

SEAVER COLLEGE 2030 STRATEGIC PLAN

INTRODUCTION

In 1998, the framers of the College's then-strategic plan adopted the mission of Seaver College. That mission remains as vibrant and resonant today as it did 22 years ago. Much as the framers did then, in noting that we never rise higher than our dreams or stumble accidentally into greatness, we provide this strategic plan to illuminate a path forward for Seaver College as we endeavor to realize God's plan for our community in the world.

MISSION STATEMENTS

Pepperdine University:

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

Seaver College:

The complete Seaver College mission statement was developed in 1997 and talks specifically about the purpose of the college and the roles of the faculty, staff, and students in fulfilling this purpose. The complete mission may be read [here](#).

UNIVERSITY AFFIRMATION

As a Christian University Pepperdine affirms:

That God is

That God is revealed uniquely in Christ

That the educational process may not, with impunity, be divorced from the divine process

That the student, as a person of infinite dignity, is the heart of the educational enterprise

That the quality of student life is a valid concern of the University

That truth, having nothing to fear from investigation, should be pursued relentlessly in every discipline

That spiritual commitment, tolerating no excuse for mediocrity, demands the highest standards of academic excellence

That freedom, whether spiritual, intellectual, or economic, is indivisible

That knowledge calls, ultimately, for a life of service.

FRAMING

To assist the reader in understanding the scope of the Seaver College plan, it is important to remember that it is one of several being developed during 2020 and 2021 at Pepperdine University. The Seaver College 2030 Strategic Plan intentionally details only new initiatives deemed essential to the future of Seaver College. Readers are reminded that Seaver College consists of eight academic divisions (Business Administration, Communication, Fine Arts, Humanities and Teacher Education, International Studies and Languages, Natural Science, Religion and Philosophy, and Social Science), International Programs, Enrollment Management, Alumni Relations, and other supporting units like the Career Center, the Student Success Center, and the Center for Teaching Excellence. Many areas that provide critical support to Seaver College report elsewhere in the institution and are not included in this plan. These areas include Student Affairs (including Housing and Residence Life, the Counseling Center, Campus Recreation, etc.), Athletics, the Center for Faith and Learning, and many others. Seaver recognizes the interrelationship of its success and the success of these other areas and will continue to engage in deep and sustaining partnerships with all areas of the University. As each unit will create independent strategic plans to guide their development, both uniquely and in partnership with Seaver, this plan focuses exclusively on Seaver College.

Secondly, the Seaver College plan is focused exclusively on articulating the strategic initiatives that are critical to the College's development during the next decade. This does not imply that the commitments that have been fundamental to Seaver College since its founding—the centrality of the mission and the emphasis on superior teaching, quality scholarship, and faculty/student mentoring—are no longer of critical importance. Our commitments to these

foundational tenets remains unchanged. These foundational pillars are the infrastructure upon which we will scaffold the initiatives detailed in this plan as we continue to shape the future of Seaver College.

Finally, readers are reminded that this plan is not an operational document intended to guide the execution and fulfillment of each initiative. Each objective is presented purposefully in broad strokes in this document and with an understanding that the community will develop action plans to move each initiative from idea to implementation during the current decade. Just as community input has shaped the plan, community engagement will shape the development and realization of each objective in the plan throughout the current decade.

VALUES

Residing at the core of the 2030 Seaver College Strategic Plan are six values that have shaped the College since its founding. Each will continue to guide its future. The values are:

- Christian Faith
- Truth
- Excellence
- Diversity
- Humility
- Service

These values are central to the identity of Seaver College. They are the cornerstone of our work; they frame our thinking, guide our actions, shape our cultivation of community, and inform our engagement with the world. In every step of the 2030 strategic planning process, these values molded our goals and priorities. No one value is limited to any single component of the plan. Rather, these values pervade every word of this document and every action we will manifest during the current decade to make this plan a reality.

Christian faith frames Seaver's identity and work. As such, we participate in 2,000 years of Christian intellectual traditions as well as in Pepperdine's heritage in Churches of Christ, which have always emphasized educational virtues. As a Christian University, we affirm¹ that God is, that God is uniquely revealed in Jesus of Nazareth and present in the Holy Spirit, and that through Christ we are reconciled to God. Pepperdine's heritage in the Churches of Christ calls us to the diligent study of life, creation, and scripture, and to Christian unity that transcends denominational and creedal identities. Faith drives and informs the work of the College as we attempt to emulate the example of Jesus Christ in all we say and do. The University's affirmation statement² highlights many of the ways in which the academic enterprise of the College is edified by this collective commitment.

Seaver's Christian identity calls us to seek truth in all that we do. Arising from this commitment, we seek to know God's eternal truth, which both supersedes and undergirds our human understanding of God's truth. This relentless pursuit of truth is not in conflict with Christian identity and faith; rather, it arises from it. It is our moral obligation to treat the pursuit of truth with reverence and to strive continually for the knowledge and wisdom that comes from God.

Discerning God's truth demands excellence in all we do: academic excellence, moral excellence, and excellence of character. Excellence at Seaver College does not mean perfection, nor does it mean besting others. We do not measure excellence merely by human standards, but by what is pleasing to God. Academic excellence means that we act as good caretakers of the gifts God has granted us. Moral excellence means that we are ambassadors of Christ through applying those

¹ Pepperdine University's [Affirmation Statement](#).

² Ibid.

gifts in the service of others. Excellence of character means that we are forthright and just in our treatment of others, recognizing the inviolable dignity of each child of God.

To gain a fuller understanding of the truth of God, a diverse set of voices, perspectives, and values must guide our pursuit of truth in order to transcend our individual, limited understanding of truth. God is the ultimate source of diversity. God created a physical world teeming with variety, including human beings who share in common the image of God. This image is not homogenous, but abounds with unique expressions of creativity: diverse identities and cultures with a wide array of ideas, languages, artistic expressions, and ways of conducting life together. As a Christian university, we cherish the God-granted diversity of our community and affirm that immersing all of God's people in the pursuit of truth allows for the fullest possible exploration of God's diverse creation.

In recognizing our humanness and limitations, we affirm that the process of seeking and comprehending God's truth must be grounded in humility. Humility is the recognition of our proper place in creation, neither too lofty nor too low, as loved yet limited creations of God. At Seaver College, we are called to seek understanding of the complexity and fullness of God's truth as expressed in creation. At the same time, we must approach this task sincerely, applying ourselves fully, without reservation, ego, or hubris. We must be humble enough to recognize our faults and limitations, always keeping an open mind to listen to and learn from others, especially when we are in the wrong.

Ultimately, our faith and search for truth call us to service in the world. If we are to emulate Christ, we must dedicate ourselves to service, as "even the Son of Man did not come to be served, but to serve."³ A dedication to humility and service is borne out in the life and teachings of Jesus Christ, and we are privileged as a community to continue that work. At Seaver College, the culmination of our work and the great hope to which we aspire is to produce graduates who will join us in taking up the call to serve one another, fulfilling the vision of George Pepperdine to prepare students for lives of purpose, service, and leadership.

