

DEAN'S REPORT

WINTER 2018



US Senator Benjamin E. Sasse

School of Public Policy CELEBRATES 20TH ANNIVERSARY

The Pepperdine University School of Public Policy commemorated two decades of academic excellence with a dinner celebration at the Ronald Reagan Presidential Library in Simi Valley, California, on November 4, 2017.

Esteemed members of the Pepperdine community addressed the audience throughout the evening, each one uniquely exploring the theme “A Way Forward” as it relates to the University, local and national policy, and the United States. The Honorable Benjamin E. Sasse, United States senator representing Nebraska, served as the featured speaker.

The night opened with welcoming remarks from Joseph Czyzyk, chair of the School of Public Policy Board of Advisors, who highlighted the significance of the venue that “memorializes one of our greatest

Celebration continued on page 4 ➔

SYMPOSIUM FOR WOMEN IN POLICY & POLITICS

The School of Public Policy (SPP) in partnership with the Pepperdine Center for Women in Leadership brought together women leaders, practitioners, and academics for the Women in Politics and Policy symposium in October. As women have advanced as leaders within the public sphere, progress made in the realm of politics and policy is among the most prominent. Internationally, as well as within the United States, women in positions of political leadership have paved the way for even greater strides by future generations.

Guest speakers from the Pacific Research Institute, Los Angeles County Board of Supervisors, and the California State Assembly, among many other prominent organizations, highlighted

the challenges and opportunities for women in policy and political leadership by exploring the subject through three distinct themes: nonprofit policy leadership, government leadership, and elected leadership. Each panel carried the theme of what leadership role women can play in their circle of influences—economically, socially, and morally.

Gabriella Andrews (MPP candidate '18), an officer of the SPP student organization Women in Public Policy, stated, “It was very refreshing to see women from across the spectrum come together and be able to produce such great chemistry.”

A keynote conversation featured Julia Ormond, actress, president, and founder

of the ASSET Campaign; and Charity Wallace ('97), founder and principal of Wallace Global Impact. The two discussed the importance of engagement by women in policy and politics and why it is so crucial in today's polarized political environment.

“The key takeaway was that, as women, we have a responsibility to ourselves, our community, and our future to build systems that enable us to be leaders,” noted student Alexandra Perez ('15, MPP candidate '18).

Speaker information and video of the keynote conversation can be found at publicpolicy.pepperdine.edu/events/2017/women-leading-policy.htm.

DEAN'S MESSAGE

Following our 20th-anniversary celebration under Air Force One at the Ronald Reagan Presidential Library, an SPP alum grabbed my arm and said, "You know, I go to a lot of these dinner events in DC, and the host organization is always saying they were 'made for such a time as this,' but tonight you really proved it!" It was an encouraging affirmation of the authentic theme for the evening—that our "way forward" at the school matches times that demand our students, faculty, and alums.

It was the keynote by US senator Benjamin Sasse that captured SPP's distinctive preparation of public leaders and tied it to why that was so important for today. Calling us "the Tocqueville School of Public Policy," the senator noted how vital it is to educate students in that particular understanding of America, which says that government can't be the sole provider of solutions to our problems, but must be seen as a constitutionally assigned partner with actively engaged citizens working individually or through civil society or the private sector.

These are, indeed, the kind of leaders we prepare here at Pepperdine, and through our cross-disciplinary curriculum, our 800 alums go on to serve in an incredible diversity of careers—from service in the White House and State Department to leading innovative charter schools in Los Angeles to consulting for top advisory firms around the country. As I mentioned in my own remarks, the public sector consultant, Bill Eggers, in his book, *The Solution Revolution*, calls these kinds of leaders who can act across sectors, "Wavemakers," and while Pepperdine University will always be "Home of the Waves," SPP will increasingly be seen as the "Home of the Wavemakers."

In the following pages of this issue of the *Dean's Report*, you'll see more about how we're demonstrating this focus through students, faculty, and events, anchored, as always in a belief that the public must be considered in the formation of public policy. From our education policy conference "Building Collaborative Education Policy In California," which



featured two of our distinguished alums along with regional education officials exploring ways the public could be better involved in education policy, to the continuing remarkable work by our Davenport Institute, training public officials to lead more effective public process, the school continues to define public leadership, which promotes citizen participation.

And back inside the classroom, you'll learn about our new Policy Intensives with Practitioners Series and a noteworthy award earned by one of our faculty. This, and more, from what has been a busy first half of our 21st year with the promise of more to come!

A handwritten signature in black ink that reads "Pete Peterson". The signature is stylized and written in a cursive-like font.

PETE PETERSON
Dean, School of Public Policy



Julia Gho and Grace Williams

Millennium Momentum Foundation Honors SPP SCHOLARS

School of Public Policy students Julia Gho and Grace Williams (MPP candidates '19) have been awarded fellowships by the Millennium Momentum Foundation (MMF) for their exceptional and sustained commitment to public service. The selection of this award comes with significant prestige and distinction, as each one is among a limited number of scholars selected from a pool of more than 200 applicants each academic year. The MMF awards academic scholarships to undergraduate and graduate college students pursuing careers in public policy and other public service-related fields. The foundation is committed to increasing the number of students and

young professionals from various ethnic backgrounds in public service-related fields through education, mentoring, and leadership development training.

Gho graduated from Calvin College with a degree in international relations, Chinese, communications, and science communications. Prior to attending Pepperdine, Gho served as an English, science, and history teacher at a Chinese Christian school in Beijing.

Williams received her undergraduate degree in international business from Johnson & Wales University. Her policy interests are in public policy law, legislation, and international relations.

AUTHOR ROD DREHER ON A STRATEGY FOR FAITHFUL CIVIC ENGAGEMENT

In collaboration with the Pepperdine University Center for Faith and Learning, the School of Public Policy hosted a lecture and panel discussion featuring journalist and author Rod Dreher and his recent work *The Benedict Option: A Strategy for Christians*. Pete Peterson, dean of the School of Public Policy, and Daniel Rodriguez, divisional dean of the Religion and Philosophy Division at Seaver College, both participated in a panel discussion with Dreher following the lecture.

Dreher's best-selling book tackles the problem of Christian political engagement in a post-Christian society. *The Benedict Option* has been extensively reviewed in numerous journals and magazines both of political and religious focus with David Brooks of the *New York Times* even calling it "the most important religious book of the decade." The high praise Dreher has earned in certain circles, however, has been met by strong criticism from others. As such, Dreher's lecture at Pepperdine was as much a discussion of what the Benedict Option is not, as it was a discussion of what

it is. Dreher addressed claims made against his strategy, most notably the critique that a withdrawal from society is at odds with the Christian mission of evangelization and that such a withdrawal would effectively make the views of Christians irrelevant for political actors in government.

