



## Executive Director of Enrollment Management, Pepperdine Graziadio Business School

### Leadership Profile

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*WittKieffer*

## Executive Summary

Pepperdine Graziadio Business School seeks an accomplished leader to serve as **Executive Director of Enrollment Management**.

Founded in 1969, the Graziadio Business School is anchored in the core values of integrity and innovation, and is dedicated to shaping leaders that drive meaningful, positive change in their global organizations and communities. Graziadio offers a comprehensive portfolio of programs—including full-time, part-time, and executive MBA options, as well as doctoral, master's, bachelor's, joint degrees, and professional development courses. Programs are delivered across four California graduate campuses, online, and in flexible hybrid formats. As one of the largest graduate business schools in the US, backed by more than 50,000 alumni, the school's impact spans industries, communities, and continents—from Silicon Beach to Southeast Asia. The Graziadio School continues to rise among the nation's top business programs, earning accolades across prestigious rankings that highlight its commitment to academic excellence and meaningful impact including the #7 Best Online Master's in Business Analytics (*Fortune*); the #8 Greatest Resource for Minority Students (*The Princeton Review*); the #14 Part-Time MBA (*Fortune*); and the #22 Online MBA (*The Princeton Review*).

Pepperdine University is a private research university founded in 1937 and affiliated with the Churches of Christ. Nestled on a picturesque 830-acre campus overlooking the Pacific Ocean near Malibu, California, it combines rigorous academics with a faith-driven mission to foster lives of purpose, service, and leadership. The university comprises Seaver College (its undergraduate liberal arts division), Caruso School of Law, Graziadio Business School, Graduate School of Education and Psychology, School of Public Policy, and College of Health Science. Nationally, Pepperdine ranks among the top 100 U.S. universities (#84 in *U.S. News*), and its students benefit from high-quality teaching, strong retention and graduation rates, and a vibrant NCAA Division I athletics program—all set within one of the most acclaimed and beautiful campuses in higher education.

Reporting to Dean Deborah Crown, this pivotal role drives the development and execution of high-impact strategies that fuel demand, strengthen conversion, and deliver exceptional enrollment outcomes across a diverse portfolio of graduate business programs. Working closely with senior leadership and key stakeholders, the Executive Director ensures that all initiatives reflect Pepperdine's core commitments to academic excellence, transformational learning, and ethical leadership.

The Graziadio School seeks an experienced enrollment leader with an advanced degree in higher education administration, business, marketing, or a related field. The ideal candidate will bring progressive experience in higher education recruitment and admissions, ideally within graduate business programs, including a strong record of management experience. The next Executive Director will have a proven track record in driving enrollment growth, managing cross-functional teams, and leveraging data and CRM systems to optimize recruitment strategies. Strong strategic planning, analytical skills, and operational efficiency are essential, along with the ability to implement modern enrollment techniques and innovative solutions. Candidates must demonstrate sales orientation, collaborative leadership, and high integrity, with the ability to navigate complex organizational environments and engage diverse stakeholders effectively. Preferred qualifications include an MBA, MS/MA, or a doctorate in higher education administration, business, sales, marketing, or a related field. The successful candidate will embrace Pepperdine's values as an institution that is welcoming to all and rooted in its mission as a Christian university committed to the highest standards of academic excellence and Christian values.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 8.

## Role of the Executive Director of Enrollment Management, Pepperdine Graziadio Business School

Reporting to the Dean, the Executive Director will lead the Graziadio School's strategic recruitment, admissions, and financial aid initiatives for graduate business programs by leveraging data-driven insights to shape enrollment trends, guide decision-making, and design strategies that optimize enrollment across all graduate academic programs. This role includes developing predictive enrollment models, assessing the effectiveness of recruitment efforts, and delivering critical analyses of admissions patterns to ensure informed, forward-thinking strategies.

The Executive Director will lead a team of 25 staff members who work across several departments and on three campuses. The Executive Director will lead a collaborative, school-wide enrollment strategy that fosters transparency and alignment across Graziadio and the broader Pepperdine community. Key partnerships will include Integrated Marketing and Communications—the University's central team of creative marketing, communications, design, and media professionals, and Pepperdine Alumni Relations. The Executive Director will also lead the Enrollment Command Center, which coordinates enrollment processes across functions to ensure all the drivers of enrollment are coordinated and foster growth. Within Graziadio the Executive Director will work with Graziadio's Finance and Administration team to ensure strategic and fiscally responsible outcomes.



