



PEPPERDINE

GRAZIADIO

BUSINESS SCHOOL

PRIME

2018 SHARING INFORMATION ON
PROGRESS (SIP) REPORT ON THE
IMPLEMENTATION OF THE PRINCIPLES FOR
RESPONSIBLE MANAGEMENT EDUCATION

LETTER: DEAN DERYCK VAN RENSBURG

As the new Dean of the Graziadio School, It is my privilege to reaffirm our commitment to the Principles of Responsible Management Education.



As we look forward to celebrating our 50th year as a professional school born from strong Christian values, I recognize the deep alignment between the mission of PRME and the core of our school's mission: equipping our students to become Best for the World business leaders.

In a recent commentary for US News and World Report, I noted that as governments pull back from their regulatory roles, it is increasingly up to business to take charge

in promoting positive social and environmental change. This critical sentiment no longer belongs to the fervent fringe of commerce but is now being echoed from its very core, as evidenced by Blackrock's annual letter this year calling for business to contribute positively to society. It would seem that the values-based animus behind both PRME and Pepperdine has finally reached center stage.

But beyond instilling a more ethical, socially-conscious framework for leadership in the here and now, we as a school are looking to the future of responsible business. As we enter what's been called the Fourth Industrial Revolution, we face wholesale reimagining of our society and economic systems due to advances in robotics, artificial intelligence, automation, and the cyber physical, radically changing business and challenging the nature of what it means to be human.. In this environment, business leaders will require creativity, innovativeness and resilience in measures beyond any we have needed before. But more than this, we will need leaders who understand and can assert the sanctity of humanity with a drive to realize unseen opportunities for new good in the world.

This is the spirit in which we face tomorrow, proudly asserting the PRME principles as foundational to our task going forward of developing best for the world business leaders.

Sincerely,

Deryck Van Rensburg
Dean, Graziadio School of Business and Management

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PRINCIPLE 1 - PURPOSE:

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.

OVERVIEW

The Graziadio School of Business and Management is entering its 50th year 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. Unlike other schools which have creating sustainability and/or CSR programs in a response to the rising tide of interest in such programs, the Graziadio school has its roots in training leaders who exercise their values and seek to do well by doing good. 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 ACHIEVEMENTS

SEER PROGRAM

The Socially, Environmentally, and Ethically Responsible (SEER) Business Program is in its 8th year and going from strength to strength. 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 Gold 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, MBA Instructor of Strategy and Organizational Management.



The SEER Model - developed by Dr. Michael Crooke for his PhD dissertation and vetted at Patagonia, Inc. Using the model, Students understand the synergies and tensions in managing a pluralism of values with an organization and amongst its stakeholders.

As of end of Academic Year 2017 we had graduated over **162 SEER Certified MBAs** and we are on track to celebrate our **200th SEER Certificate recipient**. With the expansion of the program we expect those numbers to increase dramatically. Most important, we remain in close contact with our SEER graduates who have gone on to practice these skills in the real world environment.



SEER Students walk through Santa Monica with officials from the city's Office of Sustainability

EXTERNAL RECOGNITION AND RANKINGS

While our position in certain rankings have fluctuated in the past two years, we are honored to have received a variety of top recognitions for our attentiveness to the PRME principles including Net Impact's Guide to MBA Programs lists us as a Top 50 for both **Environmental Impact Programs** and **Social Impact Programs**.

SPOTLIGHT: PREPARING STUDENTS FOR CAREERS OF SERVICE AND PURPOSE



*For JK Cho (MBA '15), getting the SEER Certificate was just a prelude to a deeper exploration of finding purpose and creating impact. Eschewing traditional post graduate career options, JK chose to join **Coaches Across Continents**, the leading global process consultancy using sport to create positive social change. As a **Global Citizen** JK threw himself into impact work at the most immediate level with quantifiable results:*

“For 11 weeks, I was volunteering in rural villages and slum areas in Ghana, Malawi, and Kenya. My team was helping the local teachers so they could teach their children better in a certain way. We focused on developing children’s ability to solve their own social issues. We played games of sport that simulated the unique social situations to the communities. After playing each game, we discussed what was done and what could’ve been done during the play to get a better and harmonious result. I saw children having fun and learning how to address their own issues such as social inclusion, HIV/ AIDS prevention, gender equality, and others.