Dreher applied numerous modern analogues to his strategy for Christians and people of faith, but perhaps most compelling was his allusion to Václav Havel's "parallel society" in communist

Czechoslovakia. Though Christians have an obligation to engage in their wider political spheres, they should strive to promote and foster a more intimate community of believers that coexists with the overarching secular society and, furthermore, be a revitalizing source of the Christian spirit needed to effectively engage with the problems of society. Dreher characterizes his Benedict Option not as a turning in towards oneself, but a gathering of fellow believers into a community that can look out to the wider world together.



SPP LAUNCHES NEW DC POLICY SCHOLARS SUMMER PROGRAM

The School of Public Policy will hold an exclusive three-unit, full-tuition scholarship class from June 5–30, 2018, at the Pepperdine Washington, DC campus for its new Policy Scholars program. Dr. Joseph Loconte, associate professor of history at The King's College in New York, and Dr. Ryan Streeeter, director of domestic policy studies at the American Enterprise Institute, will serve as inaugural faculty for the 2018 Policy Scholars Program, leading the class "American Gospel: The Role of Religion in US Domestic and Foreign Policy."

Upon completion of the program, scholars will receive a participation certificate from the School of Public Policy and may use the credits at their home undergraduate institution (if enrolled) or towards future enrollment at the Pepperdine School of Public Policy.

Learn more about the DC Policy Scholars Program at publicpolicy.pepperdine.edu/dc-policy-scholars.

WASHINGTON, DC

POLICY SCHOLARS PROGRAM

SPP Hosts

“BUILDING COLLABORATIVE EDUCATION POLICY IN CALIFORNIA” CONFERENCE

On October 6, 2017, professionals from across the education sector gathered to address pressing problems in the education system. Co-presented by Media Image PR, a grassroots communications agency based in Los Angeles that works to positively impact the lives of the people of California, the conference explored key education policy issues impacting the quality of instruction, school integration, funding streams, needed resources and support during and after school, and graduation rates in Los Angeles and throughout California. The half-day conference presented the opportunity to assess current challenges in the educational landscape, share best practices, and assist in the identification of potential pathways that can lead to collaboration.

SPP alumna Hanna Skandera (MPP '00), former New Mexico secretary of education, opened with the keynote address detailing her years transforming the New Mexico public

school system. As she set the stage for the upcoming panels, she talked about the importance of her interactions and collaboration with the state's various stakeholders. She urged current education leaders to keep an eye on the goal: preparing the next generation.

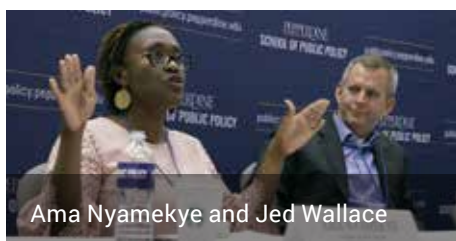
The first panel presented a state-wide focus and was moderated by Kyle Stokes, K-12 education reporter for 89.3 KPCC. Panelists discussed the various challenges and roadblocks including teacher quality, teacher tenure laws, and a positive working environment for teachers. Debate on these points followed on the framework of both the potential and need for collaboration, in addition to which of these myriad challenges warranted policy prioritization.

The following panel focused on education at a more local level and was moderated by Laura Greanias, executive editor for *LA School Report*. The panel's participants primarily provided services to low-income and/or ethnically diverse

constituencies and were in consensus that students belonging to these demographics are the most negatively impacted by the current education system. Panelists pulled from their varied professional experiences in a discussion on the nature of the specialized efforts needed to address the needs of these students.

In closing, Pete Peterson, dean of the Pepperdine School of Public Policy, stated, “We are deeply concerned about the state of education. But we are committed to being that convening place of the conversation around these very difficult and, yes, contentious issues because we believe in our hearts that in an age where we are seeing such political fracturing and polarization that an issue like this is really about kids.”

More information about the panelists and video of the conference can be found at
livestream.com/pepperdineuniversity/educationpolicy/videos/163873012.



Ama Nyamekye and Jed Wallace



Hanna Skandera (MPP '00)



John Rogers and Marshall Tuck

► Celebration from page 1

presidents.” Recalling some of President Reagan’s most notable accomplishments, Czyzyk contended that the nation needs more leaders “who believe in and appreciate, as Reagan did, the democratic government and civil freedoms we enjoy as blessings from God passed down through our founding fathers—blessings that should be cherished and respected always.”

Following a tribute to School of Public Policy Dean Emeritus James R. Wilburn, Dean Pete Peterson (MPP '07) discussed strategies for developing “a way forward” and examining the future of public policy. “In a time in our politics and on our campuses when debate is squelched and opposing views—particularly conservative ones—are attacked, we will demonstrate the public virtues of civility and humility as we welcome viewpoint diversity inside and outside the

classroom,” he noted. “And in a time when the American people distrust our public institutions, we will continue to prepare leaders who define every day what it means to be a ‘public servant.’”

Exploring the idea of hope in times of challenge, Pepperdine University president Andrew K. Benton recognized the ideals of those who envisioned a great future for this country and celebrated the virtues necessary to help drive true democracy.

“None of our founding fathers believed that democracy would be perfect or easy . . . but they had faith that it could work, and it has, perhaps better than any of them could have dreamed,” Benton said. “One of the things that makes our School of Public Policy unique is that it teaches its students to reward that faith, both through diligent study of our nation’s

DAVENPORT INSTITUTE

— FOR PUBLIC ENGAGEMENT AND CIVIC LEADERSHIP —

All politics may be local, but in this second decade of the new millennium, national issues and polarization are making it harder for local government leaders to deliberate productively on local policies. That makes the work of the Davenport Institute more important than ever as it seeks to strengthen local democracy by reconnecting residents to deliberative policymaking beyond the election cycle.

To help local leaders dig deeper to meet the challenges of public engagement, the Davenport Institute kicked-off its new Professional Certificate in Advanced Public Engagement for Local Government, co-delivered with the School of Public Policy. Led by former and current local leaders and public engagement thought leaders, the course also provided significant opportunities for peer learning among the 30 local government staff, elected officials, nonprofit leaders, and consultants.