## Opportunities and Expectations for Leadership

With responsibility for recruitment and admissions, the Executive Director will leverage Graziadio Business School's exceptional assets to drive enrollment growth. Pepperdine University's highly recognized brand and Graziadio's position as one of the largest AACSB-accredited graduate schools provide a strong foundation for success. With an alumni network of over 50,000 graduates—40% of all Pepperdine alumni—the school offers unparalleled opportunities to engage and mobilize this influential community for recruitment and outreach. Additionally, Graziadio's diverse portfolio of 15 programs, serving professionals at every career stage through multiple modalities, and its commitment to a high-touch, transformational learning experience, represent key differentiators in a competitive market. The next leader will strategically leverage these strengths to expand reach, enhance engagement, and attract students who value both professional and spiritual growth.

In addition, the Executive Director of Enrollment Management will be expected to advance the following priorities:

### **Enrollment Growth**

In today's increasingly complex and competitive enrollment landscape, the Executive Director will be responsible for developing and executing robust domestic recruitment strategies to expand market share in the U.S., while sustaining and strengthening international enrollment. This leader will spearhead strategies that not only grow enrollment but also align with Graziadio's mission of delivering a transformational student experience. A critical priority will be ensuring the recently consolidated online and part-time MBA program—representing approximately one-third of the school's revenue—meets ambitious growth strategies and broadens its reach to new audiences. Through innovative approaches, data-driven decision-making, and collaborative engagement across key stakeholders, the Executive Director will position Graziadio for sustained enrollment success.

### **Marketing**

Building and sustaining a strong partnership with Integrated Marketing and Communications—the University's central team—will be key to success. The Executive Director will serve as a key advocate for program-specific marketing strategies within Pepperdine's centralized marketing structure, ensuring that Graziadio's unique needs and priorities are effectively represented. This leader will leverage modern marketing techniques and emerging technologies, such as AI, to enhance recruitment efforts, optimize outreach, and improve operational efficiency. By positioning Graziadio's distinctive strengths—including Pepperdine's strong brand reputation, an expansive alumni network, and a diverse portfolio of programs—in competitive markets, the Executive Director will drive initiatives that attract high-quality students and reinforce the school's standing as a premier destination for business education.

### **Financial Aid**

The Executive Director will lead the overarching financial aid awarding strategy for Graziadio and, as such, must work closely with Graziadio's Finance and Administration team, which oversees financial aid operations, to develop and implement strategies that optimize financial aid resources in support of enrollment goals while maintaining fiscal responsibility. This collaboration will ensure that financial aid policies and practices are designed to attract and retain students who are committed to Graziadio's high-touch, transformational learning experience. The Executive Director will support a complex set of priorities, aligning financial aid strategies with the school's long-term growth and sustainability.

### **Leadership**

The Executive Director will provide visionary leadership for the admissions team while fostering a culture of collaboration and accountability across the Graziadio School in support of enrollment goals. This leader will demonstrate a sales-driven mindset and take full ownership of enrollment outcomes, instilling confidence in the

process among senior leadership and key stakeholders. The new leader will build and mentor a high-performing admissions team, promote innovation and operational excellence, and engage faculty, staff, and cross-functional partners to ensure alignment with strategic priorities. The Executive Director will champion process improvements to streamline operations, enhance responsiveness, and deliver a best-in-class experience for prospective students. Resilience, adaptability, and a collegial approach will be essential in navigating a complex and competitive enrollment environment.

## Professional Qualifications and Personal Qualities

The successful candidate will possess many of the following professional qualifications and personal qualities:

### Required

- Advanced degree in higher education administration, business, sales, marketing, or related field.
- 7+ years in higher education recruitment/admission, ideally in graduate business, with 5+ years in management. Candidates with equivalent experience may be considered.
- Proven ability to lead cross-functional teams and manage enrollment operations.
- Skilled in data management and analysis to drive recruitment strategies.
- Strong strategic planning and execution capabilities.
- Exceptional communication and collaboration skills for engaging diverse stakeholders.
- Proficient in CRM systems and enrollment management tools.
- Sales-oriented leader with integrity, ethics, and adaptability.
- Innovative and curious, with a proactive approach to problem-solving.



### Candidates who demonstrate the following qualifications and attributes will distinguish themselves in the selection process.

- MBA, MS/MA, or doctorate in higher education admin, business, sales, marketing, or related field.
- 10+ years in higher education recruitment/admission, especially in business schools.
- 7+ years in management.
- Proven ability to lead multi-stakeholder teams and drive enrollment growth
- Deep knowledge of the modern enrollment landscape, including funnel management and KPIs
- Skilled in cross-functional collaboration and stakeholder engagement to enhance outcomes
- Strong analytical and technical expertise for interpreting complex data and informing decisions
- Advanced talent development skills to build and sustain high-performing teams

## About Pepperdine University

### Overview

Through the vision of its founder George Pepperdine, Pepperdine University is a Christian university committed to the highest standards of academic excellence and Christian values, where students are strengthened for lives of purpose, service, and leadership. Consistently ranked as one of the most beautiful places to study, Pepperdine is where students are inspired to learn as they learn to inspire.

