



PRME

PRINCIPLES FOR
**RESPONSIBLE
MANAGEMENT
EDUCATION**

2022 *report*

TABLE OF *contents*

1	Dean's Letter
2-6	Purpose Principle One
7-16	Values Principle Two
17-22	Method Principle Three
23-38	Research Principle Four
39-44	Partnership Principle Five
45-49	Dialogue Principle Six
50-57	Organizational Practices Principle Seven



DEAN'S *letter*

As incoming Dean of PGBS, it is my pleasure to write this letter affirming both this 2022 PRME SIP Report for the school and our enduring commitment to the Principles for Responsible Management Education.

This report finds our school in a period of multiple transitions. First and foremost, we continue to live with and through the effects of the global COVID-19 pandemic, the ripples from which continue to reshape our economy, the structure of business, and our very society. We as a school are also in a period of transition, changing leadership while undertaking large scale efforts to reshape our curricula to meet the new realities of the market. This report reflects our school's herculean efforts to continue delivering best-in-class, values-inclusive management and leadership training under extreme circumstances.

Looking outwards, in part due to the hangover from the pandemic, as well as concomitant geopolitical and economic uncertainty, enrollments across higher education remain under pressure. Our school is no exception. Moreover, the environment faced by businesses - both the source and destination of our students - has never been more uncertain. Just as financial outcomes seem most unpredictable, firms face increasing pressure over ESG, social justice, and climate resilience.

To address these concerns, we are embarking on major undertakings to update our curricula, especially in our flagship MBA programs, to better serve the needs of students as they enter the challenges of leadership in a variable, dynamic, and uncertain business environment. If anything these trying times for us as a school and the world in general reveal that the need for strong, impact-focused management education has never been more acute. Moreover, we see these unfolding challenges as a call to innovate and rethink the ways we can best serve students and the business they will join or start. We are in the process of reinventing our curriculum to better reflect and address this new reality marked by heightened climate and social justice concerns and the effects of technology on the shape of work. Needless to say, a greater emphasis on sustainability and social impact represents a core pillar of that innovation, building on our school's long history of emphasis on values-inclusive business practices.

As the business world rapidly transforms itself to address these manifold risks and opportunities, PGBS can best participate by living the spirit of SDG 17, partnerships for the goals. The conversation over sustainability has moved dramatically from debates over the need for vague notions of CSR, to a more practical, yet in many ways more challenging discussion over how firms should manage the many objectives in serving multiple financial, social, and environmental stakeholders. The unique emphasis on integrating social and environmental values into business strategy that we spearheaded as a school over a decade ago is finally seeing adoption among a broad cross section of peer academic institutions. We see our role as leading and facilitating that conversation, serving as a bridge between business, the academy, and the community. As an institution dedicated to both practice and impact-focused research, we can help guide the former to better outcomes, focusing the latter on emerging and relevant trends. Ultimately, these actions will help us fulfill our higher calling given to us by our Christian mission: service to our communities and society in general towards a more just, equitable, and sustainable future.

Sincerely,

PURPOSE

principle ONE

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

Looking back at the prior SIP report, it is clear that no one anticipated dealing with the effects of the pandemic two years later. Yet, those effects have had and continue to have a profound effect on the school's programs. The shift to online learning accelerated into the pandemic, while the macro forces affecting higher education in general and business schools in particular continue to create evolving challenges in making the value proposition to a price-sensitive market. And yet the need for business schools to deliver meaningful impact has never been more acute - the changing nature of work, the turbulence of the global economy, mounting social and environmental concerns have all filtered into the business world as additional mandates for leaders. And yet the fraught discussions over whether or how to meaningfully address ESG (or what that even represents), indicate an open space where programs like those at PGBS can provide assistance. Our faculty representing a mix of seasoned practitioners and accomplished researchers can help guide and mold the resilient and innovative business leaders needed to face down the accelerating challenges of meeting sustainable development goals.

To these efforts, we have continued to advance our portfolio of programs: our established Doctor of Business Administration (DBA) has now graduated its first few DBA cohorts while a fourth is currently matriculating. Our Masters of Science in Business (MSB) opens graduate level business training to pre-career college graduates seeking a values-centered business curriculum.

Our programs range from Masters of Science courses aimed at younger professionals just starting out in their careers to programs catering to seasoned leaders including Executive MBA, President and Key Executive MBA, and the Executive Doctor of Business Administration now in its fourth year of operation. All these programs bring PGBS's unique focus on values inclusion into business practice.

mission • BEST FOR THE WORLD LEADERS

Everything we do at PGBS centers around developing leaders that can create positive impact not just for financial stakeholders but for society and the planet. We call these leaders of tomorrow “Best for the World Leaders.” This mission guides our curricula, our research, and our relationships with external stakeholders.

We proudly proclaim this mission to past, current, and future students on our website: Stemming from our faith-based roots, we believe in creating an academic environment that nurtures ethical and innovative business practices. By providing our students with the knowledge and resources required to empower positive transformation, we are instilling the importance of values-based leadership in our students, alumni, and communities.

The business landscape is continuously shaping societies’ habits and behaviors, and high accountability rests upon educators to prepare future leaders to be trustworthy stewards of conscious organizations. At Pepperdine Graziadio, we focus on empowering lives through purpose, service, and leadership. We inspire our students to be moral and compassionate leaders at the top of their fields, encouraging them to be cognizant of the impact their business decisions hold on their local and global communities.

Pepperdine Graziadio students are equipped with the tools to thrive as Best for the World Leaders—professionals who apply innovative, entrepreneurial, educational, spiritual, and ethical approaches to positively impact their colleagues’ lives, customers, and communities.

WHAT IS A BEST FOR THE WORLD LEADER?

- + They are visionaries that possess an eye for opportunity, identifying and catalyzing unseen business opportunities
- + They engage in socially, environmentally, and ethically responsible business practices
- + Best for the World Leaders formulate business decisions with the best interests of all stakeholders in mind
- + These leaders act with integrity always, have courage with compassion and lead with a pioneering spirit
- + They take action “Today - not tomorrow,” advocating for proactive business solutions without waiting for more favorable conditions
- + They are not solely focused on the Bottom Line.
- + They are Servant Leaders.
- + They believe serving our communities is as important as serving our business organizations.

WE ACCOMPLISH THIS BELIEF THROUGH ETHICAL BUSINESS PRACTICE STRATEGIES, INCLUDING:

- + Corporate social responsibility
- + Social engagement and action
- + Consumer protection
- + Organizational development
- + Ethical leadership

OUR MISSION IS MORE THAN A MOTTO. IT’S A WAY OF LIFE.

We believe our mission is a guiding principle for how we live our lives. Best for the World Leaders commit to always giving their best regardless of circumstance or environment.

We believe there is a world of difference between the two concepts of best for the world and the best in the world.

OUR *achievements*

THE COVID-19 COMEBACK

In the midst of a global pandemic, we recognized that there has never been a greater need for business expertise to share their knowledge and advice than now. To address this need **COVID-19 Comeback Graziadio Experts** organized an expertise-led response, talking to the business community on how they can prepare for return to normalcy and operating a business in the post-pandemic economy.

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

DIVERSITY AT PGBS

Pepperdine Graziadio Recognized for Diversity in Bloomberg Best Business School Ranking September 15, 2022

Behind the backdrop of National Hispanic Heritage Month, Pepperdine Graziadio was named #15 in the nation for diversity based on race, ethnicity, and gender in the latest 2022 Best Business School Ranking. Pepperdine Graziadio has a long-standing commitment to creating diverse learning environments and inclusive coursework. According to Bloomberg, the school was noted for a large percentage of Hispanic and Asian students who bring experiences and perspectives that help all students to flourish. The school is also a trailblazer in recognizing the need and importance for women in business. In 2015, Pepperdine Graziadio launched the Center for Women in Leadership (CWL) dedicated to building confidence and empowering female professionals to become leading business authorities.

GRAZIADIO DIVERSITY COUNCIL

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

- + Formation of Black Student Association club (Fall '22)
- + Heritage Months are celebrated through highlighting students, faculty and staff of color
- + Celebration of Black History Month: film screening 'Dark Girls'
- + Celebration of the Passage of the ADA: film screening 'Crip Camp'
- + Celebration of International Women's Day March 8th mini conference (combined attendance 2021, 2022 = 500)
- + Pepperdine Graziadio Celebrates National Hispanic Heritage Month by Highlighting Alumni



OUR *achievements* (CONT.)

CENTER FOR WOMEN IN LEADERSHIP

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

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

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

Please see Principle 6: Dialogue for information on recent CWL events

NET IMPACT

Our consistently lauded Net Impact Chapter provides students with multiple opportunities for engagement throughout the year.

Events included:

+ Habitat for Humanity - Long Beach, CA

Our chapter raised \$4500 in donations and had 11 members work on the H4H Long Beach construction site in an effort to address the first pillar of our mission, which was to demonstrate the Net Impact values at a local level. This event was geared towards building up the social foundation of the Regenerative Economy by providing affordable housing in the LA area.

+ Speaker: Andrew Zolli, Chief Impact Officer, Planet Labs PBC

Andrew spoke on COP26 and how global businesses can advance sustainability goals for the entire planet at a greater pace than governments. Andrew's lecture touched on the third pillar of our mission, which was to demonstrate the Net Impact values at an international level.

+ Speaker: Andrea Chase - B Corp 101 'Learn about B-Corps with Andrea Chase'

Noted B Corp pioneer, co-founder of B Local LA, and Chief Impact Officer for Arbonne, Andrea Chase took students through what B-Corps do and the certification process. It was so impactful that one attendee at the event, who is an entrepreneur, was inspired to turn her company into a B-Corp.

+ **Speaker: Sam Pitroda**

Internationally respected telecom inventor, entrepreneur, development thinker, and policy maker Dr. Sam Pitroda discusses his memories of Mahatma Gandhi, growing up in a Gandhian boarding school, and his perspective on how we can reimagine capitalism to include more honesty, non-violence, transparency, justice, and equality for all.

- + **Meditation and Mindfulness Series** with licensed hypnotherapist and meditation expert Jourdan Rystrom was held to support students' mental health during COVID, and provide Weekly Speed Networking events where students could hop on a zoom call to relax and meet other students outside of their classes. This was to make up for the lack of socialization and networking abilities during COVID.

THE PHD PROJECT

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

LOOKING FORWARD:

This period of disruption continues to have profound effects on our institution and the communities it serves. While we strive to continue the tradition of best-in-class management training aimed at developing Best *for* the World Leaders, we have embarked on a series of significant innovations that will help our school meet the needs of our students and the business community. We continue to search out ways of embedding sustainability including equity and inclusion, into our curricula and experiential learning initiatives. Our goal remains to reflect the just and equitable world we wish to see.