A second offering of the certificate program was offered in January 2018, and the institute plans to continue offering the course twice a year in Malibu, while also considering an annual offering at Pepperdine's Washington, DC campus to help hone public engagement skills across the country.

After a year's hiatus, the Davenport Institute launched the 2017 Public Engagement Grant Program, prioritizing low-income and diverse California communities. This year's grant went to the City of Hayward which, as part of a larger visioning process, is seeking to creatively engage residents of the Tennyson Corridor—one of the lowest-income and most diverse segments of the city. This will be a unique project for the Davenport Institute, as Hayward is partnering with Chabot Community College's Student Initiative Center to design and conduct the community engagement as a service learning project. In January, executive director Ashley Trim and Senior Fellow Rod Gould conducted a day of training with Chabot students and faculty and Hayward city staff to kick-off the project. The institute will continue to provide advice and technical support throughout the project.

In addition to this grant, the institute also recognized the efforts of the City of Paso Robles and Capistrano Unified School District, offering complimentary half-day training to support their engagement projects.

The institute maintains a busy training and speaking schedule, providing three sessions on public safety, and five signature half-day trainings between June 2017 and

February 2018. In addition, Trim presented initial thoughts about the service-learning project with the City of Hayward at the International City/County Management Association (ICMA) Annual Conference in San Antonio, Texas. She also moderated a panel at the Women Leading in Politics and Policy symposium held at Pepperdine University and participated in a conversation about deliberative decision-making in a polarized age at the Deliberative Democracy Consortium gathering in Chicago, Illinois.

One key partner of the Davenport Institute's mission in California is the Institute for Local Government (ILG)—an affiliate of the California State Association of Counties, the League of California Cities, and the California Special Districts Association. ILG and the Davenport Institute are seeking to facilitate a network of local government employees who can support each other in carrying out public engagement, share best practices, and ask questions. ~~Together~~ ILG director Sarah Rubin and Trim hosted, "Are You Ready for Public Engagement?," last fall, which focused on how public engagement can help build trust and sustainable policy within communities.

The School of Public Policy's student ICMA chapter hosted a panel on women in policy along with the Women in Public Policy student organization. The panel included Jacqui Irwin, California assemblymember for the 44th district; Jeannette Sanchez-Palacios, district director for the 44th District; and Natalie Medvedev, policy director for Orange County Supervisor Michelle Steel.

For the past six years, the Davenport Institute has received support from the James Irvine Foundation, allowing it to offer training and consulting at a discounted price to local governments facing ongoing fiscal challenges. The foundation has also underwritten the annual grant program. In December, the Davenport Institute received a new grant from the Irvine Foundation, specifically designated to support visioning, branding, and capacity building for the Davenport Institute over the next two years.



2017–2018 SCHOLARSHIP RECIPIENTS

The Pepperdine School of Public Policy awards a number of scholarships each year. These awards are made available through endowed funds, generous gifts from supporters and alumni, and allocation of University general funds. The Scholarship Committee awards scholarships based on merit, academic, and professional experience, as well as standardized test scores. The School of Public Policy is proud to recognize the 2017–2018 scholars:

LASZLO AND MILKA AMBRUS ENDOWED SCHOLARS

The Laszlo and Milka Ambrus Endowed Scholarship was established for students pursuing a degree at the School of Public Policy who are in good standing in all areas of the University.

JULIA GHO (MPP candidate '19)
BA, International Relations, Chinese, Communications, and Science
Communications
Calvin College

BRANDON RISTOFF (MPP candidate '19)
BA, Liberal Arts
Thomas Aquinas College

LEON ZEPEDA (MPP candidate '18)
BA, Liberal Arts
Thomas Aquinas College



Brandon Ristoff and Leon Zepeda

ASSOCIATED WOMEN FOR PEPPERDINE SCHOLARS

Associated Women for Pepperdine is a group of Church of Christ women who raise funds each year to assist deserving students who are members of Churches of Christ. Recipients are selected on the basis of financial need, merit, character, and church membership.

WILLIAM HUMPHREY
(MPP candidate '19)
BA, International Studies and Spanish
Harding University

CALEB JASSO ('17, MPP candidate '19)
BA, History
Pepperdine University



William Humphrey and Caleb Jasso

WILLIAM S. AND GAY BANOWSKY ENDOWED SCHOLAR

Established by Lew O. Ward and supported by a circle of friends, the William S. and Gay Banowsky Endowed Scholarship provides grants to students pursuing a master of public policy at the School of Public Policy.



ENRIQUE NAVARRO-DONNELLAN
(MPP candidate '18)
BA, Political Science
San Jose State University

JOHN AND REBECCA BARTON ENDOWED SCHOLAR

The John and Rebecca Barton Endowed Scholarship was established in memory of Harry E. Shafer and Izelle C. Shafer to support gifted and talented students who, in the judgment of the University, offer great promise for leadership in our country or its supporting institutions.

TAYLOR MORRIS (MPP candidate '18)
BA, Political Science
Millsaps College

PEPPERDINE BLACK ALUMNI COUNCIL SCHOLAR

The Black Alumni Council Scholarship was established to support students at the School of Public Policy through the generosity of the Black Alumni Council.



JAMIL BARNETT
(MPP '17)
BS, Organizational Leadership
Biola University

BOARD OF ADVISORS SCHOLAR

The Board of Advisors Scholarship is funded through the generosity from the School of Public Policy Board of Advisors.

EMILY POBUDA (MPP candidate '19)
MA, International Relations
Institute Barcelona d'Estudis Internacionals
BA, International Studies
Adrian College

DR. FRANK W. AND MRS. SHERRY R. CORNELL ENDOWED SCHOLAR

The Dr. Frank W. and Mrs. Sherry R. Cornell Endowed Scholarship provides support for Catholic students pursuing a degree at the School of Public Policy.



MEREDITH PAIGE LEMANN
(MPP candidate '19)
BS, Political Science
Louisiana State University

LYNN AND FOSTER FRIESS ENDOWED SCHOLAR

Established by a gift from the National Christian Foundation Giving Fund on behalf of Foster and Lynn Friess and the Friess Family foundation, the Lynn and Foster Friess Endowed Scholarship provides support for qualified School of Public Policy students who have evidenced leadership based on the principles embedded in the Declaration of Independence and the Constitution of the United States.



JOSHUA ARNOLD
(MPP candidate '18)
BA, Government
Patrick Henry College

FRITZ ENDOWED SCHOLARS

Founded in 2001 by Lynn C. Fritz, the Fritz Institute is a nonprofit organization designed to partner with governments, nonprofit organizations, and corporations worldwide to innovate solutions and facilitate the adoption of the best practices for rapid and effective disaster response and recovery.



