



PEPPERDINE UNIVERSITY

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 Livingstone)

It is a privilege to be a part of the PRME network. Given that our mission in the Graziadio School is 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 efforts are in direct alignment with the PRME principles. As a professional school growing out of the tradition of a Christian University, we seek to impact positively both society at large, and the organizations and communities in which our students and graduates are members. Therefore, we affirm a higher purpose for business practice than the exclusive pursuit of shareholder wealth. We believe that successful management seeks collective good along with individual profit and is anchored in core values such as integrity, stewardship, courage, and compassion.

Given this, we put considerable effort into ensuring that we are engaged in continuous improvement efforts in support of our learning experiences, research, and connections to the business community that lead to the development of sustainable social, environmental, and economic value.

Our annual PRME report will illustrate the many ways in which we are accomplishing this across our faculty, in our various programs, in collaboration with our business, educational, and non-profit partners, and in our scholarly activity.

We look forward to the significant progress we will continue to make in the years ahead in support of our school's mission and the PRME principles. We are deeply committed to being a part of developing a new generation of business leaders capable of managing the complex challenges faced by business and society, and we look forward to working with others in the worthy endeavor.

Linda Livingstone, Ph. D
Dean and Professor of Management
Graziadio School of Business and Management
Pepperdine University



Principle 1 - Method

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.

Our Achievements

The Social, Environmental, and Ethical Responsibility (SEER) Certificate was launched in the fall of 2010. The objective of the SEER certificate is to allow interested students to enhance their graduate business school experience and provide an opportunity to earn a certificate that would strengthen understanding of strategic issues in business and provide added credential for career development. In addition to completing the required coursework, students are required to participate in a SEER Service Activity that involves membership in Net Impact and out-of-class service ranging from volunteering with a SEER approved non-profit, participating in the Palmer Center MicroEnterprise Program, blogging about their SEER experiences, and a host of other options that provide students with an opportunity to apply their coursework in a real-world environment. Our SEER curriculum is presided over by a committee of teachers and selected students, lead by former Patagonia CEO, Michael Crooke, Ph.D. The committee is responsible for evolving the curriculum and has been integral to raising student awareness on campus. In the fall of 2012, the second graduating class for the SEER certificate has 34 students.

Beyond Grey Pinstripes Ranking #85

The Graziadio School of Business and Management is ranked number 85 on Aspen Institute's world-wide ranking. This biennial ranking of business schools spotlights innovative full-time MBA programs that are integrating issues of social and environmental stewardship into curricula and research. The Graziadio School of Business & Management offers 31 qualifying courses ranging from Managing in the Legal, Ethical and Government, to Corporate Responsibility and Business Ethics. Graziadio focuses on developing valued-centered leaders through most of its courses and is continuing to embed social, environmental, ethical responsibility throughout all of its core classes. The SEER Certificate program remains an option to students who wish to compliment their coursework with an emphasis on sustainable business.



Explanation of Ranking

Although proud of making the list, The Graziadio School of Business & Management slid in ranking from 61 to 85 in 2011. We attribute this drop to two factors: 1) Less faculty research than the previous years 2) Walking the talk or reporting on the campus' sustainability efforts.

The Graziadio School of Business & Management does not require faculty to engage in research efforts. Most of the teaching staff is employed outside the university, sometimes year-around, which leaves little time for research projects, but brings valuable experiences to Graziadio students. Pepperdine's Center for Sustainability has increased its sustainability efforts in the last year. Initiatives that support renewable energy usage, air quality, native vegetation preservation, and organic farming in the Malibu community were not reported to the Aspen Institute. Additionally, the Center for Sustainability hosts a series of courses open to students and the community on environmental responsibility, sustainable design, and the new green economy.

Baylor Case Competition

The Graziadio Business Case Competition team won 3rd place at the 2010 MBA Case Competition held at Baylor University.

Social Enterprise Week

Social Enterprise Week is an annual event where student clubs at The Graziadio School of Business & Management host a week of events to communicate the value of social and environmental responsibility, as well as sound ethical business practices. In 2012, Graziadio's Emerging Leaders mentorship club brought in an executive coach, conducting a workshop to help students learn how to live their values, both personally and professionally. The Consulting Collective and Finance Club hosted a real estate finance and green valuation speaker panel. Pepperdine's Net Impact chapter brought LivingHomes founder and CEO, Steve Glenn to campus for a speaker event on green building. The Marketing Society hosted an event to raise awareness for cause marketing and its relationship to social media. The school's Challenge for Charity club organized a charity 5K/10K race that raised thousands of dollars and brought the community together to support children with special needs.