VALUES

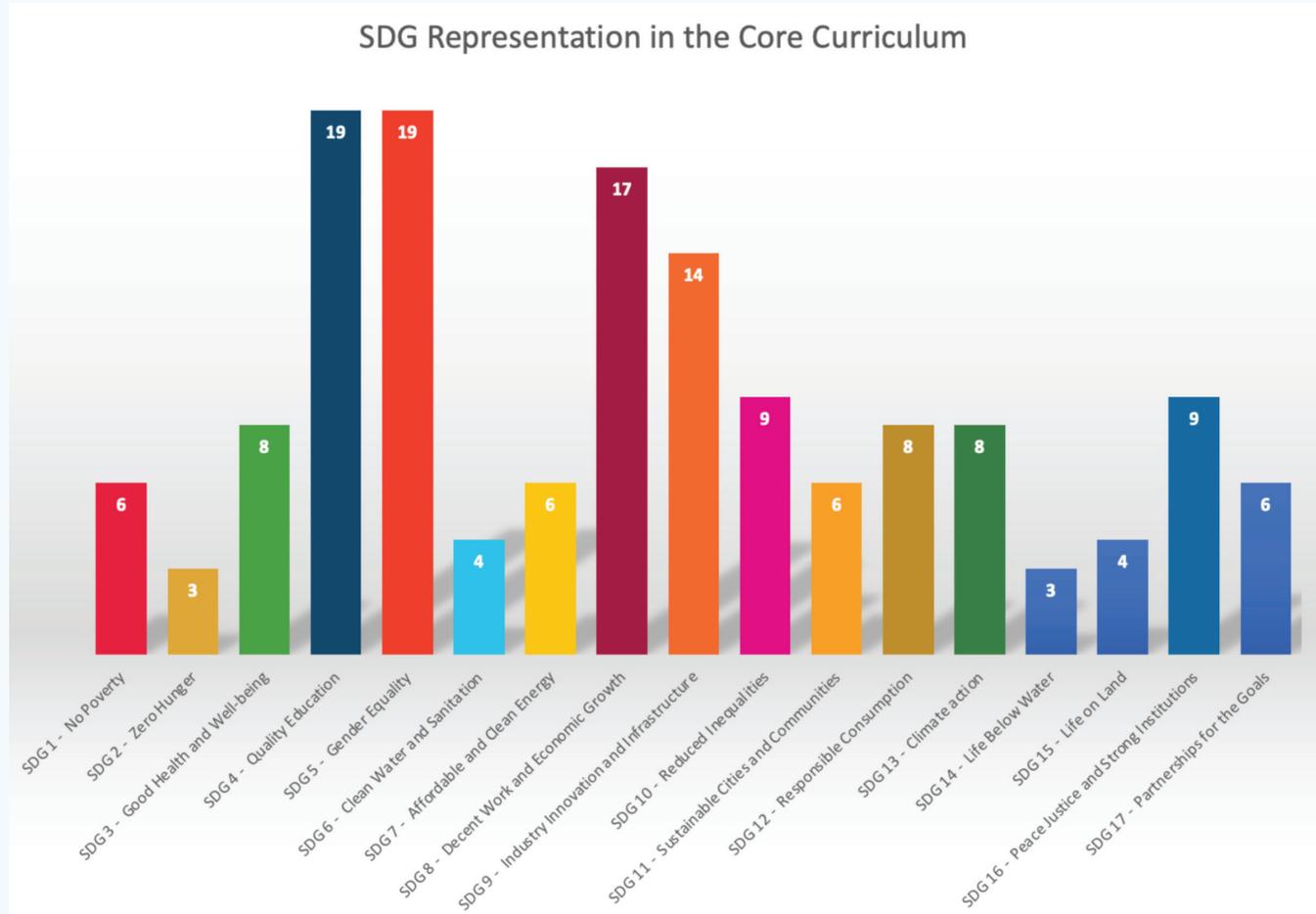
principle TWO

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

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

OUR achievements

FACULTY TEACHING



To measure how the SDGs have integrated into our curricula, a 2022 survey was sent to all PGBS faculty teaching in the core curriculum (including adjuncts and non-tenure track practitioners). Results revealed that all SDGs were touched on by respondents in their courses, with the highest representation in Goals 4, 5, 8, & 9.

THE SEER CERTIFICATE

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

Program Requirements

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

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

SEER CERTIFICATE COURSES

The below list highlights courses offered in recent years that provided students with an educational framework for responsible leadership:

- + **Multi-Attribute Decision Analysis**
One of the major classes of problems in the field of decision analysis is one-time decisions where a group of alternatives must be compared on the basis of multiple (and possibly competing) goals and objectives. This type of problem, called a multi-attribute decision, is found in many resource allocation and policy-making applications. As leaders in business increasingly consider the social and environmental consequences of their firms’ actions, the ability to solve multi-attribute decision problems is becoming progressively more important. There are also many personal decision-making problems that involve multiple attributes (both quantitative and qualitative), such as choosing a job or purchasing a home. The challenge in this type of decision is to create a “value model” that allows explicit comparisons between alternatives that often differ in many ways.
- + **Designing and Managing International Organizations**
This course focuses on competencies of an effective leader and organization designer with a global mindset. In this course, students further develop skills in critically evaluating an organization from multiple theoretical perspectives and integrating the findings into a diagnosis of an organization’s current situation. Emphasis is placed on using the results of this well-rounded diagnosis to develop recommendations for change. Implications of the cultural context(s) of the organization and its members for the design of the organization are explored, as are aspects of designing sustainable organizations. In addition, a comprehensive understanding of the scope and process of organizational change in the context of international organization design is developed.
- + **Acquiring Wealth, Power, Success Morally and Ethically**
This course examines how financial wealth, success, and power can be acquired and maintained through moral and ethical means. While definitions of these terms will be explored, the course does not seek to define them for the individual student, but rather to help the student develop the analytical skills necessary to evaluate the choices and consequences that will ultimately define his or her life experience. This is a seminar involving rigorous classroom discussion and critical thinking exercises that analyze real-life experiences of both contemporary and historical figures and of the students themselves.

+ The Role of Business in Society

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

+ Doing Business in Emerging Markets

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

+ Social Entrepreneurship

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

+ Responsible Business Practice Capstone (SEER Capstone)

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

NEW SEER COURSES:**+ PGBS 698 - Responsible AI**

Discussions about the emergence of a new generation of powerful Artificial Intelligence (AI) technologies and their potential impacts on people, business, and society are widespread. Predictions about an evolving “Smart Machine Age” and a “Fourth Industrial Revolution” are rampant. Harvard Business School professors Marco Iansiti and Karim Lakhani suggest that AI adoption is no longer a novel experiment but instead lies at the “digital core” of the modern successful business. Empirical evidence of positive business impacts of AI are also emerging. A study by Deloitte of 1,900 executives in seven countries found that 65 percent of respondents reported that their AI adoptions are enabling them to pull ahead of their competition. From finance to health services, real estate to fast food, AI technologies are being adopted across industries and around the world with reported business benefits ranging from increases in speed and accuracy, to improvements in customer service and engagement, to lower costs. Collectively, AI technologies have been predicted to increase global economic output by \$13 trillion by 2029. However, as with every technology, these exciting potential positive benefits are mirrored by the possibility of significant risks and downsides, both unintended consequences and intentional irresponsible use. The goal of this course is to guide students toward a robust understanding of the potential positive business benefits and negative consequences of what is likely to be the most significant digital technology of the next 20 years, Artificial Intelligence, and to prepare them to lead and manage responsible business applications of AI.

+ MKTG 663 - Strategic Issues in Marketing: From Selfish Societies to Sustainable Societies

“The issue of sustainability is one that belongs to everybody because the issue of our environment and the depletion in resources is one that will affect generations to come, regardless of location.”
– Wu Hongbo, *UN Under-Secretary-General for Economic and Social Affairs* (link).

A global shift towards businesses creating solutions to sustainable issues is increasingly creating opportunities for sustainable brands to be profitable in all markets. Therefore, marketers will increasingly need to be able to create, communicate about, and deliver sustainable and socially responsible products and services. This course will focus on the marketing skills needed to meet sustainable and social market needs and opportunities. The course examines the importance of human interaction in the new economy in marketing, sales, and content production.

master of science **GLOBAL BUSINESS**

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

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

master of science **MANAGEMENT AND LEADERSHIP**

The online MS in Management and Leadership (MSML) curriculum at Pepperdine Graziadio Business School is designed to train students to manage change at all levels of an organization. The curriculum builds essential expertise in areas including group dynamics, project management, organization and work design, and team and organizational culture. This project gives students the opportunity to work with a nonprofit organization, applying theories, frameworks, and learning from across the MSML program. Students are tasked with developing a professional leadership development plan that showcases the ability to think strategically, consult on complex challenges, and implement recommendations while creating real change for an organization in need.

Recent clients include:

- + Inland SoCal United Way**
San Bernardino and Riverside Counties, CA
- + Habitat for Humanity LA**
Bellflower, CA
- + Walk with Sally**
El Segundo, CA
- + TXT: Teens Exploring Technology**
Los Angeles, CA

In 2020, the program added the SEER Strategy Capstone Course as an elective, allowing students to receive their SEER Certificate along with their degree. For more information on MSML E2C clients see Principle 3 - Method.

GLOBAL PROGRAMS

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

Pepperdine enables students to gain direct insight into the global marketplace—and earn course credit—through a variety of study abroad programs. Students gain an understanding of business environments and successful business strategy in another country through One-Week Abroad courses to Europe, Latin America and Asia. Students may also choose to engage in a full Trimester of study as a student at one of 35 partner universities around the world affording critical tie-ins to responsible and sustainable business practice in another region of the world. Multi-Week Abroad programs of study are also available and offer valuable learning engagement and networking opportunities overseas. Students can take advantage of this increasingly sought-after opportunity in two ways: a One-Trimester Exchange in residence with a partner university, or a one-week Global Intensive Course.

ONE-TRIMESTER EXCHANGE

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

GLOBAL BUSINESS INTENSIVE COURSES

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

Destinations and themes have included the following:

SPAIN	Experiential Marketing, a Brand in Action: Exploring Strategies to Create Lasting Customer Connections through Effective Engagement
COSTA RICA	Sustainable Business in Costa Rica
MIAMI	Doing Business in Latin America
LISBON/PORTO	Innovation and Entrepreneurship in the EU
PARIS	Global Luxury Branding
DUBLIN	Managing Global Business Operations in the Digital Economy
FLORENCE/TUSCANY	Contemporary business wisdom from the cradle of the Renaissance



MSGB - VIRTUAL PASSPORT TO THE WORLD

In December, 2020 46 MSGB students participated in a one week global business intensive. The students were a mix of Fall 2019 and Spring 2020 entering cohorts and attended one of two virtual intensives.

1. Virtual MSGB GBI 1—From Panama to Patagonia—with Lead Faculty, Dr. Steve Swafford started with academic lectures on the social, political, historical, and cultural context in Latin America as well as an overview of regulatory and political challenges in Latin America. The remainder of the week included a combination of company presentations focusing on six different countries (Colombia, Brazil, Ecuador, Argentina, Panama, and Peru), cultural tour, and interactive experiences (team building and problem solving). Students ended the program by presenting possible solutions to help grow the coffee business with the continued challenges of COVID-19.

