

UC San Diego

Opportunity and Challenge Profile

*Search for the Dean of the School of Global Policy and Strategy
University of California San Diego*

The University of California San Diego is launching a search for an experienced, visionary leader to serve as its next Dean of the School of Global Policy and Strategy (GPS), the only international affairs professional school in the 10-campus University of California System. Working in collaboration with exceptional and committed faculty, staff, and students, the new Dean will join a nimble, entrepreneurial academic enterprise, internationally recognized for its focus on Asia and the Americas and its rigorous analytical methodologies, in one of the most globally-minded regions and universities in the country. The successful new Dean will guide the School into its next chapter of influence and impact in an increasingly complex political and social landscape, both in the US and around the globe. The current relevance of the School and its programs could not be greater. This is a remarkable opportunity for the next Dean of the School to leverage the resources of one of the world's great universities to do great good.

Since its founding in 1960, UC San Diego has become one of the preeminent institutions in the United States for higher education and research. The campus comprises seven undergraduate colleges, six academic divisions, and six graduate and professional schools, which together enroll over 39,000 students (as of fall 2019); the University also operates UC San Diego Health, San Diego's only academic medical center. UC San Diego is an academic and research powerhouse, generating \$1.45 billion in research funding and over \$5 billion in revenues overall. With over 35,000 full and part-time academic and staff employees, UC San Diego is one of the largest employers in San Diego County, bringing with it a significant economic footprint on the region.

The next Dean will join the UC San Diego community at a critical moment in its history and will play an important role in its continued success. The University is expanding its academic programs and research initiatives of distinction, its emphasis on inclusive excellence, and its physical footprint, and thereby making great progress on its mission as a student-centered, research-focused, service-oriented public university. The next GPS Dean will continue to build upon the School's young but robust history and unique institutional assets and lead GPS through its next iteration of growth and distinction. In doing so, the Dean will further enhance and elevate the School's visibility and impact around the globe; augment and coordinate the scope of academic programs of the School; continue to develop relationships to leverage the full capacity of UC San Diego; foster and deepen a strong sense of community, equity, and inclusion; expand and diversify financial resources to allow GPS to fulfill its many ambitions; and strengthen and grow the bonds between GPS and local, national, and international partners.

A list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm. Confidential applications, inquiries, and nominations should be directed to the parties listed at the end of this document.

About the University of California San Diego

In the nearly six decades since its inception, UC San Diego has grown into a world-class public university that has increased social mobility, research productivity, and civic engagement across California. In 2020, *Washington Monthly* ranked UC San Diego the best public university in the nation for contributions to social mobility, research, and public service, and *US News and World Report* listed the campus as 19th among Best Global Universities. UC San Diego was named the 12th best research university in the world

by Leiden University's Centre for Science and Technology Studies, based on a measurement of scientific impact of universities worldwide. In 2017, UC San Diego was designated as a Changemaker Campus by Ashoka U for its role as a leader in social innovation education.

UC San Diego enrolls a diverse student body of 39,633 (as of fall 2019), including 30,794 undergraduates and 8,037 graduate students. The University's focus on student success, inclusive instruction, and social mobility serves students of wide-ranging socioeconomic, cultural, and academic backgrounds. Over one-third of new matriculants identify as first-generation college students and nearly one-third are from historically underrepresented groups.

The campus is home to an outstanding faculty of over 1,500 full-time tenure and tenure-track faculty representing a diverse array of backgrounds. Faculty honors include two Fields Medalists; three Pulitzer Prize winners; five MacArthur "Genius" Fellows; five recipients of the National Medal of Science; 164 members of the National Academies: the National Academy of Sciences (86), National Academy of Engineering (32), and National Academies of Medicine (46); and several other major honors including a Tony Award, a Grammy Award, and a Presidential Medal of Freedom. Sixteen Nobel Laureates have taught at UC San Diego. Shared governance—a hallmark of the University of California—is an especially important feature at UC San Diego, where the Academic Senate sets admissions and graduation requirements, and advises on the budget and other matters pertaining to the conduct and welfare of the campus.

In 2012, the campus launched the Campaign for UC San Diego, a \$2 billion comprehensive fundraising campaign effort over ten years to transform the student experience, the UC San Diego campus, and the ability of the institution to develop solutions for humanity's most pressing issues. In 2019, UC San Diego reached the \$2 billion mark, thanks to the support of 135,000 donors, becoming the youngest university in the country to attain a multi-billion-dollar milestone in a single campaign.

