Search for the Michael and Joelle Hurlston
Dean of the Graduate School of Management
University of California, Davis
Davis, California

THE SEARCH

The University of California, Davis (UC Davis), one of the world's leading public research institutions, seeks a bold, strategic, and collaborative leader to serve as the next Michael and Joelle Hurlston Dean of the Graduate School of Management ("School" or "GSM").

A member of the prestigious Association of American Universities, UC Davis ranks #2 among public universities nationwide for setting up graduates for financial success, according to the *Wall Street Journal/College Pulse* rankings. As one of six business schools in the University of California System, the GSM is distinguished by its entrepreneurial spirit, regional reach, and commitment to innovation. With deep connections across Northern California, including Sacramento—California's capital and the heart of the world's fourth-largest economy—the School is uniquely positioned to serve as a business education anchor for the region. The GSM also benefits from the presence of the newly launched Aggie Square innovation district, which further embeds the School within a dynamic ecosystem of public policy, healthcare, technology, and entrepreneurship.

Poets&Quants named the GSM one of its "10 Business Schools to Watch in 2024" and highlighted its new undergraduate program among "10 Undergraduate Business Schools to Watch in 2025." Former Dean H. Rao Unnava also received accolades from *Poets&Quants* for his leadership and vision, including the "2024 Dean of the Year" and the "2025 Lifetime Achievement Award." Ranked #67 nationally by *U.S. News & World Report* and #43 nationally by *QS* among full-time MBA programs, the GSM is consistently recognized for excellence across its portfolio of graduate programs, including its MS in Business Analytics and Online MBA. Its Master of Management is the first such program in the UC system. The School serves approximately 675 graduate and 319 undergraduate students across multiple degree programs, supported by internationally recognized faculty and a dedicated staff community.

The new Dean will join the GSM at a pivotal moment. With the launch of its first-ever undergraduate business major in Fall 2025, the School is expanding its academic mission and deepening its impact, prompting consideration of a strategic name change to the School of Business. The incoming leader will

guide a highly respected school with an excellent faculty, talented staff, and a campus culture that values both intellectual rigor and social responsibility. This is a rare opportunity to shape the trajectory of a forward-looking business school and amplify its influence across a globally influential region, advancing the GSM's role as a catalyst for entrepreneurship, economic development, and public-private partnership.

To be successful, the Dean will:

- Lead the GSM in strengthening its prominence and influence across Northern California and beyond
- Advance financial strength through strategic growth, corporate partnerships, and philanthropic engagement
- Build institutional agility by enhancing organizational capacity and cultivating a resilient, inclusive culture
- Champion cross-campus collaboration to accelerate academic innovation and interdisciplinary excellence
- Elevate the GSM's reputation to enhance learner success across all programs in a dynamic and competitive market
- Serve as a regional, national, and global ambassador, positioning the GSM as a catalyst for innovation and entrepreneurship

The ideal candidate will be a full professor with a distinguished record of business-relevant academic research, a collaborative leadership style, and a track record of building trust, driving innovation, leading strategic transformation, and successful fundraising. This role offers an exceptional platform for an accomplished leader to redefine business education for the next generation and extend the GSM's reach across California and the global stage. The successful candidate will be the Michael and Joelle Hurlston Dean and will have access to the Hurlston Deanship Fund. This fund provides unrestricted support to be used at the discretion of the Dean for emerging opportunities and innovative programs.

A list of the desired qualifications and characteristics may be found at the conclusion of this document, which was prepared by the recruitment advisory committee with the assistance of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT THE UNIVERSITY OF CALIFORNIA

In the years since its founding, the University of California has evolved into the world's preeminent public research university system, with an annual operating budget of more than $41 billion. The University of California comprises 10 campuses: Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz. The system also operates five medical centers—at UC Davis, UC Irvine, UCLA, UC San Diego, and UCSF—as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory. Today, the UC system has more than 295,000 students and 265,000

faculty and staff, with 2 million alumni living and working around the world. Another half million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout California.