³ Mark 10:45.

THRIVING COMMUNITY

The people of Seaver College—its faculty, staff, students, alumni, and friends—are the heart of the College; it will rise no higher than we lift it. The future success of the College is inexorably linked to the success of the members and dependent upon their ability to thrive as a community with a deep and abiding support of mission and committed to the total development of students. To seek truth in all that it does, the College must foster a deep sense of belonging in a community that reflects the full diversity of creation.

At Seaver College, our commitment to belonging grows out of our Christian mission. One way to express this commitment is through the theological metaphor of an open table.⁴ Emphasizing neighborliness and hospitality, this table centers on the gracious gifts of God and affirms that all are welcome. The open table represents an ideal and a commitment to build a community where people of all backgrounds and identities know that they are valued and important members. The open table is exemplified by Jesus, who practiced belonging by calling diverse people—paying special attention to those whom society disadvantaged, marginalized, or oppressed—and inspiring communities to practice deep inclusion across human difference. These Christian principles define and guide the approach of Seaver College to diversity, equity, and inclusion.

Diversity, a core value of this strategic plan, arises from God. Seaver's commitment to diversity is grounded in our understanding that all people are created in the image of God. Our community comprises a broad swath of humanity, with approximately half of our student body identifying as international students or students of color in 2020. This diversity strengthens Seaver College. To achieve its goals for academic excellence and Christian community, the College must act to engender the fullest possible spectrum of the creativity and personhood of God in its people. We must cultivate diversity of all forms while simultaneously developing a greater sense of belonging across our community.

⁴ *Ascend. Together.*, President James Gash's [Inauguration Address](#), September 25, 2019; *Revisiting 'The Idea of a Christian University': Reflections on the Pepperdine Experiment for a Time of Transition*, J. Barton, September 26, 2019; *The Open Table*, [Pepperdine University's 2016 President's Report](#); *Pepperdine University and Churches of Christ: A White Paper Presented to the Religious Standards Committee*, A. Benton, R. Marrs and R. Gibson, December 9, 2014.. *Pepperdine University and Churches of Christ: A White Paper Presented to the Religious Standards Committee*, A. Benton, R. Marrs and R. Gibson, December 9, 2014.

Equity may be defined in various ways, but in this plan it means that community members have what they need to flourish and reach their full potential. Defined this way, equity is closely related to the biblical concept of justice, which means to make right. Because God is just, we are called, as the prophet Micah puts it, to “do justice, love mercy, and walk humbly with our God.”⁵ We live out justice through right relationships with God, each other, and the natural world. In human relationships, justice requires righting wrongs that have been created through unjust systems and practices. Jesus’ commitment to justice was made manifest in his emphasis on those whom society disadvantaged. The Christian principle of justice inspires us to seek equity, that is, to take care that each member is helped by all toward human excellence physically, intellectually, emotionally, and spiritually. Right relationship with the natural world means being mindful of natural resources, engaging in creation care, and taking steps to address climate change, especially given its disproportionately negative effect on the poor. At Seaver College, we seek to live out our commitment to equity in many ways, including listening carefully to all community members, and especially those from historically marginalized groups, investigating issues of injustice, and taking bold action to overcome injustice.

Our approach to inclusion is inspired by examples arising within the earliest communities of Jesus’ followers. Individuals from vastly different social groups gathered into communities of mutual respect and purpose to share life together. Like the early communities of Christ, Seaver College seeks to welcome, celebrate, learn from, and create enduring community across human difference. Seaver College, inspired by the call of Christ, rejects racism, sexism, xenophobia, homophobia, bullying, ableism, intolerance, hatred, or any other practice that devalues another human being. To foster true inclusion, we commit as a community to engage in deep reflection and soul-searching on our shortcomings and to take the necessary next steps toward reconciliation and justice, both individually and corporately. Our ideal is to create an inclusive community that is caring, hospitable, respectful, and willing to grow and change when rightly challenged. We will know we have succeeded when we cultivate a thriving community where the love of God, as embodied in the self-giving love of Christ, guides our every relationship and activity—a community where each member is treated with respect and dignity, feels secure in the value of their voice, and is recognized as a child of God.

⁵ Micah 6:8.

To create a diverse, inclusive community with a profound sense of belonging while acting to enrich and advance the Mission of Seaver College, the admission and hiring practices of the College must result in outcomes that appropriately reflect the richness and complexity present in humanity. The College must find new and better ways to develop its people within a university culture dedicated to excellence, effectiveness, and innovation. We must continue to increase meaningful engagement with our alumni, calling them back to their alma mater. The physical environment of Seaver College, its campus and facilities, must not only equip and enable the work of the College and its people, but it must also cultivate our ability to create community and foster a sense of belonging among all members. “Third spaces,” areas on campus where the hierarchies of the classroom and institution are nullified, allowing all to gather as peers, will be critical to these efforts. It is our hope that The Mountain, the Student Events Center currently in development, will be a premier third space on the Malibu campus before the end of this decade.

In the current decade, the following objectives are critical to developing a thriving community at Seaver College.

- To foster a deep sense of belonging within the College community, Seaver will coalesce its ongoing efforts, current objectives, and future goals into a comprehensive Inclusion and Racial Equity strategy. This blueprint will include, but not be limited to, the following areas:
 - Increasing the diversity of perspectives included in the academic curriculum.
 - Broadening the cultural competence of students to enable their success in a diverse, global society.
 - Fostering a diverse student body that enhances inclusiveness and belonging.
 - Examining and strengthening retention and support efforts for students of color and international students.
 - Increasing faculty, staff, and administration diversity across the College.
 - Enhancing existing programs, like SEED, and developing new opportunities to advance cultural and cross-cultural intelligence.
 - Thoroughly examining College programs and practices for bias and acting justly when bias is discovered.

- Improving campus climate, in academic classrooms and across the community.
- Developing mentoring programs to support and benefit both faculty and staff of color.
- Implementing programs that build capacity to engage difference in an environment of intellectual hospitality.
- Cultivate aspirational spaces that allow community members to gather to engage the life of the mind and the call of faith.
 - Continue to revitalize curricular spaces to inspire students and enrich learning.
 - Develop “third spaces” that facilitate and foster broad, creative engagement, belonging, and learning across the community.
- Foster a culture of development and innovation, empowering each member to pursue the fullness of his or her potential in the furtherance of the College’s mission.
 - Use what we have learned during the recent disruptive events in our community as a catalyst to enhance how we work, educate students, and engage with one another.
 - Augment staff development and effectiveness through refinement of existing programs and creation of new initiatives.
 - Initiate programs that encourage and reward innovation, developing new solutions to existing issues through creativity and ingenuity.
 - Partner with the University to provide enhanced support and opportunities for childcare to Seaver College faculty and staff.
- To enhance the resilience and success of faculty and staff in the face of existing challenges or future crises, the College, in partnership with the University, will invest in new and revised programs that contribute positively to employee physical, mental, and spiritual well-being.
- Continue to build and refine resources and experiences that cultivate mutually beneficial partnerships between alumni and the Seaver community of students, faculty, and staff to which they belong.