ARIANA ROMERO
(MPP candidate '18)
BA, Political Science
California State University, Fullerton

EMILY POBUDA (MPP candidate '19)
MA, International Relations
Institute Barcelona d'Estudis Internacionals
BA, International Studies
Adrian College

LINDA M. GAGE AWP ENDOWED SCHOLAR

The Linda M. Gage AWP Endowed Scholarship was established by Jerry and Kay Cox to provide scholarship support to Church of Christ students with financial need.



DANIELLE HUGUENARD
(MPP candidate '18)
BS, Dietetics
Harding University

PEPPERDINE HISPANIC ALUMNI COUNCIL SCHOLAR

The Pepperdine Hispanic Alumni Council Scholarship was designed to support the needs of Latino students through the generosity of the Hispanic Alumni Council.



ALEXANDRA PEREZ
('15, MPP candidate '18)
BA, Political Science
Pepperdine University

ENDOWED JEWISH SCHOLAR

The Endowed Jewish Scholarship Fund provides assistance to Jewish students in good academic standing who are pursuing a degree at the School of Public Policy.

WILLIAM LIVINGSTON
(MPP candidate '18)
BS, Political Science
Northern Arizona University

PETER AND VERONICA JOHNSON ENDOWED SCHOLAR

The Peter and Veronica Johnson Endowed Scholarship provides support to students with financial need who are highly qualified applicants to the School of Public Policy and remain in good standing in all areas of the University.



ZACHARY HAYES
(MPP candidate '19)
BA, Political Science
Loyola Marymount University

THOMAS P. KEMP ENDOWED SCHOLAR

The Thomas P. Kemp Endowed Scholarship was established in 2006 as a memorial legacy to Pepperdine regent and avid supporter of the School of Public Policy Thomas P. Kemp.



JEFFREY LONGUST
('16, MPP candidate '18)
BA, Political Science
Pepperdine University

MIKE E. O'NEAL ENDOWED SCHOLAR

Established by Peter Cheung and Fred Prager, this endowed scholarship was created to aid deserving School of Public Policy students.



CAMERON FUNK
(MPP candidate '18)
BA, History and Classics
Hillsdale College

ALLEN AND MARILYN PUCKETT ENDOWED SCHOLARS

The Allen and Marilyn Puckett Endowed Scholarship was established to provide support for students at the School of Public Policy.

GABRIELLA ANDREWS

(MPP candidate '18)
BS, Human Development
State University of New York,
Binghamton

JACOB DUNLAP

(MPP candidate '19)
BA, Political Science
Grove City College

YINGYING HONG

(MPP/MDR candidate '18)
BA, Japanese
University of California, Los Angeles

KELSEY SOMMERVILLE

(MPP candidate '18)
BA, Political Science
Azusa Pacific University



Yingying Hong, Kelsey Sommerville,
and Gabriella Andrews

HARRY AND IZELLE SHAFER ENDOWED SCHOLAR

The Harry and Izelle Shafer Endowed Scholarship was established in memory of Harry E. Shafer and Izelle C. Shafer to support gifted and talented students who, in the judgment of the University, offer great promise for leadership in our country or its supporting institutions.

KAITLYN PFINGSTON

(MPP candidate '18)
BA, Political Science
University of California, Berkeley

MARILYN DUNTON SIMPSON ENDOWED SCHOLAR

Established by Marilyn Dunton Simpson in 2009, this scholarship provides support for students at the School of Public Policy.



DEVON CIBY

('16, MPP candidate '18)
BA, Political Science
Pepperdine University

MAURICE H. STANS ENDOWED SCHOLARS

Established in 1999 by the Stans trust, the Maurice H. Stans Endowed Scholarship was created to provide support for African American students.

JAMIL BARNETT (MPP '17)

BS, Organizational Leadership
Biola University

BRITTANI DANIELS-KNOX

(MPP candidate '19)
BA, Political Science and History
University of California, Riverside

SARAH MIREMBE

(MPP/MDR candidate '18)
BA, International Relations
Oral Roberts University

KOFI FORKUO-SEKYERE

(MPP candidate '18)
BS, Business Administration
University of Tennessee

GRACE WILLIAMS (MPP candidate '19)

BS, International Business
Johnson & Wales University

TERRALYNN AND EARL SWIFT ENDOWED SCHOLARS

Established in 2006 by Terralyn and Earl Swift, this endowed scholarship was created to provide assistance to students interested in studying how people from diverse cultures might discover common values in the context of global interdependency.



TAMAR BEZJIAN

(MPP candidate '18)
BA, Intensive Psychology
University of California,
Santa Cruz



DANIELLE HUGUENARD

(MPP candidate '18)
BS, Dietetics
Harding University

FLORA L. THORNTON ENDOWED SCHOLARS

Established by Flora L. Thornton in 2009, this scholarship is a merit-based academic scholarship for students at the School of Public Policy with demonstrated leadership potential.

JOSHUA AMBERG (MPP candidate '18)

BA, Government
Patrick Henry College

ALYSSA BARNES (MPP candidate '18)

BA, Philosophy
University of St. Thomas

NATHANIEL BARTON

('16, MPP candidate '18)
BA, International Studies
Pepperdine University

ZACHARY DECKER (MPP candidate '18)

BA, Public Relations and Political Science
Coe College

LIDIA OJEDA (MPP candidate '19)

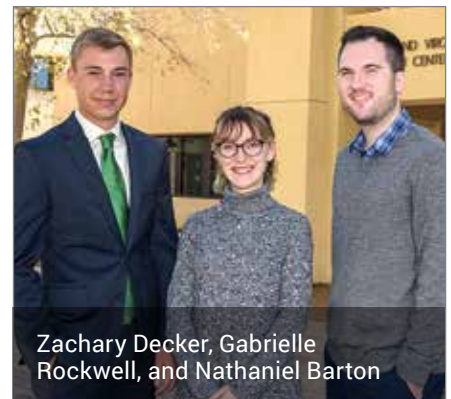
BS, Sociology
University of California, San Diego

GABRIELE ROCKWELL

(MPP candidate '19)
BA, Italian and International Studies
Nazareth College of Rochester

BRYCE SEYMOUR (MPP candidate '19)

BA, Environmental Science and Health
Science
Furman University



Zachary Decker, Gabrielle
Rockwell, and Nathaniel Barton

LYDELL WARD ENDOWED SCHOLAR

Established in 2008 with a gift from School of Public Policy Board of Visitors member Beti Ward, the Lydell Ward Endowed Scholarship is awarded to qualified female students pursuing a master of public policy.



