

UC SANTA BARBARA

Opportunity and Challenge Profile

*Search for the Anne and Michael Towbes Dean of the Graduate Division
University of California, Santa Barbara
Santa Barbara, California*

The University of California, Santa Barbara (UC Santa Barbara) seeks a collaborative and dynamic leader, scholar, and visionary thinker for the position of the Anne and Michael Towbes Dean of the Graduate Division. The new Dean will join a highly successful public research university committed to the principles of research and teaching excellence, inter-disciplinary education, and diversity, equity, and inclusion. This next Dean will lead in developing and expanding the University's forward-looking vision for graduate education and advancing the University's mission of innovation and the transmission and production of knowledge.

UC Santa Barbara is a member of the world renowned 10-campus University of California (UC) system and the Association of American Universities (AAU). Over the last two decades, UC Santa Barbara has made great strides in its regional, national, and international profile, and is ranked #30 among the best national universities and ranked #6 among all public universities according to *U.S. News and World Report*. As a Hispanic-Serving Institution (HSI) and Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), UC Santa Barbara takes pride in its student diversity, which includes the largest percentage of Latinx students in the AAU. Known for its highly dynamic intellectual community and beautiful natural setting, the University is committed to excellence in both undergraduate and graduate education and research, ranked #2 among the top 500 universities worldwide for research impact by Leiden University. UC Santa Barbara serves about 25,000 students, including close to 3,000 graduate students enrolled in over 50 programs in engineering, math, life and physical sciences, social sciences, environmental sciences, humanities, arts, and education.

The Graduate Division provides academic services, financial support resources, admissions and outreach programming, and professional development for graduate students at UC Santa Barbara. Building on current efforts on campus, the next Dean will strengthen UC Santa Barbara's position as a leader among public research universities in providing holistic graduate student support. The Dean will ensure standards of excellence, fairness, and equity across all graduate programs; see to it that investments align with the Division's commitments to academic excellence and DEI; work in a highly collaborative environment committed to shared governance; and be a strong advocate for graduate education and graduate students across the University and beyond.

To that end, the Dean will embrace and address the following opportunities and challenges:

- Develop and articulate a bold and forward-looking shared vision for graduate education at UCSB
- Provide support and ensure excellence across a wide range of graduate education programs
- Foster a diverse, equitable, and inclusive community for graduate students
- Advocate for the wellbeing and success of graduate students
- Expand and allocate resources in support of the Graduate Division's mission

The ideal candidate will be a talented leader and scholar with a keen understanding of trends in graduate education today, as well as experience in working with students and faculty across a wide range of scholarly disciplines. The Dean should have significant organizational leadership and administrative responsibility; demonstrated success and willingness to engage in external relations and fundraising; an established record of advancing diversity and inclusion; and credentials that merit appointment at the rank of full professor.

A full list of the desired qualifications and characteristics of the Dean of the Graduate Division can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm.

About the University of California, Santa Barbara

Nestled between the Pacific Ocean and the scenic Santa Ynez Mountains, the University of California, Santa Barbara grew from an independent teachers' college founded in 1909 and joined the University of California system as its third general campus in 1944. Today, UC Santa Barbara is a premier research institution with an outstanding faculty and talented and diverse student body, distinguished by its interdisciplinary programs, commitment to innovation, and responsiveness to the needs of a multicultural and global society. Because teaching and research go hand in hand at the University, students are full participants in an educational journey of discovery that stimulates independent thought, critical reasoning, and creativity. In 1995, UC Santa Barbara was elected to the prestigious 65-member Association of American Universities, placing it in the top two percent of all colleges and universities in North America.

UC Santa Barbara offers more than 200 majors, degrees, and credentials in three colleges and two professional schools: [the College of Letters & Science](#), [the College of Engineering](#), [the College of Creative Studies](#), [the Gevirtz Graduate School of Education](#), and [the Donald Bren School of Environmental Science and Management](#). The campus is home to ten national institutes and centers and more than 100 other research institutes and centers, where scholars from across disciplines work together to expand the frontiers of knowledge and contribute to society. UC Santa Barbara also manages seven natural reserves throughout the state.