As a result, my team helped 226 local teachers responsible for educating 16,235 children. I believe these programs will spark a self-directed learning spirit in the children's the mind, and these children will lead the movement of positive social change in their 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. Following 2015's best presenter win for Graziadio, 4 students competed in the 10th annual competition in 2016.

LOOKING FORWARD:

PROGRAM EXPANSION

As mentioned above, the SEER program is moving beyond its roots in the full-time MBA program in Malibu. The certificate is now available to our large population of Fully-Employed MBAs, as well as our newly established Masters of HR (MSHR) program. Plans include bringing the Certificate to the Masters of Management and Leadership (MSML) and the Masters of Global Business (MSGB).

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.



PRINCIPLE 2 - VALUES

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

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. 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 Masters 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.

"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 of Strategy



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 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

The below list highlights courses offered in recent years 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 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.

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.

MASTERS OF SCIENCE GLOBAL BUSINESS

Our highly ranked Masters of Science in Global Business 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.

In the 2017-18 academic year we began the process of integrating the **Global Mindset Inventory** into the MSGB program. The GMI assesses global thinking and cross cultural communication, as well as provides tools for individual improvement on the multiple dimensions.

GLOBAL PROGRAMS



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 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



"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

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.

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

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.

Destinations and themes have included the following:

- Dublin, Ireland | Digital Space + Ethical Practices
- Paris, France | Luxury Brand Management
- Japan & South Korea | Business Entertainment
- Portugal & Spain | General Business
- Santiago, Chile | Business Innovation
- Vietnam & Thailand | Business in the Growing Southeast Sector
- Hong Kong, Shenzhen, Macao | Finances and Digital Innovation in Asia
- Shanghai, China | Global Enterprise Management
- Oxford, England | Organizations, Environments, and Political Economy
- Buenos Aires, Argentina | Emerging Markets and Sustainable Development



Students help a foundation improving the lives of women and girls in Buenos Aires, Argentina

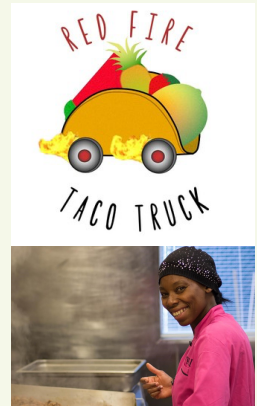
ENTREPRENEURSHIP CONCENTRATION

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

PEPPERDINE |
Microenterprise Program
in partnership with  BANC OF CALIFORNIA

Spotlight: Crystal Drayton: Red Fire Tacos

Crystal is a mother of four kids She grew up in a home with an abusive father, thinking her mom was very weak. She always prayed that her mom would leave one day, and it came finally when Crystal was 16 years old. Now that she is older, she can appreciate her labor; she was very strong to endure all that for her family to not be broken up. Crystal was always determined to do something great with her life, but her father always shut down her dreams. One passion she always had was cooking. She loved making people happy through food. Her mother was her main encourager, telling her she would own her own food business one day. Crystal had a hard time believing her mom, while feeling stuck in various jobs. After her mom died, she became committed and joined college courses for Restaurant Management class. She completed the program and received her certificate. Unfortunately, Crystal found herself in an unsafe situation while she was living with her four children in Victorville. She fled to the San Fernando Valley and found shelter at the San Fernando Valley Rescue Mission.



Crystal graduated the Pepperdine Microenterprise Program in the Fall of 2016 and has been very success with her business, Red Fire Tacos. She catered weddings, business luncheons, Pepperdine events, and multiple Pepperdine Microenterprise Program graduations with her delicious tacos and fruit salsas . When she is not making tacos, Crystal has a full-time job with Ralphs as an Assistant Manager. In February of 2018, Crystal's business had earned her enough income to purchase her first home in Palmdale, CA.

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 15 week curriculum focuses on financial management, business planning, and accountability. Graduate students work as champions in teams of 2-3, 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 2013, we have accepted 140 participants into our program.

81% of participants completed the program from start to finish.

23% of these participants are veterans

68% of participants moved out of their shelter within 6 months of program completion

61% of participants secured a job within 6 months of program completion

12% of participants returned to school within 6 months of program completion

35% have generated revenue from their business within 6 months of program completion

Since inception in 2010, the Microenterprise Program has guided over 100 people to successfully improving 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 graduate 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.

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 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. 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 Founder and Director, Dr. Bernice Ledbetter.