MEREDITH PAIGE LEMANN
(MPP candidate '19)
BS, Political Science
Louisiana State University

MICHAEL AND CHERYL WARDER ENDOWED SCHOLAR

The Michael and Cheryl Warder Endowed Scholarship Fund was established for students pursuing a degree at the School of Public Policy who are in good standing in all areas of the University and who are either current members of any of the five United States Armed Forces or honorably discharged from one of them.

STEPHEN RICHARDSON (MPP candidate '19)
BS, Political Science, California Polytechnic State University

J. McDONALD AND JUDY WILLIAMS SCHOOL OF PUBLIC POLICY SCHOLAR

Established by J. McDonald and Judy Williams in 1999, this scholarship is designed to assist deserving School of Public Policy students who are members of the Church of Christ.



NATHANIEL BARTON
('16, MPP candidate '18)
BA, International Studies
Pepperdine University

SALLY EDWARDS SCHOLAR

The Sally H. Edwards Endowed Scholarship Fund was established in honor of Bert and Mildred Lefevre and provides support for students, with a preference given to those students from Hawaii.

WILLIAM LIVINGSTON (MPP candidate '18)
BS, Political Science, Northern Arizona University

STANS FAMILY FOUNDATION SCHOLAR

Established in 2012, the Stans Family Foundation Endowed Scholarship was created to provide support to students pursuing a degree at the School of Public Policy, with preference given to students who hold a license as a certified public accountant and/or hold a degree in accounting or a related field who are in good standing in all areas of the University.

VICTORIA STALNAKER (MPP candidate '18)
BA, Finance, University of South Florida

SPP Partners with Presidio Trust in Transition OF CROSS SECTOR LEADERSHIP FELLOWS PROGRAM TO PEPPERDINE

The Pepperdine University School of Public Policy (SPP) and the Presidio Trust announced the transition of the Presidio Trust's respected "Presidio Institute Fellows" program to the Pepperdine University School of Public Policy. Under the leadership of SPP, the initiative will be renamed the "Pepperdine Cross Sector Leadership Fellows" program.

Launched in 2014, the fellows program is a year-long, multi-city experience that brings together a curated cohort of 24 executives from business, nonprofits, government, philanthropy, and academia. Participants learn from leading practitioners in multi-sector leadership, organizational development, and collaborative problem-solving. Fellows come to the program with real-life challenging projects they are facing and engage with colleagues and instructors, learning how to apply 21st-century approaches to find solutions.

Fellows participate in a series of multi-day, in-person learning sessions throughout the year at Pepperdine campuses in Malibu and Washington, DC, as well as in New York, along with online education elements in between. Targeted at mid-career leaders, fellows have access to senior-level leaders at the federal and local government level, Tesla, Blackrock, United Way, DC Central Kitchen, McKinsey & Co., and Google. After successful completion, fellows earn a Certificate in Cross Sector Leadership from the Pepperdine School of Public Policy.

"We're delighted to bring the Cross Sector Leadership Fellows program to Pepperdine," noted School of Public Policy dean Pete Peterson. He added, "As a graduate policy program that teaches students to consider how the private and civic sectors must be vital parts of solving our toughest public challenges, we're looking forward to offering this cutting-edge programming to mid-career professionals."

Presidio Trust CEO Jean S. Fraser added, "I'm very happy that the Pepperdine School of Public Policy will take the fellows program into the next decade. We appreciate Pepperdine's commitment to the public leadership principles upon which the program was founded."

The launch of the Cross Sector Leadership Fellows program at Pepperdine School of Public Policy is being made possible through a donation from Gary Oakland, chairman and CEO of Oakland & Company. In supporting this effort, Mr. Oakland noted, "I've seen in my own work how major public problems demand collaboration between the sectors, as we're witnessing right now with the response to recent hurricanes." He added, "I'm excited to help bring this program to Pepperdine that will prepare more of these leaders for years to come."

Learn more about the program at publicpolicy.pepperdine.edu/cross-sector-leadership-fellows.

FACULTY/FELLOW UPDATE



TED McALLISTER
Edward L. Gaylord Chair
Associate Professor of Public Policy

Ted McAllister was awarded the 2017 Howard A. White Award for Teaching Excellence, which recognizes outstanding teachers who embody Pepperdine University's commitment to excellence.

McAllister has continued to stay active in leading the History of Conservative Thought and Coalition working group of the "American Project: Convening the Conversation on American Conservatism," a two-year project that focuses on the creation of a set of essays responding to an initial set of questions before the conservative movement. In September 2017 McAllister had a piece published entitled "Trump Has Opened Door to Rewriting History" in *Real Clear History* and "Anatomy of an Economic Revolution" in *Law and Liberty*.



JAMES PRIEGER
Professor of Public Policy

James Prieger completed a regulatory filing on net neutrality entitled "Economic Scholars' Summary of Economic Literature Regarding Title II Regulation of the Internet," compiling comments filed jointly with four other economists

before the Federal Communications Commission in the Matter of Restoring Internet Freedom (WC Docket No. 17-108) in summer 2017. Prieger had an editorial published by Free State Foundation entitled "Net Neutrality Regulation, Investment, and the American Internet Experience." Free State Foundation also published Prieger's editorial entitled, "What Do Economists Know About Net Neutrality Regulation? Quite a Lot, and the FCC Should Pay Attention." Prieger has been actively presenting "Empty Discarded Pack Data and the Prevalence of Illicit Trade in Cigarettes in California" at organizational events including the American Society of Criminology Annual Meeting, the 87th Annual Meeting of the Southern Economic Association, and the Association for Public Policy Analysis and Management Fall Research Conference. He also presented "Tax Evasion and Smokers' Intended Responses to a Tax Increase" at the 87th Annual Meeting of the Southern Economic Association.



MICHAEL SHIRES
Associate Dean for Strategy
and Special Projects
Director of Assessment
Associate Professor of Public Policy

Michael Shires continued his work on economic opportunity for the middle class with the early September 2017 release of his new study on "Contributions of Agriculture to the Economy and Middle Class Opportunity in the Central

Valley" and continued throughout the fall with numerous opportunities to interact with legislators and executive staff about public finance, education, economic development, and resource management. He also was elected/nominated to leadership positions in both of the major public policy professional associations with his election to the Executive Council of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) and nomination as secretary of the Association for Public Policy Analysis and Management (APPAM). Shires had the opportunity to speak about curriculum design at NASPAA's international conference hosted by the Doha Institute in Qatar, where policy leaders from all over the Middle East came together to discuss ways of improving public policy and public policy education in the region. He also continues to lead the school's transition to its new program structure and to expand the opportunities available to our students through expanded specializations, certificates, and degrees.