For more information about UC San Diego and its Strategic Plan, visit <https://plan.ucsd.edu> and <https://ucsd.edu>.

About the School of Global Policy and Strategy

Situated within one of the top-ranked institutions in the country for higher education and research, the School of Global Policy and Strategy equips the next generation of global leaders with the tools and knowledge to tackle crucial societal challenges of the 21st century.

GPS was founded in 1986 as the Graduate School of International Relations and Pacific Studies in response to international conversations about global markets, trade, and the rapid rise of East Asia on the economic front. In 2015, the School underwent a name change to the School of Global Policy and Strategy to reflect its programmatic growth into new thematic, interdisciplinary areas and geographies. Throughout its relatively short history, GPS has become internationally recognized as one of the world's top graduate schools of international relations and public policy with a focus on Asia and the Americas. In 2018, *Foreign Policy* ranked UC San Diego 11th in the nation for best undergraduate institutions to study international relations, while the master's program for policy careers in international relations ranked 15th and the PhD program for an academic career in international relations ranked 7th. The School's pioneering research builds on internationally recognized expertise on the Americas and Asia, integrates analysis of public policy and markets, and explores global issues of conflict and cooperation.

GPS faculty, staff, and students are intellectually engaged with the ways that race, gender identity, sexuality, ability, class, and ethnicity intersect within and shape the human experience, both within the educational setting and beyond. To support these goals, the School has created programs such as GPS

Diversity Dialogues, in which small cohorts of faculty, staff, and students engage in conversations about important issues in equity and diversity on campus. Faculty and staff also play an important role in campus-wide efforts, such as the Strategic Plan for Inclusive Excellence. Through various student groups and faculty committees, GPS affiliates organize themselves around important issues of diversity, working to build a welcoming climate for the entire GPS community.

GPS benefits from robust counsel through its International Advisory Board, an impressive group comprised of alumni and influential local and global practitioners. They advise the Dean on the School's strategies, goals, problems, and opportunities; interact with students and faculty; assist the School in seeking philanthropic support; and through its advocacy efforts enhance the reputation of GPS's programs, faculty, and graduates.

Students and Academic Programs

GPS is home to approximately 350 graduate students and offers undergraduate courses to an additional 1,500 undergraduate students, many of whom engage in UC San Diego's International Studies Program, each academic term. GPS offers the following degree programs:

- Bachelor of Arts in International Studies and Master of International Affairs (BA/MIA), a consecutive program with the undergraduate International Studies Program
- Bachelor of Arts in Economics and Master of Public Policy (BA/MPP), a consecutive program with the UC San Diego Department of Economics
- Bachelor of Arts in Political Science and Master of International Affairs (BA/MIA), a consecutive program with the UC San Diego Department of Political Science (first cohort 2021)
- Master of International Affairs (MIA), a two-year, full-time professional degree program
- Master of Public Policy (MPP), a two-year, full-time professional degree program
- Master of Chinese Economic and Political Affairs (MCEPA), a two-year, full-time professional degree program
- Master of Advanced Studies in International Affairs (MAS-IA), a one-year executive degree program
- Ph.D. in Political Science and International Affairs, a joint program with the UC San Diego Department of Political Science

In addition, the Global Leadership Institute (GLI) offers a number of innovative non-degree academic certificate programs, workshops, leadership trainings, and customized group programs for public and private sector professionals looking to update or obtain new skills in specific areas.

GPS students are engaged in a broad range of curricular and co-curricular pursuits, and have received prestigious fellowships, scholarships, and internships around the country and the globe. Alumni have gone on to hold positions of leadership in government, industry, and nonprofits throughout the country and in over 80 countries across the globe. The GPS Alumni Board, GPS Regional Clubs, and their online communities connect alumni with leaders across a variety of fields, students, and each other to provide resources and community for all GPS members.

Faculty

The School of Global Policy Studies is home to 53 exceptional faculty members, 34 of whom are tenured/tenure-track and 19 of whom are professors of practice/lecturers. Their education backgrounds represent a broad spectrum across diplomacy and security; elections, governments and policy; energy, environment and health; finance, labor and global markets; global economics and management; human rights and international law; innovation and technology; international development; trade and commerce; and Asia and Latin America. A number of faculty hold full or partial appointments with key campus

partners, including the Rady School of Management, Scripps Institution of Oceanography, Jacobs School of Engineering, and the Departments of Political Science and Economics within the Division of Social Sciences, speaking to the school's deep commitment to interdisciplinary scholarship.

