Opportunity and Challenge Profile

University of California San Diego, Rady School of Management
Search for the Dean
La Jolla, CA

The University of California San Diego invites nominations and applications for the next Dean of the Rady School of Management. As a new school, unbound from the ties of tradition, the deanship of the Rady School provides an opportunity for a visionary and mission-driven individual to lead the institution into its next chapter and further build on the School’s reputation for delivering a top-tier business education. The Rady School prides itself on a culture built on the five core values of innovation, impact, collaboration, integrity, and risk taking, and the next Dean will embody and champion these values across the School, the broader UC San Diego community and beyond.

The Rady School has quickly achieved significant milestones in its 16-year history. Established in 2003, in close consultation with business leaders in the San Diego community, and matriculating its first full-time MBA class in 2005, the Rady School is the only new business school created at a top-ranked public research university during the past 30 years. Upon gaining AACSB accreditation in 2011, Rady became one of the youngest schools in the nation ever to receive AACSB recognition.

The Rady School is situated in a cutting-edge complex on the main campus of the University of California San Diego. Since its founding in 1960, UC San Diego has become one of the preeminent institutions of higher education in the United States. Enrolling over 38,000 students, UC San Diego is an academic and research powerhouse, generating more than $1 billion in research funding a year and more than $4.5 billion in revenues overall. U.S. News & World Report ranks UC San Diego 12th among public universities. This nexus of research, development, and innovation drives the curriculum of the Rady School and encourages bold collaboration and impact.

The next Dean of the Rady School of Management will bring an approach that is both broad and detail-oriented to address a range of opportunities and challenges, including:

- Establish an inspiring and collaborative vision for the next chapter of the School’s history
- Guide strategic and collaborative growth on campus and in the local community
- Develop new growth opportunities to continue strengthening the School’s business model
- Craft a culture of transparent and effective communication
- Strengthen internal operations and promote faculty and staff development
- Foster a diverse and inclusive community
- Promote and champion pioneering and innovative research endeavors
- Serve as an ambassador for business in the San Diego area, southern California, and beyond

A complete 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.
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. The prestigious Academic Ranking of World Universities has ranked UC San Diego as the 14th best university in the world for the fourth consecutive year, and UC San Diego was named the 16th 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.

UC San Diego enrolls a diverse student body of 38,798 (as of fall 2018), including 30,285 undergraduates and 8,513 graduate students. It is home to an outstanding faculty of over 1,400 full-time tenure and tenure-track faculty representing a diverse array of backgrounds; 23 percent are women and 25 percent are from underrepresented backgrounds. Faculty honors include two Fields Medalists; two recipients of the Balzan Prize in science; two Pulitzer Prize winners; five MacArthur “Genius” Fellows; twelve recipients of the National Medal of Science; 201 members of the National Academies: the National Academy of Sciences (73), National Academy of Engineering (84), and National Academies of Medicine (44); 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, and 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.

Launched in March, 2017, the Campaign for UC San Diego is a $2 billion comprehensive fundraising campaign effort 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. Led by a dedicated Campaign Leadership Cabinet, the Campaign has amassed nearly $1.8 billion from over 125,000 total donors.

For more information about UC San Diego, visit https://ucsd.edu.

About the Rady School of Management

Situated within one of the top-ranked institutions in the country for higher education and research, the Rady School of Management at UC San Diego is a graduate-level business school offering an innovative 21st-century approach to business and management education. Established in 2003 and accredited by AACSB in 2011, the Rady School today offers a full and diverse range of programs with a focus on experiential learning. In addition to undergraduate minors in business, accounting, and entrepreneurship and innovation as well as a host of non-degree executive development and certificate programs, the School offers the following graduate programs:

- Master of Business Administration (MBA)
Rady’s dynamic MBA program prepares innovative and nimble entrepreneurs and offers a unique Lab to Market signature course series that empowers students to create their own plan of action and go-to-market strategy. In addition to an immersive 2-year Full-Time MBA, the FlexEvening Part-Time MBA and FlexWeekend Executive Education MBA are offered to prepare students to influence and excel in the innovation economy, delivering a work/life balance for those looking to advance or change their careers or start a company. In 2019, the Full-Time MBA at Rady was ranked #69 by U.S. News and World Report.