GLOBAL ENGAGEMENT

Through its Christian mission and abiding commitments, Seaver College embraces the call to engage the world—locally, nationally, and internationally—through our people, programs, scholarship, and service. We are inspired by the parable of the Good Samaritan and its lesson that every person, despite differences of circumstance, is our neighbor and we are to love them as we love ourselves. We desire to be global neighbors, to partner with people both near and far, and to approach opportunities to serve and learn from the global community with humility.

Seaver College is committed to engaging our rich and varied world, but this work must begin at home. We must partner with our physical neighbors in the Malibu and greater Los Angeles communities to address the most important issues confronting our society and world. With historical roots in South Los Angeles, the College seeks to enrich and enliven the education of our students by joining in the vibrant civic life of Los Angeles, while also providing opportunities to serve. We recognize that being global neighbors begins in Los Angeles, an international hub home to historically and culturally significant neighborhoods. The Los Angeles metropolitan area offers remarkable accessibility to international exposure, and the College's ability to engage with and utilize the benefits of the greater Los Angeles area, including Ventura County, is limited only by its creativity and commitment.

The College's distinctive International Programs provide an opportunity for all students to have an immersive, culturally relevant learning experience that allows for academic, personal, professional, and spiritual development. These programs are a highlight of the Seaver experience for a majority of students. To continue pursuing excellence within these programs, we must expand program locations as well as the learning and service opportunities available at each site.

The research, creative activity, and scholarship of Seaver faculty and students advance knowledge, connect individuals across time and space, encourage thought, and cultivate growth in our disciplines, communities, and society. They further our understanding of creation and the human condition; in so doing, we amplify our pursuit of truth while simultaneously gaining renewed appreciation for the vastness of the universe and the limits of our understanding. The College must continue to nurture and support all forms of faculty scholarship and creative

activity while simultaneously expanding opportunities for students to engage in undergraduate research through mentored, independent learning.

Just as scholarship is the product of the mind's creativity, service is the manifestation of our dedication to being global neighbors. Each member of the Seaver community has been uniquely blessed, and we are called to use our gifts and talents "to serve one another as good stewards of God's varied grace."⁶ In the new decade, we must strengthen our long-standing commitment to service by providing new opportunities to serve both at home and abroad, strengthening the integration of service within the curriculum, and inviting host communities to co-construct our understanding and application of service in different cultural contexts.

The distinctiveness and educational resources of Seaver provide a unique opportunity for the College to broaden its engagement with the world by offering certificate and continuing education programs to alumni and new audiences. Advances in technology and our enhanced appreciation of its benefits and limitations will further our ability to deliver these programs in a high-quality and cost-effective manner. These new programs offer the possibility of enhanced relationship, reputation, and revenue, while providing the benefits of Seaver College's distinctive academic offerings to the recipients.

In the current decade, the following objectives are vital for Seaver College to enrich and expand its global engagement.

- The diverse and thriving metropolis of Los Angeles will serve as our foundation for global outreach.
 - The College will capitalize on the panoply of resources readily available in the greater Los Angeles area to enrich its curricula and increase opportunities for experiential learning.
 - Seaver will establish a study-away program in Los Angeles and increase our presence in Downtown Los Angeles through existing or future partnerships.

⁶ 1 Peter 4:10.

- Seaver College will develop synergistic partnerships with alumni, corporations, other colleges and universities, and the global community that provide mutual benefit and enhance the reputation of Pepperdine University.
 - Using its International Programs as a foundation, Seaver College will seek to develop collaborative relationships with colleges and universities worldwide to expand its outreach, while providing new learning and scholarship opportunities for students and faculty, respectively.
 - Seaver will explore the potential of partnerships that engage its alumni and the global community in certificate, continuing education, and recreational educational programs. These programs have the potential to enhance relationships with alumni throughout their lives, create new relationships, and generate revenue.
- Service to humankind and the world, our highest calling, will expand across the College.
 - Engaging in service-learning, social entrepreneurship, and partnerships with other university and community stakeholders, Seaver will co-construct and expand opportunities to serve in Los Angeles and Ventura counties, across the United States, and around the globe.
 - Developing its reputation as an international thought leader, Seaver will continue to support research, scholarship, and creative activity performed by both faculty and students across all disciplines at the College.
 - Building on a venerated relationship between students and faculty, the College seeks additional resources to advance rigorous scholarship, exemplary teaching, and inspired service.

INSPIRED GRADUATES

Grounded in Pepperdine University's affirmation that students are the heart of the academic enterprise,⁷ the faculty, staff, and leadership of Seaver College are committed to the total development of students. Seaver anchors this commitment in a comprehensive and rigorous academic curriculum rooted in the enduring tradition of the liberal arts; imbued with Christian values and focused on spiritual development through the integration of faith and learning; enhanced by residential living that fosters deep mentoring relationships between faculty/staff and students; and enriched by a commitment to nurture the emotional, physical, and mental development and wellness of all students. We affirm the interdependence of mind, body, and soul and the critical role that each plays in developing wisdom, health, and virtue.

Seaver inspires graduates to use their education to serve, to seek answers to life's greatest questions and challenges, and to develop the skills of vocational discernment. Seaver's approach to vocational development motivates graduates to use their education and talents to benefit the world and humankind, not solely for self-fulfillment and personal benefit. Integration of faith and learning challenges students to wrestle with questions of ethics and justice as Seaver students learn to meld values, knowledge, and action.

As we enter the third decade of the 21st century, change in all segments of our society continues to occur at increasingly faster rates, knowledge advances and obsolesces seemingly overnight, and information and technology have been democratized. Preparing students for success in a rapidly changing and diverse world demands a curriculum that transcends the present and prepares students for lifelong learning. For this reason, Seaver College remains steadfast in its commitment to the liberal arts and to the multifaceted benefits this education offers. As the world changes, it is critical that our curricula and co-curricula adapt and are optimized to address the evolving educational needs of students. Preparing students for success in a diverse global community requires curricula and programs that reflect the multifaceted reality of our world. Success following graduation demands a careful and thoughtful integration of career development and readiness programming within the curriculum. Many efforts to review, change, and strengthen existing curricula and programs to better prepare students for the challenges of

⁷ Pepperdine University's [Affirmation Statement](#).

the next decade are presently in progress. This work must continue into the future by establishing processes that require continual and ongoing review.

In recent years, the Pepperdine community has been beset with tragedy and disruption, and this plan is being written in the midst of a once-in-a-century pandemic. These events and the challenges of life in a polarized society place Seaver students under unprecedented levels of stress. Despite this, our students continue to inspire us with their faithful dedication to their studies and their neighbors. It is the College's divine calling to honor both our students' successes and struggles, equipping them with the resources and programs to ensure that each student receives the full benefit of a Seaver education, one focused on their total development.

