashion

In partnership with TedEx LA, Pepperdine brought together Andrew Morgan, a producer and social activist as well as the Chief of Sustainability of Reformation, and Eileen Fisher, CEO of Sustainable Fashion Los Angeles, to talk to students, industry designers and the community about issues regarding fast fashion and solutions for change. The event was featured in California Apparel News.

Electric Vehicle Charging Stations with EcoMedia and Chevrolet

In the Fall of 2014, three Electric Vehicle Charging Stations were installed on the Malibu campus. Two were installed in the Main Seaver Lot and one in Rho Lot. The Center for Sustainability worked with EcoMedia and the stations, along with charging for the next three



years, were funded by Chevrolet. These stations allow students, faculty, and staff to choose zero-emissions electric vehicles as a reliable source of transportation. The installation of electric vehicle stations reduces carbon dioxide (CO₂) emissions by approximately 16,500 kgs per year.

Education to Business

The Graziadio School of Business and Management's E2B classes consult with local businesses in order to solve problems and provide students with a lab in which they can practice and hone their recently acquired business skills. The E2B program was a natural fit because of the Graziadio School of Business and Management's focus on applied learning. While the projects range from accounting to marketing, social and environmental issues are continually addressed. Students are driven to make the right choices and made aware of how their decisions impact a company's social and environmental responsibilities.



Presidential and Key Executive Programs

The Graziadio School of Business and Management offers a program specifically for President and Key Executives. This program is structured around an intimate cohort to build

close relationships in order to provide a safe environment to discuss current issues that executives face in their organizations. The basis of the program is centered on values-centered leadership. "Pepperdine's theme of values-centered leadership definitely comes through in the faculty and advisors," said Randy Riggs, an Area Vice President at DePuy Spine/Johnson & Johnson. The Presidential and Key Executive program has a direct and immediate impact on how businesses are led.

Future Objectives:

The opportunities for partnership are expanding. We are already pursuing E2B relationship with major retailers seeking data analytics to assist energy efficiency objectives, which we hope may develop into a longer term relationship. Additionally we will explore more opportunities to work with local organizations such as the **Net Impact Professional Chapter, Sustainable Business Council of Los Angeles (SBC-LA)** and our local chapter of **Conscious Capitalism**.

Overview

The Graziadio School of Business and Management at Pepperdine University 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 critical issues relate to global social responsibility and sustainability.

Hult Prize @ Pepperdine

The Hult Prize Foundation is a start-up accelerator for budding young social entrepreneurs emerging from the world's universities. The Hult Prize has become the world's largest student competition to provide students the opportunity to create and launch the most compelling social business ideas—start-up enterprises that tackle grave issues faced by billions of people. In 2015, Pepperdine joined the world's largest movement for social impact by launching Hult Prize @ Pepperdine to compete for \$1 Million in seed capital, as well as mentorship and advice from the international business community. The 2015 topic was Crowded Urban Spaces: Can we build sustainable, scalable and fast-growing social enterprises that double the income of 10 million people residing in crowded urban spaces, by better connecting people, goods, services, and capital? The winners of the event had an outstanding out of the box idea and moved ahead to compete in the regionals Hult Prize competition.

Dean's Executive Leadership Series

The Dean's Executive Leadership Series is designed to bring high level executives to our community and provide a forum where they can share their views about current business issues. The series is hosted by the Graziadio School of Business & Management and supported by corporate sponsors. Both business leaders and students are invited to attend these monthly events held at various locations around the Los Angeles area to accommodate members of the business 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 companies like Xerox, Norton, Korn/Ferry International, Children's Hospital of Los Angeles, Paramount Pictures, and the San Francisco 49ers.

Recent speakers have included:

- Joey Wat - President of KFC China
- Luc Robitaille - President of Business Operations for the Los Angeles Kings
- Fran Rosch - Executive Vice President of Norton Business Unit
- Russell Goldsmith - Chairman and CEO of City National Bank and President and CEO of City National Corporation
- Richard Cordova - President and CEO of Children's Hospital Los Angeles
- Maria Poveromo - Senior Director of Social Media Analyst Relations and Public Relations at Adobe

- Liam McGee - Chairman, President and CEO of The Hartford Financial Services Group
- Rob Moore - Vice Chairman of Paramount Pictures
- Victor Kao - General Manager of ASUS Technology

featuring industry leaders and other executive level speakers.

Values-Centered Leadership Lab (VCLL) Case Competition

Graziadio's VCLL Case Competition requires competing teams of 3-5 students to think creatively, analytically, and ethically to solve a real world business problem. Co-sponsored by the School of Law's Geoffrey H. Palmer Center for Entrepreneurship and the Law, the Competition allotted teams of graduate students less than two hours to analyze their first round cases and prepare strategic solutions using no technology beyond overhead transparencies. In the final round, three teams presented to a live audience in the Drescher Auditorium on Pepperdine's graduate campus in Malibu. Students are asked

Net Impact

Net Impact is a global leadership organization committed to nurturing an extensive and influential network of current and future business visionaries who believe in making a profit while working toward a positive social and environmental change.