Faculty are committed to providing an excellent educational experience for their students, engaging in cutting-edge research of direct benefit to the community at large, and serving the University, their profession, and the public. Many faculty members actively participate in far-reaching networks of government, industry, and nongovernmental organizations and have received prestigious awards, fellowships, and external recognition for their scholarship, teaching, and contributions to public policy. Faculty engage in a broad array of research projects ranging from the resolution of civil wars to implications of the changing pattern of international trade; from domestic politics to finance and business in Pacific countries; and from the foreign policy of China to the evaluation of anti-poverty, public health and environmental programs in developing economies.

Research Centers and Programs

GPS is home to 11 multidisciplinary, faculty-led research centers and programs across a variety of geographic and thematic areas. These programs and centers offer educational programs and sponsor multiple academic and public conferences, lectures, and cultural events featuring scholars, NGO leaders, corporate executives, politicians, think tanks, and diplomats from around the world.

- 21st Century China Center
- Center for Commerce and Diplomacy
- Center on Global Transformation
- Center for US-Mexican Studies
- Fudan-UC Center on Contemporary China
- Institute on Global Conflict and Cooperation
- Japan Forum for Innovation and Technology
- Korea-Pacific Program
- Laboratory on International Law and Regulation
- Policy Design and Evaluation Lab
- Science Policy Fellows Program

For more information about the GPS and its programs, please visit <https://gps.ucsd.edu/>.

Role of the Dean

The next Dean of the School of Global Policy and Strategy will succeed Dean Peter Cowhey, who is retiring from his position after a prolific term spanning nearly two decades. As its chief academic and executive officer, the Dean works collaboratively both within GPS and across other academic and administrative units to create a unified vision for the School and provide strategic leadership to advance its overall quality, reputation, stature, diversity, and aspirational goals.

The Dean oversees an operating budget of \$27 million, 59 staff, and 53 faculty members. Direct reports to the Dean include Associate Deans for Faculty and Students and Assistant Deans for Academic Programs and Marketing, and Finance and Administration. The Dean's office also includes an administrative staff focused on admissions and career services, communications, executive education, academic personnel and human resources, information technology, School budgeting and administration, research centers, and student affairs. The Dean co-supervises the Senior Director of Development assigned to GPS and works closely with the Campus External Relations/Development Office to engage alumni and cultivate major gifts in support of the School's teaching, research, and public service programs.

The Dean oversees and manages GPS, with responsibilities including (but not limited to): recruiting and retaining distinguished scholars and exceptional teachers, recruiting outstanding students; managing

promotion and tenure guidelines for faculty; managing the allocation of the School's fiscal, human, and capital resources; and maintaining an effective administrative structure to support the School's programs and activities. The Dean also provides academic leadership to the faculty for graduate degree programs, executive education, joint degree programs with other campus units, and for the School's role in undergraduate education. The Dean also plays a critical external role by building strong connections in the broader local, national, and international policy community and by maintaining productive relationships with alumni, trustees, and donors to enhance visibility and successfully fundraise.

The Dean reports directly to Elizabeth H. Simmons, the Executive Vice Chancellor for Academic Affairs, and works closely with leaders across campus to advance the collective goals of UC San Diego. UC San Diego has a strong institutional commitment to the achievement of diversity among its faculty, staff, and students. The Dean is responsible for the recruitment and retention of a diverse community of scholars and charged with maintaining an inclusive environment where all can thrive.

Key Opportunities and Challenges for the Dean

Further enhance and elevate the School's visibility and impact around the globe

As part of one of the top-ranked institutions in the country for higher education and research, situated in a geographically significant area, GPS has an excellent opportunity to reshape international and domestic public policy education for tomorrow's global leaders. Working closely with faculty, staff, alumni, and other key constituents, the incoming Dean will create a shared vision for GPS that is both aligned with institutional strengths and responsive to the current and future needs of the greater community. The Dean will help define the School's value proposition and align teaching, research, and public service around this more refined identity, keeping academic excellence, student experience, and market relevance top of mind.

Augment and coordinate the scope of academic programs of the School

As a relatively young and small school, GPS has been able to quickly grow its programs in response to market demand. While enrollment has remained steady, increased competition and changing markets are forcing universities nationwide to evaluate their strategies and tactics. The new Dean will work with GPS stakeholders to assess current academic programs, ensure they are relevant and aligned with institutional priorities, and enhance and develop new ones. A key focus should be on growing new revenue-generating, high-demand masters and graduate certificate programs, and employing distance learning and other modalities that meet the needs of working professionals and nontraditional students. Currently, the majority of the graduate student body is international, with 50 percent of the international population hailing from China; the Dean must be especially mindful of enrollment challenges concerning international students.