"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



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

LOS ANGELES BUSINESS JOURNAL

WOMEN'S SUMMIT

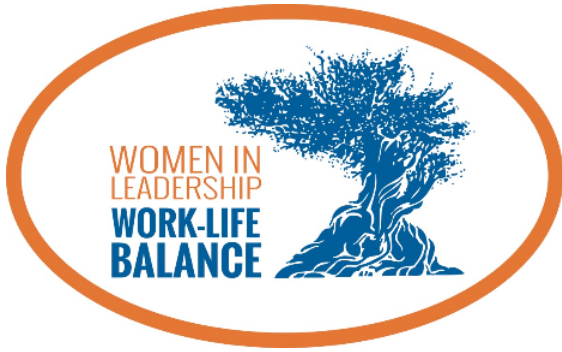
The center has a one-on-one leadership fellows program, gives access to industry leaders and serves as a network hub. In the past two years the CWL has initiated or partnered with various organizations to host events focusing on the opportunities and challenges facing women in leadership positions throughout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

SYMPOSIUM FOR WOMEN IN POLICY & POLITICS

Symposium for Women in Policy and Politics
October 23, 2017



California Women's Conference
May 10-11, 2017



*Women in Leadership:
Work-Life Balance
March 17-18, 2016*

GLOBAL BUSINESS INTENSIVE COURSE: BUENOS AIRES

We are in the process of certifying our hallmark weeklong Global Intensive courses for SEER, starting in Spring 2018, when a globally diverse cohort of 70+ Masters of Science in Global Business (MSGB) students traveled to Buenos Aires, Argentina to incorporate sustainability and

corporate responsibility as well as the Global Mindset Inventory into their exploration of local business and economic conditions and opportunities. Learning included presentations from **Social Enterprises** and a day-long **Service Project** providing much needed assistance to communities in need.

This course provides a template for further planned expansions of SEER into **all** Global Intensive courses.

LOOKING FORWARD:

We are planning an Executive Education offering around Sustainability and Social Responsibility for summer 2018, and, more broadly, efforts continue to expand the SEER certification to more degree programs offered throughout the school.



PRINCIPLE 3 - METHOD

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

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.

OUR ACHIEVEMENTS

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



Students work with E2B client
Radical Cooks

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.

Of course the school also leverages this program to engage students in projects that incorporate sustainability/social responsibility and work with social enterprises. In summer of 2016 two sections of students taking “Making Decisions with Multiple Attributes” (a SEER course) worked with **Whole Foods** to develop a multiple attribute goal criteria matrix for evaluating the impacts of refrigeration efficiency projects in stores.

Other E2B projects have included work with local and national **social enterprises**, including work with one NY-based fashion company, **Groupe NYC**, going through the Impact Assessment process towards becoming a B-Corp, and a local volunteering intermediary service, **The Do-Good Bus**, exploring expansion opportunities.

Currently, students are working on strategic plans with the local **B-Local** chapter as they seek to expand their reach and recruit new members.

EDUCATION TO COMMUNITY (E2C)

The Education to Community Capstone Project in the MSML (Masters of Management and Leadership) gives Graziadio School students a unique learning experience to share the knowledge and skills they've developed in the 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

SIMULATIONS

While nothing can truly take the place of real-world experience, in class and asynchronous

simulations offer increasingly robust experiences to students to operationalize their learning in an environment that invites trial and experimentation.

Our Fully Employed Students experience mandatory **Integration Business Simulations** (670c and 670x) as part of their Strategy courses. These weekend long simulations run student teams in competition with one another through a multi-year global strategy challenge, facing scrutiny from multi-disciplinary faculty "boards."

Additionally, we embed simulations into several courses that promote and challenge ethical and values-oriented decision making.

Fishbanks Simulation

As part of the *Role of Business in Society* course, students use the MIT Fishbanks Simulation to understand the challenges of managing a shared unowned resource and the dimensions of the "Tragedy of the Commons"

FLIGBY (Flow is Good Business)



Deeply rooted in the positive psychology concept of “flow” promulgated by Dr. Mihaly Csikszantmihalyi, and developed with input from Csikszentmihalyi himself, FLIBY is a role playing simulation that challenges students to create optimal work engagement in a fictitious California winery while also balancing profit potential, product quality and sustainability concerns. The balanced scorecard is based on Dr. Michael Crooke’s Mandala model which serves as the basis for the SEER model. FLIBY is the simulation in the Responsible Business Capstone required of all MBA students receiving the SEER Certificate

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.

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.