In the parable of the lost sheep,⁸ Jesus emphasizes the importance of every individual. Motivated by this teaching, Seaver College is committed to the success of each student enrolled in the College. Access to support and guidance is a key measure of equity, and success is manifested when each student graduates having received the full benefits of the institution. For this reason, we commit to supporting students in every area of the College, both curricular and co-curricular. The best and most impactful way we support students is through meaningful access to faculty and staff who nurture their development. We are committed to supporting and enriching the Student Success Center, a critical support resource where the ideals of service are applied to the academic success of students. The Office of International Student Services and the Career Center also are critical components of the College's support network and their ongoing development must be continued to serve the needs of students. Seaver will maintain and enhance a symbiotic partnership with Student Affairs to continue to support the holistic development of students.

The emotional, academic, and vocational development of students are best enriched when augmented with simultaneous spiritual development. At Seaver College, spiritual life is practiced in the quiet space of Stauffer Chapel, in larger community gatherings, through residence hall spiritual life advisors, and in spiritual mentoring relationships. Spiritual life is nurtured in every corner of our campuses and manifested in word, action, and deed through community relationships and diverse student-led ministries. The magnitude of God is revealed in the

⁸ Matthew 18:10-14; Luke 15:3-7.

brehtaking Santa Monica Mountains and Pacific Ocean that surround us, the majesty of the ecosystem we cohabit, and the profound dignity of each member of our community.

Rooted in our abiding commitment to the Churches of Christ and its restoration heritage, our community is inspired by the teachings of Jesus Christ and lifted by a spirit of ecumenism. At Seaver College, all are welcome to see for themselves that the Lord is good.⁹ The spiritual development of students is fostered by the integration of faith and learning across the College and numerous programs, many residing in Student Affairs, which provide opportunities for worship and spiritual formation.

Delivering a premier educational experience in Malibu and across our International Program campuses is an expensive endeavor. The College's tuition and total cost of attendance continue to increase at rates exceeding the cost of goods and services in other areas of the economy. This economic reality creates barriers to entering Seaver College that persist through graduation, particularly for students who require financial assistance to enroll. A student's financial circumstances should not prohibit them from accessing a Seaver College education.

Seaver College's ability to produce inspired graduates prepared to lead and serve in the world requires the following:

- Our academic curriculum and co-curriculum, grounded in the liberal arts, will prepare students for success in the 21st Century.
 - The core component of Seaver's academic experience, the General Education program, will be thoughtfully reviewed and, if necessary, revised to ensure that it continues to prepare students for success in a rapidly changing, diverse world.
 - The College and its faculty will develop a process and structure that ensures the General Education program is continually reviewed and renewed on a seven-year cycle.

⁹ Psalm 34:8.

- The curricula in all academic major programs will reflect the best practices and highest standards of each discipline. They will be continually assessed and revised over time to assure they meet the College's high academic standards.
- Intercultural learning to advance both global and cultural intelligence will be fully integrated across the entire Seaver experience, both on the Malibu and International Programs campuses.
 - Greater cultural immersion will be built into the curriculum and co-curriculum of all International Program experiences through partnerships and service.
- The intentional integration of vocational and career programming throughout the curriculum and co-curriculum will improve student outcomes and opportunities.
- Thoughtful review and application of appropriate technology-focused pedagogies will provide new opportunities to augment student learning and faculty/student engagement.
- To foster a robust learning environment outside of the classroom, the College will critically review and invest appropriately in existing co-curricular programs, while exploring opportunities for new offerings.
- Seaver College will dedicate itself to the holistic development of students.
 - Student access to faculty and staff will be enhanced through new programs and thoughtful investments that further the creation of mentoring relationships essential to student development.
 - The College and University will reconsider the goals of convocation and its role in students' spiritual development.
 - A strong partnership with Student Affairs on programming related to student physical, emotional, and spiritual development will be maintained. These efforts will continue to support the RISE initiative to enhance resilience training.

- Seaver College will continue to review student success metrics, including graduation and retention rates along with graduate school and employment outcomes as a part of our commitment to equity for every student.
- Utilization of the Navigate platform will be expanded to enhance academic advising and major exploration to increase the quality of the student experience while removing impediments to students' timely graduation.
- In partnership with Alumni Relations, Seaver will continue its efforts to develop a signature experience for graduating seniors to ensure they feel celebrated and supported as they transition to the alumni community.
- Recognizing the critical role of faculty in producing inspired graduates, the College will act to both maintain and enhance the ability of faculty to excel in all areas.
 - A critical examination of faculty responsibilities and workload will be performed to ensure the essential nature of the faculty/student mentoring experience is maintained or enhanced.
 - Seaver will enhance its foundational and fundamental promise to deliver a world-class educational experience by hiring and developing a faculty committed to academic excellence, and through the continued enrichment of the Center for Teaching Excellence.
 - Acknowledging that research and creative activity are critical to inspirational teaching, Seaver will provide increased support and assistance for faculty scholarship.
 - By thoughtful examination and refinement of existing programs and the development of new initiatives, the College will ensure an abiding commitment to faculty development.
- A Seaver College education will be accessible and affordable for all students.

- Student scholarships and other forms of financial assistance will be greatly expanded. Student scholarships should be the primary focus of Seaver College in the University's next advancement campaign.
- The College will support the University by developing new revenue sources to diversify its revenue streams and reduce its high level of tuition dependency.
- Our commitment to thoughtful fiscal resource management demands continued critical examination of all expenses and requires the College to discontinue activities and programs that no longer provide significant benefit to Seaver and its students.
- The indebtedness of students and families at the time of degree completion will be limited and controlled to ensure success after graduation.
- Financial barriers to enrollment in International Programs will be lowered by providing scholarship support that covers the incremental costs associated with participation.

SUMMARY: A DISTINCTIVE IDENTITY

The strategic plan and preceding themes culminate in a distinctive identity for Seaver College, one where academic excellence and Christian faith are inextricably entwined. Our identity is built upon our foundational commitments: a fidelity to Christian identity and values, the pursuit of truth—with its requisite calls to excellence, diversity, and humility—and dedication to service. This distinctive identity is shaped and sustained by a thriving community where each individual is lifted up, each voice is heard and respected, and each member supports and inspires the other. This identity calls us to engage the world, joining together in humility to learn from and partner with our global neighbors, both domestically and internationally. Seaver's distinctive identity is uplifted by inspired graduates who have learned to navigate faith, academics, and vocational discernment for the sake of service in the world.