ABOUT UC DAVIS

The UC Davis campus, originally known as the University Farm, was established by an act of the California State Legislature in 1905. UC Davis embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service. The University's distinguished faculty—part of roughly 4,429 academic personnel—includes members of the National Academies of Sciences, Engineering, and Medicine; American Academy of Arts and Sciences; American Law Institute; and other renowned academies. Among many other honors, University faculty, alumni, and researchers have won the Nobel Prize, World Food Prize, Presidential Medal of Freedom, Pulitzer Prize, MacArthur Fellowship, National Medal of Science, Blue Planet Prize, and Presidential Early Career Award for Scientists and Engineers. UC Davis is supported by more than 312,000 alumni.

UC Davis is the most comprehensive and largest campus in the University of California system and the fourth-largest by enrollment. The University enrolls over 40,000 undergraduate, graduate, and professional students, employs approximately 24,000 academic and administrative staff, and has an annual operating budget of around $8.7 billion. UC Davis offers more than 100 undergraduate majors and over 100 graduate and professional degrees in its array of academic programs — one of the most diverse and comprehensive in the American academy. The University comprises four colleges (Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science), six professional schools (Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, and School of Veterinary Medicine), an office of Graduate Studies, and a division of Continuing and Professional Education. The University also operates UC Davis Health, which includes a nationally ranked acute-care teaching hospital with more than 650 beds, a 1,000-member physician practice group, and research facilities across the region.

The University is home to many centers of innovation and culture, including the internationally recognized Robert and Margrit Mondavi Center for the Performing Arts, Jan Shrem and Maria Manetti Shrem Museum of Art, Tahoe Environmental Research Center, UC Davis Bodega Marine Laboratory, California Lighting Technology Center, Clinical and Translational Research Center, Comprehensive Cancer Center, One Health Institute, and the UC Davis Institute of Transportation Studies.

UC Davis is highly ranked in the nation and the world, according to influential university ranking publications such as *U.S. News & World Report, QS World University Rankings*, and *The Princeton Review*. The campus is recognized for excellence across a wide array of disciplines and measures. *Washington Monthly* has recognized UC Davis as a top 10 national university based on contributions to the public good in terms of social mobility (recruiting and graduating students from low-income backgrounds), research (producing cutting-edge scholarship and PhDs), and service (encouraging students to give back to their country). *Princeton Review* ranked UC Davis sixth in its Top 20 Best Schools

for Making an Impact. *The New York Times* has described the University of California as "California's Upward-Mobility Machine" as part of its College Access Index. Indeed, 54% of undergraduate California residents have their systemwide tuition and fees completely covered by gift aid, and 64% graduate debt-free. UC Davis provides an excellent return on investment and ranks as the 11th-best university in America by value.

UC Davis is a powerful economic engine for California, generating $13.2 billion in statewide economic activity and supporting 69,000 jobs. Economic analysis found that for every two jobs at UC Davis, an additional job was created in other economic sectors of the Sacramento region. Together, UC Davis' two campuses — in Davis and Sacramento — constitute the second-largest individual employer in the Sacramento region, behind only the State of California. According to economic impact studies, UC Davis Health is a major driver of economic prosperity in the Sacramento region and Northern California, generating more than $3.4 billion in annual economic output and more than 20,000 jobs.

For more information about UC Davis, please visit https://www.ucdavis.edu/

Strategic Growth

UC Davis is one of the world's leading cross-disciplinary research and teaching institutions. Its current trajectory is guided by a strategic plan, "To Boldly Go," which outlines the aspirations and methods for guiding the University to new heights of distinction over the next 10 years. It draws on the campus's responsibility as a public land-grant university and maximizes its opportunities as a driver of innovation and economic growth for the public good. As part of its plan, UC Davis launched an enterprise master brand, Outgrow the Expected, which for many years will serve as a touchstone as the University continues to raise its national profile.

In addition, Aggie Square, UC Davis's ongoing $1.1 billion addition to its Sacramento campus, began construction in 2022 and opened its first phase in May 2025. The project's first phase includes over 1 million square feet of research, wet labs, commercial space, public engagement space, and housing. Aggie Square is bringing world-class researchers and the communities they serve together with entrepreneurs, technical experts, and industry partners who guide ideas from concept to market. By providing high-tech labs and large-scale facilities, Aggie Square is creating the infrastructure needed to make discoveries not only possible but scalable. Later phases could eventually span 25 acres of University-owned land.