Companies involved included:

- | | |
|---|--|
| <ul style="list-style-type: none"> + Cafe San Alberto
Organic coffee farm and E2B company
<i>Colombia</i> + Insolar
Solar energy
<i>Brazil</i> + Cycle System
Sustainable energy and development
<i>Colombia</i> + Telefonica
Telecommunications
<i>Ecuador</i> | <ul style="list-style-type: none"> + Expedia Inc
Travel booking
<i>Argentina</i> + TWBA
Advertising agency
<i>Argentina</i> + Panama Canal Visitors Center
Transportation
<i>Panama</i> + Medlife
Healthcare
<i>Peru</i> |
|---|--|

2. Virtual MSGB GBI 2— Business Resilience in Times of Crisis—with Lead Faculty, Dr. Jozefina Kalaj included a combination of company presentations focusing on five different countries (Philippines, China and Hong Kong, Singapore, Thailand, and Australia), cultural tour, and interactive experiences (team building and problem solving). Students ended the program by presenting on identifying countries and markets where Tala can focus on expanding.

Companies involved included:

- | | |
|---|---|
| <ul style="list-style-type: none"> + Tala
Finance technology
<i>Philippines</i> + Keenon Robotics
Artificial intelligence
<i>China</i> + LUCY
Finance technology on women entrepreneurs
<i>Singapore</i> + found8
Coworking space provider
<i>Singapore</i> | <ul style="list-style-type: none"> + Qualy
Sustainable gift products
<i>Thailand</i> + Speedo
Sportswear company
<i>Australia</i> + Urban Spring
Smart water station
<i>Hong Kong</i> |
|---|---|

ENTREPRENEURSHIP CONCENTRATION

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

master of science ORGANIZATION DEVELOPMENT (MSOD)

Successful organizations thrive when leaders possess not only a strong business acumen, but also a commitment to elevating their human enterprise. Pepperdine Graziadio's hybrid MS in Organization Development (MSOD) program has earned an international reputation as the premier graduate degree in the organization development field and as an innovator of experiential learning.

Designed for experienced professionals, the program offers a global perspective on strategic change and its impact on organizational effectiveness, while building multicultural competencies critical to business today. Students travel to domestic and international destinations on three different continents (China; Costa Rica; France; Watsonville, California; and Washington, DC) for intensive face-to-face courses where they gain invaluable field experience at leading-edge businesses, nonprofit organizations, and government agencies.

executive doctor of BUSINESS ADMINISTRATION (DBA)

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

DBA dissertations have already successfully covered scholarship on responsible consumption/circular economy, boardroom diversity, corporate governance of sustainability paradoxes, sustainable housing, indigenous businesses, and sustainability issue management in SMEs.

Current students also plan research into:

- + Expanding healthcare access
- + Partnerships for sustainability
- + Homeownership access
- + African American participation in developing Responsible AI
- + Clean energy adoption in the US
SDG 3, 8, 9, 10, 11, 12, 17

Please see Principle 4 for additional information on DBA research into Sustainable Development

executive certificate **IN CSR**

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

LOOKING FORWARD:

We are excited to return to a full schedule of global engagement and in-person learning practical experiences. Future Global Business Intensives planned in the near term include studying social enterprise in South Africa, leadership lessons in emerging economies in Uganda, and shared value creation in Madrid, Spain.

METHOD

principle **THREE**

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

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

OUR *achievements*

PEPPERDINE E2B™ (EDUCATION TO BUSINESS)

The Pepperdine E2B™ program is a formalized approach to experiential learning through client based projects exclusive to the Graziadio school. In this high-impact module, we connect MBA students with executives to address complex issues facing today's most notable organizations. We partner with global powerhouses, regional brands, and startups. As a result, students hone communication skills and flex creative thinking at a pace and intensity exceeding internships and practicums.

Through this hands-on learning initiative, our students are empowered in their education. This practical, results-oriented program goes beyond theory and elevates a student's understanding. Integral to Graziadio's learning experience, Pepperdine E2B takes on 60 live case consulting projects annually in four different disciplines.

Select E2B Engagements for 2021-2022 included:

- + **Green Our Planet** runs the largest outdoor school garden and school hydroponics programs in the U.S. — running hydroponic programs in over 600 schools and just receiving funding for hundreds more. Students assessed the organization's current and desired culture, and define gaps that need to be closed. Additionally, students recommended a change process and explain the downside of not changing
- + **Sentry Living Solutions (Sentry)** provides educational services, supportive services, advocacy and skills training for individuals with developmental disabilities and their families and is owned by PGBS graduate Carlos Cienfuegos. Students assessed the organization's current and desired culture, and defined gaps that need to be closed. Additionally, students recommended a change process and explain the downside of not changing.
- + **Better 4 You Meals** provides meals to charter and private schools, summer camps, after school programs as well as seniors in select locations in California, Arizona and Nevada. Better 4 You Meals recently purchased one of its vendors, Balance Foods. Balance Foods sells branded snack foods and snack pellets for private labeling. Students identified a strategic direction in which to grow Balance foods. They defined a path for growth and developed a three-year marketing plan to support their recommended approach.
- + Students worked with **World Vision International**, a child-focused global nonprofit with a mission to eradicate extreme poverty in our lifetime. World Vision US (WVUS) is the largest fundraising office of World Vision International. In this marketing project, Students developed a marketing plan to increase brand awareness of WVUS within the foundations segment.

master of science MANAGEMENT AND LEADERSHIP (MSML) E2C

In the Education to Community (E2C) Capstone Project, students in the Masters of Science Management and Leadership (MSML) program provide a summative reflection integrating and applying theories, frameworks, and learning from across the MSML program, including understanding of organizations as complex systems. Working exclusively with nonprofit client organizations, student teams develop personal and professional leadership development plans that articulate core values, mission, and strategic imperatives.

- + Teach, Train, Transform
(start-up education/training platform)
- + People for Community Improvement
- + Mama Hill's Help
- + Inclusive Education Project
- + Power of a Shower
- + El Camino Homeless Organization (ECHO)
- + Homeboy Industries
- + Miracles for Kids
- + Ten Thousand Villages
Redondo Beach, CA
- + Hospice of the North Coast -
Hope Bereavement Center
Carlsbad, CA
- + Tichenor Clinic
Long Beach, CA
- + BIG Heart Ranch
Malibu, CA
- + Evergreen Lutheran High School
Tacoma, WA
- + Notre Dame Mission Volunteers
AmeriCorps (NDMVA)
Baltimore, MD
- + Pachamama Alliance
San Francisco, CA
- + Clara's House
Sacramento, CA
- + Hively
Pleasanton, CA
- + Genesis Women's Shelter and Support
Dallas, TX
- + Fairytale Town
Sacramento, CA
- + Daly City Partnerships
Daly City, CA
- + Hopalong Animal Rescue
Oakland, CA
- + Destroy Duchene
- + The Santa Barbara Zoo
- + The ASCAP Foundation
- + Brea Olinda Unified School District -
Department of Child Services
- + 50/50 Leadership
- + The Yorba Linda Chamber of Commerce
- + Inland SoCal United Way
San Bernardino and Riverside Counties, CA
- + Walk with Sally
El Segundo, CA
- + Habitat for Humanity LA
Bellflower, CA
- + TXT: Teens Exploring Technology
Los Angeles, CA
- + Read Better Be Better
Phoenix AZ
- + Community Child Care Council
Santa Rosa, CA
- + Planting Justice
Oakland, CA
- + Confluence Ministries
West Colfax (Denver), CO

msod GLOBAL BUSINESS PRACTICUM

Industry collaborative learning is central to the Masters of Science in Organizational Development (MSOD) program—from the program’s eight-day Washington, DC “intensive” (MSOD622) course where students conduct a client based consulting project for an assigned nonprofit, government, NGO or association, to a series of three 10-day international practicums where student teams take on client-based projects and service-learning assignments in France, Costa Rica and London.

Projects in Costa Rica led by Dr. Gary Mangiofico:

- + Bacardi Enterprise Services (LATAM): Developed a process transition from the core business to the Shared Service Center. The focus was to take customer engagement in the SDS Italy Transition Project to the next level by increasing adoption, creating meaningful connections, and greater understanding of the project’s purpose and benefits for LATAM employees.
- + Western Union (LATAM): “Company + Engagement (Y) committee to create an environment that WU will be proud of, where employees are not only proud to work but experience an environment that addresses people’s different needs and wants—an environment that sees people not just as numbers but as people, making life easier and making Western Union - LATAM a proud place to work.
- + “Light Force Orthodontics, Inc.: Developed approaches to balancing performance management (employee performance) with production management (manufacturing) to deliver on explosive growth targets while building in exceptional quality.”environmental stewardship, corporate citizenship, product/service excellence, and financial strength into any organization. In the course, students will work collaboratively to “bolt their ideas and class discussed concepts to the ground” and to effectively be able to infuse SEER concepts into any type of organization to create long-term shareholder value. Students are required to integrate the four values in building a blueprint for business sustainability. The course is taught from a practitioner’s point of view utilizing a combination of case studies, textbooks, current media, and guest speakers.

Projects in London led by Dr. Chris Worley:

- + OmniAction (<https://omniaction.org/>) is a community interest, not-for-profit organization that has taken on the challenge of building an integrated approach to food safety, security, sustainability, affordability, and quality. Students worked on developing a strategy and communication solution to be used by OminiAction to begin the process of change in multinational corporations.
- + First Bus (<https://www.firstbus.co.uk/>) is one of the UK’s largest bus operators and offers transportation services in many parts of England, Ireland, and Wales. Post-Covid, First Bus is going through a large transformation and MSOD students are working to develop a sustainable strategic workforce plan for the organization.

- + The John Lewis Partnership (<https://www.johnlewispartnership.co.uk/>) is an iconic UK organization. The primary businesses are the John Lewis Partnership department stores and the Waitrose grocery chain. Following a critical shift in purpose, the organization is implementing a massive strategy, structure, and culture shift. MSOD project teams are helping the Partnership think through two aspects of the transformation. First, how to think about building internal and external partnerships and second, identifying the contours of a world-class learning strategy for the Partnership's members.

Projects in France led by Dr. Miriam Lacy included:

- + **Hotel de Ville de Lyon (City Hall)** – consultation on large systems (20,000 people) training for region sustainability mandates.
- + **ORIAL—project focused on turnover**
 - + Topic: Attrition at ORIAL—Company is losing younger employees. Why? What can ORIAL do to keep them?
 - + Methodology: Used a specialized “Stay” approach to collect data. Survey developed for distribution to work force. Translated into French and augmented by interviews.
- + **Lighthouse LLC—project focused on digitalization**
 - + Determine how best to implement digitalization of legal services to the public at large.
 - + Investigate if Lighthouse should add this offering to their currently-owned companies or start a new company.

Projects in Washington DC led by Dr. Kent Rhodes:

- + National Education Alliance for Borderline Personality Disorder: Students interviewed various stakeholders, including board members and reviewed organizing documents and related key communication pieces to provide helpful data to be used in strategic planning. Students presented findings and led a discussion of potential next steps for the organization.
- + Facility Engineering Associates: Students interviewed various stakeholders and reviewed organizing documents and related key communication pieces to provide helpful data to be used in strategic planning. Students presented findings and led a discussion of potential next steps for the organization.
- + National Audubon Society: Students interviewed various stakeholders and reviewed organizing documents and related key communication pieces to provide helpful data to be used in the reorganization of the home office and update historical records for the Society. Students presented findings and led a discussion of potential next steps for the organization.
- + Data Watch, Inc.: Students interviewed various stakeholders and reviewed organizing documents and related key communication pieces to provide helpful data to be used to best position this four generation family enterprise for succession to a non-family leadership team. Students presented findings and led a discussion of potential next steps for the organization.