Its stunning 830-acre Malibu campus overlooks the Pacific Ocean and is just 29 miles from Downtown Los Angeles. Three additional campuses throughout Southern California offer convenient classes for graduate students.

Offering a 13:1 faculty-student ratio, Pepperdine offers 87 degree programs in six schools and colleges:

- Seaver College
- Caruso School of Law
- Graziadio Business School
- Graduate School of Education and Psychology
- School of Public Policy
- College of Health Science

Learn more at:

- [Pepperdine: Our Story](#)
- [Pepperdine: At a Glance](#)

## About Pepperdine Graziadio Business School

Ranked by *U.S. News & World Report* as one of the top business schools in the nation, the [Graziadio Business School](#) offers a wide continuum of doctoral, MBA, MS, and executive degree programs across multiple Southern California campuses. Since its founding in 1969, Graziadio has remained a global innovator in the development of values-centered education and an advocate of ethical business practice.

Through programs such as Education-to-Business (E2B) and Social, Environmentally, and Ethically Responsible (SEER) Business Strategy, the Graziadio School creates opportunities for students to experience business as George Graziadio intended—purpose-driven leaders making a meaningful impact around the globe.

Under Dean Deborah Crown's leadership, the Graziadio School has achieved significant gains in national rankings, expanded its reach, and strengthened its reputation as a premier institution for business education. While experiencing tremendous momentum, the school is guided by its mission to foster transformational learning, create applied knowledge, and equip students to lead lives of purpose, service, and leadership.

Explore the Graziadio School via this [video](#) and at:

- [Graziadio School: At a Glance](#)
- [Graziadio School: Dean's Report](#)

## Graziadio By the Numbers

### Students

- 964 total students
- 1:1 male-to-female ratio



### Student Composition

- 90% United States
- 3% China
- 2.4% Canada and Mexico
- 1% Germany
- 2.7% Other

More information about the class profile can be found [here](#).

### Faculty and Class Size

The Graziadio School's industry-leading faculty members are world-class scholars, dedicated to serving as mentors, career advisors, and role models.

- 54 full-time faculty members
- 41 adjunct faculty members
- Average class size of 20

### Alumni

The Graziadio global alumni network strengthens and expands its spirit of philanthropy, leadership, and community.

- 50,000+ Graziadio alumni worldwide
- 100,000+ Pepperdine University alumni

## Academics

The Graziadio is committed to offering a portfolio of programs that are both innovative and market-relevant, designed to support professionals throughout the entire work life cycle.

- **Executive Doctor of Business Administration**
- **MBA**
  - Presidents and Key Executives MBA
  - Executive MBA
  - Part-Time MBA Programs
  - Full-Time MBA Programs
  - Online MBA
  - MS in Human Resources (online)
  - MS in Management and Leadership (online)
- **Bachelor of Science in Management**

- **Master of Science**
  - MS in Business
  - MS in Business Analytics (also offered online)
  - MS in Applied Finance
  - MS in Global Business
  - MS in Organization Development
  - MS in Real Estate

Learn more at [Graziadio School: Academic Programs](#) and via this [video](#).

## Deborah Crown, Dean



Dr. Deborah F. Crown is the Dean of the Pepperdine Graziadio Business School. Dr. Crown has nearly two decades of academic leadership experience, and most recently served as dean of the Crummer Graduate School of Business at Rollins College. During Dr. Crown's tenure at the Crummer, the school was ranked the #1 MBA in Florida by Forbes Magazine and #1 in the country for leadership for four years in a row by HR.com.

Prior, she was the Dean of the College of Business at Hawai'i Pacific University, the largest private University in Hawai'i, where she led the development and implementation of the college's strategic plan; increased net revenue, scholarship funds, and retention and graduation rates; and spearheaded the transition to a comprehensive, student-centered facility.

Her previous experience includes serving the Silicon Valley market as Associate Dean and Endowed Professor at SJSU, where she reorganized a portfolio of graduate programs that integrated business, engineering, and science. She also served as Director of Graduate Programs and Faculty Director of the Entrepreneurial Group in the College of Business & the School for Leadership & PA at OU. Before that, she spent 13 years at the University of Alabama, where she was the Miles-Rose Professor of Leadership and Ph.D. Coordinator for Management.