In October 2020, UC Davis launched a $2 billion fundraising campaign, the largest philanthropic endeavor in its history. "Expect Greater: From UC Davis, For the World" supported the University's work to prepare future leaders, sustain healthier communities, and bring innovative solutions to today's most urgent challenges. The campaign concluded in June 2024, having raised $2.25 billion, 113% of the goal. The next fundraising campaign will launch in July 2027 but has already raised the largest gifts in UC Davis history.

UC Davis' Grand Challenges program brings together practitioners, communities, and world-class scholars from all areas of study to find innovative solutions to wicked problems — significant and complex threats to human society and planetary health that demand collaborative action. Built from a foundation of grassroots work and prioritized by leaders across UC Davis, Grand Challenges aims to catalyze critical breakthroughs. These efforts support a compelling model of transdisciplinary collaboration, moving the world forward with equity and resilience. UC Davis' current focus areas include emerging health threats, climate solutions, sustainable food systems, and reimagining the land-grant university.

Leadership at UC Davis

UC Davis is led by Gary S. May, who was appointed on August 1, 2017, as the University's seventh Chancellor. An accomplished scholar and member of the National Academy of Engineering, May came to UC Davis from the Georgia Institute of Technology in Atlanta, where he had been for nearly three decades, most recently as dean of the institute's highly ranked College of Engineering – the largest and most diverse school of its kind in the nation, with over 600 faculty and nearly 19,000 students. Prior to being dean, May was the Steve W. Chaddick Chair of Georgia Tech's School of Electrical and Computer Engineering, and before that, he was the executive assistant to then-Georgia Tech President G. Wayne Clough.

Provost and Executive Vice Chancellor Mary Croughan joined UC Davis on July 1, 2020. Previously, Croughan served as vice president for research and economic development at the University of Nevada, Las Vegas, where she was instrumental in helping the University achieve R1 status in 2018 and opening the first Research Park building in 2020. Prior to joining UNLV, Croughan served the University of California for 30 years as a faculty member at the UC San Francisco School of Medicine. Simultaneously, Croughan served as vice chair and chair of the University of California systemwide Academic Senate from 2007 to 2009 and as executive director of the Research Grants Program Office at the UC Office of the President from 2010 to 2017. She is a member of the American Academy of Arts and Sciences.

A point of distinction for the University of California is a tradition of shared governance in which the faculty share responsibility for guiding the operation and management of the University while preserving the authority of the governing board, the University of California Board of Regents, to ultimately set policy. Chiefly responsible for the University of California's high-quality education, the Academic Senate approves and oversees courses and curricula, and establishes requirements for admissions, certificates, and degrees. It also advises the administration on budgetary, personnel, and other matters pertinent to UC operations. In addition to the Academic Senate, UC Davis hosts a professional academic organization, the Academic Federation, composed of academic appointees who are non-Academic Senate members. Its members also play a critical role in education, research, and public service, providing another respected voice when collaborating with campus and constituent leadership.

THE GRADUATE SCHOOL OF MANAGEMENT

Founded in 1981, the UC Davis Graduate School of Management has grown into a dynamic hub for business education and innovation, consistently ranked among the top business schools in the United States and globally. With a mission to prepare collaborative, innovative leaders who drive positive impact, the GSM offers a portfolio of programs designed to meet the evolving needs of students and employers across Northern California and beyond.

The GSM's reach, network, and influence are anchored by its home in Davis (Maurice J. Gallagher, Jr. Hall) and complemented by a robust virtual presence. This regional footprint positions the GSM to connect students, alumni, employers, and industry partners across Northern California's Super-Region, a globally influential economic corridor of innovation, policy, and purpose. The School's proximity to Silicon Valley, the state capital, and global industries positions the GSM as a powerful engine for innovation, leadership development, and public-private collaboration.