Pepperdine Net Impact Chapter aims to create an added competitive advantage for the students by providing practical tools and knowledge on how to maximize positive business impact. It is a platform for business innovation and unique networking opportunities. Pepperdine's Net Impact Chapter hosts renowned speakers, hands-on workshops, networking events, company tours and provides an opportunity to attend the annual National Net Impact Conference. Chapter members closely collaborate with Pepperdine's Certificate in Socially, Environmentally, and Ethically Responsible (SEER) Business Strategy, a nationally renowned program for its robust curriculum and the annual SEER Symposium



Rankings

2014:

- #14 Social Impact Program,
- #9 Environmental Sustainability Program
- #7 Social Entrepreneurship Program
- 40% of Students in Net Impact Chapter
- Gold Status Chapter

2013:

- #11 Sustainability Rating
- #7 Social Impact Rating
- 32% of students in Net Impact Chapter
- Gold Status Chapter

to detail a strategic recommendation and implementation plan. In 2013, a total of 15 teams participated in the contest, with 3 teams advancing to the final round. In both rounds, the teams were judged by business professionals from a wide variety of industries. Team "Zeno Consulting Group: Oliver Chacon, Yury Adamov, Sarah Iskammer, and Ravi Gupta" won first place.

Future Objectives:

We plan to reintroduce the VCLL Case competition (to be rebranded SEER Case Competition) and pursue new opportunities like the Hult Prize.



Overview

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.

Sky Glow Analysis

Much in the same way that Pepperdine University was one of the leaders in reclaimed water management when the campus was built in the 1970's, the University is now focusing efforts to enhance the dark sky on and around campus. In recognition of the understated environmental implications of sky glow and light pollution, Pepperdine has committed to replace all the existing exterior globe lights to full cutoff

LED fixtures, while also voluntarily reducing the overall number of lights. Additionally, highly efficient LED lighting will be installed in the athletic field areas as part of the previously approved Campus Life Project. These changes are the result of a collaborate effort by many members of our university community and in partnership with nationally renowned dark sky compliant lighting experts. The improved lighting technology will not only reduce energy usage, it will effectively reduce the amount of glare , sky glow and wasted light, while efficiently illuminating the appropriate area. Pepperdine's lighting conversion has already begun with the replacement of newly installed lights around the Firestone Fieldhouse and campus crosswalks. To remain consistent with the mindfulness of potential energy savings, the University is also taking on analysis of converting interior lighting to highly efficient LEDs. Looking beyond campus sustainability, Pepperdine University views this physical enhancement as a powerful learning opportunity for its students by preserving the unparalleled connection to the universe through admiration and study of the night sky.

Payson Library Remodel and Renovation

This project will update and replace aging infrastructure and modernize the physical spaces of the Payson Library, Pendleton Learning Center, and Huntsinger Academic Center. The interior remodel will transform the library into a more open and collaborative environment and reinvigorate the surrounding spaces for academic use.



Marie Canyon Debris Basin

This project is part of the Campus Life Project. At the back of the Malibu campus, Marie Canyon contains the University's largest debris basin (for flood control) and a student recreation field. During this project, we will relocate the debris basin within Marie Canyon. We will also move soil from the Drescher Balance Pad to prepare that site for a temporary construction staging lot. These changes also prepare the canyon area for an updated and improved student recreation field, to be built at a later date.

Outer Precinct Residence Hall

This project is part of the Campus Life Project. The New Residence Hall is an exciting new student residence hall that will be built on the current site of Upsilon parking lot and the two adjacent, existing 50-bed residence halls - we will demolish Dewey (Upsilon) House and Morgan (Tau) House. It will contain 458 beds in suite-style housing, resulting in a total of 358 net new student beds for the University. Responsive to student needs and preferences, the new residence hall is planned to include a community kitchen and lounge areas, a workout room, a centralized study room, and ample outdoor gathering spaces for large and intimate groups.

School of Law Auditorium and Atrium Remodel

The contemplated work will renovate the Caruso Auditorium, upgrading this area to a large, modernly appointed, divisible space. New movable partitions will be installed, and it will be complemented by state-of-the-art learning

technology and audio-visual equipment. Also included are new furniture and finishes, lighting and acoustical updates, ADA accessibility upgrades, and additional and expanded restroom facilities in close proximity to the auditorium. The project also refurbishes and modernizes the two-level Smith Atrium, beautifying the main entrance and central hall, improving connectivity between the two levels, and enhancing these areas as hubs for interaction, activity, and student use. Infrastructure upgrades are planned as well.

Future Objectives

In addition to more accurately establishing our energy and water footprints on a granular level through sub metering, the Center for Sustainability is considering:

- Additional water reducing measures
- Multi-stream recycling towards 90% diversion
- Expansion of the successful lower campus reusable *Green Box* foodservice initiative
- EV Recharging expansion
- Solar installation