- + International Justice Mission: Students interviewed various stakeholders and reviewed organizing documents and related key communication pieces to provide helpful data to be used to build more robust communication strategies across their South American offices. Students presented findings and led a discussion of potential next steps for the organization.

GLOBAL MINDSET INVENTORY

Long featured in our MS in Global Business (MSGB), the Global Mindset Inventory (GMI) was formally embedded into the program in 2018. The GMI is an assessment tool developed by leading experts at the Thunderbird School gauging strengths and areas of improvement in the three capitals: Global Intellectual Capital, Global Psychological Capital, and Global Social Capital. As part of the inclusion in the MSGB program, PGBS has certified leading faculty teaching MSGB students in the GMI, embeds GMI into learning outcomes for critical courses, and requires students to self-assess their global orientation using the GMI both at the beginning and at the end of their program.



LOOKING FORWARD:

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

RESEARCH

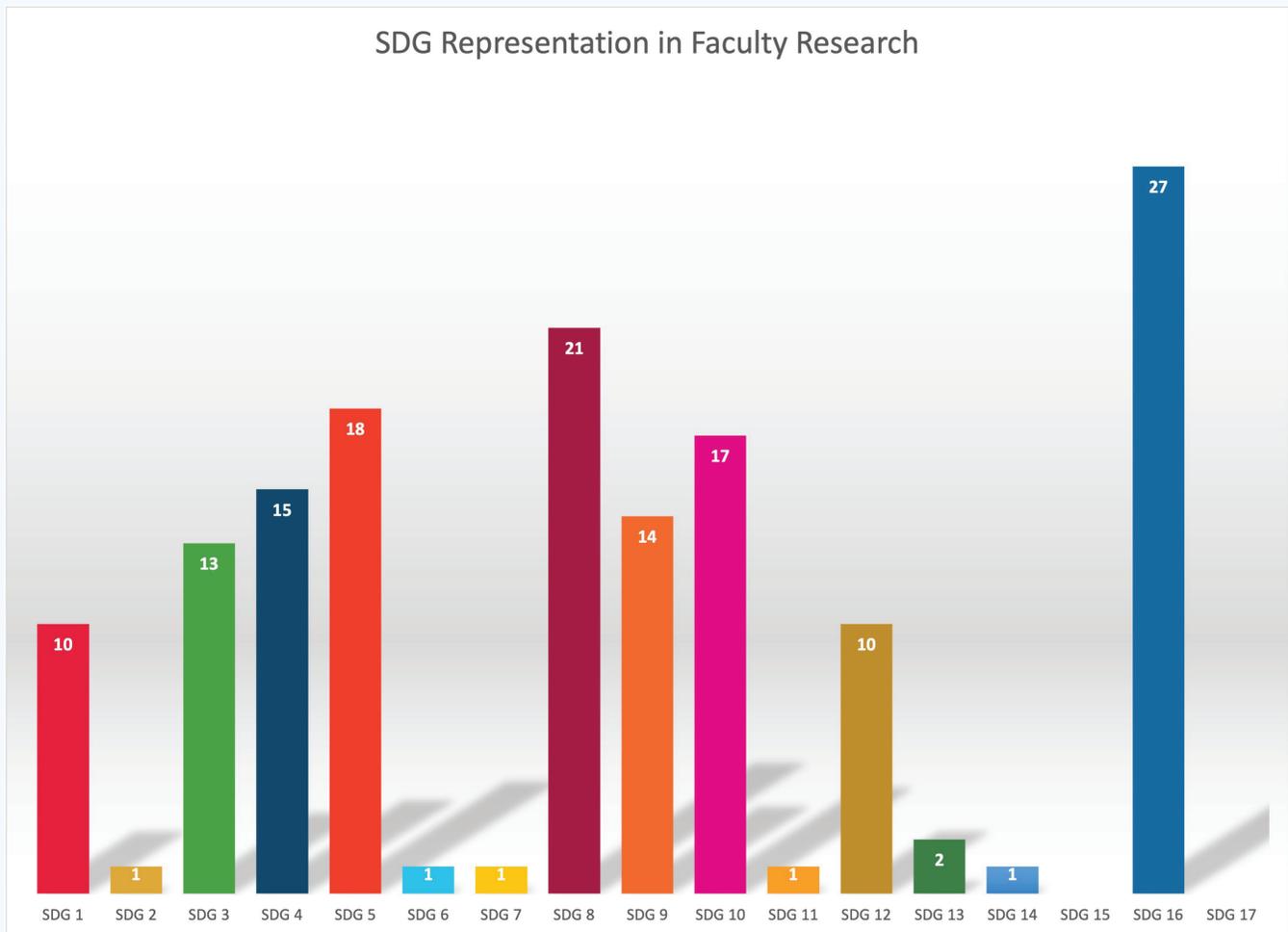
principle **FOUR**

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

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

OUR *achievements*

Keyword analysis shows that faculty research touched on 15 of the 17 SDGs, with strongest representation in Goals 5, 8, and 16. In addition to the majority of research published in peer-reviewed academic journals, our faculty published their findings and thought leadership across a wide range of outlets including practitioner journals, popular press, and wide-circulation blogs.



REPRESENTATIVE PUBLISHED WORK:

**Bobbi J Thomason;
Cristina B Gibson;
Kevin S Groves;
Jaclyn A Margolis;
Steve C Gibson;
Jennifer L Franczak**

Experience of Dignity at Work

SDG 1;
SDG 10

Pooja Nawathe; Tara Cohen; Zhike Lei	Closing the loop of the Event Reporting cycle: An integrative approach of human factors engineering and systems focused simulation	SDG 12
Zhike Lei; Kevin Groves; S. B. Franklin	The effects of moral personality, moral identity, ethical ideology, and justice perceptions on workplace deviance: A moderated-mediation Study	SDG 16
Charles D Kerns	Impacting key team dynamics: A leader-identity approach	SDG 3
Cristel A Russell; Ron Hill; Dale Russell	Mental Health Service Utilization After Military Missions: The Double Edged Consequences of Unit-Level Organizational Support	SDG 3
Charles Vance; Kevin S Groves	Linear and nonlinear thinking: A multidimensional model and measure	SDG 4
David M Smith; Samuel L Seaman; Demosthenes Vardiabasis; Yury Adamov	An explanation of the gender earnings gap in veterinary medicine.	SDG 4; SDG 10
Richard C Walton; Mark Anthony Tribbitt	The Impact of Gender Influence on Firm Innovation	SDG 4; SDG 8; SDG 10
Bernice L Ledbetter; Christine M. O'Brien	Women in Leadership: Pathways and Barriers in Knowledge-Based Organizations	SDG 5
Bernice Ledbetter; Kimber Maderazzo	C200 Women on Boards	SDG 5
Hannah Jones; Terri D Egan; Julie A Chesley	Helping Leaders Grow Up: Vertical Leadership Development in Practice	SDG 5
Jennifer Barbour; Cristina B Gibson; Charles George	Shared leadership and team effectiveness: Does traditionalism and virtuality matter?	SDG 5
Bernice L Ledbetter	Women in Oman: Leadership Style Preferences in the Context of Peace	SDG 5; SDG 12

Jennifer L Franczak; Doreen E Shanahan	Shifting to generation 'We': How Gen Z's foci of ethical concerns differ from previous generations as they enter the professional world	SDG 5; SDG 8; SDG 9
Ben Postlethwaite; Zhike Lei	Making it safe: A new integrative approach to psychological safety research	SDG 8
Eitan Naveh; Zhike Lei; A Khen-Guterman; D Igdal	When the geniuses break the rules: Unpacking the tension between safety and discovery	SDG 8
Michael Olabisi; Jesse Mora	Economic Development and the Margins of Trade	SDG 8
Roger D McMahon Jr; Stephen A LeMay	Corporate Social Responsibility, Economic Geography, and the Moral Supply Chain	SDG 8
Michael Olabisi	The Impact of Exporting and FDI on Product Innovation: Evidence from Chinese Manufacturers	SDG 8; SDG 10
Cristel A Russell; Nelson F Granados Rugeles; Doreen E Shanahan	How extraversion and technology proclivity relate to participation in the sharing economy	SDG 9
Bruce D Buskirk; David L Ralph; Stacy M.P. Schmidt	The Role of Marketing in Making the Transition from State of the Art Technology to Advanced Technology Products	SDG 9; SDG 12
Michael R Magasin	Employers Legal Obligation to Employees in Military	SDG 5
David L Ralph; Stacy M Schmidt; Ken Reynolds; Bruce D Buskirk	Mitigating NPD and R&D Risks via a Portfolio Effect in Country Choice	SDG 4
Kiho Sohn; Nelson F Granados Rugeles; Priscilla Arling; Mark W S Chun	Systems Thinking and Knowledge Management Systems Implementation	SDG 8
David L Ralph; Stacy M Schmidt; Bruce D Buskirk	Utilizing Online Exams: A Case Study	SDG 9

Demosthenes Vardiabasis; William H Bleuel	An Examination of the Cultural Implications of Customer Satisfaction Differences for Help Desks in the United States and Thailand	SDG 9
L Wayne Gertmenian; Linnea B McCord; Terry W Young	The Impact of Islam on Middle Eastern Economics	SDG 10; SDG 12
Mark W S Chun ; Andrea D Scott; Owen P Hall	WoodSynergy Inc: Integrating IS into the Supply Chain	SDG 9
Miriam Y Lacey; Kevin S Groves	Role of Talent Management in Social Responsibility	SDG 8; SDG 16
Warren J Hahn; Samuel L Seaman	Making Decisions with Multiple Attributes: A Case in Sustainability Planning	SDG 4
Craig R Everett; John K Paglia	Private businesses predict limited growth for 2013	SDG 8
Owen P Hall; James A di Lellio	A Tablet-Based Interactive e-textbook for Business Statistics: A Case Study	SDG 9
Kurt K Motamedi	ICE: Integrated Consulting Evaluation	SDG 16
Kevin S Groves	Examining leader-follower congruence of social responsibility values in transformational leadership	SDG 5; SDG 8; SDG 16
Mark W S Chun; Charla C Griffy-Brown	The New Normal: Fundamental Shifts for 21st Century Organizations and for the CIOs Who Lead Them	SDG 5; SDG 8; SDG 9; SDG 16
David L Ralph; Stacy M.P. Schmidt	Marketing Vineyards and their Regions	SDG 8; SDG 12
Jeffrey S Schieberl; Lynda H Palmer; Michael B Rainey	Teaching, Technology, and the Art of the Deal	SDG 8; SDG 9
Anthony Curatola; Robert H Lee	Uncertain Tax Position Reporting	SDG 8; SDG 12