The School serves approximately 675 graduate business students across multiple degree formats, including:

- Full-Time MBA (Davis)
- Flex MBA (Davis)
- Online MBA
- Master of Professional Accountancy (Davis)
- Master of Science in Business Analytics (Davis)
- Full-Time Master of Management (Davis)
- Flex Master of Management (Davis)
- Online Master of Management

Through applied, real-world business learning, the GSM connects students to UC Davis's distinctive strengths in areas such as food and agriculture, biotechnology, and sustainable energy, as well as to Northern California's regional industries—creating interdisciplinary opportunities for hands-on experiences and impact in many fields.

The GSM also serves undergraduates through accounting and technology management coursework and minors in both disciplines. In 2024-25, 540 students graduated with one of these minors, including 154 in accounting and 356 in technology management. In Fall 2025, the School welcomed its first class of 150 undergraduate business majors through a unique collaboration with the College of Agriculture and Environmental Sciences and the College of Letters and Science. The Bachelor of Science in Business is a STEM-designated degree that offers a foundation anchored in math, statistics, and economics designed for students who want to combine analytical depth with business acumen. This milestone marks a strategic expansion of the GSM's mission, transforming it from a graduate-only institution into a comprehensive business school. A forthcoming name change to School of Business will reflect its broader academic offerings and inclusive mission. This evolution positions UC Davis to compete with

top-tier business schools nationally and globally, while remaining deeply rooted in public service and regional impact.

The GSM's 26 internationally recognized faculty are ranked in the top 15% worldwide for citations in business and management journals. The School fosters a collaborative learning environment and close mentorship, hallmarks of its personalized academic experience.

The Mike and Renée Child Institute for Innovation and Entrepreneurship exemplifies the GSM's commitment to translating research into real-world impact. Serving as a launchpad for market-ready ventures, the Institute has supported over 160 startups, helped startups raise more than $1.7 billion in venture capital, and trained over 3,000 researchers through entrepreneurship academies and fellowships, as well as more than 7,500 participants in competitions and workshops such as the Big Bang! Business Competition.

The GSM's programs continue to earn national and global recognition that reflects its excellence, the dedication of its faculty and staff, and the achievements of its students and alumni.

- MS in Business Analytics (MSBA) ranked #1 globally for return on investment by *QS* for four consecutive years (2023-2026).
- Online MBA ranks #9 in North America and #16 globally by *QS*, and #26 nationally by *U.S. News & World Report*.
- Full-Time MBA ranks #43 among U.S. public universities and #44 overall by *QS*.
- Part-Time MBA is ranked #31 among U.S. public universities and #47 nationally by *U.S. News & World Report*.

The GSM has maintained accreditation from the Association to Advance Collegiate Schools of Business (AACSB) for over 30 years, with its most recent reaccreditation granted on February 5, 2025.

As the business education landscape continues to evolve, the GSM remains focused on preparing leaders who are not only equipped to navigate complexity but also driven to create meaningful change across sectors and communities.

To learn more about the GSM: https://gsm.ucdavis.edu/

ROLE OF THE DEAN

Reporting to the Provost, the Dean will advance the GSM's mission by serving as the chief academic and administrative officer, with responsibility for leading and managing academic, research, and public service efforts. The Dean will be responsible for managing all of the GSM's resources, including faculty and staff, physical facilities, and budget. The Dean will recruit and retain a diverse student body, staff, and faculty, and will be responsible for implementing the UC Davis Principles of Community in practice at the School.

The Dean will direct a team of 12, including three associate deans, two senior assistant deans, an assistant dean, the executive director of marketing and communications, three directors of the MPAc, MSBA, and the Mike and Renée Child Institute for Innovation and Entrepreneurship, the assistant director of development, and an executive assistant. The GSM's annual budget for the 2026 fiscal year was approximately $50.6 million. The School includes 26 senate faculty, 47 lecturers, visiting professors, and adjuncts, and 73 full-time and part-time career staff (including staff of the Institute).