SEER Symposium – Funded with generous support from the Magill Family

Every November, as part of its Social Ethical and Environmental Responsibility (SEER) initiative, the Graziadio School of Business and Management hosts the SEER Symposium. We invite leading CEOs, Executive Directors, and entrepreneurs whose firms engage in leveraging a set of shared values to create a strategy that differentiates them and allows them to outperform their competitors on the financial bottom line. The symposium addresses every aspect of business in the real world, from Finance/Accounting, Marketing, HR, International Business, to overall Strategy, all within the framework of "live case studies." The goal of the symposium is to provide a venue that allows discourse on the leadership role that ethical organizations are taking in society today and beyond.

In 2012, The Graziadio School of Business & Management rebranded its annual Magill Symposium, which focused on values centered leadership and ethical business standards, to include all elements of the SEER principles (Social Ethical Environmental Responsibility). This fall's SEER Symposium, entitled "The Entrepreneur's Tragedy of Choice", brought four CEOs to Graziadio's campus to discuss the trade-offs that leader's face as an organization grows and inherits complex issues. The 'tragedy of choice' (Isaiah Berlin) is an intriguing dilemma experienced by all leaders in existing organizations as well as entrepreneurs who seek to embed the SEER framework into their business model. Kathleen Rogers, President of Earthday Network (operating in 192 countries), Scott Kerslake, CEO of prAna (founder Athleta), Nate Smith, CEO of iPath, and Casey Sheahan, CEO of Patagonia explored the decision making process and strategy formulation that Graziadio aims to highlight in its SEER certificate courses.

The poster for the SEER Symposium 2011, titled "The Entrepreneur's Tragedy of Choice," is set against a green background. At the top left is the SEER logo (Social, Ethical, Environmental, & Responsibility) and the title. Below the title, it states "FUNDED BY THE GENEROUS SUPPORT OF THE MAGILL FAMILY". The central part of the poster features four headshots of speakers: Nate Smith (iPath), Scott Kerslake (prAna), Kathleen Rogers (Earthday Network), and Casey Sheahan (Patagonia). Below these is a photo of Michael W. Crooke, Ph.D., with his title: "DIRECTOR OF ENTREPRENEURSHIP & INNOVATION, PEPPERDINE UNIVERSITY". To the right of the speakers is the SEER logo with a star and the text "Entrepreneurs making strategic decisions with conflicting values embedded in their company's culture... the Tragedy of Choice." At the bottom right, the event details are listed: "November 4, 2011 8:30am - 2pm", "Pepperdine University", "DRESCHER GRADUATE CAMPUS, MALIBU, CA", "DRESCHER LARGE AUDITORIUM", "www.MAGILLSYMPOSIUM2011.EVENTBRITE.COM", and "PEPPERDINE UNIVERSITY Graziadio School of Business and Management".

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 in its course offerings and in a variety of one-week abroad programs. Additionally, several academic activities provide students with opportunities to enhance their understanding of and participation in global social responsibility.

Our Achievements

Global Business Intensive Course: Environmental Entrepreneurship in Patagonia, Chile

This course is a unique opportunity to learn about sustainable, environmentally conscious business practices. It shows students how business models that embrace such globally responsible business practices can lead to long-term profitability and success. Students learn the underlying principles and dynamics of environmentally sustainable business practices by identifying opportunities, developing new ideas, designing a holistic solution, and developing plans for economically viable, environmentally sustainable businesses. This innovative course will be offered in collaboration with Conservacion Patagonica, a non-profit charity protecting roughly 450,000 acres of wild land in Patagonia, who apply an entrepreneurial spirit toward environmental stewardship through land conservation and the restoration of wild land ecosystems and biodiversity.



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.

Graziadio Without Borders

Graziadio Without Borders is a student-driven initiative that seeks to cultivate a sustainable initiative devoted to international economic development within a socially responsible framework. Through collaborative relationships, MBAs provide consultation services to small businesses and social entrepreneurs in developing countries. With hands-on, real-world application of business skills learned in the classroom, Graziadio Without Borders aims to help fight poverty and support sustainable growth in developing countries.