LUISA BLANCO RAYNAL
Associate Professor of Public Policy

Luisa Blanco Raynal coauthored a chapter, "Precarious Paradise: The Financial Well-Being of Hispanic Immigrant Day Laborers in Malibu," in *Latinos in the 21st Century: Their Voices and Lived Experiences* with Lila Carlsen,

Dan Morrison, George Carlsen, Ashley Chaparro (MPP '16), and Erick Molina (MPP '16), all from Pepperdine. Blanco also published a book review of *The Financial Diaries: How American Families Cope in a World of Uncertainty* in the *Journal of Policy Analysis and Management*. She presented her NIH/NIA-funded project titled "A Community-Based Randomized Controlled Trial on an Educational Intervention to Promote Retirement Saving Among Hispanics," at RAND's Behavioral Finance Forum in Washington, DC, the Behavioral Science and Policy Association Meetings in New York City, and as a Pepperdine Davenport Discussion. Blanco also presented another NIH/NIA-funded project, "Understanding the Racial/Ethnic Gap in Bank Account Ownership Among Older Adults," on a panel on economic inclusion at the 7th Annual FDIC Consumer Research Symposium in Arlington, Virginia.



JOEL FOX
Adjunct Faculty, School of Public Policy

Joel Fox published opinion pieces in the *Los Angeles Times*, *Los Angeles Daily News*, and *Orange County Register*. The latter piece on tax reform was cited by the White House in its daily publication of *West Wing Reads* on September 8,

2017. *West Wing Reads* "rounds up the best stories the West Wing is reading" and shares them with a daily posting. Fox also was published in Stanford University's Hoover Institution publication *Eureka* in an article titled "Jerry Brown Meets Doc Brown: Has California Gone 'Back to the

Future' On Taxes and Crime?" Fox was a frequent guest on KABC radio in Los Angeles and the Andy Caldwell Radio Show covering the California coast from Ventura to San Luis Obispo, as well as other media outlets discussing California policy and politics.



WADE GRAHAM

Adjunct Faculty, School of Public Policy

Wade Graham provided featured commentary in several episodes of *DnA: Design and Architecture* on KCRW-FM discussing urban and environmental issues. His commentary was also on KCET-TV's *Lost LA: Descanso Gardens*

program on Los Angeles history. Graham's latest book, *Dream Cities: Seven Urban Ideas That Shape the World* (HarperCollins, 2016), has been published or is in translation in the United Kingdom, Poland, Russia, China, and Turkey. He also has a book forthcoming, which will be published by the University of California Press in 2018, entitled *Braided Waters: Environment, Economy, and Society in Molokai, Hawaii*, an environmental history of Molokai and the Hawaiian islands. An essay, "Are We Greening Our Cities, or Greenwashing Them?" from the *Los Angeles Times* is included in this 2017 compilation: *Signs of Life in the USA: Readings on Popular Culture for Writers*, 9th ed.

THOMAS LYNCH

Adjunct Faculty, School of Public Policy

Thomas Lynch taught in MPP programs at both Pepperdine and California State University, Los Angeles (CSULA) during the fall 2017 semester, where he used similar general syllabi for each class to blend the graduate students from both university classrooms into teams that worked collaboratively on local case studies. Lynch made arrangements with several local city governments including the Cities of Los Angeles, Santa Monica, Glendale, and Paramount to participate by allowing a mixed team of four students to tackle a project for their assigned city. Two students from CSULA and two students from Pepperdine were assigned to each team. The primary theme of the classes at the two universities was "changes" that require managers to rethink and reposition their organizations to deal with issues that are either impending or foreseeable—ranging from impacts of new technology, new governmental rules, new sources of income, and cataloguing possible failure of older infrastructure to new environmental conditions, financial analysis, and changing community diversity. When the student teams finished their projects, they provided a professional level presentation to the city's elected city councils and senior executive management. Students gained the opportunity to create professional-level work they can use to build their resumes. This cross-university collaboration was a great experience for both universities, students, and the various client cities. Pepperdine has received letters of support for future collaborations like this from the City of Glendale and City of Los Angeles.

NEW POLICY INTENSIVE SERIES BRINGS PRACTICAL APPLICATION TO STUDENTS

The fall 2017 semester brought the introduction of the new Policy Intensives with Practitioners Series at the School of Public Policy, geared toward providing a practical application on a variety of policy topics to students with varied career interests. This workshop-style program presents students with experts and professionals in various disciplines, sharing their knowledge and experience through discussions, small group work, and case studies. Complementing the newly revised master of public policy curriculum, the series also provides an opportunity for students to earn professional development credit, broaden their perspectives, and foster beneficial connections in a variety of fields.

THE FALL 2017 SERIES INCLUDED:

Emergency Management and Homeland Security

Kevin McGowan (MPP '10), Assistant Director of the Ventura County Office of Emergency Services

and

James Featherstone, President and Chief Executive Officer of Los Angeles Homeland Security and Advisory Council

Social Media Strategies for Politics and Policy

Alexander Kouts, Head of Product at Countable

Technology and Smart Cities

Jonathan Reichental, Chief Information Officer for the City of Palo Alto

Understanding the Law and Environmental Policy

John Nagle, Professor of Law at the University of Notre Dame

The series will provide spring 2018 sessions on the future of the US-Asia economy, Los Angeles County governance, and politics and the contention between civil liberties and national security.



View the spring lineup or register at

publicpolicy.pepperdine.edu/events/policy-intensives/spring-2018.htm.

DR. TED McALLISTER RECEIVES SECOND HOWARD A. WHITE AWARD



Dr. Ted McAllister, the Edward L. Gaylord Chair and associate professor of public policy at the School of Public Policy, was named a recipient of the Pepperdine University Howard A. White Award for Teaching Excellence at the faculty conference on October 6, 2017. This year's honor makes McAllister a two-time recipient, also receiving the award in 2004.

The Howard A. White Award for Teaching Excellence honors teachers who inspire, stimulate, challenge, and motivate their students; teachers who develop in students the ability to think critically and creatively about the world; and teachers who instill in their students a lifelong love of learning.

