RECRUITMENT AND SCHOLARSHIPS/FELLOWSHIPS

What programs and initiatives has your school found successful in the recruitment of minority and/or female students?

The Graziadio School of Business and Management recruits prospective women and minority students by partnering with and participating in events sponsored by nonprofit organizations designed to support minorities and women in business and business education. These include:

National Society of Hispanic MBAs (NSHMBA)
www.nshmba.org

According to the website, “widely known as the ‘premier Hispanic organization,’ NSHMBA serves 32 chapters and 7,000 members in the United States and Puerto Rico. It exists to foster Hispanic leadership through graduate management education and professional development. NSHMBA works to prepare Hispanics for leadership positions throughout the U.S., so that they can provide the cultural awareness and sensitivity vital in the management of the nation’s diverse work force.”

National Black MBA Association (NBMBAA)
www.nbmbaa.org

Says the NBMBAA website, “As a professional membership organization of Black graduates with MBAs, advanced degrees and entrepreneurs, we will increase the number as well as the diversity of successful Blacks in the business community. Established in 1970, the National Black MBA Association is dedicated to develop partnerships that result in the creation of intellectual and economic wealth in the Black community. In partnership with over 400 of the country’s top business organizations, the association has inroads into a wide range of industries as well as the public and private sector. Yet all of NBMBAA’s partners have one thing in common: They are all committed to the organization’s goals and values.”

Please describe any scholarship and/or fellowship opportunities for minority and/or female students attending your school.

Associated Women for Pepperdine Scholarship

This scholarship is designated for active members of the Church of Christ attending the Graziadio School. The Associated Women for Pepperdine is a group of Church of Christ women that annually raises funds to support praise-worthy students meeting the established criteria.

NBMBAA Scholarship

The National Society of Hispanic MBAs “has established a scholarship program to assist qualified Hispanics to pursue MBAs. Scholarships are offered each year for full- and part-time study at an accredited (AACSB) institution of the student’s choice.” The scholarship deadline is April 30th. Awards vary from $5,000 to $10,000.

HSF/General College Scholarships

HSF/General College Scholarships are designed to assist students of Hispanic heritage obtain a graduate degree. Award amounts generally range from $1,000 to $5,000.

Paul & Daisy Soros Fellowships for New Americans

The purpose of The Paul & Daisy Soros Fellowships for New Americans is to provide opportunities for continuing generations of able and accomplished new Americans to achieve leadership in their chosen fields. The program is established in recognition of the contributions new Americans have made to American life and in gratitude for the opportunities the United States has afforded the donors and their family. The deadline is November 1st.

PROMINENT ALUMNI/FACULTY

Please provide information about prominent minority faculty members at your school.

Clifford E. Darden, professor of organization and management

Professor Clifford (“Clif”) Darden is a tenured, full professor at Graziadio, where he has taught executive- and graduate-level courses in organization theory and strategic management since 1984. In 1993, his teaching abilities earned him the honor of being named a Harriet and Charles Luckman Distinguished Teaching Fellow. Dr. Darden is the author of 34 case studies, monographs and book chapters in organization and management. He is a past president of the Western Casewriters Association. He has served in consulting and executive development capacities for a variety of domestic and international organizations. Active in the international management education arena, some of the areas in which he has served include as a visiting professor in the doctor of management in organization development program at Assumption University of Thailand (2006 and 2007), as a visiting professor in the executive MBA program at Wuhan University, China (2004 and 2005), as an invited lecturer in case research and development at the National Institute of Public Administration, Malaysia (2001, 2002 and 2003), and as the visiting professor in organization and management and in case research at the Universiti Kebangsaan Malaysia (National University of Malaysia, in English) in summer 2001. Professor Darden earned his bachelor’s, magna cum laude, at the University of Southern California, where he was a University Scholar, the recipient of the Hamilton Award (as Outstanding Graduate in Business), and inductee into life membership in the national business honor society, Beta Gamma Sigma. He obtained his MBA and DBA
from the Harvard Business School, where he was a Dwight D. Eisenhower Fellow during his MBA studies and a Whitney M. Young and W.E.B. DuBois Fellow as a doctoral student. From 1995 through 2000, Professor Darden served a six-year term as a member of the Harvard University board of overseers visiting committee for the graduate school of business, an appointed body that advises the senior governing board, the president and fellows of Harvard College, on matters concerning the strategic initiatives and operational status of the Harvard Business School.