Micro-enterprise Program at Geoffrey H. Palmer Center for Entrepreneurship and the Law

In order to receive a certificate in Social, Environmental, and Ethical Responsibility (SEER), a student must complete a service activity that applies the values taught in the SEER classes. The micro-enterprise program was established to provide micro-enterprise training to low-income individuals in downtown Los Angeles. Residents of the Los Angeles Union Rescue mission learn the basic principles of financial management, business planning, and accountability from faculty and Pepperdine Alumni. Students work as champions, coaching a specific partner through the development of a business idea.

MSOD Nu Prime Cohort

Pepperdine University's Master of Science in Organization Development (MSOD) programs' Nu Prime cohort (class starting in the fall 2010) is comprised of 30 students from throughout the U.S. and across the world, reaching Guatemala, Indonesia, Australia and Mexico. Students meet face-to-face a few times a year in intensive, action learning sessions. In between sessions, students are required to manage a high level of independent and small group assignments. A few of the face-to-face sessions are held in international locations in alliance with local organizations. The 2011 spring session, held in Costa Rica, focused on organizational culture and appreciative inquiry. It was led by program director Terri Egan and assisted by MSOD alumni Christine Little. One component of this session was an appreciative inquiry (AI) workshop conducted by world-recognized AI thought leaders, Jane Watkins and Ralph Kelly.

My Global Experience
(Interview IMBA student that had SEER-related study abroad trip)

"My recommendation is to do it! Nothing can prepare you more for becoming a leader than to leave the comforts of your own country and embrace new ways of viewing the world, yourself and business."

Jessica Trinca,
Fully-Employed
MBA Patagonia,
Chile - 2011



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 symposiums to case studies. 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 into real-time MBA class case projects. Since its inception in 2003, the E2B program has partnered with a broad mix of small, mid-sized 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, change management and organizational effectiveness. One such class is the E2B Course titled "Creation of a Sustainability Audit." This course is part of the Social, Environmental, and Ethical Responsibility (SEER) Certificate courses, 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.

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 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 the Spring of 2012 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.

Project Management

This course provides an introduction to, and overview of, the variety of topics and diverse functions of project management. During the course, the fundamentals and theory of each function is explored and essential project management skills, practices and tools are identified. The focus of the course involves a real-time social project that requires students to use skills learned to coordinate and implement an action plan that leads to a deliverable to the client.



Designing and Managing 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-grounded 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 aims to help students acquire and maintain real financial wealth, power and success in his or her life through the examination of proven methodologies and core philosophies. It will help the student find contentment, joy and fulfillment in his or her life through the study of moral and ethical practices that lead to that end result. It will also explore the classic and cardinal virtues in the context of pragmatic daily living and business practices: Wisdom, Courage, Prudence, Justice, Purity, Generosity, Moderation, Humility, Contentment, Diligence, Gentleness, Kindness, and Compassion. Students will challenge themselves, their beliefs, opinions, character and experiences in a positive journey to discover what makes someone wealthy,

SEER Metrics

This course provides an overview of the challenges of formally institutionalizing sustainability as a core business precept. The very meaning of sustainability seems to evolve on a daily basis making successful navigation towards achievement difficult even for companies with a strong foundation of sustainable practice. Pepperdine University's Center for Sustainability (i.e., Center), in its infancy, with inception in 2008, will function as the model for identifying these challenges. Ultimately, students will utilize the Center for Sustainability as a case study for institutionalizing sustainability. The course will provide an opportunity to grapple with the challenges of defining sustainability and the inherent difficulty of accurately yet equitably assessing progress utilizing a one-size fits all approach. We will analyze the concept of the triple bottom line with a specific emphasis on social equity and the consequent limitations of the "going green" trend. Institution-specific parameters and appropriate metrics will result in prioritization and recommendation of future sustainability initiatives. Transparent and accountable messaging will provide the framework for a comprehensive stakeholder communication plan. The paramount issues requiring resolution are (1) how to define sustainability; (2) how to accurately assess sustainability; (3) how to incite progress; and (4) how to communicate successes without "green-washing."



Social Entrepreneurship

Social Entrepreneurship utilizes a unique format that goes beyond traditional class structure to combine regular class sessions with client and team interactions on a major project - assisting real social enterprise clients with challenging business problems.

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. This course examines multidisciplinary values such as environmental stewardship, corporate citizenship, product/service excellence, and financial strength. Students are required to integrate these 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.



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.