Mark W S Chun; Charla C Griffy- Brown; Demetrios Lazarikos	How Do You Secure an Environment without a Perimeter? Using Emerging Technology Processes to Support Information Security Efforts in an Agile Data Center	SDG 5; SDG 8; SDG 9
Lynda H Palmer; Stephen M Rapier; Doreen E Shanahan	ReviewInc: Success through Segmentation	SDG 9
Stephen Lemay; Jeff Perriatt; Dave McMahon	The Alabama Cyclist: A Descriptive Study	SDG 11
David L Ralph; Donald M Atwater; Schmidt Stacy	Marketing Pickles as a Gourmet Condiment	SDG 2
William R Smith	Opportunities for Agriculture to Continue Its Long-Term History of Innovative Marketing Practices	SDG 2
Lee Katz; Howard D Fontaine; Richard T Herko	Water Rights in California: Competition and Coopetition in a Dynamic Environment.	SDG 5
Demosthenes Vardiabasis; Burhan Yavas; Kathleen Grave	Diversification Strategies and Equity Market Performances: Implications for Investors and MNEs	SDG 10
Abraham Park; Dongshin Kim; Joon Park	The Structure of Spatial Housing Submarkets: The Case of Los Angeles, a Polycentric City	SDG 11
Max D Ellzey; Virginia A Green	The Cs of Great Leadership	SDG 5
Virginia Gean; Farrell Gean; Fred Petro	"The Secret Behind Trader Joe's Success: The Extraordinary Leadership of CEO John Shields"	SDG 5
Charla C Griffy- Brown; Demetrios Lazarikos; Mark W S Chun	Emerging Technologies and Cyber Risk: How do we secure the Internet of Things (IoT) environment?	SDG 5; SDG 8; SDG 9

Mark W S Chun; Charla C Griffy- Brown; Howard A Miller; Vincent Zhao;	Optimizing Risk When Deploying Emerging Technologies	SDG 9; SDG 16
Demetrios Lazarikos Jillian Alderman; Maretno Agus Harjoto	COVID-19: US shelter-in-place orders and demographic characteristics linked to cases, mortality, and recovery rates	SDG 1; SDG 4; SDG 10
Cristina B Gibson; Heli Wang; Udo Zander	Is research on corporate social responsibility under-theorized?	SDG 1; SDG 8
Chris G Worley; Claudy Jules	COVID-19's Uncomfortable Revelations About Agile and Sustainable Organizations in a VUCA World	SDG 1; SDG 8; SDG 10
Howard D Fontaine; Clemens E Kownatzki	Is the S&P still the right benchmark?; a study of diminished index diversity	SDG 10
Kurt K Motamedi	When Office Politics And Racism Collide	SDG 10
Larry G Bumgardner; Lynda Palmer	Whale of a Legal Tale	SDG 14; SDG 16
Cristina B Gibson	From social distancing to care in connecting: An emerging organizational research agenda for turbulent times.	SDG 16
Daniel Gamache; François Neville; Cole E Short; Jonathan Bundy	Serving Differently: CEO Regulatory Focus and Firm Stakeholder Strategy	SDG 16
Doreen E Shanahan; Nancy E. Dodd; Stephen M Rapier; Jeffrey R Baker	Too Big to Care: Promoting Ethics When Ethics Are Not Profitable	SDG 16
Jillian Alderman	A plea for transparency: do voluntary warnings of fraud influence auditors' liability?	SDG 16
Maretno Agus Harjoto	Corporate non-financial disclosure, firm value, risk, and agency costs: evidence from Italian listed companies	SDG 16

Mark Allen	The Importance of Training in Law Enforcement	SDG 16
Stephen C Gibson; Alessandro Rigolon	The role of non-governmental organizations in achieving environmental justice for green and blue spaces	SDG 16
Kenneth Soyeh; Dongshin Kim; Mohammad Jafarinejad; Daniel Huerta- Sanchez	Disentangling Bubbles in Equity REITs	SDG 3
Dale W Russell; Cristel A Russell	The evolution of mental health outcomes across a combat deployment cycle: A longitudinal study of a Guam-based National Guard unit	SDG 3; SDG 4; SDG 10
Julie A Chesley; Terri D Egan; Hannah Jones	Elevating Leadership Development Practices to Meet Emerging Needs	SDG 4; SDG 5
Jaclyn Margolis; D Tzabbar	Leveraging Founding Team Human Capital for Innovative New Ventures	SDG 4; SDG 5; SDG 8
Maretno Agus Harjoto	Female Leadership in Corporate Social Responsibility Reporting: Effects on Writing, Readability and Future Social Performance	SDG 4; SDG 5; SDG 8; SDG 10; SDG 12
Dana M Sumpter; Mona Zanhour	Margaret Huebner: Building the Human Resources Function at Oman's Port of Salalah	SDG 5
Maretno Agus Harjoto; Yan Wang	Board of directors network centrality and environmental, social and governance (ESG) performance	SDG 5; SDG 16
Kurt K Motamedi	Five Ways CEOs Can Model Inclusiveness	SDG 5; SDG 8; SDG 10; SDG 16
Brian W Jacobs; Vinod R Singhal	Shareholder Value Effects of the Volkswagen Emissions Scandal on the Automotive Ecosystem	SDG 7; SDG 12; SDG 13

Charla C Griffy-Brown; Kai Sung; Mark W S Chun	One Country, Three Types of CIOs: The Emergence of Technology Executives in China	SDG 9
Chris G Worley	Designing HR for Digitally-Enabled Agile Organizations	SDG 9
Stephen Foster; Marina Dabic; Charla C Griffy-Brown	From socio-technical systems to biosocial technical systems: New themes and new guidance for the field of technology in society	SDG 9
Brandon K Parsons	Panel Data Analysis on Income Tax Progressivity and Gini Coefficient	SDG 1
Julia Freybote; Youngme Seo; Dongshin Kim	Urbanity, Financial Crisis and the Timing of Homebuying Decisions by Young Households	SDG 1
Brandon K Parsons	Panel Data Analysis of Determinants of Income Inequality	SDG 1; SDG 16
Boris Chapoton; Cristel Russell; Veronique Regnier; Anne Hamby	Actions Speak Louder Than Words: Television Characters' Effectiveness As Message Sources Depends On Their Story Experiences	SDG 1; SDG 3
Denise Buhrau; Cristel Russell; Anne Hamby	Reducing Television Influences on US Adolescents Who are High Reactance	SDG 1; SDG 3
Rena Salyeva; Levan Efremidze	Ideas That Fall Flat: The Effect of Flat Tax on Income Inequality	SDG 1; SDG 8
Richard C Walton	Examining The Impact of Female Executive Tenure Within the TMT On Firm Performance	SDG 10
L.J. Shrum; Cristel A Russell	The Cultivation of Parent and Child Materialism: A Parent-Child Dyadic Study	SDG 12
Sriram Narayanan; Brian W Jacobs; Amrou Awaysheh	Reducing water and energy consumption: The roles of experience learning and vicarious learning	SDG 12

Clemens E Kownatzki; Jillian Alderman; Robert Lee; Maretno Agus Harjoto	Sustainable Consumption and Production, Climate Change and Firm Performance	SDG 12; SDG 13; SDG 16
Bryan Hochstein; Duane Nagel; Jim Salas; Larry Hyeyoon	Purchaser Perceptions of Early Phase Supplier Relationships: The Role of Similarity and Likeability	SDG 16
Chris G Worley	A robust response to what COVID-19 revealed: A path to resilience and inclusion.	SDG 16
Cole E Short; Timothy D Hubbard	CEO Quality Reassessed: Do Evaluators Effectively Recognize and Reward Quality?	SDG 16
Cole E Short; Varkey K Titus; Peter I Nahm; Owen N Parker	Negative Impression Management and Its Motivations	SDG 16
Jonathan N Bundy; Cole E Short; Michael D Pfarrer	The Theoretical Interdependence Between Anticipatory and Reactive Impression Management	SDG 16
Maretno Agus Harjoto	Corporate social irresponsibility and portfolio performance: A cross-national study	SDG 16
Pierangelo Rosati; Theo Lynn; John G Mooney; Grace Fox	AgriTech Innovators: A Study of Initial Adoption and Continued Use of a Mobile Digital Platform by Family-Operated Farming Enterprises	SDG 2
Ronald Paul Hill; Cristel A Russell; Dale Russell	Unintended Consequences of Organizational Support in the Use of Mental Health Services: Evidence from Soldiers During a Combat Deployment to Afghanistan	SDG 3
Jillian Alderman	Auditor Litigation Risk: A Review of Past Perspectives, Recent Developments, and Emerging Issues.	SDG 3; SDG 12
Kevin S Groves; Michael M LaRocca	Transformational Leadership in Extreme Contexts: Associations with Posttraumatic Growth and Self-Efficacy Among Combat Veterans	SDG 3; SDG 5
Kurt K Motamedi	Zeal and Z-Factor: Will, Adaptability and Copability in Dynamic Complex Environments	SDG 3; SDG 5

Dana M Sumpter; Mona Zanhour	"This is Happening Without My Buy-In": De-agentic Boundary Management after a Cross-Domain Disruption	SDG 4; SDG 10
Mark Anthony Tribbitt; Richard C Walton	Examining the Impact of Gender Influence Within the Top Management Team on Firm Performance and Firm Risk	SDG 4; SDG 10
Mona Zanhour; Dana M Sumpter	The Entrenchment of the Ideal Worker Norm During the COVID-19 Pandemic: Evidence from Working Mothers in the U.S.	SDG 4; SDG 10
David M Smith	Trends in the Gender Pay Gap in an Entry-Level Labor Market	SDG 4; SDG 5; SDG 10
Emily Rosado-Solomon; Dana M Sumpter; Danna Greenberg	Why other people matter when working mothers reenter: How relational movement influences role transitions	SDG 4; SDG 5; SDG 10
Jillian Alderman	Women in the Smart Machine Age: Addressing Emerging Risks of an Increased Gender Gap in the Accounting Profession	SDG 4; SDG 5; SDG 10
Cristina B Gibson; Dana M Sumpter; Jonathan Phan; Christine Porath	Vicarious Empowerment as a Novel Mechanism for Empowering High Power Distance Employees	SDG 4; SDG 8
Maretno Agus Harjoto	Corporate social responsibility reporting: DOES writing style matter?	SDG 4; SDG 8; SDG 10; SDG 12; SDG 16
Charla C Griffy-Brown; Howard Miller	Evaluating risk for top line growth and bottom line protection: enterprise risk management optimization (ERMO)	SDG 4; SDG 9; SDG 10
Charles D Kerns	Managing leader identity: A practice oriented approach	SDG 5
David M Smith; Samuel L Seaman	Evidence of Customer Discrimination among Veterinarians in Rural Areas	SDG 5