For more information about the GSM organizational chart: https://gsm.ucdavis.edu/post/gsm-org-chart

KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN

Lead the GSM in strengthening its prominence and influence across Northern California and beyond

With the launch of its first undergraduate business major in Fall 2025, which is expected to support approximately 1,200 students once it reaches steady state, the GSM is entering a transformative chapter. This initiative—enthusiastically supported by the GSM faculty and staff—presents a defining opportunity to shape the future of business education in a region known for innovation, entrepreneurship, and public impact. The new Dean will join a highly respected school, building on the strong foundation established under Dean H. Rao Unnava's leadership and the achievements of a nationally recognized faculty. The Dean will guide the School's evolution into a comprehensive business school, including a strategic name change to reflect its expanded mission. Success will depend on the Dean's ability to co-create a compelling vision and reputation for the undergraduate program—one that resonates with prospective students, families, faculty, and campus partners—while continuing to adapt the graduate portfolio to meet the needs of learners and employers in the region. The Dean will work closely with campus leadership, faculty, staff, and external partners to align the GSM's priorities with UC Davis's broader vision for innovation, access, and impact.

Advance financial strength through strategic growth, corporate partnerships, and philanthropic engagement

Given the realities of public university funding, the GSM is facing a budget deficit. With limited options for cost reduction, the School must focus on revenue generation. The next Dean will lead efforts to grow enrollment, deepen corporate engagement, and cultivate philanthropic support. Immediate fundraising priorities include scholarships, while a capital project expected early in the Dean's tenure will require long-term donor cultivation and experience with fundraising for facilities. With a still growing alumni base, success will depend on expanding corporate and foundation relationships and cultivating friends of the School as donors, not just through traditional alumni-driven philanthropy. An engaged faculty budget committee is already working closely with current leadership to develop a sustainable financial plan, providing a strong foundation for the new Dean to lead its execution.

Build institutional agility by enhancing organizational capacity and cultivating a resilient, inclusive culture

In recent years, the GSM has added multiple master's programs, increasing operational complexity. While budget constraints have limited proportional staffing growth, the School benefits from a deeply committed and mission-driven staff culture. The next Dean will have the opportunity to build on this strength by assessing organizational structure, rebuilding capacity, and fostering operational clarity—balancing innovation with sustainability.

Institutional agility also means leading effectively within UC Davis's consensus-driven governance and administrative structures. To succeed in this environment, the Dean will lead with patience, persistence, and strong collegial instincts to move initiatives forward while honoring the collaborative culture of the University. To cultivate a resilient and inclusive culture, the Dean will model transparent decision-making, communicate regularly, and foster a sense of shared purpose across programs. Building trust, empowering teams, and supporting professional growth will be critical to stabilizing operations, retaining talent, and ensuring the School remains responsive to emerging opportunities and challenges.

Champion cross-campus collaboration to accelerate academic innovation and interdisciplinary excellence

As part of a world-class public research university, the GSM benefits from UC Davis's strengths in science, technology, and agriculture—creating fertile ground for interdisciplinary innovation. The GSM faculty are already engaged in cross-disciplinary initiatives in areas such as biotechnology and sustainable energy, which offer a strong foundation for the Dean to expand curricular innovation and joint programs. A notable example is the STEM-designated Bachelor of Science in Business, delivered in partnership with the Department of Agricultural and Resource Economics in the College of Agricultural and Environmental Sciences and the Department of Economics in the College of Letters and Science. The Dean will play a key role in sustaining these collaborations, navigating shared governance, and building alignment across campus and with the Academic Senate.

Elevate the GSM's reputation to enhance learner success across all programs in a dynamic and competitive market

The GSM faces headwinds in a shifting business education landscape, including a national trend of declining interest in MBA programs and increased competition from both higher-ranked and lower-cost institutions. The Dean must be creative in strengthening the School's brand, improving career placement outcomes, and ensuring programs remain responsive to market needs. The new undergraduate program offers an opportunity to deepen ties with the business community and strengthen experiential learning pipelines for students, including internships and career pathways. At the same time, the Dean will need to evaluate the graduate portfolio and make difficult decisions about phasing out or restructuring programs to ensure long-term relevance and impact. The next AACSB accreditation cycle in 2030 will be

a key milestone. The Dean will be responsible for ensuring continued compliance and using the process as a strategic lever to advance the GSM's academic quality, operational excellence, and reputation.