Awards in Research:

Ascendant Scholar and Graziadio Professor, Kevin Groves, won two top paper honors in 2011 for his research on International Management and Transformational Leadership. Linear/nonlinear thinking Style and ethical decision making: US versus Chinese Managers was included in the Best Paper Proceedings of the International Management Division at the Academy of Management Conference in San Antonio, Texas. Groves also earned the Top Paper Award at the Society of Industrial/Organizational Psychology Conference in Chicago for Leader personal values, transformational leadership and follower outcomes. Groves's work on leader personal values highlights the criticality of understanding the role of personal values in leadership. A leader's personal values do not only affect leadership style.

They also influence how their followers perceive the importance of socially responsible business practices. Unless leaders hold personal values that align with organizational vision, they cannot inspire exceptional effort from their followers.

Additionally, Graziadio Assistant Professor of Finance, Craig Everett, recently authored an article, accepted for the Academy of Behavioral Finance conference in New York City in September 2012, entitled "Measuring the Cost of Equity Capital for Benefit Corporations." The article presents primary empirical research on the "social responsibility discount," or in other words, the degree to which investors in benefit corporations have a lower required equity return than they would have for investment in similar traditional firms without a social purpose. The paper finds that the social responsibility discount is approximately four hundred (400) basis points, and presents descriptive statistics about benefit corporations and their founders.



Graziadio Business Review

A Peer-Reviewed Journal of Relevant Information and Analysis

Select publications of Graziadio's faculty research in social, environmental, and ethical matters:

Groves, K. Does transformational leadership facilitate follower beliefs in corporate social responsibility? A field study of leader personal values and follower outcomes. *Journal of Leadership and Organizational Studies* (forthcoming).

Groves, K., & LaRocca, M. (2011). Responsible leadership outcomes via stakeholder CSR values: Testing a values-centered model of transformational leadership. *Journal of Business Ethics*, 98 (1): 37-55.

Groves, K., & LaRocca, M. (2011). An empirical study of leader ethical values, transformational and transactional leadership, and follower attitudes toward corporate social responsibility. *Journal of Business Ethics*, 103 (4): 511-528.

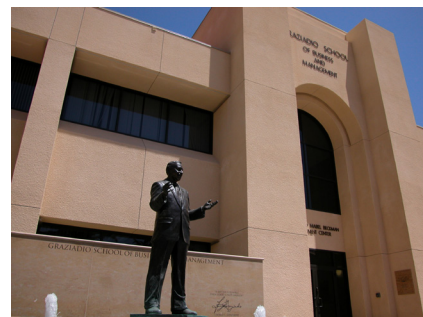
Groves, K., & Feyerherm, A. (2011). Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance. *Group & Organization Management*, 36 (5): 535-566.

Groves, K., & LaRocca, M. (2010). Leader values and follower values congruence as key components of transformational leadership. *Academy of Management Annual Meeting*, Montreal, Canada.

Paik, Y., Groves, K., Vance, C., & Li, D. (2011). Linear/nonlinear thinking style and ethical decision-making: U.S. versus Chinese Managers. *Academy of Management Best Paper Proceedings*, IM: 1-6. ***This paper was included in the Best Paper Proceedings of the International Management Division, Academy of Management Conference, San Antonio, TX.***

Conference Presentations & Proceedings:
Groves, K., & LaRocca, L. (2011). Leader personal values, transformational leadership and follower outcomes. *Society of Industrial/Organizational Psychology Annual Conference*, Chicago, IL. ***This paper was awarded the Top Rated Papers Award at the Society of Industrial/Organizational Psychology (SIOP) Conference, Chicago, IL***

Groves, K. (2011). Leader cultural intelligence and transformational leadership: Moderating effects of team diversity. *Society of Industrial/Organizational Psychology Annual Conference*, Chicago, IL.



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

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, Area Vice President, DePuy Spine/Johnson & Johnson. The Presidential and Key Executive program has a direct and immediate impact on how businesses are led.



Principle 6 - Dialogue We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Our Achievements

Japanese Earthquake Relief

In 2011, the Graziadio School of Business & Management donated \$4,060 to the Ibaraki Christian Education Community to buy food and supplies for individuals that lost their homes or were displaced during the Japanese earthquake/tsunami and subsequent meltdown of the Fukushima Daiichi Nuclear Power Plant in Fukushima, Japan. The funds also provided partial financial support to their church members' volunteer relief and clean-up effort trips to Ishinomaki, Miyagi, Japan. This city had the highest death toll (approximately 4,000) as a result of the tsunami due to 60% of the city proper being washed away. The funds collected provided approximately 160 households in the disaster-stricken areas with food and bottled water; a portion of the funds also financially supported 50 volunteer workers' travel expenses to the disaster-stricken area.