Kevin S Groves	Developing and validating a model of leadership potential for VUCA environments	SDG 5
Scott D Graffin; Cole E Short; Robert J Campbell	CEO Humor and Ambidexterity	SDG 5; SDG 16
Cristel A Russell; Dale Russell; Zhike Lei	Development and Validity Testing of an Organizational Safety Climate Measure for Naval Forces	SDG 8
Hope Schau; Stephanie Feiereisen; Dina Rasolofoarison; Cristel A Russell	One Brand, Many Trajectories: Narrative Navigation in Transmedia	SDG 8
Mark Allen	The Crucial Role of HR in Change Management	SDG 8
Min Kim; Jason Shin; Kwangjin Lee	Local Newspaper Layoffs and Workplace Safety	SDG 8
Zhike Lei; Dale Russell; Cristel A Russell	Development and Validity Testing of a Safety Climate Measure for Naval Forces	SDG 8
Indrarini Laksmana; Maretno Agus Harjoto	Defined benefit pension policies and social responsibility performance: do socially responsible firms walk the talk?	SDG 8; SDG 12; SDG 16
Richard C Walton	What do the consequences of environmental, social and governance failures tell us about the motivations for corporate social responsibility?	SDG 8; SDG 16
Cristina Gibson; Amy Edmondson; Zhike Lei; Patrick Dunlop	Supporting remote work: The Importance of developing virtual psychological safety for collaborating through technology	SDG 8; SDG 9
Clemens Ackerman; Charla C Griffy-Brown; Max Hoßfeld	Cyberphysical Vehicle Platform for the Mobility of the Future - New Value Creating Networks and Business	SDG 8; SDG 9; SDG 12
Chris L Manfre	After the Covid-19 Economic Crisis, Infrastructure Investment to Boost Job Creation	SDG 9

Claire Burlat; Céline Del Bucchia; Caroline Lancelot Miltgen; Cristel A Russell	Empowerment as Latent Vulnerability in Techno-Mediated Consumption Journeys	SDG 9
Doreen E Shanahan; Nelson F Granados Rugeles	Personality matters: How do extraversion and technology proclivity relate to participation in lateral exchange markets?	SDG 9
Erik J Krogh; Michael L Williams	Trust and Shadow IT	SDG 9
Terence Chia; Ann Majchrzak; Patrick Dunlop; Cristina B Gibson	Sustaining effectiveness in global teams: The co-evolution of knowledge management activities and technology affordances	SDG 9
Yana Grushina; Cristina B Gibson	A Tale of Two Teams: Next Generation Strategies for Increasing the Effectiveness of Global Virtual Teams.	SDG 9
Mark W S Chun; Charla C Griffy-Brown	Developing Smart Cities Through Leveraging Technology Infrastructures, Artificial Intelligence, Big Data, & Data Analytics: The Case of the Los Angeles Summer Olympics 2028	SDG 9; SDG 11
Robert Simon Bikel	A Conceptual Model of Sustainability Paradox Governance	SDG 9; SDG 16
Cristel A Russell; Christine Harris; Dale Russell	Mental Health and Compulsive Buying: The Moderating Role of Emotion Regulation	SDG 1; SDG 3
Jillian Alderman	Non-Profit Investments in Fraud Prevention in Times of Crisis: Examining the Impact of Trust on Individuals' Intentions to Donate	SDG 16
Cristel A Russell; Jillian Alderman	Religiosity and Self Esteem in Adolescence: The Moderating Role of Trait Reactance.	SDG 3
Charles D Kerns	Managing leader identity at work: A practice-oriented approach	SDG 3; SDG 16

Maretno Agus Harjoto	A stakeholder resource-based view of corporate social irresponsibility: Evidence from China	SDG 3; SDG 16
Charles D Kerns	Wisely leading : A practice-oriented action role	SDG 3; SDG 5; SDG 16
Stephen E. Lanivich; Jennifer L Franczak; Samuel Adomako	Filling institutional voids: Combinative effects of institutional shortcomings and gender on the alertness - opportunity recognition relationship	SDG 4; SDG 10
Jennifer L Franczak; Jaclyn A Margolis	Women make great places to work: The importance of women in senior roles and how to get there	SDG 5
J. Tang; Jennifer L Franczak; Steven Lanivich; Robert Pidduck	Immersed in Coleman’s bathtub: multilevel dynamics of institutional support for entrepreneurship in emerging economies	SDG 5; SDG 8
Brian W Jacobs	Does Increased Water Efficiency Improve Financial Performance? The Important Role of Operational Efficiency	SDG 6
Jeffrey S Schieberl; Doreen E Shanahan	All “Gigs” Aren’t the Same: America’s Unraveling Safety Net	SDG 8
Joetta Forsyth; Jillian Alderman; Richard C Walton; Charla C Griffy-Brown	The Benefits of Hiring a STEM CEO: Decision Making under Innovation and Real Options	SDG 8
Doreen E Shanahan	The rise of crowd-based capitalism in Cuba: an exploration of cultural antecedents for economic development	SDG 8; SDG 12

ESG RESEARCH IN THE SPOTLIGHT



Maretno Agus Harjoto, Clemens Kownatzki, Jillian Alderman, and Robert Lee Receive 2021 S&P Global Academic ESG Research Award

The Portfolio Management Research announced Pepperdine Graziadio faculty members Maretno Agus Harjoto, Clemens Kownatzki, Jillian Alderman, and Robert Lee were the winners of the 2021 S&P Global Academic ESG Research Award. Their winning article, *Sustainable Consumption and Production, Climate Change, and Firm Performance*, recognizes the urgency for corporations to meet the United Nations Sustainable Development Goals (UNSDG) on sustainable consumption and production. The study examines how well firms' environmental, social, and corporate governance (ESG) performance are aligned with the firms' ability to meet UNSDG's sustainable consumption and production (goal #12) and climate action (goal #13), as well as the firms' financial performance and stock returns.

DOCTORAL RESEARCH - DBA SUSTAINABILITY DISSERTATIONS:

The Positive Impact of Women and Minorities in Leadership



Sharifa Batts, Doctor of Business Administration (DBA) defended her dissertation research on "Social and Human Capital Contributions of Diverse Board Members". Noting that while many firms serve a diverse population, very few, if any, have minorities or women serving as members on their boards. Batts builds her studies on current boardroom diversity and board effectiveness research by exploring how the unique human and social capital contributions of women and minority board members increase the boards' capabilities and impact board governance.

Batts completed her research under the guidance of her dissertation committee which included Cristina Gibson and Bobbi Thomason from Pepperdine Graziadio and Felton Williams, President of the Long Beach Unified School District Board of Education.

Building on the idea that boards are disadvantaged when their composition fails to align with their employee population or the stakeholder groups they serve, Batts, using a multiple case comparison approach argues that by omission, they are neglecting the contributions of women and minorities. Her findings showed the contribution of learned strategies and unique interactions along with the diverse board members' human and social capital, resulted in a positive influence on both the board and firm's effectiveness.

Consumer Attitudes to Sustainable Consumption



Jolie Gutentag, Doctor of Business Administration (DBA) defended her dissertation research on "Can the Circular Economy Concretize Sustainability? A Construal Level Approach to Encourage Sustainable Consumption" earlier this month. Gutentag completed her research under the guidance of her dissertation committee which included Cristel Russell and Cristina Gibson from Pepperdine Graziadio, and Remi Trudel from Boston University.

Gutentag's DBA dissertation looks at consumer attitudes towards environmental concerns. Despite growing awareness and understanding of the impact individual's lifestyles have on the environment, most people have not adequately changed their consumption patterns. She proposes that one possibility for this disconnect is the perceived abstractness of sustainability.

Through four studies, Gutentag investigates the effects of circular framing on sustainable behavior, including the impact of circular messaging claims on consumers' willingness to purchase sustainable products. Gutentag proposed that her research findings would have broader implications for the positioning and communication of sustainability in both society and business and would make a meaningful theoretical contribution about the role of construal level theory in motivating sustainable consumption behavior.

LOOKING FORWARD:

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

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

PARTNERSHIP

principle FIVE

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

The Pepperdine Graziadio Business School has a long history of fostering an applied learning environment. This enables students to make an immediate impact on organizations. The Pepperdine Graziadio Business School 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*

MOST FUNDABLE COMPANIES

The Most Fundable Companies List is an annual program hosted by the Pepperdine Graziadio Business School aimed to promote startup business development by providing pathways for startup funding and inspiring entrepreneurial spirit across the nation. More than 4,000 companies across all 50 states applied for the 2022 program, supported by the Singleton Foundation for Financial Literacy and Entrepreneurship as title sponsor. While the primary focus for inclusion on the list is potential investor return, many companies seek to achieve this through sustainable business models, as well as products and services that enhance lives through biomedicine, financial literacy, and the arts.

Examples from the most recent list include:

Platinum

+ **EarthGrid, PBC**

Industry: Telecommunications

Location: Richmond, CA

Founders: Troy Helming, Scott Lane

Website: earthgrid.io/

About: EarthGrid invented plasma tunnel-boring robots that work 100x faster and 10x cheaper than competitors to build an underground supergrid for 100% clean energy and other infrastructure.

+ **Genesis Systems, LLC** • *Fan Favorite*

Industry: Water Systems

Location: Tampa, FL

Founders: Shannon Stuckenberg, David Stuckenberg

Website: genesissystems.global/

About: Genesis Systems is a global leader in nano-liquid technologies. It is solving global water scarcity by solving energy and scale-up barriers to making mass water from air.

+ **One Health Group, Inc.**

Industry: Biotechnology

Location: Cazenovia, NY

Founders: Albert Di Rienzo, Mark Frazer, Jeremey Junnila, Paul Tupin, Michael Stanfield

Website: onehealthgroup.com/

About: A medical innovation company at the intersection of animal and human health, One Health Group's product gathers, analyzes, and displays actionable biomedical data-- anywhere, anytime.

Gold**+ Covira Surgical, Inc.**

Industry: Biotechnology

Location: Chicago, IL

Founders: Peter Farmakis, Dr. John Alverdy

Website: covirasurgical.com

About: Covira is a biotech company developing drugs that work by modulating the biological activity of the gut microbiome to prevent diseases.

+ Kneevoice, Inc.

Industry: Healthcare Technology

Location: Santa Monica, CA

Founders: Gustavo De Greiff, Felipe Rigby, Dr. Carlos Leal

Website: kneevoice.com

About: Kneevoice created a revolutionary diagnostic system--a noninvasive device that captures and analyzes sounds and vibrations to provide a real-time cartilage damage assessment.

+ Live Music Streaming Technology, Inc. d/b/a Trubify

Industry: Software Technology

Location: Coto de Caza, CA

Founders: Stephen Tyszka, Brian Lau, Krystal de Cent

Website: trubify.com

About: Trubify is an award-winning disruptive music streaming platform. Its innovations in monetization for artists and interactive experiences for fans create unique value proposition differentiation.

+ OmniVis, Inc.

Industry: Biotechnology

Location: San Francisco, CA

Founders: Katherine Clayton, Lotte Vandewalle, Steven Wereley, Tamara Kinzer-Ursem

Website: omnivistech.com

About: OmniVis is a biotechnology company that developed an integrated platform to transform the speed, accuracy, and economics of pathogen detection, anywhere in the world.

Silver**+ Circle Optics, Inc.**

Industry: Robotics

Location: Rochester, NY

Founders: Zakariya Niazi

Website: circleoptics.com

About: The creators of Hydra, the world's first truly seamless 360-degree camera, are currently building imaging systems for robotics, aerospace, and immersive media applications.

- + **GravyStack, Inc.** • *Fan Favorite*
Industry: Software Technology
Location: Phoenix, AZ
Founders: Travis Adams, Scott Donnell
Website: gravystack.com
About: GravyStack is the first ever platform that combines engaging gamification with a real bank account where kids game, learn, and earn financial literacy.