UC Santa Barbara's 1,259-member faculty includes six Nobel Laureates; numerous Guggenheim, Fulbright, National Endowment for the Humanities, National Endowment for the Arts, and Ford Foundation Fellows; a Pulitzer Prize and National Book Award winner; National Science Foundation grantees; winners of the National Medal of Science, Fields Medal, and Millennium Technology Prize; and scores of elected members or fellows of the American Academy of Arts and Sciences, the National Academy of Sciences, the National Academy of Engineering, the American Association for the Advancement of Science, and other leading professional associations. UCSB is a place where cutting-edge research and creative endeavors flourish across a wide array of disciplines and interdisciplinary fields. As such, research is fundamental to UC Santa Barbara's mission, with extramural funding totaling \$234.7 million for the fiscal year 2019-20, of which \$150.7 million came from direct federal, \$34.3 million from indirect federal, \$18.4 million from non-profit, and \$13.9 million from industry.

In 2015, UC Santa Barbara became the first member of the AAU to receive a designation as a Hispanic-Serving Institution (HSI) by the Hispanic Association of Colleges and Universities, indicating an undergraduate full-time enrollment that is at least 25 percent Hispanic. UCSB is also designated as an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) indicating an enrollment of undergraduate students that is at least 10 percent Asian American or Native American Pacific Islander. These dual designations are part of a federal program to help universities support first-generation and low-income students. With these designations, UCSB faculty, staff, and students are eligible to apply for Minority-Serving Institution (MSI) grants, internships, and partnerships. They also increase UCSB's eligibility for funding and grants from the departments of Education, Agriculture and Housing & Urban Development that can be used for a variety of purposes: to boost financial aid and other student services, to purchase scientific and laboratory equipment, for faculty development, and to improve classrooms.

In recent years, the campus has enrolled the most academically competitive and ethnically diverse classes in its history. In 2019-2020, approximately 38 percent of domestic students identify as white, 28 percent as

Chicano or Latino, 27 percent as Asian or Pacific Islander, 5 percent as Black/African American, and 1 percent as American Indian/Alaskan. UCSB also has a large international student population, with students from 79 different countries or regions. Over 40 percent of undergraduate students, both freshmen and transfer entry, were the first in their family to attend a four-year college.

To learn more about UCSB, visit www.ucsb.edu.

Leadership

Dr. Henry Yang was named UC Santa Barbara's fifth chancellor in 1994. He was formerly the Neil A. Armstrong Distinguished Professor of Aeronautics and Astronautics at Purdue University, where he also served as the Dean of Engineering for ten years. He is a member of the National Academy of Engineering and a Fellow of the American Institute of Aeronautics and Astronautics, the American Society for Engineering Education, and the American Society of Mechanical Engineers. He has received a number of recognitions for his research, teaching, and public service, including seven honorary doctorates and the Benjamin Garver Lamme Medal, the highest honor from the American Society of Engineering Education. In 2008 he received the Structures, Structural Dynamics, and Materials Award from the American Institute of Aeronautics and Astronautics. He has served on scientific advisory boards for the Department of Defense, U.S. Air Force, U.S. Navy, NASA, and National Science Foundation. Dr. Yang previously chaired the Association of Pacific Rim Universities as well as the Association of American Universities. He served on the President's Committee for the National Medal of Science, and currently serves as a board member of the Kavli Foundation and as chairman of the board for the Thirty Meter Telescope project.