PRINCIPLE 4 - RESEARCH

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.

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.

OUR ACHIEVEMENTS

PUBLISHED WORK

The Faculty at Pepperdine Graziadio has a long tradition of publishing works concerning ethics, social responsibility and environmental sustainability across all disciplines. The following list is a sampling of published works from the past period. (Pepperdine Faculty in **bold**):

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

Lyddy, C., **Good, D. J.** (in press). Being while doing: An inductive model of mindfulness at work. *Frontiers in Psychology*, 7(2060).

Journal Article, *Academic Journal* (Accepted)
Yeganeh, B., **Good, D. J.** (2016). Mindfulness as a disruptive approach to leader development. *Organization Development Practitioner*, 48(1), 26-31.



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

Spiritual Leadership: Embedding Sustainability in the Triple Bottom Line by Louis W. (Jody) Fry, PhD and Eleftheria Egel, PhD, 2017 Volume 20 Issue 3



Ecologically Conscious Leadership: Spiritual Convictions that Achieve Sustainability by Laszlo Zsolnai, Professor and Director, Corinness University of Budapest, 2017 Volume 20 Issue 3

Developing Entrepreneurial Behavior In Established Firms: Applying the Principles of Entrepreneurship, by Mark Tribbitt, PhD, 2017 Volume 20 Issue 2

The Covenantal Leader: Honoring the Implicit Relationship with Employees, by Cam Caldwell, PhD and Zuhair Hasan, 2016 Volume 19 Issue 2

Kerns, C. D. (in press). Managing leader core values: A practice-oriented approach. *Journal of leadership, accountability and ethics*, 14(1).

Rhodes, K. B., Mallette, L. A., Evans, L. A. (in press). *Review and Ethics of Website and E-mail Monitoring by Employers*. London: i-Society.

Harjoto, M. A., Salas, J. (2017). Strategic and institutional sustainability: corporate social responsibility, brand value, and Interbrand listing. *Journal of Product & Brand Management / Emerald Insight / Emerald*, 26(6), 545-558

Harjoto, M. A. (2016). Corporate social responsibility and degrees of operating and financial leverage. *Review of Quantitative Finance & Accounting / Springer*, Forthcoming(Forthcoming),

Harjoto, M. A. (2016). The Impact of Corporate Social Responsibility on Risk Taking and Firm Value. *Journal of Business Ethics /Springer*, Forthcoming(Forthcoming),

Paglia, J. K. (2016). *Measuring the Representation of Women and Minorities in the SBIC Program*. Federal Research Division, Library of Congress.

Shanahan, D. E., Phillips, M. E., Rossy, G. L., Dodd, N. E., Scott, A. D. (2017). *Skateistan - Harvard Business Review Case Study (Reprint)* (pp. 20). Cambridge, Massachusetts: Harvard Business Review.

Chesley, J. A., Wylson, A. (in press). *Managing Ambiguity: The Emerging Impact of Mindfulness*

for Change Leaders. *Journal of Change Management*.

Groves, K. S. (in press). Comparing thinking style and ethical decision-making between Chinese and U.S. students: Potential for future clash? *Journal of Business Ethics Education*, 13.

Ledbetter, B. L. (2016). *Business Leadership for Peace*. *International Journal of Public Leadership Emerald*, 12(3), 239-251.

Crooke, M., Csikszentmihalyi, M., & **Bikel, R.** (April 01, 2015). *Leadership in a Complex World: How to Manage "The Tragedy of Choice"*. *Organizational Dynamics*, 44, 2, 146-155.

LOOKING FORWARD

We will continue to promote scholarship in this area and plan a database of faculty work for use in the classroom and beyond. Our Center for Applied Research (CAR), headed by Dr. Nelson Granados, provides resources and guidance to faculty in their various research projects.

Furthermore, our newly instituted **Doctor of Business Administration (DBA)** executive degree, will foster and promote research into values-based approaches to business challenges facing executives today.

PRINCIPLE 5 - PARTNERSHIP

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

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.

SEER SYMPOSIUM CONNECTIONS

In addition to providing a vibrant and engaging forum for leaders in sustainable enterprise, the SEER Symposium has actually created connections creating real world dividends, including a collaboration between Coaches Across Continents and a locally (LA) based women's empowerment NGO and a deal struck between **Envision Solar** and the **City of Santa Monica** to purchase the former's proprietary EV Arc integrated solar charging stations.