- + **Lively Root Technologies, Inc.**
Industry: Consumer Products
Location: San Diego, CA
Founders: Jon Ewing, Steve Pyle, George Skegas, Jerry Halamuda
Website: livelyroot.com
About: Lively Root is a rapidly growing horticultural lifestyle brand designed to revolutionize the garden center industry and become America's home garden center of the future.

- + **Nanocan Therapeutics Corp.**
Industry: Nanotechnology
Location: Princeton, NJ
Founders: Eric Broyles
Website: nanocan.life
About: Nanocan's NEST is a revolutionary breakthrough in the delivery of immunotherapy. NEST overcomes toxicity challenges via gradual, sustained delivery, precisely to tumor sites, at nanoscale.

- + **Veloce Energy, Inc.**
Industry: Renewable Energy
Location: Los Angeles, CA
Founders: Jeff Wolfe, Mark Yates, Randy Palombi, Mike Schenck
Website: veloceenergy.com
About: Veloce's FastGrid hardware and software platform revolutionizes EV charging infrastructure by integrating energy storage and aboveground installation systems, reducing costs and time by 50%.

Bronze

- + **Bridge Therapeutics, Inc.**
Industry: Biotechnology
Location: Birmingham, AL
Founders: Dr. Greg Sullivan
Website: bridgetherapeutics.com
About: Bridge has therapies to free the treatment of pain from the risk of addiction, saving thousands of lives from drug overdose and disrupting multibillion-dollar markets.

+ **NecoBrands, Inc. d/b/a necoTECH**

Industry: Renewable Materials

Location: Delaware, OH

Founders: Steve Flaherty

Website: necotechusa.com

About: necoTECH has a collection of technologies that are economical, eco-friendly, provide superior performance, and increase safety for the construction and management of our nation's infrastructure.

+ **OOLI BEAUTY, LLC**

Industry: Consumer Products

Location: Brooklyn, NY

Founders: Jessica Pritchett

Website: oolibeauty.com

About: Made in the US, OOLI is clean, sustainable, plant-based, paraben-free, Leaping Bunny-certified haircare for afro-textured hair that is worn in locs.

+ **VIBE, LLC d/b/a Glo Pals**

Industry: Consumer Products

Location: Starkville, MS

Founders: Hagan Walker, Anna Barker

Website: glopals.com

About: Glo Pals are a line of light-up sensory toys that aid in the development of fine motor skills and cognitive skills through sensory play.

CASE COMPETITIONS

FTMBA-Industry Collaborative Case Competitions

Full-Time MBA students had the opportunity to compete in a case competition with AT&T this fall and will have another opportunity in the spring to compete in the Honest Company case competition thanks to the hard work of Diane Singel and the Career & Professional Development team.

- + AT&T Case Competition: PGBS Career & Professional Development partners with AT&T to facilitate this annual case competition for MBA students. The competition allows for teams of 3-5 students to compete for cash prizes and enables them to hone their collaborative skills as well as analytical and presentation skills. Each year an esteemed panel of judges from AT&T, composed of PGBS alumni from AT&T talent management executives provide the students with valuable feedback and awards the team that demonstrate sound financial and business strategy in their presentations. AT&T provides the business case and students have seven days to work on the presentation before presenting findings and recommendations to the panel. This is a fun day for students and a great way for them to showcase their skills.

- + The Honest Company Case Competition: The inaugural competition for full-time MBA students was held in March 2020 and will continue in February 2021. This competition tests students strategic and operations problem solving skills as they work on a challenge facing the company. The judges are a panel of executives, including the CEO, VPs and HR Recruiting Teams.
- + PGBS MBA students had the opportunity to compete in a case competition with The Honest Company this spring thanks to the hard work of Diane Singel and the Career & Professional Development team. Six teams and a total of 25 MBA students participated representing FTMBA, BSMBA, FEMBA and OFEMBA. The first place team was from FEMBA and won \$2500 and the second place team was FTMBA and took home \$1000. In addition, all of the teams received some Honest products (mailed to their homes). All of the proceeds were provided by the company. Honest was very impressed with the students. The Honest Company case competition tests students strategic and operations problem solving skills as they work on a challenge facing the company. The judges are a panel of executives, including the CEO, VPs and HR Recruiting Teams.

CORPORATE PARTNERSHIPS

In addition to our ongoing partnerships with local and regional businesses, we are excited that in 2022 the Honest Company became a valued corporate partner to add to the list. The school allows employees and their families to take advantage of education opportunities and professional training at the school while in turn the company sponsors events such as the annual **Honest Case Competition** (see Principle 6 for more information).

SEER SYMPOSIUM SPONSORS AND PARTNERS

Historically, the SEER symposium has garnered many partners throughout the Los Angeles social impact and enterprise community and beyond. The Palmer Center for Entrepreneurship and the Law has been a financial sponsor for the annual SEER Symposium. Additional symposium partners have included Conscious Capitalism Los Angeles, Net Impact Los Angeles Professional Chapter, WeWork Los Angeles, University Credit Union, and Alliance Bernstein.

LOOKING FORWARD:

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

DIALOGUE

principle **SIX**

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

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

OUR *achievements*

LUXURY SYMPOSIUM

Pepperdine Graziadio Business School hosted its first-ever luxury symposium, *Luxury Recalibrated*, on September 29. This exclusive event included keynotes and panel discussions from brand experts that are making quantum shifts in their categories. Industry professionals shared insights on market trends, forecasts, and themes including emerging technologies, sustainability, and social impact in the luxury industry.

Speakers included:

- + Daniel André Langer**
Executive Professor of Luxury Strategy,
Pepperdine Graziadio Business School
Chief Executive Officer,
Équité
- + John O’Korn**
Founder and CEO,
Brevity of Life, Inc.
- + Marcin Lukasiewicz**
Vice President of Sales,
Dictador
- + Rafael Papismedov**
Managing Partner,
Signum HB Antwerp
- + The event featured two panels — one on consumers and one on disruption — aimed at examining the key audiences and dynamic luxury marketplace.**

C200 WOMEN IN LEADERSHIP CONFERENCE



On February 16, the Pepperdine Graziadio Business School's Center for Women in Leadership (CWL) and C200 hosted the C200 Women in Leadership Conference. Led by Dr. Bernice Ledbetter and C200 Chairman of the Board Kimber Maderazzo, the conference was geared towards supporting women in leadership roles.

Conference highlights included discussion panels from high-impact women business leaders across notable industries such as entertainment, financial services, and entrepreneurship. Panelists discussed moments of clarity within their leadership roles and described how leaders emerge when they are pushed by their peers and willing to do something fearless. Panel members also described their personal journeys as women in leadership. With opportunity, level playing fields, and understanding your audience, results will eventually speak for themselves and success will follow. Dr. Ledbetter and Chairman Maderazzo said they continue to aim at uniting and expanding the community of women in leadership.

SDG 5, SDG 8, SDG 10

DEAN'S EXECUTIVE LEADERSHIP SERIES

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

Speakers include:

- + **Paul Donovan** • Global Chief Economist at UBS Global Wealth Management
- + **Bill O'Brien** • CEO of Reyes Coca-Cola Bottling
- + **Steve Cahillane** • CEO of Kellogg Company

FUTURE OF HEALTHCARE SYMPOSIUM – HIGH IMPACT HEALTHCARE

Our 6th annual Future of Healthcare Symposium event in 2019 (delivered virtually) explored the ever-evolving healthcare industry, highlighted disruptive technologies, and showcased areas of opportunity to improve innovations and overall health and financial outcomes. The symposium brought together healthcare experts and professionals to share their personal insights, lessons learned from COVID-19, and future trends in the healthcare industry.

Speakers:

- + **Dr. Marc Siegel**, a professor of medicine and the medical director of Doctor Radio on SiriusXM at NYU Langone Health. Siegel will discuss the future of patient interaction within the healthcare industry and their providers. He will describe how advancements in technology and artificial intelligence have shifted the traditional industry towards a personalized approach to medicine. He will also explain technology's impact on overall quality and healthcare costs, highlighting its effect on data, security, and more.

- + **Dimitris Agrafiotis**, Vice President, Digital, Worldwide Research, Development and Medical, Pfizer, Inc. Agrafiotis will deliver remarks on new technologies within the pharmaceutical industry and discuss the benefit of utilizing information technology services within the healthcare industry.

SEER SYMPOSIUM 2021 - SEIZING THE MOMENT



The Pepperdine Graziadio Business School hosted its 9th annual Socially, Environmentally, Ethnically, and Responsibility (SEER) Symposium where virtual attendees heard from a powerhouse of industry-leading speakers to discuss the vital need for incorporating ethical, environmental, and sustainable practices in the business world. For organizations to be SEER focused, leaders must look beyond small changes and ask themselves how the organization can make a real, long-lasting impact. Speakers share how their organizations make a positive impact on the environment and society, and encourage listeners to implement a SEER strategy that is organization-wide, not specific to individual projects.

Event speakers included:

- + **Wole C. Coaxum**, Founder and CEO, Mobility Capital Finance Inc. - Wole is founder and CEO of MoCaFi (Mobility Capital Finance, Inc), a start-up financial technology company that leverages mobile technologies, data analytics, and digital strategies to improve financial behaviors of unbanked communities.
- + **David Folkenflik**, NPR, Media Correspondent - David's stories and analyses cast light on stories of our age and are broadcasted on NPR's news magazines, such as All Things Considered, Morning Edition, and Here & Now. David has reported intently on the relationship between the press, politicians, and the general public, and well as the fight over the flow of information in the Age of Trump.

- + **Nicole Bassett**, Co-Founder, The Renewal Workshop - Nicole applied her passion for environmental responsibility and human rights in consumer products and co-founded The Renewal Workshop, a circular business that is leading the apparel and textile industry towards circular business models restoring value and reducing waste.
- + **Jonathan Tan**, Co-Founder, Ratio Institute - Jonathan and his team view our grocery stores as the “nexus” of sustainability. He started his career reducing energy consumption in industrial manufacturing facilities, moved to commercial building efficiency, and then founded Radio Institute, a project of Ecology Action in 2020.

SDG 8, SDG 11, SDG 12, SDG 13, SDG 16, SDG 17

CASE COMPETITIONS

- + **Baylor National MBA Case Competition in Ethical Leadership** • *Spring, '22*
PGBS Net Impact sent four members to the podium The 15th Annual National MBA Case Competition in Ethical Leadership at Baylor University. The team took second place after building a case around ethical conduct for local businesses in less than 24 hours. <https://www.baylor.edu/business/businessethicsforum/index.php?id=85736>
- + **Wildfire Resilience Net Impact** • *Summer '22*
A team combining full-time and part-time MBAs from PGBS competed in the 2022 Wildfire Resilience Case Competition invited participants to propose innovative next-gen solutions that support forest ecosystem restoration, community resilience, and economic opportunity in forested communities affected by wildfire.
- + **Honest Case Competition** • *Spring '22*
Sponsored by PGBS Partner and noted LA-based social enterprise, The Honest Company, student teams competed to provide real-world assistance to the company in reaching its mission-driven business goals.