Nelson F. Granados, assistant professor of information systems
Prior to Joining academia, Dr. Granados worked for Northwest Airlines in Japan, the United States and Europe in multiple marketing management positions and was a product manager for enterprise systems at IBM Columbia. His broad research interests are related to the strategic and economic consequences of information technology and his current focus is on the impact of Internet-enabled market transparency in the air travel industry. His research has received multiple awards, including the 2007-2009 Julian Virtue Professorship, the Best Publication of the Year by senior scholars of the information systems field and the 2006 Best Paper of the Year awarded by the Journal for the Association for Information Systems. His work has also appeared in multiple IS journals, including the Journal of Management Information Systems, Decision Support Systems, IS and eBusiness Management and in a chapter of the book Advances in the Economics of Information Systems.

Please provide information about prominent female faculty members at your school.
Linda A. Livingstone, dean and associate professor of management
Prior to joining the Graziadio School in 2002, Dr. Livingstone was the associate dean for graduate programs at the Hankamer School of Business at Baylor University where she was responsible for the oversight of 11 full-time graduate degree programs. While at Baylor, she led faculty groups in revising the Hankamer School’s full-time MBA curriculum, ultimately increasing the rigor of the program and raising its admission standards. She was also instrumental in the development of a study abroad program in Cuba and developed a cooperative program with the Shandong Electric Power Company in Jinan, China, where she taught at the company’s educational campus. Dean Livingstone serves on the AACSB Maintenance of Accreditation Committee, AACSB Impact of Business School Task Force; the advisory council of BizEd magazine, the official AACSB publication; and is on the board of directors of the Graduate Management Admissions Council. Previously, she has been a member of the editorial board of the Academy of Management Learning and Education Journal, special issue coeditor for the Journal of Management Education and an adviser to the editorial board of In the Black-California magazine. An award-winning teacher, Dr. Livingstone’s research interest focuses on creativity in organizations as influenced by the fit between the individual and the organizational environment. She is the author of business textbooks and numerous scholarly articles that have appeared in Academy of Management Review, Academy of Management Journal, Journal of Organizational Behavior, Journal of Management Education and the Journal of Management.

Ann E. Feyerherm, director of the MSOD program, chair of the organization theory and management discipline and associate professor of organization and management
Currently, Dr. Feyerherm is director of the MS in organization development program and chair of the organization theory and management discipline. Before earning her doctorate, Dr. Feyerherm spent 11 years as a manager of organization development at Procter & Gamble, where she was involved in employee relations, organization design and corporate downsizing. As a consultant, she has worked with Healthways, Honeywell, Monsanto, Frito-Lay, Two Chefs on a Roll and Boeing on projects such as improving multifunctional teams, creating learning organizations, negotiating effectively, leadership development and managing change. Dr. Feyerherm has conducted research on the role of leadership in negotiating regulatory policy. She is particularly interested in mediation and negotiation of environmental issues and in interorganizational collaboration across government, business and environmental communities. In addition, she is interested in increasing human capacity through strength-based approaches. Her work has been published in the Leadership Quarterly, The Graziadio Business Report and several book chapters. She regularly presents at the Academy of Management and Western Academy of Management. Dr. Feyerherm currently serves in a five-year leadership position of the organization development and change division of the Academy of Management.