Pepperdine University has been providentially blessed throughout its 83-year [history](#). The distinctive vision of its founder, George Pepperdine, led him to dedicate the University to preparing students' minds through rigorous study of liberal arts and professional disciplines with an equal and simultaneous devotion to the development of their Christian character and faith.¹⁰ This integration of faith and learning brings glory to God by seeking to instill in students a life of service.¹¹ From this foundation and informed by the sacrifice and guidance of thousands of dedicated leaders, faculty, staff, students, alumni, friends, and supporters, Seaver College remains stalwart in honoring the University's founding principles while ranking among the premier institutions of higher education in America. From this vantage point, the College sees clearly its future—a future emboldened by the promises of God, secured through an abiding commitment to its Christian identity and values, inspired by a dedication to educational excellence, and driven to pursue truth.

As we seek to realize the distinctive identity offered by this strategic plan, we strongly affirm the rigorous and relentless pursuit of truth. Demanded by our missional commitments and stated in Pepperdine's institutional affirmations,¹² a relentless and fearless pursuit of truth requires a diverse community united in purpose and harmonious in spirit. To create a community that reflects the diverse humanity created by God, Seaver will invite and welcome people with a broad range of backgrounds, experiences, and identities. The metaphor of the open table, arising from the Christian virtues of neighborliness and hospitality, has been used in numerous addresses¹³ and guiding documents¹⁴ at Pepperdine to describe the type of community we seek to create at Seaver College. The theology of the open table, centered in the gracious gift of God, affirms that all are welcome.¹⁵

¹⁰ George Pepperdine Dedicatory Address.

¹¹ Ibid.

¹² Pepperdine University's [Affirmation Statement](#).

¹³ *Ascend. Together.*, President James Gash's [Inauguration Address](#), September 25, 2019; *Revisiting 'The Idea of a Christian University': Reflections on the Pepperdine Experiment for a Time of Transition*, J. Barton, September 26, 2019.

¹⁴ *The Open Table*, [Pepperdine University's 2016 President's Report](#); *Pepperdine University and Churches of Christ*:

A White Paper Presented to the Religious Standards Committee, A. Benton, R. Marrs and R. Gibson, December 9, 2014.

¹⁵ *Pepperdine University and Churches of Christ: A White Paper Presented to the Religious Standards Committee*, A. Benton, R. Marrs and R. Gibson, December 9, 2014.

Once this diverse community is gathered around an open table, a table hosted by Seaver College, the College will extend radical hospitality to each member. Each person belongs. In this environment, belonging captivates the mind, moves the spirit, and compels each person to join in the works of the community. This type of belonging constantly seeks to identify and eliminate both visible and invisible obstacles to equity, unity, inclusion, and individual dignity. Honoring these values and principles will allow Seaver College to thrive.

In the Sermon on the Mount,¹⁶ Jesus calls people to let their light shine so all can see the glory of God. At Seaver College, we honor this call when we affirm the dignity of our neighbors, both at home and abroad, regardless of status or condition in life, with sincerity and humility. We embody Jesus' mission through scholarship and creative activity that seeks to solve problems, stimulate thought, and provide hope to all people. We consider it an act of divine and joyful worship to listen, learn, grow, and serve others.

The success of Seaver College is best exemplified through the flourishing of its students and graduates. An academic curriculum grounded in the liberal arts, integrating Christian values, and enhanced by degree programs both committed to excellence and adhering to the highest standards of the academy equips the minds of students for success. An informed co-curriculum nurtures students' physical and emotional development and prepares them to flourish amidst the challenges of life. The integration of faith and learning and a rich array of spiritual life programming forms students' spirits, equips their souls, and cultivates their character so they are enabled to serve the world with a wisdom born of humility. Seaver College's emphasis on holistic development, strengthening students intellectually, spiritually, and relationally,¹⁷ encourages students to discern their vocation and cultivates a reverence for service. As an outcome of this educational experience, Seaver graduates are inspired to make a positive difference in the world.

Seaver College has always been distinctive in its dedication to both Christian faith and academic excellence, twin commitments inexorably bound together and requiring that we devote ourselves to both with the utmost fervor. Mutually symbiotic, they differentiate the University within

¹⁶ Matthew 5-7.

¹⁷ *Ascend. Together.*, President James Gash's [Inauguration Address](#), September 25, 2019.

higher education and chart a “third way”¹⁸ for Seaver College. To further differentiate Seaver College and make it truly distinctive from other Christian colleges, we strive to create a thriving community that richly engages the world and produces inspired graduates who lead and serve.

When the goals and objectives articulated in the previous themes are realized, Seaver College will ascend to new heights, elucidating a distinctive identity where our loftiest aspirations are realized. This distinctive identity will act as a beacon, lighting the way forward for our community and inspiring new levels of performance. It will renew the memories of alumni, calling them back to their alma mater. This unique identity will captivate the interest and imagination of friends and attract them to share their time, talent, and treasures. It will invite others to join in our mission through partnership and create focus and excitement for advancement efforts.

The path we have chosen has enabled us to travel far and reach heights we could not have envisioned in 1937 when Pepperdine was founded, or in 1972 when Seaver College was created on Pepperdine’s Malibu campus. As we continue this journey, we see a bright horizon illuminated by God’s promises. This plan allows Seaver College to navigate its chosen path and refine its distinctive identity, one that offers expanded promise and the ability to overcome challenges with grace and humility. May God bless this divine pursuit.

STRATEGIC PLANNING PROCESS

A strategic plan cannot succeed without the support of the community; for this reason, the voices of the Seaver College and Pepperdine University communities were intentionally included and considered in the development of this plan. These groups provided critical insight throughout the process, including the approximately 175 Seaver faculty, staff, and students who participated in the Community Day strategic planning event in January 2020. The thoughtful feedback provided that day was layered upon a skeleton created by the Planning Core Team (see below) to form the foundation of this plan.

¹⁸ *The Third Way*, [Pepperdine University’s 2018 President’s Report](#).

From this origin, two leadership groups, the Planning Core Team and the Planning Leadership Team, drafted and shaped the content of the plan throughout 2020 and early 2021. The Planning Core Team consisted of 10 members and consisted of the leaders of the primary functional areas of the college, the Director of the University’s Center for Faith and Learning, and a representative from the Seaver Faculty Association (SFA) (Appendix D). The Planning Leadership Team was a larger group, with 31 members from each of the college’s primary constituent groups. Its membership consisted of all Core Team members, the Seaver College Cabinet, five faculty representatives, including the SFA President and the chairperson of the Seaver College Diversity Council, and two student representatives (Appendix D).

After the plan’s initial drafting, each of these groups provided in-depth feedback resulting in the initial draft of this strategic plan. In November 2020, the plan was shared publicly with the university community, including faculty, staff, students, alumni, and college boards. Public forums with key constituent groups were held to receive feedback from the following groups.

Seaver Faculty Senate	Seaver Students
Seaver Faculty	Seaver Alumni
Seaver Staff Members	Student Affairs Cabinet
Seaver College Board of Visitors	Seaver Cabinet
Student Government Association Executive Board	

Community feedback was also received via email from individuals from across the university. Over 200 unique suggested revisions were provided and each was considered as a second draft of the plan was prepared.