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. Recent speakers have included: Richard Goudis, COO Herbalife; Jerry S. Wilson, SVP and Chief Customer and Commercial Officer, Coca-Cola Company; Blake Irving, Executive Vice President, Executive Vice President & Chief Products Officer, Yahoo!; Jerry West, NBA Hall of Fame and Head Consultant, Golden State Warriors; Dennis Kuhl, Chairman, Los Angeles Angels of Anaheim.

Ethics Case Competition

Each year, The Graziadio School of Business and Management's Values Centered Leadership Lab (VCLL) organizes an ethical case competition for students. The case competition is judged by industry professionals and offers students an opportunity to enhance their technical skills while exposing them to challenging ethical business, social, and environmental issues.

Values Centered Leadership Lab (VCLL)

The Graziadio School's Values Centered Leadership Lab is a student-driven organization supporting leadership collaboration between the academic and business worlds. The Lab offers a safe environment for activities and hands-on experience centered on the emerging discussion of values, ethics and social responsibility in leadership, management and entrepreneurship, demonstrating that there is a market for profit and purpose in today's business environment. By bringing to campus speakers who voice issues related to social enterprise and values-based leadership, VCLL strives to support the importance of ethics in business practice.

Pepperdine Net Impact

Net Impact is an international nonprofit organization with a mission to inspire, educate, and equip individuals to use the power of business to create a more socially and environmentally sustainable world. Pepperdine's Net Impact chapter is very active; in addition to organizing the SEER Symposium and Social Enterprise Week, the club brings in industry leaders for panel discussions and plans company visits to responsible businesses such as Patagonia and LivingHomes. The club has also organized two consulting projects: 1) Graziadio Without Borders, a student-initiated environmental conservation consulting project with Paso Pacifico; 2) MicroEnterprise Committee, which enlists the help of business students to educate prospective entrepreneurs selected from the residents at the Union Rescue Mission in downtown Los Angeles through a 24-week business training session.

Our Achievements

Sustainability on Campus

Recycling

Pepperdine's recycling vendor, Crown Disposal, recycles materials from the refuse produced on campus through a single stream recycling process. 78% of everything thrown away is either recycled or composted. Compost produced by Crown Disposal is also used in landscaping around campus in place of fertilizer. Pepperdine separately recycles toner cartridges, computer monitors, printers, batteries, used clothes, and cell phones through separate bins around campus. Used cooking oil from the cafeteria is recycled and turned into animal food or clean burning diesel fuel.

Energy Conservation

Pepperdine utilizes an Energy Management System (EMS) to control most of the HVAC equipment and some lighting on campus. Pepperdine can monitor and make adjustments to the equipment by any computer on or off campus. The EMS incorporates energy saving techniques which include: turning the equipment on and off by using schedules; variable cooling and heating set points based on temperature conditions; variable air handler static supply air pressure based on building requirements; turning chillers and boilers off when not needed to maintain temperature set points; and using air handler economizers to maintain temperature set points. The EMS gives Pepperdine the ability to monitor and make changes quickly and keep students, faculty, and staff in as much comfort as possible while minimizing the amount of energy used. The EMS also provides troubleshooting capabilities so that most problems can be analyzed and corrected quickly. Through Southern California Edison, 19% of our electricity comes from renewable resources.

The renewable energies are derived from five sources, which include 29% wind, 53% geothermal, 6% solar, 7% biomass, and 5% small hydro.

Pepperdine seeks to minimize energy consumption caused by heating and cooling by regularly evaluating the HVAC systems to ensure their energy efficiency. The efficiency of Pepperdine's HVAC systems is enhanced through natural ventilation, centrally controlled automation systems, chiller water cooling, and gas-fired hydronic heating systems. In order to reduce the energy needed to run appliances on campus, approximately 30% are ENERGY STAR rated. Since 2008, Pepperdine's energy saving practices have saved over 2.5 million kWh.

Water Conservation

Pepperdine's commitment to water conservation dates back to the construction of the Malibu campus in 1972. Since the construction of the campus, the University has recycled all campus wastewater. The resulting recycled water is used for 99% of campus irrigation, which would otherwise require potable water. Pepperdine stores the reclaimed water in two lakes on campus. When the lakes are cleaned, the material removed from the bottom is used as a natural fertilizer throughout campus. The irrigation schedule is administered by an advanced automated central control system based upon historical irrigation practices. The system adjusts according to current climatic conditions.