Terri D. Egan, associate professor of applied behavioral science
A nationally recognized management scholar and speaker, Dr. Egan is an associate professor of applied behavioral science at Pepperdine University’s Graziadio School of Business and Management and a core faculty member in the MS in organizational development program. She teaches courses on leadership, team effectiveness, managerial decision making, critical thinking, business ethics, appreciative inquiry and organizational change and development. Dr. Egan has taught topics ranging from developing top management teams to creating high-performance organizational cultures and has worked with a variety of public and private sector organizations, including the LAPD, Air Products, 3M, R-Ranch in the Sequoias, PBQA, Infonet, Wescum Credit Union, Universal Studios and Caesar’s World. Most recently, she has developed a change management certificate program for the Boeing Company. Her award-winning research has been published in a number of academic journals including Administrative Science Quarterly, Organization Science, Journal of Public Administration, The Information Society Human Relations and The Appreciative Inquiry Practitioner. She is on the advisory board of the Clearinghouse for Information on Values and Ethics in Organization and Human Systems Development. In 2005, her chapter on the topic of ethics in the field of OD was published in the Practicing Organization Development: A Guide for Consultants.

In 2000, Dr. Egan combined her love of horses with her expertise and experience in management and leadership development to cofound Saddle Sojourns (www.saddlesojourns.com), a full-service organizational development and change management consultancy. In 2002, Dr. Egan partnered with the Center for Leadership Studies, one the world’s largest providers of leadership development programs, to integrate Saddle Sojourns programs with the Situational Leadership® model. Dr. Egan’s current work focuses on an expanded model of leadership and organizational development that supports the evolution of individual and organizational consciousness as a means for increasing creativity and capacity.
CURRICULUM AND RESEARCH

Please provide information on any classes and concentrations that focus on issues related to women or minorities.

MBFE 651: Behavior in Organizations
Students learn to apply the behavioral sciences to management issues through integration of conceptual and experiential approaches to self-awareness, perception, communications, motivation, productivity, group behavior processes, leadership, organizational change, diversity, ethical issues, career planning and the management of personal and organizational stress. Development of oral and written communication skills is stressed in this course. In addition to regular class sessions, a required personal and leadership development workshop, MBFE 650, assists students in attaining an accurate understanding of their patterns of communicating and relating to others. Students must complete the workshop in order to continue in the fully employed MBA program.

MBAA 670: Understanding Human Behavior in Organizations
Complex dimensions of individuals and organizations are explored. Conceptual and experiential approaches to communication, self-awareness, perception, motivation, leadership, creative problem solving, ethics and social responsibility are examined. Students experience intrapersonal, interpersonal and group dynamics and learn to apply behavioral theories to issues of human behavior. Leadership style as a determinant of culture, quality and productivity is also addressed. Culture origins of family background and organization life are thoroughly investigated.

MBAA 671: Leading Innovation and Change in Cross-Cultural Environments
This course continues the applied behavioral science component of the EMBA degree. The exploration of leadership extends to the management of people and innovations across cultures. A view of American managers abroad as well as the management of diversity in the United States is investigated. Leadership as a determinant of culture, quality and productivity is further addressed. Culture is thoroughly investigated—both as a phenomenon of organizations and as a composite of people in various countries. Organizational culture as it applies to the implementation of business strategy is investigated, and extrapolations are made about its efficacy to achieve the organization's vision and mission.

MBA 665: Cross-Cultural Management
This course explores cultural influences on organizations and on the people working within them. Emphasis is placed on learning how to "learn culture" using methods for scanning the cultural assumptions of groups; bringing personally held cultural assumptions to consciousness; gaining exposure to the cultures of a variety of different regions, nations and groups and considering their organizational and managerial implications; and facilitating communication and cooperation across cultures. Personal and managerial skills are developed to enhance performance in multicultural environments and on transpatriate assignment.

Please describe any faculty and/or student research projects that focus on diversity, multiculturalism and minority issues.