The second and near-final draft of the plan was shared with the Seaver College community on a public-facing web site on February 3, 2021. That date also was the first day of a 30-day review and comment period that allowed the community to provide additional feedback on the plan by sending comments to seaverstrategicplan@pepperdine.edu. The review and comment period closed on March 5, 2021 and will be followed by a review period for senior University leadership and the Board of Regents. To incorporate feedback from these two important groups

and ensure alignment with the University strategic plan, the final draft of the Seaver College strategic plan will be released to the college and university communities in the spring of 2022.

In its entirety, the strategic plan identifies the critical initiatives the College must address over the next ten years. Every goal and objective in the plan is of critical importance, but all cannot be acted upon and implemented at once. The College can undertake only a finite number of projects of strategic importance at any one time while also continuing to deliver its signature academic and co-curricular experiences to our students. This is particularly true when the projects are of tremendous scope and magnitude. For this reason, a timeline for addressing the primary goals and objectives articulated in the strategic plan is provided in Appendix A.

The timeline is critical to the success of the strategic plan because it prioritizes projects of great urgency, allows for necessary preparatory work to be completed for some initiatives, aligns other projects to occur in parallel with related university initiatives, and distributes the plan implementation workload over the decade for the college community. The timeline indicates when the community will engage in a focused effort to implement or fulfill each goal or objective. Preparatory work will begin immediately for items slated to be addressed later in the current decade. Once all development work on an item is completed, the initiative will move immediately into its implementation phase where the college will act to bring it to realization.

The entire Seaver College community will participate in the process of realizing each goal and objective stated in the plan. The Seaver College Dean's Office will have primary responsibility to fulfill the goals and objectives of the plan, but will act in partnership with stakeholders from across the university and in accordance with the [university's vision of shared governance](#) to implement the plan. To ensure that the appropriate primary stakeholders are engaged for each objective, they are listed in Appendix B.

To gauge the College's success in developing and implementing all aspects of the plan, ongoing, regular, and public reporting will be used to track representative metrics associated with most every initiative listed in the strategic plan. These metrics are listed in Appendix C.

Details on each plan-based initiative will be posted on the [Seaver College Strategic Plan website](#). On this page, information on each metric will be updated annually and breakout pages will detail the progress of the community toward fulfilling each initiative. Community engagement has

been central to the strategic planning process from its onset and it will remain a central commitment throughout the current decade. In a similar vein, the College is equally committed to accountability and transparency in reporting our progress toward implementing and realizing each initiative detailed in the plan. The plan's goals, metrics, and progress will be readily available to the community as we advance the mission of Seaver College in the weeks, months, and years ahead.

Theme	Objective	Initiative	1	2	3	4	5	6	7	8	9	10	Continual	
Global Engagement	Los Angeles Engagement	Use Los Angeles to enrich curricula and experiential learning				X	X							
		Establish a study-away program in Downtown Los Angeles									X	X		
	Synergistic Partnerships	Collaborative relationships with international universities						X	X	X				
		Develop certificate and similar educational programs				X	X	X	X					
	Expanded Service	Expand service learning and social entrepreneurship			X	X	X							
		Support for faculty and student research and creative activity												X
		Resources for scholarship, teaching, and service												X

Theme	Objective	Initiative	1	2	3	4	5	6	7	8	9	10	Continual	
Inspired Graduates	Curricula Prepares Students for the 21st Century	Review and revise General Education (GE) program		X	X	X								
		Develop process for regular and recurring GE review				X						X		
		Academic majors programs continually assessed and revised												X
		Intercultural learning in Malibu and IP							X	X				
		Increase cultural immersion in international programs					X	X						
		Vocational and career programming included in curriculum		X	X	X								
		Exploration of technology-focused pedagogy					X	X						
		Co-curricular programming review and development								X	X			
	Holistic Development of Students	Expand student access to faculty and staff							X	X				
		Review of convocation		X	X									
		RISE/resilience programming in partnership with Student Affairs												X
		Improvement of graduation, retention, and settled rates												X
		Expanded Navigate utilization for student success												X
	Faculty Enhancement	Signature experience for graduating seniors								X	X	X		
		Examine faculty responsibilities and workload									X	X		
		Maintain and advance commitment to academic excellence		X	X									
		Increased support and assistance for scholarship							X	X				
	Affordable and Accessible Seaver Experience	Enhance faculty development				X	X							
		Expand scholarships and financial assistance							X	X	X	X	X	
		Develop new revenue sources								X	X	X	X	
		Sunset programs where appropriate												X
		Programs to limit family and student indebtedness							X	X	X	X	X	
		International program scholarships								X	X	X	X	

Appendix B - Initiative Leadership Responsibility Areas

Each initiative will be led by one or more groups, split into two designations: Leadership Responsibility (LR) and Primary Partner (PP). The area(s) of the College that will take charge in leading the initiative's development and implementation are considered to have Leadership Responsibility. The area(s) of the College that will play a significant supporting role in implementing each goal or objective is (are) Primary Partners. The abbreviations for the various areas of the College and University are listed below.

Abbreviation	Group
AD	Academic Divisions
IP	International Programs
SAC	Seaver Academic Council
SAR	Seaver Alumni Relations
SDC	Seaver Diversity Council
SDO	Seaver College Dean's Office
SFA	Seaver Faculty Association

Theme	Objective	Initiative	SDO	AD	IP	SAC	SAR	SDC	SFA	Other Partner(s)		
Thriving Community	Inclusion and Racial Equity Strategy	Diversity in curriculum	LR			PP			PP	LR	Student Government Association	
		Student cultural competence	LR						LR	PP	Student Affairs (PP)	
		Foster diverse student body	PP									Enrollment Management (LR)
		Improve retention and support for students of color and international students	LR							PP		
		Improve faculty, staff, and administrator diversity	LR							PP	PP	
		Advance cultural and cross-cultural intelligence	LR							LR	PP	
		Examine practices for bias	LR							LR	PP	
		Improve campus climate	LR	PP	PP					LR	LR	
		Develop mentoring programs for faculty and staff of color	PP							LR	LR	
		Intellectual hospitality programming	LR							PP	PP	
	Aspirational Spaces	Revitalize curricular spaces	LR	PP								Planning, Operations, and Construction (PP)
		Develop new “third spaces”	LR							PP		Planning, Operations, and Construction (PP)
	Culture of Innovation	Enhance practices based on learning during recent disruptions	LR								PP	
		Augment staff development, new programming	LR									Human Resources (LR)
		Initiate programs to encourage and reward innovation	LR									
		Partner with University to support faculty and staff childcare	LR								LR	University Leadership (PP)
	Development	Programming to enhance physical, mental, and spiritual well-being	LR								PP	University Leadership (PP)
	Alumni	Alumni programming						LR				