- Master of Science in Business Analytics (MSBA)
  - The MSBA is an intensive program that provides students with skills to succeed in data-rich business environments. The 1-year curriculum includes a pre-program summer analytics “boot camp” as well as professional seminars and an extended Capstone project to connect students with Rady School industry partners.

- Master of Finance (MFin)
  - A CFA Institute-affiliated program, the MFin prepares students for a wide range of finance career opportunities both locally and globally. The program emphasizes training in quantitative fields and gives focused attention to data science and the analysis of large data sets to extract valuable information.

- Master of Professional Accountancy (MPAc)
  - Enrolling its first students in fall 2019, the MPAc at Rady is designed to take students on a professional journey where accounting is a living language that builds on an in-depth knowledge of economic transactions. With two academic quarters of coursework and an MPAc Capstone, the program will prepare students for professional endeavors ranging from technology giants to non-profits to the Big Four accounting firms.

- Ph.D. in Management
  - The Rady School Ph.D. is committed to training intellectual and innovative scholars who will contribute to the advancement of management education and knowledge in the 21st century. A small class is admitted each year and students may focus their research on finance, marketing, management, economics and strategy, or innovation technology and operations.

Rady is home to approximately 1,700 full- and part-time graduate students and 1,200 undergraduate minors. Each academic term, about 15,000 UC San Diego students take at least one course offered by the Rady School. To date, over 180 operational startup companies have been founded by Rady students or alumni and $2 billion has been raised over 10 years by Rady startup companies. In 2019, the School was ranked 16th for entrepreneurship nationally by Princeton Review.

UC San Diego’s strong ties to the science, technology, and healthcare communities of San Diego and La Jolla, hubs of innovation, provide Rady students expansive opportunities to become engaged with the innovation community. The Rady Alumni Association connects alumni with business leaders, students, and each other to provide resources and community for all Rady School affiliates. The relatively young School’s alumni exceed 1,800 and many are industry leaders at local, state, and international levels.
To learn more about Rady and its programs, please visit http://rady.ucsd.edu.

The Current Context

The Rady School is led by Founding Dean Robert Sullivan. An expert on entrepreneurship, knowledge management, and operations management, Dean Sullivan joined Rady and UC San Diego in 2003. Over his 16-year tenure, Dean Sullivan has recruited top tier faculty from across the country and expanded the School’s physical footprint with the completion of Otterson Hall in 2007 and Wells Fargo Hall in 2012. Under Dean Sullivan’s leadership, the Beyster Institute was integrated with the Rady School, thereby increasing the school’s brand in San Diego and around the world. Dean Sullivan also created the Dean’s Advisory Council, assembling 30 prominent executives and community leaders from the San Diego area to provide guidance and strategic directions for the School. Prior to joining UC San Diego, Dean Sullivan led the Kenan-Flagler Business School at the University of North Carolina, Chapel Hill and held leadership roles at the University of Texas and Carnegie Mellon University.

The next Dean of the Rady School of Management will report to Elizabeth H. Simmons, 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 the UC San Diego 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 consider studies and careers in the physical sciences.

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 and is fiercely committed to expanding access, opportunity, and affordability for underserved populations and has initiated interdisciplinary research initiatives to increase campus and community collaboration.

For more information on UC San Diego’s leadership team, please visit https://chancellor.ucsd.edu/cabinet.

Role of the Dean of the Rady School of Management

Reporting to Executive Vice Chancellor for Academic Affairs, the Dean is the chief executive officer of the Rady School of Management, and has responsibility for a full range of academic programs. The Dean oversees 35 ladder-rank faculty, 30 academic staff, and 84 administrative staff members and has oversight of a budget of approximately $43 million.