Professor Charla Griffy-Brown's research interests include information systems security and ethics, technology management in the Asia-Pacific region and women and technology-enabled entrepreneurship. Her published work includes:


Please describe any symposiums or special lectures that focus on diversity and minority issues organized and/or sponsored by your school.

Social Enterprise Week
Social Enterprise Week brings together best practices from the nonprofit, private and public sectors that work toward the common good across industries and around the globe. Pepperdine MBA student clubs at the Graziadio School of Business and Management, including the National Association of Women MBAs, host speakers and panelists with a wealth of knowledge and experience in innovative, cross-industry approaches to addressing social issues. Students have opportunities to learn from experts, network and explore a wide variety of career opportunities, beginning with the Annual Magill Symposium and concluding with the annual business plan competition. Activities are held on the Malibu Drescher graduate campus and West Los Angeles graduate campus.

ORGANIZATIONS AND STUDENT LIFE

Please provide information on your school diversity student and alumni organizations.

National Association of Women MBAs (NAWMB)
The Graduate Women in Business Club aims to provide a positive environment for women to grow and learn. They engage and participate in a variety of activities and events that will establish strong networks and help women achieve their career goals. Each year, the club arranges for female business leaders to speak on campus.

Global Business Club
The Global Business Club aims to enhance students’ understanding of global management issues and business cultures via interaction with other students, Pepperdine alumni and local businesspeople with significant experiences in these areas.
Please also provide information on any programs, including on-campus and universitywide programs in which MBA students participate that focus on issues related to women or minorities.

**Values-Centered Leadership Lab (VCLL)**
www.pepperdinembgs.org/vcll

The Values-Centered Leadership Lab is a student-driven organization supporting leadership collaboration between the academic and business worlds. It supports activities and events that strengthen the presence of ethical practices and social responsibility in corporate management and entrepreneurship, demonstrating that there is a market for both profit and purpose in today's business environment.

**C4C (Challenge for Charity)**
The MBA Challenge for Charity is a nonprofit 501(c)3 organization that draws on the talents, energy and resources of MBAs from seven West Coast business schools (Pepperdine, Stanford, USC, UCD, UCI, UCLA and the University of Washington) to raise funds and volunteer for the Special Olympics and other charities throughout the year. C4C is the primary charity cause sponsored by MGBS.

**Net Impact**
Net Impact is a national organization of more than 13,000 MBA students and business professionals dedicated to using the power of business for the greater good. Members work in fields such as corporate social responsibility, microfinance, social enterprise, affordable housing and sustainable development. Moreover, Net Impact offers an extensive annual conference, career resources and a great alumni network.

**CAREER OPPORTUNITIES**
Please describe any diversity recruiting events for employers recruiting minority and/or female students at or near your school.
The Graziadio School of Business and Management offers access to diversity career fairs for its students. It sponsors both the National Black MBA Association and the National Society of Hispanic MBAs, and participates in their national conferences. In addition, Graziadio is a member of the National Association of Women MBAs and participates in its annual conference.

The Graziadio School works closely with student diversity clubs, including the Pepperdine National Association of Women MBAs:

**National Association of Women MBAs (NAW MBA)**
NAW MBA strives to empower, inspire and motivate women through a variety of student-led activities and events. It is dedicated to promoting women in business and increasing the opportunities for women MBAs. NAW MBA sponsors Dress for Success and other career advice and networking events. These include networking mixers that guide participants through the art of networking with impact, utilizing the technique of speed networking. The interactive presentation features techniques for successful networking, protocol for following up post-networking and much more. Most importantly, participants have an opportunity to meet everyone in the room through a guided workshop and leave with a roster of attendees and relevant contact information. Pepperdine NAW MBA also hosts an annual networking luncheon featuring successful executive women representing a wide range of industries and experiences. The luncheon features a roundtable discussion between the featured guests and current women MBA students and recent graduates. The luncheon presents a unique opportunity to connect with successful women in business.