Theme	Objective	Initiative	SDO	AD	IP	SAC	SAR	SDC	SFA	Other Partner(s)
Global Engagement	Los Angeles Engagement	Use Los Angeles to enrich curricula and experiential learning	LR	LR					LR	
		Establish a study-away program in Downtown Los Angeles	LR							University Leadership (PP)
	Synergistic Partnerships	Collaborative relationships with international universities	LR		LR					
		Develop certificate and similar educational programs	LR	PP			PP		PP	
	Expanded Service	Expand service learning and social entrepreneurship	LR						LR	
		Support for faculty and student research and creative activity	LR						PP	Provost's Office (LR)

Theme	Objective	Initiative	SDO	AD	IP	SAC	SAR	SDC	SFA	Other Partner(s)
Inspired Graduates	Curricula Prepares Students for the 21st Century	Review and revise General Education (GE) program	LR			PP			LR	
		Develop process for regular and recurring GE review	LR			PP			PP	
		Academic majors programs continually assessed and revised	LR	LR					PP	
		Intercultural learning in Malibu and IP	LR		LR					
		Increase cultural immersion in international programs			LR					
		Vocational and career programming included in curriculum	LR						PP	Career Center (LR)
		Exploration of technology-focused pedagogy	LR						PP	Center for Teaching Excellence (LR); Information Technology (PP)
		Co-curricular programming review and development	LR	LR						

Theme	Objective	Initiative	SDO	AD	IP	SAC	SAR	SDC	SFA	Other Partner(s)	
Inspired Graduates	Holistic Development of Students	Expand student access to faculty and staff	LR						PP		
		Review of convocation								Student Affairs (LR); University Leadership (LR)	
		RISE/resilience programming in partnership with Student Affairs							PP	Student Affairs (LR)	
		Improvement of graduation, retention, and settled rates	LR						PP	Student Success Center (LR)	
		Expanded Navigate utilization for student success	LR							Student Success Center (LR)	
		Signature experience for graduating seniors						LR		Student Government Association (PP)	
	Faculty Enhancement	Examine faculty responsibilities and workload	LR							PP	
		Maintain and advance commitment to academic excellence	LR				PP			PP	
		Increased support and assistance for scholarship	LR								Provost's Office (LR)
		Enhance faculty development	LR							PP	Provost's Office (PP)
	Affordable and Accessible Seaver Experience	Expand scholarships and financial assistance	LR								Advancement (PP); Enrollment Management (PP)
		Develop new revenue sources	LR								
		Sunset programs where appropriate	LR								
		Programs to limit family and student indebtedness	LR								Advancement (PP); Enrollment Management (PP)
		International program scholarships	PP			LR					

Appendix C - Initiative Metrics

Each initiative will be regularly tracked and reported on the strategic planning website. For those initiatives for which metrics are available, the metrics will be included and are listed in the table below. As the strategic plan progresses, metrics may be updated or added.

Theme	Objective	Initiative	Metrics
Thriving Community	Inclusion and Racial Equity Strategy	Diversity in curriculum	Count of classes with the CC designation
		Student cultural competence	Count of classes with a cultural educational component
		Foster diverse student body	Student Ethnicity; First Generation; Gender; First-Year Student Religious Affiliation; All Student Religious Affiliation
		Improve retention and support for students of color and international students	Disaggregated student retention metrics
		Improve faculty, staff, and administrator diversity	Ethnicity; Gender
		Advance cultural and cross-cultural intelligence	Number of programs; Cumulative number of participants; Annual number of participants
		Examine practices for bias	Once established: Reports on number of incidents; Number addressed, etc. Examine best practices for reporting.
		Improve campus climate	Climate reports/metrics from OIE
		Develop mentoring programs for faculty and staff of color	N/A
		Intellectual hospitality programming	N/A
	Aspirational Spaces	Revitalize curricular spaces	Number of classrooms renovated annually; Dollars spent
		Develop new “third spaces”	Number of spaces created annually
	Culture of Innovation	Enhance practices based on learning during recent disruptions	N/A
		Augment staff development, new programming	N/A
		Initiate programs to encourage and reward innovation	N/A
		Partner with University to support faculty and staff childcare	N/A
	Development	Programming to enhance physical, mental, and spiritual well-being	
	Alumni	Alumni programming	Alumni action plan statistics

Theme	Objective	Initiative	Metrics
Global Engagement	Los Angeles Engagement	Use Los Angeles to enrich curricula and experiential learning	N/A
		Establish a study-away program in Downtown Los Angeles	N/A
	Synergistic Partnerships	Collaborative relationships with international universities	Number of partnerships developed
		Develop certificate and similar educational programs	Number of programs developed; Enrollment; Gross revenue; Net revenue
	Expanded Service	Expand service learning and social entrepreneurship	Once created, enrollment in social entrepreneurship minor
		Support for faculty and student research and creative activity	Support dollars provided annually

Theme	Objective	Initiative	Metrics
Inspired Graduates	Curricula Prepares Students for the 21st Century	Review and revise General Education (GE) program	N/A
		Develop process for regular and recurring GE review	N/A
		Academic majors programs continually assessed and revised	Annual reports
		Intercultural learning in Malibu and IP	N/A
		Increase cultural immersion in international programs	N/A
		Vocational and career programming included in curriculum	N/A
		Exploration of technology-focused pedagogy	N/A
		Co-curricular programming review and development	N/A
	Holistic Development of Students	Expand student access to faculty and staff	N/A
		Review of convocation	N/A
		RISE/resilience programming in partnership with Student Affairs	N/A
		Improvement of graduation, retention, and settled rates	Graduation & Retention Rates; Settled Rates; Student Success Center utilization metric(s)
		Expanded Navigate utilization for student success	Navigate statistics
		Signature experience for graduating seniors	N/A

Theme	Objective	Initiative	Metrics
Inspired Graduates	Faculty Enhancement	Examine faculty responsibilities and workload	N/A
		Maintain and advance commitment to academic excellence	N/A
		Increased support and assistance for scholarship	Increase in research support metrics
		Enhance faculty development	N/A
	Affordable and Accessible Seaver Experience	Expand scholarships and financial assistance	Scholarship dollars budgeted, awarded, and available by source (designated and nondesignated)
		Develop new revenue sources	N/A
		Sunset programs where appropriate	N/A
		Programs to limit family and student indebtedness	Number of students and families with debt at graduation; Average amount of debt
		International program scholarships	Number scholarships awarded; Average amount of scholarships

Appendix D – Alignment with Pepperdine University 2030 Strategic Plan

Appendix D indicates the alignment of each objective and initiative in the Seaver College 2030 Strategic Plan with similar content in the [Pepperdine University 2030 Strategic Plan](#). The various components of the University plan are detailed in the following tables.