Key Opportunities and Challenges for the Dean

The Dean will serve as a visionary business leader and exceptional internal and external
ambassador for the Rady School of Management, responsible for enforcing and enhancing the School’s excellence and impact. To that end, the new Dean will:

**Establish an inspiring and collaborative vision for the next chapter of the School’s history**

In concert with faculty, staff, students, alumni, and community stakeholders, the Dean will lead the Rady School into its next era, charting an ambitious and sustainable path forward. With much of the School’s first 16 years dedicated to establishing a strong foundation of academic and research excellence, the new Dean will seize the opportunity to collaboratively identify key strategic goals and advance the local and international reputation of Rady. In order to strengthen its position as a school on the rise, the Dean must continue to improve the Rady School’s standing in the national and international rankings, in part by further developing its distinctive approach, embodied best by its five core values. The next Dean will possess a keen understanding of the marketplace for schools of business and management, ensuring Rady is nimble and able to best serve and partner with the business community and across UC San Diego.

**Guide strategic and collaborative growth on campus and in the local community**

Further cementing Rady as an important pillar of the UC San Diego enterprise, the new Dean will work closely with campus leadership to strategically guide programmatic growth. One of the Rady School’s greatest strengths is that it sits within UC San Diego, one of the top public universities in the world. The next Dean will be charged with continuing to leverage ties to the greater UC San Diego campus and work to create the space for more interdisciplinary collaborations, both intellectually and professionally. In addition, the Dean will continue to build and leverage relationships with the local and broader business community, leveraging the unique concentration of biotech and health sciences around UC San Diego. In imagining and executing Rady’s next strategic plan, the Dean will establish and deepen a shared institutional identity inclusive of all staff, faculty, students, and alumni.

**Strengthen and execute the School’s business model**

The new Dean will work closely with UC San Diego leadership to strategize and keep improving the business model for the School. In doing so, the Dean will usher the School out of a start-up financial phase and into a phase of stable growth. To be successful in this endeavor, the Dean will continue to work closely with the Chancellor, the Executive Vice Chancellor, and senior leadership at the University. In addition, leveraging a talented administrative team to help manage the existing budget, the Dean will possess a sharp financial acumen and high-level perspective to make strategic business decisions with an eye toward increasing efficiencies and identifying key revenue generation opportunities.

**Craft a culture of transparent and effective communication**

The Dean will clearly articulate the priorities of the Rady School and will openly and comprehensively communicate relevant information to internal and external stakeholders. Leading with transparency and accessibility, the Dean will engage faculty, staff, and students in strategic discussions around School operations. The new Dean will co-develop and clearly communicate
short and long term plans for faculty hiring, program development, and organizational growth opportunities. In addition, the successful Dean will promote a strong spirit of collegiality among faculty, staff, administration, and students. The Dean’s leadership style should be visible, accessible, and cooperative; the Dean will model and promote open and transparent communication whenever possible, genuinely seeking input from a broad range of constituencies. Shared governance is a hallmark of the University of California system, and the Dean will be grounded in a deep understanding and appreciation of working within this model of governance.

**Strengthen internal operations and promote faculty and staff development**

In collaboration with faculty and staff and UC San Diego leadership, the Dean will assess the organizational structure of the School, enhancing faculty and staff interaction, reducing duplication, and streamlining operations where appropriate. The new Dean will provide strategic guidance and professional development and define greater role clarity and decision-making structures that allow for increased mentorship, engagement, and accountability across the School. The Dean will be tasked with enhancing connections across departments and programs and will help foster a culture of enhanced transparency, respect, and collaboration. In order for the Rady School to continue to deliver strong academic programs, an exceptional faculty is critical. The Dean must further develop the conditions for excellence, advocating for the recruitment and development of the next generation of a diverse faculty. The Dean must find opportunities to expand the ranks of the ladder-rank faculty, develop and support professional faculty, and continue to strike the appropriate balance between the two. The Dean should value faculty contributions and must continue to foster a spirit of collaboration and ensure that all faculty feel supported, regardless of rank or status.