Pepperdine maintains vegetation native to California's Mediterranean climate, which eliminates the need for irrigation and improves water quality. Pepperdine also uses compost in place of fertilizer, which benefits downstream water quality. Of the Malibu campus that is actively managed by the facilities department, 20% is managed completely organically or without fertilizers, pesticides, and other chemicals.

The campus also utilizes dual flush toilets and low flow shower heads to further conserve water. Collectively, Pepperdine's water saving practices have saved over four billion gallons of potable water.

Air Quality

The University's largest contribution to improving air quality is the provision of on-campus housing, as this conserves fuel while decreasing the number of rush hour vehicles. Pepperdine currently provides 2,110 student beds and houses 143 faculty/staff residents. This accounts for 52% of our student population and 8% of our faculty/staff population, respectively.

Pepperdine reduces the use of fossil fuels by promoting the use of carpools, vanpools, mass transit, and walking via a program that gives incentives to employees who choose to "rideshare." Participants are entered into monthly drawings for cash, movie tickets, gift certificates, and hotel accommodations. Those who participate in the vanpool program or use mass transit also receive subsidies for their participation. Although Pepperdine does not charge for parking on campus, faculty, staff and students that carpool are provided preferential parking throughout campus. Pepperdine also personally aids faculty, staff, and students in finding possible carpool matches.

Public safety provides Hertz rental cars to students, so that they can keep their cars at home. Keeping student cars at home helps reduce air emissions and alleviate parking. Students can rent one of the four fuel efficient cars for an hour, day, or week through an online system.

Pepperdine's shuttle service cuts down on campus traffic, provides transportation for staff, faculty, and students, and reduces the number of vehicles on the road. Shuttle services provide transportation on campus and into the local shopping areas. The Facilities, Management, and Planning department uses a fleet of 20 electric vehicles, while Public Safety operates two hybrid vehicles to monitor the campus and provide assistance to students.



Food

Pepperdine utilizes a point system for students to buy their meals throughout the year, instead of an open buffet style, significantly reducing the amount of food waste. Of the food offered in the cafeteria, approximately 20% of the meals are vegetarian. In order to provide our community additional healthy food options, Pepperdine is proud to partner with Farm Fresh To You, which provides local organic produce from a farm in the Imperial Valley. Local food reduces the vehicle miles traveled and supports your local community, while organic ensures there are no chemicals polluting water systems or your body. Moreover, the produce is only seasonally available so you are eating the way nature intended with lots of variety in your diet. The produce is fresh, picked daily, and arrives at Pepperdine every Wednesday. Styrofoam is prohibited throughout campus and has been replaced by biodegradable to-go containers and ecotainers.

Building

Both new construction and remodel projects are assessed for ways to incorporate sustainability into the facility. Not every measure is included in every building, but where feasible and complementary to the facility's purpose, such measures are incorporated. These include: installation of high-efficiency fluorescent and LED lighting, following topographic slopes to reduce grading, providing more efficient climate control systems, tinting windows with solar reflective film, installing water efficient low flow toilets and showers, using optimal solar orientation and energy efficient glass, energy management system, motion sensors and electronic timers to shut off lights and HVAC, natural ventilation, native vegetation in landscapes and reclaimed water for irrigation, low VOC paints, centrally controlled automation systems, chiller water cooling, and gas-fired hydronic heating systems.

Projects since 2007 have utilized Interface Flor carpet tiles. This is a product that has no net negative impact on the environment from the manufacture, sale, installation, or disposal. The carpet tiles are climate neutral, which means they zero out all greenhouse gas emissions associated with the entire life cycle of the carpet. During new construction, our average diversion rate for construction waste is 80%. Since a large portion of construction waste can be recycled, Pepperdine ensures that it maintains a high diversion rate.

Native Vegetation

As part of Pepperdine's effort to maintain our environment, 500 acres out of the 830 that make up the Malibu Campus have been set aside for conservation. This provides a pristine natural environment complete with native vegetation and wildlife at no cost to the state.

All on-campus tree trimmings and most brush clearance debris is "chipped" and used to create pathways and for weed suppression. Any unused brush clearance debris is composted at Crown Disposal. Of the Malibu campus that is actively managed by FMP, 20% is managed completely organically or without fertilizers, pesticides, and other chemicals. Non-native landscaping is irrigated with reclaimed water, thereby reducing the amount of potable water used on campus.