Joining the School of Public Policy faculty in 1998, McAllister is an intellectual historian who brings historical imagination to the public policy curriculum—a perspective not typical of such programs. His training well equips him to press students to ask the foundational moral questions concerning

public policy, leading them back to first principles. At Pepperdine he teaches the core class entitled Ethical Dimensions of Public Policy: Great Books and Great Ideas, as well as a variety of elective courses that focus on putting policy debates in larger historical and philosophical contexts, including such classes as Comparative Federalism, Public Policy in Modern America, and American Democratic Culture.

A graduate of Oklahoma Christian College, he earned his master's degree from Claremont Graduate School before completing his doctoral degree in American intellectual and cultural history at Vanderbilt University. He is the author of a volume entitled *Revolt Against Modernity: Leo Strauss, Eric Voegelin, and the Search for a Postliberal Order*, and he has completed a new textbook on American history entitled *The Promise of Freedom: A History of the United States*. Among his other publications, he has authored the chapter "Reagan and the Transformation of American Conservatism" in *The Reagan Presidency*. McAllister has lectured frequently on the nature and future of American conservatism. He is an editor of Rowman & Littlefield's book series American Intellectual Culture and served as the 2012–2013 James Madison Program Visiting Fellow at the James Madison Program in American Ideals and Institutions at Princeton University.

ANNUAL CONSTITUTION DAY Lecture Examines Constitutional Teachings of John Adams

Dr. Darren Staloff, professor of early American history from the City College of New York, provided the School of Public Policy's Constitution Day lecture, an annual event showcasing scholars who offer a unique perspective to both the Constitution's founding and its legacy in American history. Staloff's lecture, "The Constitutionalism of John Adams," offered a profound and deep understanding of US constitutional history with Staloff arguing that Adams' legacy is that of a "curious paradox," since many observers of the founding both recognize his distinctive predictions while also rarely crediting anyone but Madison for the founding document. For example, Adams accurately predicted the rise of partisanship and social strife spawned by man's "passion for distinction." Staloff explained that this profound characterization of man was at the forefront of the Constitutional Convention giving rise to a bicameral house, independent judiciary, and the division of powers all established in order to provide a "political solution" to social conflict derived from man's innate desire for distinction.

Staloff challenged the traditional perspective that Madison was the principal architect of the Constitution by

emphasizing Adams' indispensable role in its construction. The revered ideals of the American Founding were significantly shaped by Adams' philosophy, but his philosophy is often undermined by the way in which he communicated it. Although Adams' writings at times "lacked editorial control" with long, repetitive arguments and dated references, Staloff argued his contributions to American political thought should not be forgotten.



Staloff teaches courses in colonial and revolutionary America at the City College of New York. He has published *The Making of the American Thinking Class: Intellectuals and Intelligentsia in Puritan Massachusetts* and *Hamilton, Adams, Jefferson: The Politics of Enlightenment and the American Founding*. He was a fellow of the James Madison Program in American Ideals and Institutions at Princeton University, as well as a grant recipient the National Endowment for the Humanities.

SPP ALUMNI COME TOGETHER FOR 20TH ANNIVERSARY

November 3, 2017 | Westlake Village Inn | Hosted by the Class of 2007



"The opportunity to rekindle relationships with fellow alumni and SPP's faculty in a celebratory setting is always cherished. The more time that passes since my own commencement, the more treasured these relationships become."

— Mitchel Morrison (MPP '11)

ALUMNI NOTES



CARSON BRUNO (MPP '12)

was named to the Board of Directors for Crete Academy, a charter school serving South Los Angeles, founded by School of Public Policy alumna Hattie (Arrington) Mitchell (MPP '12).

Bruno is the assistant dean for admission and program relations at the Pepperdine School of Public Policy.



MELISSA JACOBS (MPP '12)

and Adam Cromack were married in Laguna Beach, California, on November 4, 2017, and honeymooned in Phuket, Thailand. Jacobs started a new position at the National Association of

Manufacturers (NAM) as associate of policy and government relations. Previously, she focused on retention as manager of member relations at the NAM.



SERGIO MARTUS (MPP '12, MBA '16) is happy to announce his engagement to Anna Nishanian (MBA '16). Martus proposed on a recent trip to Madrid, Spain, at the Buen Retiro Park Wishing Well.



MITCHEL MORRISON (MPP '11)

has accepted a promotion to associate project manager at Envicom Corporation in Westlake Village, California. His new responsibilities include coordinating information flows

between civil engineers, architects, land use attorneys, planners, and applicants. He recently obtained a Professional Certificate in Advanced Public Engagement for Local Government from the Davenport Institute.



MORGAN SACCO (MPP/MBA '13)

launched Athena.LA, an organization that elevates the careers of women working in Los Angeles tech while connecting its leading technology companies to top female talent. Athena.LA held

a successful launch party in December 2017, hosted at the Preccelerator and headlined by Slingshot Aerospace CTO and cofounder Melanie Stricklan.



HANS ZEIGER (MPP '09)

completed his first year in the Washington State Senate, serving as chair of the Senate Early Learning and K-12 Education Committee and vice chair of the State Government Committee. He

previously served for six years in the State House. Zeiger is a 2018 Rodel Fellow of the Aspen Institute. A member of the Washington Air National Guard, Zeiger took part in the response to the recent hurricanes from the National Guard Coordinating Center in Virginia.

WHAT'S
NEW WITH YOU ?

To share your alumni news, please submit to christina.ramirez@pepperdine.edu.



Michael Wear, James K. A. Smith, and Dean Pete Peterson

JAMES K. A. SMITH ON REFORMING PUBLIC THEOLOGY

The School of Public Policy (SPP) along with The Trinity Forum hosted an Evening Conversation as part of the “Moral Sense in Politics and Policy” speaker series with philosopher James K. A. Smith who examined politics through the lens of liturgy. In his talk, Smith explored a new understanding of our political institutions as serving to form what we value, love, and protect. His new book, *Awaiting the King: Reforming Public Theology*, delves into the religious nature of politics and the political nature of Christian worship, offering insights as to how to help citizens re-envision and invest in the common good.

Smith is a professor of philosophy at Calvin College where he holds the Gary and Henrietta Byker Chair in Applied Reformed Theology and Worldview. He is the award-winning author of *Who’s Afraid of Postmodernism?*, *Desiring the Kingdom*, and *You Are What You Love: The Spiritual Power of Habit*. His popular writing has appeared in publications such as the *New York Times*, *Wall Street Journal*, *USA Today*, *Books & Culture*, and *First Things*. Smith is also a Senior Fellow of Cardus and serves as editor of *Comment* magazine.