Serve as a regional, national, and global ambassador, positioning the GSM as a catalyst for innovation and entrepreneurship

With strategic locations across Northern California, including Sacramento, the state's capital and a growing hub for innovation, the GSM is uniquely positioned to lead in regional economic development efforts. The Dean will serve as a visible ambassador, advancing the School's role in supporting entrepreneurship and commercialization efforts at Aggie Square and contributing to UC Davis's broader innovation ecosystem. The Dean's Advisory Council offers a platform for deeper industry alignment. In addition, the Dean will represent the School in global markets, expanding its reputation and positioning GSM as the go-to business school for international students and partners. As competition for MBA and specialized master's students intensifies in Asia and Europe, the Dean will leverage UC Davis's global reputation and disciplinary excellence—including its leadership in agriculture, life sciences, health innovation, and sustainability—to attract and serve a more international student body.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will be an inclusive, visionary leader with exceptional management and relationship-building skills. This leader will understand the evolving landscape of business education and bring an expansive vision for teaching, research, and innovation at the GSM. To ensure the School's continued success, the new Dean will meet many, if not all, of the following qualifications and characteristics.

- A record of distinguished research, teaching, and scholarly activities for appointment as a Professor.
- Demonstrated ability for creative leadership and management, including management of human and financial resources.
- Demonstrated ability to work with faculty to develop a vision and plans for the future in an environment of shared governance.
- Ability to collaborate and function well as part of the campus leadership team.
- Demonstrated ability to work effectively with the business community and other constituencies in resource development and advancement of the School.
- Ability and experience to oversee fiscal management of an academic unit that is largely self-supporting through revenue-generating programs.
- Ability to communicate effectively in writing and verbally to build and enhance relationships with the community and actively participate in development efforts.
- Ability to inspire, to lead, and to further collegiality among faculty members, and to attract and recruit world-class talent.
- Demonstrated excellent financial and administrative skills, ideally within a university environment.
- An appreciation for and commitment to the value of diverse backgrounds and approaches in the ranks of faculty, staff, and students.

- An aptitude for planning, budget management, implementation of new programs and policies, and change management.
- An understanding and appreciation for the breadth of management disciplines and issues faced by those disciplines.

LOCATION AND COMPENSATION

The city of Davis is California's college town. It is situated in Yolo County, which is in northern California's Central Valley, one of the world's most productive farming regions. Sacramento, the state capital, is 20 minutes away, and the San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley, and the Pacific Coast are all within a two-hour drive. Davis is noted for its desirable quality of life, community-oriented atmosphere, and plentiful parks and open spaces. Known as an environmentally aware and socially innovative city, Davis boasts more than 50 miles of bicycle paths and more bicycles per capita than any other city in the nation. Davis and the broader Sacramento region are also home to a thriving and engaged business community, fueled by UC Davis, that is eager to partner and give back. With a mild Mediterranean climate, the UC Davis campus enjoys an average of 265 days of sunshine a year. The nearest major airport is the Sacramento International Airport, less than 30 minutes away. UC Davis is also home to a University Airport — the only one in the UC system.

The University of California, Davis, is required to provide a reasonable estimate of the compensation range for this role. This range takes into account the wide range of factors that are considered in making compensation decisions, including, but not limited to, experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. The full annual salary range for the Dean of the Graduate School of Management is $287,500 to $800,400. It is not typical for an individual to be offered a salary at or near the top of the range for a position. Salary offers will be commensurate with a final candidate's qualifications and experience. The annual salary the University reasonably expects to pay for this position is $550,000 to $625,000.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, as well as application packets (CV and cover letter) should be sent via the Isaacson, Miller website: https://www.imsearch.com/open-searches/university-california-davis-graduate-school-management/dean. Electronic submission of materials is required.

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of California nondiscrimination and affirmative action policy see: http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct.

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