Animating Convictions

Abbreviation	Number	Title
AC1	1	All Things Hold Together in Christ
AC2	2	Unyielding Commitment to the Relentless Pursuit of Both Academic Excellence and Christian Faith and Values
AC3	3	Lead with Courage, Integrity, and Humility
AC4	4	Strengthen Our Shared Sense of Belonging and Celebrate God’s Diversity
AC5	5	Embody the Distinctive Spirit of Pepperdine

Empowering Commitments

Abbreviation	Number	Title
EP1	1	Expanding Resources and Partnerships
EP2	2	Sharing the Pepperdine Story to Strengthen Our Reputation and Brand
EP3	3	Advancing Strategic Innovation and Mission-Enhancing Technology

Strategic Objective

Abbreviation	Number	Title
SO1	1	Foster and Promote a Culture of Academic Excellence and an Enhanced Commitment to Integrative Learning and Scholarship
SO2	2	Cultivate a Vibrant Community Grounded in the Christian Mission and Guided by Incarnational Faith

SO3	3	Deliver a Transformative Educational Experience that Holistically Prepares Students to Be Global Servant Leaders
SO4	4	Strengthen and Deepen a Community of Belonging
SO5	5	Elevate the University's Presence and Impact in Malibu, in Los Angeles, and around the Globe
SO6	6	Innovatively Reimagine the University's Model for Academic and Operational Excellence

Each strategic priority contains two to four goals and each goal details two to five objectives. For the sake of brevity, the goals and objectives for each strategic priority are not listed in this appendix. In the following tables, alignment with specific a specific strategic priority, goal, and objective is indicated using the following nomenclature scheme.

SO#:G?*, where # and ? indicates the number of the specific strategic priority and goal, and * is the letter used to identify the objective. This nomenclature scheme aligns with the syntax of the [University Strategic Plan](#) and the reader is encourage to review that plan for detailed information on each goal and objective.

Theme	Objective	<u>University Plan</u> Animating Convictions & Empowering Commitments	Initiative	<u>University Plan</u> Strategic Priorities
Thriving Community	Inclusion and Racial Equity Strategy	AC1 AC3 AC4	Diversity in curriculum	SO4:G1c
			Student cultural competence	SO4:G1c; SO4:G1d
			Foster diverse student body	SO4:G1b
			Improve retention and support for students of color and international students	SO4:G1c
			Improve faculty, staff, and administrator diversity	SO1:G1a; SO2:G1a; SO4:G1b
			Advance cultural and cross-cultural intelligence	SO4:G1c
			Examine practices for bias	SO4:G1c
			Improve campus climate	SO4:G1d; SO4:G3a
			Develop mentoring programs for faculty and staff of color	SO1:G1a
			Intellectual hospitality programming	SO4:G3a
	Aspirational Spaces	AC4	Revitalize curricular spaces	
			Develop new “third spaces”	SO3:G2a; SO3:G2c
	Culture of Innovation	AC5 EC1 EC3	Enhance practices based on learning during recent disruptions	SO1:G4a
			Augment staff development, new programming	SO2:G1a; SO2:G1b
			Initiate programs to encourage and reward innovation	SO6:G2a
			Partner with University to support faculty and staff childcare	SO1:G1e
	Development	AC1	Programming to enhance physical, mental, and spiritual well-being	SO3:G2a; SO3:G2b
	Alumni	AC5 EC2	Alumni programming	SO4:G2a; SO4:G2c; SO4:G2d

Theme	Objective	<u>University Plan</u> Animating Convictions & Empowering Commitments	Initiative	<u>University Plan</u> Strategic Priorities
Global Engagement	Los Angeles Engagement	AC3	Use Los Angeles to enrich curricula and experiential learning	SO5:G1a; SO5:G1b
		AC5	Establish a study-away program in Downtown Los Angeles	SO5:G1b
	Synergistic Partnerships	AC3	Collaborative relationships with international universities	
		AC5 EC1	Develop certificate and similar educational programs	SO1:G3b; SO4:G2d; SO6:G3e
	Expanded Service	AC2	Expand service learning and social entrepreneurship	SO2:G2a; SO2:G3a; SO2:G3b
		AC3	Support for faculty and student research and creative activity	SO1:G1a; SO1:G1c; SO1:G2c; SO1:G2d; SO1:G4a; SO1:G4b; SO3:G2b

Theme	Objective	<u>University Plan</u> Animating Convictions & Empowering Commitments	Initiative	<u>University Plan</u> Strategic Priorities
Inspired Graduates	Curricula Prepares Students for the 21st Century	AC1 AC2 AC3 AC4 AC5 EC3	Review and revise General Education (GE) program	SO2:G2c; SO2:G4c; SO3:G3a; SO3:G4b; SO4:G1c
			Develop process for regular and recurring GE review	
			Academic majors programs continually assessed and revised	SO1:G3b; SO2:G2c; SO3:G3a; SO3:G4b; SO4:G1c
			Intercultural learning in Malibu and IP	SO3:G3b; SO4:G1c; SO4:G1d; SO5:G2a; SO5:G2b
			Increase cultural immersion in international programs	SO3:G3a
			Vocational and career programming included in curriculum	SO3:G3a; SO4:G2c
			Exploration of technology-focused pedagogy	SO1:G4a; SO1:G4b
			Co-curricular programming review and development	SO3:G3a; SO4:G1c
	Holistic Development of Students	AC1 AC3	Expand student access to faculty and staff	SO1:G1c; SO3:G3b
			Review of convocation	SO2:G2a; SO2:G2b; SO2:G2c; SO3:G2c
			RISE/resilience programming in partnership with Student Affairs	SO3:G2b
			Improvement of graduation, retention, and settled rates	SO3:G1b
			Expanded Navigate utilization for student success	
			Signature experience for graduating seniors	
	Faculty Enhancement	AC3 EC1	Examine faculty responsibilities and workload	SO1:G1c
			Maintain and advance commitment to academic excellence	SO1:G1-4
			Increased support and assistance for scholarship	SO1:G1a; SO1:G1b; SO1:G1c; SO3:G3b
			Enhance faculty development	SO1:G2c
	Affordable and Accessible Seaver Experience	EC1	Expand scholarships and financial assistance	SO4:G2b; SO6:G1a; SO6:G3a
			Develop new revenue sources	SO4:G2d; SO6:G3e
Sunset programs where appropriate			SO6:G2a; SO6:G2c	
Programs to limit family and student indebtedness			SO6:G1a	
International program scholarships			SO6:G1a	

Appendix E - Strategic Planning Team Memberships

Membership of the Core and Leadership team are detailed in this appendix.

Planning Core Team

Michael Feltner	Kendra Killpatrick
Kindy De Long	Paul Begin
Dana Dudley	Kristy Collins
Beth Laux	Matt Ebeling
Connie James	John Barton
Grace Hall (ex officio)	

Planning Leadership Team

Stella Erbes	Dean Baim
Sarah E Stone Watt	Bradley Griffin
Robert Williams	Jay Brewster
Daniel Rodriguez	George A Carlsen
Connie Horton	Marla Pontrelli
Marissa Davis	Nicole Marrs
Cristopher Powell	Kelle L Marshall
Cristopher Doran	Tomas Martinez
Bryant Crubaugh	Matt Joyner
Mike Sugimoto	Jerry Calderon
Jared Maguire	Core Team members