Michael Wear, founder of Public Square Strategies, LLC, acted as the evening’s respondent.

About the “Moral Sense in Politics and Policy” series: Since 2013, the Pepperdine School of Public Policy has collaborated with The Trinity Forum in Washington, DC, hosting twice-annual speaking events that look at the intersection of virtue and public policy. The phrase “moral sense” is borrowed from one of SPP’s founders, the late Dr. James Q. Wilson, who felt that effective public leadership demanded a more humanistic approach based in a rigorous liberal arts education.

Watch video of the event at <https://youtu.be/rCDbFhjLCLw>.

SPP BOARD OF VISITORS RENAMED BOARD OF ADVISORS

After deliberation with the board at the February meeting, Dean Pete Peterson has announced that the school’s Board of Visitors has been renamed the Board of Advisors. The board comprises national policy, business, and community leaders who support the school’s mission and share the commitment to a more expansive approach to public policy. Board members provide invaluable counsel and support to the School of Public Policy and are examples of public leaders who appreciate the role of a strong moral and ethical standard while recognizing the central importance of civil society, faith, and free markets to solve policy issues.

“The name change truly reflects the value and function of the board as they play a vital advisory role in the vision and future of SPP,” noted Peterson. “Each member brings a depth of knowledge and experience with their service as they help us to be one of the most unique graduate policy programs in America.”

DEAN PETE PETERSON WELCOMES THE NEWEST BOARD OF ADVISORS MEMBERS:



PEGGY GRANDE ('89) was selected by President Ronald Reagan to work at his side for 10 years. Serving as his post-presidency executive assistant, Grande was the liaison between President Reagan personally and his staff, the public, local dignitaries, and world leaders. She ensured that his events, travel, personal and political relationships, and day-to-day operations were handled efficiently

and effectively. Grande traveled with him regularly and was also his post-presidency official photographer. As a keynote speaker, she shares principles of leadership and excellence with corporations, nonprofits, C-suites, political groups, students, and executive assistants. She is a certified consultant for the Fascination Assessment and uses it to help individuals and companies discover and articulate their highest value.



GARY OAKLAND has been for the past 42 years the chairman and chief executive officer of The Oakland Companies, a privately held real estate development, construction, and investment company based in Billings, Montana. He serves on the University Board of Pepperdine University, the National Advisory Board for the Museum of the Rockies, the Board of

Trustees of the Yellowstone Art Museum, and the board of Stockman Bank. In addition, Oakland has served on the board of the Billings Symphony and Zoo Montana. He and his wife, Melissa, are also major supporters of Habitat for Humanity.

40 OVER FORTY

PEPPERDINE ALUMNI

School of Public Policy (SPP) alumni **Alan Beard ('94, MPP '99)**, **Lance Christensen (MPP '04)**, and **Jason Pates ('95, MPP '99)** were named to Pepperdine's 40 over 40 alumni. Selected from hundreds of nominations, these alumni continue to pioneer groundbreaking advancements in their careers, promote goodwill and fellowship within their communities, and inspire the ever-growing global community of alumni to follow these same traditions. Beard, Christensen, and Pates are distinctly and successfully demonstrating the University's mission of purpose, service, and leadership through their personal passions and professional accomplishments.

"We are honored to have alumni like Alan, Lance, and Jason who are sought-after leaders in their respective fields and who also serve as great models to our current public policy students," noted Matt Cutler, senior advancement officer at the School of Public Policy. "Dean Peterson and I remain grateful for their continued support and involvement with the School of Public Policy."



ALAN BEARD, chief marketing officer at Fullscreen Media, was a member of SPP's inaugural Class of 1999. He is the cofounder of McBeard Media, a Fullscreen company, along with fellow Pepperdine alum Alec McNayr ('00), and has since hired dozens of Pepperdine alums. Prior to launching McBeard, he spent five years at Jupiter Research and then founded a series of startups focused on marketing

strategy, sales, and online creative. Beard also co-authored the best-selling humor book *Historical Tweets*. He was selected as the School of Public Policy Distinguished Alumnus in 2009. Beard received a BA in music from Pepperdine University.



LANCE CHRISTENSEN has earned a national reputation as a government budget and finance policy expert and is currently chief of staff for California state senator John Moorlach. Prior to joining Senator Moorlach's staff, Christensen served as the director of the Pension Reform Project for the Reason Foundation. His budget and finance analyses have been published in multiple national and local publications, and he is a sought-after expert presenter on government finance and debt issues. Christensen also spent nearly a decade working as a legislative consultant in the California State Senate, as well as a finance budget analyst at the Department of Finance. Christensen received a BA in English from Brigham Young University.



JASON PATES, also a member of SPP's first class in 1999, is a senior consultant at Cisco Systems, Inc., where he consults on the Collaboration, Video, and Mobility team within Cisco Consulting Services. He has led the Manufacturing, High Tech, and Energy verticals for Cisco's Customer Business Transformation consulting practice, engaging customers in building strategies to drive increased revenue, productivity, and cost take-out leveraging collaboration technologies. Previously, Pates served as a management consultant with both Booz Allen Hamilton and Accenture. He currently serves on the Pepperdine University Alumni Leadership Council and was named the 2011 School of Public Policy Distinguished Alumnus. Pates received a BA in economics from Pepperdine University.

◆ Celebration from page 4

founders and its history and through earnest applications of those lessons to the issues we face today."

Following President Benton, Senator Sasse further evaluated the connection between the political and personal aspects of a successful governing body. As he explained, "Government, in the American tradition, is not the center of our lives. Government is about creating and maintaining a framework for ordered liberty so that—free from violence—you can be free to go out and live the rest of your life through institutions of volunteerism and persuasion and love."

In his closing remarks, Peterson thanked the Pepperdine community for their 20 years of encouragement, leadership, and dedicated service. "This has been a celebration of the School of Public Policy and all its accomplishments, but we also wanted this to be a celebration of all of you," Peterson emphasized. "You are the people we want standing with us as we train this country's next generation of focused, purpose-driven servant leaders."

Watch a highlight video of the 20th-anniversary celebration at: publicpolicy.pepperdine.edu/events/2017/anniversary-dinner.

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Tuesday, March 13, 2018

6:30 PM

Wilburn Auditorium

Register: <https://goo.gl/f49uoF>

Livestream of this event will be available.

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UPCOMING EVENTS

For upcoming spring 2018 events,
please visit
publicpolicy.pepperdine.edu/events
or follow us on Facebook at
facebook.com/pepperdine.policy.