ORGANIZATIONAL PRACTICES

principle SEVEN

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

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

OUR *achievements*

ENVIRONMENTAL

Please see below for a few recent representative examples that highlight the University's longstanding, demonstrable commitment to sustainability.

+ **Reduce Potable Irrigation**

- Pepperdine has served as a water conservation leader since our Malibu campus was developed in 1972. It was during this initial period of campus construction, without a regional wastewater treatment system in Malibu, that the University committed to using recycled water and invested significant funding and resources in the infrastructure necessary to ensure this could be comprehensively used for on-campus irrigation.
- As part of our system, and because of our commitment to do so, we contain, treat, and reuse virtually all potable water delivered to campus. To facilitate this commitment, in partnership with the industry's foremost expert, we implemented a sophisticated hydrogeologic monitoring system, which monitors soil saturation, groundwater levels, precipitation, and irrigation to optimize water use. We also maintain specifically selected campus vegetation to best capitalize on evapotranspiration rates, ensuring recycled water is appropriately utilized.
- We maintain recycled water storage ponds to help facilitate this system, and these ponds also serve as a critical water source for local area firefighters.
- Today we irrigate 97-percent of our developed Malibu campus with tertiary treated recycled water, which has conserved approximately 4 billion gallons of potable water since the campus was constructed. Potable water use encompasses only 3-percent of campus irrigation.

+ **Avoid and, Where Needed, Address Water Leaks**

- In addition to finding ways to reduce our intentional use of potable water, the University has also found ways to ensure we do not incidentally lose potable water by utilizing a rigorously monitored repair schedule and implementing enhancements where appropriate.
- Representative examples include, among others, (i) iteratively installing hot water loops in residential areas, which involves replacing older underground pipes with improved aboveground ones that reduce potential leaks and make them easier to identify and rectify as necessary, and (ii) implementing pressure-reducing valve replacements in key locations to minimize excessive water pressure on pipes, which assists with potential breaks and has the potential to lower water usage.

- The University maintains a dedicated landscape and irrigation team, which typically includes 15 team members in its landscape department and five additional irrigation technicians. This experienced group conducts daily system checks for coverage, leaks, and broken sprinkler heads. Further, whenever a stakeholder report is received regarding a broken faucet or other fixture, it is automatically assigned urgent priority in work order processing.
- The University also maintains three plumbing technicians—positions that work in close coordination with Public Safety (which typically is notified of leaks first, especially after hours) and rapidly respond in the event of any leak.
- Each of these items is a fundamental component of the University’s water conservation strategy and consistent with Los Angeles County guidance regarding the ability to respond to potential malfunctions in a timely manner.

+ Turn Off Water Fountains

- Campus fountains are recirculating water systems. As we have done in other periods of drought, the University turned off and drained campus water features in October 2021, and they remain off until further notice.

+ Certain Additional Water-Related Measures

- The Villa Graziadio limits linen and towel service, with appropriate notification to guests, and the University is working with an industry management company to further reduce water usage.
- The University has reduced the frequency of hardscape wash downs, and, except when needed for hygiene and health purposes in line with regulatory permissions, utilizes recycled water wherever possible.
- The University is working with our new dining services provider on protocols designed to support conservation, including trayless dining, to reduce the amount of necessary washing.
- The University has installed educational signage at campus water features and in Alumni Park, and we continue to work with the Integrated Marketing Communications team to enhance this messaging.
- The University provided a presentation of its extensive water conservation efforts at a Southern California Water Coalition executive board meeting.

+ Enhance Organics Collection Services

- While the University has already been disposing of its pre-consumer food waste and landscaping trimmings with its waste hauling partner, enhanced organic waste collection services, as of October 31, 2022, allows community members to now participate in diverting their food waste to organic waste disposal.
- This project is part of a Los Angeles County initiative referred to as an Exclusive Commercial Franchise that supports waste collection services in communities in the unincorporated portion of Los Angeles County.
- The program focuses on high food-waste-generating areas including Waves Cafe, Drescher Cafe, student residences with dedicated kitchens, and faculty/staff condominiums.
- The organic materials collected from campus by the University's waste hauling partner are then sorted off-site to remove contaminants before being transferred to an anaerobic digestion facility, which captures generated methane gas during the waste decomposition process. The methane gas creates renewable transportation fuel and compost from materials that would otherwise go to a landfill, reducing reliance on landfills and lowering greenhouse gas emissions.

+ Underground Storage

- Adding over 20 underground storage vaults to the existing developed campus, which facilitates efficient on-site storage.
- In light of their underground location, these vaults require little to no energy to heat or cool while preserving the integrity of their contents.

+ Electric Vehicle Charging Spaces

- In connection with the Enhanced Parking and Storage Project, the University anticipates adding 19 new electric vehicle charging spaces to campus, more than doubling its existing total.

+ Globe Light Replacement

- Consistent with the University's Campus Life Project, wherein all clear globe lights on campus will be replaced with shielded, downward directed, dark-sky-compatible lighting, Pepperdine is in the midst of expediting the replacement of 19 globe lights near certain existing facilities.

+ Planning

- The University is planning to bring two additional Leadership in Energy and Environmental Design (LEED)-Silver buildings to campus in the coming year, and has engaged appropriate personnel to facilitate this, by way of its Athletics/Events Center (sometimes referred to as The Mountain).
- This project will be sited such that it maintains the preservation of the over 550 acres of open space on its campus, will align with the replacement of 45 additional globe lights, and will feature electric vehicle charging spaces, water bottle filling stations, and a host of other measures furthering sustainability at Pepperdine.

+ Energy

- Generally, 50-percent of Pepperdine's electricity is derived from renewable sources.

+ Academic and Volunteer Opportunities for Students

- In the summer of 2021, Pepperdine sponsored two students to attend the Christian Scholars' Conference, one of the most well-renown conferences for Christian intellectuals in the country, providing an invaluable opportunity to learn from, and engage with, leading subject-area scholars from a variety of disciplines in a faith-based setting.
- On April 5, 2021, the Center for Sustainability hosted its annual Earth Day Fair for the first time since the pandemic began, bringing together a dozen local environmental organizations and Pepperdine student groups. Hundreds of students attended and had the opportunity to sign up for local volunteer opportunities and learn more about environmental efforts in the surrounding community. Pepperdine also hosted and promoted other Earth Week events at this time, including an eWaste Drive and Climate Calling Conference.
- Center for Sustainability representatives regularly share sustainability opportunities with certain faculty members and student members of Young Evangelicals for Climate Action, the Green Team, the Food Recovery Network, and the Student Government Sustainability Committee. Representative examples of such opportunities include, among others, opportunities to participate in a community garden day at Webster Elementary, support sustainability programs at the Malibu Chili Cook Off, and voice their expertise at an innovation lab centered around sparking entrepreneurial solutions to sustainable development goals.
- Various members of Pepperdine administration regularly met with students and provided guest presentations and question and answer sessions on a variety of sustainability topics, including waste diversion, water conservation, careers in the field, energy efficiency, and the like.
- On November 13, 2020, the Center for Sustainability hosted its first Organic Community Garden day since the pandemic began and hosted a subsequent one on April 23, 2021.

Pepperdine started a dedicated sustainability major, which emphasizes a multifaceted approach to analyzing a breadth of complex sustainability-oriented issues with a distinct focus on critical thinking and problem solving.

OUR *achievements*

SOCIAL

DIVERSITY

University Diversity Council (UDC)

The Pepperdine University Diversity Council (UDC) is a University-wide council composed of faculty, staff, and students who join with senior management in a collaborative effort to create strategic plans and goals for diversity in alignment with our Christian mission and vision. This involves implementing programs that increase and enhance student, faculty, and staff diversity at all levels of the University. Mark Tribbitt, associate professor of strategy and Valerie Nowacki, director of talent management are the representatives for Graziadio.

The UDC functions as an advisory council and recommending body to the Office of the Provost and liaison to departments across the university toward diversity, equity, and inclusion.

Develop strategic initiatives in alignment with the university strategic plan with annual goals to improve practices related to recruitment, retention, and promotion of diverse faculty, staff, and students.

Activities include:

- + Promote knowledge, skill, and institutional practices toward diversity, equity, and inclusion.
- + Maintain an active line of communication with the Office of Institutional Effectiveness (OIE) in analyzing data regarding institutional diversity.
- + Provide a forum for consultation on diversity climate issues that arise throughout the schools.

Pepperdine University's Chief Diversity Officer Jay Goosby Smith

In March of 2021, Dr. J. Goosby Smith was named the chief diversity officer and inaugural vice president for community belonging at Pepperdine University. This induction is one of many initiatives brought forward by the University, to cultivate a community of deep belonging and foster a diverse, united family across all schools. In her new role, Dr. Smith reports directly to President Jim Gash, serves as a member of the University's Steering Team, and is a principal leader on the University Diversity Council for which she previously served as inaugural faculty co-chair in 2005.

Waves of Service

As a direct expression of the University's Christian mission and inspired by the motto "freely received, freely give," Waves of Service promotes a community dedicated to serving the needs of one another, society and the world. **Waves of Service** highlights and celebrates members of the Pepperdine community for acts of charity and sacrifice to help those in need and promote a kinder, just society. In 2020, Waves of Service shone a spotlight on our Pepperdine Alumni who are on the front lines of COVID-19 and making a difference in their community to help those struggling through these trying times. This spotlight continues through today.

Notable Graziadio alumni highlighted include:

- + **BJ Caldwell ('07)** who founded a nonprofit in Fort Worth, TX to provide financial assistance to truly small businesses and offers benefits to frontline workers
- + **Alan Collier (JD '90)** who moved to Accra, Ghana to help pioneer the work of the Sudreau Global Justice Institute in West Africa
- + **William Ostan (JD '05, MPP '05)**, the founder and president of Arc of Justice (ARC), a 501(c)(3) nonprofit organization dedicated to reforming the military's medical separation process by representing active-duty Servicemembers from all branches pro bono and establishing future safeguards via a Wounded Warrior Bill of Rights (WWBoR.)
- + **Jeanna Kindle, PhD (MA '12)** who serves as Chief Acquisitions Officer for the LA Regional Food Bank, is an active volunteer at the Drug & Crime Free Youth Foundation. This grassroots nonprofit focuses on providing mentoring and social entrepreneurship experiences for youth and young adults.

George Awards

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



MEET OUR
**2022 GEORGE
AWARD WINNERS**



KIRSTINE DONATO

Outstanding Full-Time
MBA Student



LEONARDO REYES

Outstanding
MS Student
(Applied Finance)



MICHELLE DERHEIM

Outstanding BSM
Online Student



KELLY JAVIER

Outstanding
Fully Employed
MBA Student



**MARICAR
CUTILLAR-GARCIA**

Outstanding Executive
MBA Student



**DR. JOLIE
GUTENTAG**

Outstanding Executive
DBA Student



BERNARD KINSEY

Waves of
Service Award



STACEY GORDON

Outstanding
Alumni Award



ANN FEYERHERM

Outstanding
Faculty Award



**ALEXANDRA
DEVOLITES**

Outstanding Online
MBA Student

DEVELOPING BEST *FOR* THE WORLD LEADERS