Continue to develop relationships and leverage the full capacity of the UC San Diego campus

The Dean will leverage UC San Diego's interdisciplinarity and collaborative culture to identify new synergistic partnerships with relevant divisions such as the Rady School of Management, Division of Social Sciences, Scripps Institution of Oceanography, Halicioğlu Data Science Institute, and Jacobs School of Engineering, as well as the undergraduate colleges, and other major campus initiatives such as the Climate Change Action Plan. Simultaneously, the Dean must be a strong advocate for the School and its students throughout the University, balancing interests of GPS with those of the University as a whole.

Foster and deepen a strong sense of community, equity, inclusion within GPS

GPS is served by a talented and engaged faculty and staff who are vital to ensuring that students have a positive experience inside the classroom and are set up for success in life after GPS. The School has

benefited from a strong and collegial culture, due to its small size, interdisciplinary traditions, and strong leadership. The Dean must continue to strengthen these traditions while demonstrating a personal commitment to equity, community, and inclusiveness and also publicly modeling these values. The Dean will provide inspiring and robust leadership and intellectual breadth to the GPS community, building consensus and good operational process, bringing the community together with a shared vision and sense of purpose. They will set a tone for decision making, prioritization, and strategic resource allocation that is collaborative, respectful of shared governance, and transparent.

The Dean will promote ongoing efforts to recruit and retain talented and diverse faculty, staff and students, who bring a wide range of experiences, backgrounds, and perspectives to GPS. The Dean will cultivate campus partnerships that deepen the involvement of students from underrepresented populations in the mission and life of GPS through inclusive academic, co-curricular, cultural, and social programming. The Dean will provide resources to support these efforts and connect this work to the broader context of campus-wide diversity initiatives, in which the Dean will take an active, leading role.

Expand and diversify financial resources to allow GPS to fulfill its many ambitions

To fuel the School's aspirations, the Dean must strategically and creatively manage existing resources and aggressively champion new resource development. This includes savvy budget management with an eye to enrollment and program growth. The Dean will embrace the School's entrepreneurial and creative culture and continue developing new master's degrees, certificates, corporate and academic partnerships, and other activities of note. The Dean is also expected to fundraise and build support from a widening circle of friends, supporters, and alumni. GPS leadership has historically embraced the culture of fundraising with great success, and the next Dean will continue to communicate the value of investing in the GPS, its vision, and its academic success, supporting capital projects, educational initiatives, scholarships, and related personnel matters.

Strengthen and grow the bonds between GPS and local, national, and international partners

The Dean will be a well-established thought leader in the policy landscape and leverage the dynamism of Southern California, as well as the proximity to the US-Mexico border and entrance to the Pacific Rim to increase visibility, connectivity, and impact for GPS locally, nationally, and globally. This includes positioning the School as a resource and connector around policy issues in San Diego, strengthening relationships in Washington, DC, and developing new international partnerships. The International Advisory Board and Alumni Board are tremendous resources for the School, and the Dean will cultivate these relationships and forge new connections to create opportunities for faculty engagement, student internships, job placements, and beyond.

Qualifications and Characteristics

UC San Diego seeks a dynamic, accomplished, and collaborative individual to serve as its next Dean of the School of Global Policy and Strategy. A terminal degree is required and a PhD is strongly preferred. Candidates should have a record of teaching, research, and professional service appropriate to a tenured appointment at the rank of full professor at UC San Diego. While no one person will likely embody all of the professional qualifications, skills, experiences, and personal qualities desirable in this role, the successful candidate will bring many of the following:

- Leadership experience promoting research, academic excellence, and adaptation to the challenges and opportunities facing higher education today, especially in an interdisciplinary environment;

- An equity-minded leadership style and a demonstrable commitment to enhancing diversity and promoting inclusion; experience in recruiting and developing excellent faculty, staff, and students, including women and members of racially and ethnically underrepresented groups;
- Excellence in research, and experience bringing research to policy;
- Successful and progressively responsible administrative roles, with demonstrated achievement and experience managing staff and budgets, and with long-range planning;
- Demonstrated leadership and diplomacy skills, with the ability to set priorities, influence change, and inspire high levels of creativity and collegiality;
- Demonstrated experience working across disciplines, academic units, divisions or schools;
- Interpersonal skills that enable effective relationships with all stakeholders, including other University leaders, alumni, advisory boards, government officials, and leaders in the international affairs arena;
- Experience forging partnerships with a variety of public and private organizations and universities, both nationally and internationally;
- Financial acumen and experience developing new resources, including fundraising, program revenue growth, grant support, and partnership development.
- An entrepreneurial and creative mindset, the ability to think creatively and move quickly, and a willingness to take calculated risks;
- The highest degree of ethics and personal integrity.