Her work has been featured in national publications such as the Wall Street Journal, CNN, ABC National News, the New York Times, USA Weekend, and Entrepreneur, as well as in academic journals and books. She is also the recipient of numerous national awards for her research, as well as university and college awards for her teaching, mentoring, and service.

Her primary research interests include organizational issues that encompass ethics, sustained performance, high-performance teams, and leadership. She received her Ph.D. from the Leeds School of Business at the University of Colorado, a Master's of Science from the University of Colorado, Denver, and executive education from Harvard.

## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile, as well as why they would want to work at Pepperdine and how they personally identify with and intend to further Pepperdine's Christian values and academic excellence.

WittKieffer is assisting the Pepperdine Graziadio Business School in this search, which will remain open until an appointment is made. For fullest consideration, applicants are encouraged to submit their materials as soon as possible.

Applications, nominations, and inquiries can be directed to:

Amy Crutchfield, Shelley Arakawa, J.D., and Natalie Song at

**Bschool-Pepperdine@wittkieffer.com**

*This is a Regular, Exempt, 40-hour per week position.*

*Expected Pay Range: \$153,000 – \$180,000 per year – may be negotiable.*

*The above pay range reflects what Pepperdine University reasonably expects to pay for this position at time of posting. Actual compensation may vary based on relevant factors such as work experience, market conditions, education/training, and skill level. In addition to base pay, Pepperdine offers a robust and highly competitive benefits package.*

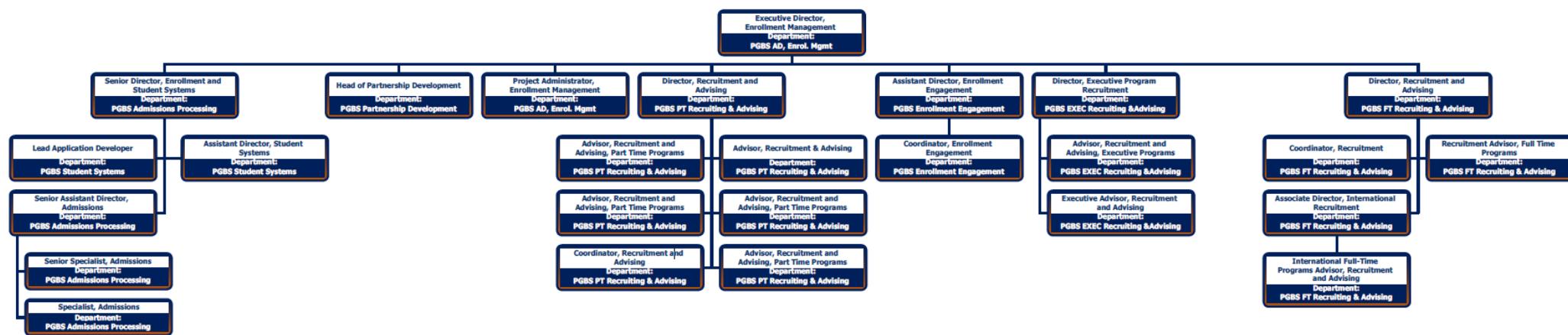
*Pepperdine is an Equal Employment Opportunity employer and does not unlawfully discriminate on the basis of any status or condition protected by applicable federal, state, or local law. Pepperdine is committed to providing a work environment free from all forms of unlawful discrimination and harassment. Engaging in unlawful discrimination or harassment will result in appropriate disciplinary action, up to and including dismissal from the University.*

*Pepperdine is religiously affiliated with the Churches of Christ. It is the purpose of Pepperdine to pursue the very highest employment and academic standards within a context that celebrates and extends the spiritual and ethical ideals of the Christian faith. While students, faculty, and staff represent many religious backgrounds, Pepperdine is permitted under applicable law and reserves the right to seek, hire, and promote persons who support the goals and mission of the institution, including the right to prefer co-religionists who support Pepperdine's Christian mission.*

*Qualified individuals should be able to show respect for workplace differences and have the ability to work effectively with individuals from different backgrounds.*

*Offers of employment are contingent upon successful completion of a criminal, education, and employment screening. The University conducts such screenings in compliance with applicable laws and with the objectives of evaluating risk and supporting a safe environment for students, faculty, staff, and guests; safeguarding key University assets including people, property, information, and the University's reputation; and providing comprehensive job-related information to University leaders to enable them to make prudent hiring decisions. Individuals will be required to disclose any criminal convictions on a designated form after receiving a conditional offer of employment; failure to disclose accurate information may result in withdrawal of the offer or termination of employment. Qualified individuals with criminal histories will be considered for employment in compliance with applicable laws, including the Los Angeles County Fair Chance Ordinance.*

## Appendix



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