AEG PARTNERSHIP

Citing shared "collaborative values and community-focused vision" AEG in 2017 entered into a groundbreaking agreement with Pepperdine University as the exclusive education partner of STAPLES Center, L.A. LIVE, and the LA Kings, giving students unprecedented access to the business acumen behind the world's leading sports and entertainment company.

The partnership will provide Pepperdine University the opportunity to build out a branded classroom within the iconic STAPLES Center, home to four professional sports franchises and numerous concerts and special events, providing the top-ranked college a strategic educational hub in downtown Los Angeles and cementing the school's place within Los Angeles' vibrant business community.



Students enrolled in the sports and entertainment-focused program will be able to gain hands-on experience through an AEG "best-in-class" speaker series as well as first-person experiences in one of the world's most successful arenas. The agreement also facilitates AEG providing speakers from across its world-class divisions, such as AEG Global Partnerships, AEG Live, AEG Sports, AEG Facilities, and more—further distinguishing the program by offering guidance from some of the top executives in the industry today.

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.

LA KRETZ ANNUAL PUBLIC LECTURE SERIES

In partnership with the UCLA/La Kretz Center for California Conservation Science, Pepperdine hosts the La Kretz Annual Public Lecture Series highlighting environmental challenges facing the region and the planet.

[More]

SPONSORSHIPS

The School frequently sponsors directly or through its many programs and institutes external conferences and events that promote sustainability and/or CSR issues. Some examples include

- Women In Green Forum
- Sustainable Business Council of Los Angeles
- Conscious Capitalism Los Angeles PurposeXProfit

LOOKING FORWARD:

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**.

PRINCIPLE 6 - DIALOGUE:

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

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.

OUR ACHIEVEMENTS

SEER SYMPOSIUM

Our 6th Annual SEER Symposium took place on February 3, 2017 at the Marina del Rey Marriott hotel.

Our keynote Speaker, Seth Goldman, founder of Honest Tea, kicked off the 2017 theme, "The Recipe for Innovation," providing a forum for examining all facets of business, and challenging conventions to change the way we think about food, energy, fashion, economic opportunity, and sustainability.

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 will

challenge and inspire those in attendance.

This year's roster of industry leaders also included Harrison Clay, president of Clean Energy Renewable Fuels; Catherine Hoke, founder and CEO of Defy Ventures, Inc.; Kathleen Talbot of Reformation; and Evan van Hook, corporate vice president of Honeywell International, Inc.

The day also showcased the annual student/alumni entrepreneurial "Fast Pitch" competition, and allow attendees ample time to network and

interact with one another.



Harrison Clay
Clean Energy
Renewable Fuels



Seth Goldman
Honest
Tea



Catherine Hoke
DEFY



Kathleen Talbot
REFORMATION



Walter Robb
Whole Foods



Evan van Hook
Honeywell

The prior year's 5th annual SEER (Socially, Environmentally, and Ethically Responsible) Symposium "Beyond the Horizon" 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 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

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 Symposium has showcased the inspiring stories of such leaders as:

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

WOMEN IN LEADERSHIP REACHOUT CONFERENCE

The Graziadio School of Business partnered with the Pepperdine Center for Women in Leadership




and the highly acclaimed C200 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 Women in Leadership Reachout Conference facilitates our shared goal to support future generations of women business leaders. C200 Scholar Awards to outstanding women MBA students at Pepperdine will be announced. Speakers included:

- Chelsey Grayson, former CEO American Apparel
- Bridget Baker, Baker Media

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.

NET IMPACT 

GUIDE TO BUSINESS SCHOOLS

Rankings

2017:	2016:
• TOP 50	• TOP 50
• Gold Status Chapter	• Gold Status Chapter

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 featuring industry leaders and other executive level speakers.

SEMINAR: THE BUSINESS OF SUSTAINABILITY WITH HCUBE HOMES CO-FOUNDER & ALUM KRISTINA JONES

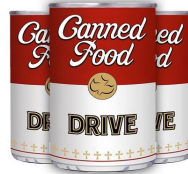
The business school hosted this event at Westlake Village Graduate Campus on Saturday, July 22, 2017, showcasing Kristina Jones, a Pepperdine MBA Alumna, Entrepreneur, Design Consultant, and Co-Founder of HCube Homes. She started the company in 2012 with a vision to provide environmentally conscious choices for

home designs generated from materials selected from sustainable, affordable sources.