Location

UC San Diego is located in La Jolla, California, just north of the city of San Diego. The campus sits on the ancestral homelands of the Kumeyaay Nation. Kumeyaay people continue to have an important and thriving presence in the region. La Jolla is known for its rolling hills, high cliffs, and miles of Pacific shoreline. Founded as a small, quiet village, well isolated from the bustle of downtown San Diego, La Jolla boasts a vibrant economy and, thanks in large part to UC San Diego's presence, serves as an intellectual and cultural hub for Southern California. San Diego is the eighth-largest city in the United States and second-largest city in California. With a population of 1.338 million, the city is an ethnically diverse area with a near-perfect climate and easy access to beaches, mountains, and deserts. San Diego is also a vibrant cultural center, with world-class museums, theater, and music imbued with the traditions of the many cultures that coexist within the city limits, with immediate access to the border with Mexico. To learn more, see <https://www.sandiego.org>.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/7568. Electronic submission of materials is required.



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The University of California San Diego is an equal opportunity/affirmative action employer. Diversity is a defining feature of the University of California, which embraces it as a source of strength. Differences — of race, ethnicity, gender, religion, sexual orientation, gender identity, age, socioeconomic status, abilities, experience and more — enhance the university's ability to achieve its core missions of public service, teaching, and research. UC welcomes faculty, staff, and students from all backgrounds and wants everyone at UC to feel respected and valued.

Appendix: About the University of California San Diego

UC San Diego offers more than 100 degrees and programs through its 12 academic divisions and professional schools: Division of Arts and Humanities, Division of Biological Sciences, Jacobs School of Engineering, Division of Physical Sciences, Rady School of Management, School of Global Policy and Strategy, School of Medicine, Scripps Institution of Oceanography, Skaggs School of Pharmacy and Pharmaceutical Sciences, Herbert Wertheim School of Public Health and Human Longevity Science, Division of Social Sciences, and the Halicioğlu Data Science Institute.

With a vast array of academic departments, programs, and research centers, UC San Diego provides a stimulating research environment. As one of the nation's ten largest centers for science, engineering and medicine, the campus' research funding has grown for five consecutive years, receiving \$1.45 billion in sponsored research support in fiscal year 2020.

Based on data from fall 2019, thirty-eight percent of undergraduate students at UC San Diego are of Asian descent, with twenty-one percent of Latinx descent. About 16.6 percent of students are international and 5.8 percent of students come from outside the state. UC San Diego has been actively engaged in creating an inclusive climate for students from all backgrounds, and serve the needs of the diverse population of the state of California.

UC San Diego has over 200,000 alumni worldwide; 70 percent live in California and 25 percent live in San Diego County. In 2019, Forbes ranked UC San Diego 13th among America's Best Value Colleges and Kiplinger's Personal Finance named the campus the 19th best in-state value public university in the nation based on its academic quality and affordability, including high four-year graduation rates, low average student debt at graduation, the availability of financial aid and overall great value.

Leadership

Pradeep K. Khosla has served as the Chancellor of UC San Diego since 2012, following a successful eight-year tenure as the Dean of the College of Engineering at Carnegie Mellon University. Chancellor Khosla is an internationally renowned electrical and computer engineer. He is fiercely committed to expanding access, opportunity, and affordability for underserved populations and has initiated interdisciplinary research initiatives to increase campus and community collaboration.

Elizabeth H. Simmons is the Executive Vice Chancellor (EVC) for Academic Affairs and chief academic officer at UC San Diego. EVC Simmons came to UC San Diego in 2017 from Michigan State University, where she served as Associate Provost for Faculty and Academic Staff Development and Dean of Lyman Briggs College. EVC Simmons is also a Distinguished Professor in UC San Diego's Department of Physics; her research focuses on theoretical high-energy physics and the discovery of new fundamental particles and forces. A central tenet of her mission as a scientist and educator is to encourage individuals from underrepresented backgrounds to pursue studies and careers in the sciences.