**Foster a diverse and inclusive community**

Building upon initiatives already underway at UC San Diego, the Dean will promote a more inclusive and diverse community at Rady. As student demographics shift and become increasingly diverse, the Dean will ensure that services support a growing array of student needs, as well as those of the staff and faculty. The Dean will encourage community discussion and engagement around diversity and equity issues, and will be a thoughtful spokesperson and sophisticated voice on issues of access, representation and social justice, broadly. Through personal leadership and ongoing attention and resources, the Dean will ensure that the Rady School is a welcoming and inclusive climate for all community members.

**Promote and champion pioneering and innovative research endeavors**

Leveraging the international prominence of the Rady faculty, the new Dean will strengthen and continue to grow the School’s activities and engagement in business and management research, building on Rady’s strong reputation in academia and industry. The Dean will collaborate with faculty and staff across UC San Diego to increase cross-campus research opportunities with expanded partnerships between faculty, students, and the local business community. Promoting the Rady School’s unique approach to business education, the Dean will serve as an intellectual leader and demonstrate a commitment to exceptional scholarship and high quality teaching. By
building on the existing mission and values, the Rady School can position itself as a premier public school of management committed to serving the region, the state of California, and beyond.

Serve as an ambassador for business in the San Diego area, southern California, and beyond

The new Dean will work closely with a group of dedicated business leaders to identify key gaps in business and management to be uniquely filled by the programmatic offerings at Rady. Further, the Dean will broaden and deepen connections with the business community, strategically advocating for competitive alumni placements, innovative executive education opportunities, and enhanced fundraising capabilities. Keenly plugged into the national conversation around business school education, the Dean will take key steps toward increasing the rankings of the full-time MBA program, further lifting the broader reputation of Rady and encouraging increased investment in the School and its constituents. The next Dean has a tremendous opportunity to further capitalize on the promise of a young and thriving public school of management and will cultivate philanthropic donations to the Rady School, promoting engagement from alumni, donors, corporations, and foundations, seeking patronage for scholarships, endowed positions, and programmatic growth.

Qualifications and Characteristics

The University seeks an experienced academic builder with outstanding management skills, financial acumen, and clear communication abilities. To ensure the School’s continued success, the new Dean will possess many, if not all, of the following skills and qualities:

- An earned doctorate or appropriate terminal degree and a distinguished record of teaching and research appropriate to an appointment at the rank of full professor;
- Extraordinary collaboration and relationship building skills; ability to develop strategic partnerships of mutual benefit in the university, community, and business realms;
- A history of creative revenue generation and a keen sense of budget management and financial modeling;
- Demonstrated ability to foster collaboration across diverse disciplines;
- Prior administrative and leadership experience, including evidence of vision and effective strategic planning and implementation;
- Insight into the global opportunities and challenges currently facing the field of business and management and an understanding of the trends and opportunities for the future;
- A commitment to transparency, consensus building, and shared governance;
- A dedication to and demonstrated track record in supporting diversity, equity and inclusion;
- Proven success in fundraising; the ability to contribute to and lead development efforts and other extramural funding activities;
- Strong external relations skills and ability to be diplomatic, persuasive, sincere and credible to a wide variety of audiences including students, faculty, alumni, donors and prospective donors, community groups, university administration, external funding agencies, accrediting bodies, the state legislature, and other stakeholders;
- Strong internal leadership abilities; proven success in building and developing teams;
- Demonstrated commitment to academic excellence in research and education;
- Passionate commitment to consistent student engagement and consultation with student leadership as appropriate in policy-making.

Location

The Rady School of Management is located in La Jolla, California, just north of the city of San Diego. 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. For best consideration, please submit materials by April 15, 2019. CVs with cover letters as well as a diversity statement addressing aspirations and contributions to promoting equity, inclusion, and diversity must be submitted via the Isaacson, Miller website for the search: www.imsearch.com/6973. 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.