**STRATEGIC PLAN AND LEADERSHIP**
Please provide your school’s diversity mission statement.

**Mission statement**
The mission of the George L. Graziadio School of Business and Management is to develop values-centered leaders and advance responsible business practice through education that is entrepreneurial in spirit, ethical in focus and global in orientation. As a professional school growing out of the tradition of a Christian university, we seek to positively impact both society at large and the organizations and communities in which our students and graduates are members. Therefore, we affirm a higher purpose for business practice than the exclusive pursuit of shareholder wealth. We believe that successful management seeks collective good along with individual profit and is anchored in core values such as integrity, stewardship, courage and compassion.

Implications of our mission:
- **Students:** Committed to the preparation of both working professionals and full-time students, our mission is served best by students from diverse cultural, educational and experiential backgrounds uniquely united by a desire for quality education, personal growth and professional development.
- **Faculty:** This commitment requires faculty skilled both in the classroom and in the business world, who can teach from professional experience as well as theoretical knowledge. This commitment also necessitates a sensitivity to the diversity of our students, faculty and environment, which encourages differing viewpoints.
Pedagogy: We seek to accomplish this mission by encouraging a continuous process of self-improvement in our students based on a pragmatic, experiential approach to learning about themselves and each other as well as business practice. This process is designed to develop the interpersonal and analytical skills necessary for solving problems of future importance as well as those focused on immediate need. We affirm that this is best accomplished through personal relationships with our students as well as small-group learning environments.

Professional focus: Further, we realize that for a business education to remain high quality, it must be responsive to the rapidly changing global business setting, both culturally and technologically. Thus it is imperative that we remain flexible in our delivery and incorporation of significant changes of the business world into the curriculum and day-to-day professional growth.

How does your school’s leadership communicate the importance of diversity to your student body, faculty and administration?
The Graziadio School of Business and Management communicates the importance of diversity to its student body through its participation in NBMBAA and NSHMBA events. The Pepperdine National Association of Women MBAs is also prominent on campus and active in social and professional networking and recruiting.

DEMOGRAPHIC INFORMATION

Please describe the demographics of your most recent entering class.
Percentage of female students: 43 percent
Percentage of minority students:
- White (non-Hispanic): 42 percent
- African-American/Black: 1 percent
- Asian-American: 25 percent
- Hispanic or Latino American: 3 percent
- Ethnicity other than above: 7 percent
- Ethnicity not reported: 22 percent
Average age of students: 27

Please describe the geographic diversity of your most recent entering class.
Percentage of U.S. citizens and permanent residents: 64 percent
Distribution of students from different U.S. regions:
- Midwest: 6 percent
- Northeast: 6 percent
- South: 3 percent
- Southwest: 5 percent
- West: 80 percent

Please describe the selectivity of your school for the most recent application cycle.
Number of applicants: 390
Number of admits: 119
Number of matriculants: 72

Please describe the academic and employment backgrounds of your most recent entering class.
Average years of pre-MBA work experience: 4.08

Please provide student employment information for the most recent graduating class.
Average starting salary: $75,711
Percentage of students entering different industries:

- Consulting: 2 percent
- Consumer products: 15 percent
- Financial services: 26 percent
- Manufacturing: 14 percent
- Media/entertainment: 10 percent
- Petroleum/energy: 3 percent
- Pharmaceutical/biotechnology: 9 percent
- Real estate: 2 percent
- Technology: 10 percent
- Other: 7 percent

Percentage of students working in different functions:

- Consulting: 3 percent
- Finance/accounting: 39 percent
- General management: 9 percent
- Marketing/sales: 36 percent
- Management information systems: 2 percent
- Operations/logistics: 6 percent
- Other: 3 percent

Major recruiting companies:

- AT&T
- Bank of America
- Fox
- Google
- NBC Universal
- PricewaterhouseCoopers
- Procter & Gamble
- Samsung Electronics
- Sketchers International
- Smith Barney
- Sperry Van Ness
- THQ
- Time Warner