HCube Homes uses cutting-edge building technology to architecturally design personalized, quality homes for the cost of a new luxury car and employs a unique methodology to manufacture sustainable, eco-friendly homes for individual or commercial developments.

Please join NET IMPACT in giving back and helping the homeless

NOV. 16-21



Net Impact will be having a food and winter clothing drive from November 16-21, 2017. The items we are looking to collect are:

CLOTHING Coats/Jackets Sweaters Blankets Socks	FOOD Canned Foods Baked Goods Packaged Snacks	DROP OFF Business lounge Dresser/Computer lab Library Plaza level lobby
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To culminate our drive, we will have a sorting event to sort and organize all items on Tuesday November 21 at 5:15 in the Business lounge. Refreshments will be provided and this is an opportunity to get SEER hours (if applicable).
*Items will be donated to the Westside Food Bank, LA Mission, and Union Rescue Mission



Our Net Impact Chapter hosts many social awareness events throughout the year

DIVERSITY WEEK

An entirely student created and led initiative, the Net Impact chapter of PGBS ran its first diversity week in Spring 2017, hosting workshops and speakers

challenging students and the Graziadio community to reexamine the presence of bias in our midst.

GLOBAL VILLAGE

An event in conjunction with a talent show where students can share experiences from their home countries. The goal is to educate students, faculty, and staff about international cultures.

Other cultural awareness events include the **Chinese New Year Celebration** and **Diwali**, the Indian celebration of lights. These events showcase art, music, educational displays, and provide a chance to sample various cuisines.

CLIMATE CALLING 2018 - STUDENT AND COMMUNITY RESPONSES TO CLIMATE CHANGE

Climate Calling is a three-day conference dedicated to exploring climate change, its consequences, and our moral calling to respond to growing concerns about the future of our planet. In partnership with student representatives, the conference is led by a group of Pepperdine faculty members from diverse disciplines.

The gathering draws students, faculty, and community members together in a mutual effort to address the subject of climate change and to foster a more sustainable future. Over the course of three days, attendees learn about topics such as species extinction, drought, flooding, marine impacts, sustainable food practices, and environmental justice and

activism through lectures, documentaries, and student presentations.



In collaboration with the Malibu Public Library Speaker Series, Climate Calling: Student and Community Responses to Climate Change is sponsored by Pepperdine University and the Malibu Public Library Speaker Series and is presented with Pepperdine University's Center for Sustainability and the Institute for Entertainment, Media, and Culture.

LOOKING FORWARD:

Taking our school's 50th Anniversary (April 2019) as a launching pad, we are planning a series of events including a major media event in the spring of 2019 highlighting our renewed focus on creating Best for the World Leaders.

PRINCIPLE 7 - ORGANIZATIONAL PRACTICES

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

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.



OUR ACHIEVEMENTS: ENVIRONMENTAL

RENOVATION OF BUSINESS SCHOOL FACILITIES

The facilities for our full-time MBA students in Malibu were refreshed over the summer break in 2017 providing a much needed technology update and a replacement of aging furniture and fixtures with newer, more ergonomically optimal models and layouts. This is part of a longer term goal of creating a physical space that is conducive to learning and collaboration.

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.

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.

The Waves of Service Awards are given annually to Waves of Service leaders for outstanding acts of sacrificial giving. Past recipients include "Coach" Mara Leigh Taylor, founder of Going Out by Getting In, and Molly Moen, Chief Operating Officer of the Downtown Women's Center, among many others.

Additionally each year select students from across all graduate programs receive a **Waves of Service Scholarship** recognizing contribution to the community, society at large and/or environmental stewardship.

THE GEORGE AWARDS

The George Awards—named after the Graziadio Business School benefactor and Imperial Bancorp founder George L. Graziadio Jr.—recognizes students, alumni and faculty who exemplify integrity, stewardship, courage and

compassion while enriching the business world through their superior skills and entrepreneurial spirit.

LOOKING FORWARD

In 2018 Pepperdine University will go smoke-free campus wide.

Per Lauren Cosentino, Chief Human Resources Officer, "This change in practice is a reflection of the care and concern many in our University have brought forward regarding the health of our community members as well as stewardship of our environment. I'm especially appreciative of the way in which Pepperdine has approached this change with sensitivity to those who will be personally impacted. Becoming smoke free is another example of Pepperdine thoughtfully considering the well-being of our community

while also providing care and support to each individual."

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





PEPPERDINE

GRAZIADIO

BUSINESS SCHOOL