Dr. David Marshall is Executive Vice Chancellor of UC Santa Barbara. He previously served for sixteen years as Dean of Humanities and Fine Arts and was the first Michael Douglas Dean of Humanities and Fine Arts. From 2005 to 2012, he also was Executive Dean of the College of Letters and Science. A Professor of English and Comparative Literature, his research focuses on eighteenth-century fiction, aesthetics, and moral philosophy. A former Guggenheim Fellow, Dr. Marshall also has lectured widely and published on issues in higher education and public education. He is the immediate past President of the Board of Directors of the National Humanities Alliance, which advances national humanities policy in the areas of research, education, preservation, and public programs, and a member of the Board of Directors of the Center for Research Libraries. Before joining UC Santa Barbara, Dr. Marshall was a professor at Yale University, where he taught from 1979 to 1997. At Yale, he served as Chair of the English Department, Director of the Literature Major, Acting Chair of Comparative Literature, and Director of the Whitney Humanities Center, among other appointments.

The University of California System

UCSB is one of 10 campuses in the University of California system. Founded in 1869, the UC system is recognized as one of the world's largest and most successful academic institutions, with a tripartite mission of research, teaching, and public service. The 10 campuses that make up the UC system – Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz – collectively enroll approximately 233,000 students and are supported by more than 190,000 faculty and staff and 1.7 million alumni living and working around the world. Another half million people benefit from UC's continuing education courses each year, as well as from research centers and educational programs operating throughout the state. UC extends its work beyond its campuses through national laboratories, medical centers, and outreach programs in neighboring communities, throughout California, around the world, and online. To learn more about the UC system, please see www.universityofcalifornia.edu.

About Graduate Education and the Graduate Division at UCSB

UCSB offers 46 master's degrees and 47 Ph.D. programs, with top programs in engineering, the sciences, social sciences, humanities, education, and the arts. Many of the graduate programs are inherently interdisciplinary, such as [Materials Science](#), [Technology Management](#), [Chicana and Chicano Studies](#), [Feminist Studies](#), [Global Studies](#), [Media Arts and Technology](#), [Religious Studies](#), and [Environmental Sciences and Management](#). Graduate students in participating programs can pursue [interdisciplinary emphases in 19 different areas](#). The Graduate Division's [Crossroads Program, launched in 2013](#), enabled doctoral students and faculty members to collaborate on year-long interdisciplinary research projects taught through graduate seminars, and a new version of Crossroads offers graduate students the opportunity to collaborate on designing interdisciplinary courses on social and environmental justice. There are Graduate Professional Master's Degree Programs: the [Master of Technology Management](#) program in the College of Engineering and the Master of Environmental Science and Management and Master of Environmental Data Science programs in the Bren School of Environmental Sciences and Management. Additionally, graduate students have the option to pursue certificate programs offered by the Graduate Division, one in [College and University Teaching](#) and the other in [Technology Management Practice](#).

In the fall 2020 semester, UC Santa Barbara had 473 students enrolled in master's programs and 2,504 in doctoral programs, making up about 11 percent of the University's total student population. About 37 percent of domestic graduate students identify as coming from an underrepresented community, with 15 percent identify as Chicano/Latino, 16 percent identify as Asian/Pacific Islander, 5 percent identify as Black/African American, 1 percent identify as American Indian/Alaskan. UCSB also has a large international student population, which made up one-third of the total graduate students enrolled for the 2020-21 school year. About 62 percent of graduate students are pursuing STEM degrees, 17 percent in languages, humanities, and arts, 13 percent are in social and cultural studies, 7 percent in education, and 1 percent in interdisciplinary studies.

About 95 percent of all graduate students receive some form of financial support through the university, including fellowships and employment as teaching assistants and graduate student researchers. Sources of funding include block grants from the University of California Office of the President (UCOP), which are intended to support the cost of attendance and can also be used for stipends to supplement fellowships or employment. The Graduate Division also collaborates with the Office of Research in securing funding for research and training programs from the National Science Foundation (NSF), the National Institutes of Health (NIH), the Department of Education, and HSI, AANAPISI, and MSI grants.

The UCSB Graduate Division provides leadership on all graduate education matters and administers graduate standards of scholarship and policy as defined by the University of California and the Graduate Council of the UCSB Academic Senate. The Graduate Council sets standards for and policy on graduate education; ensures the viability and quality of graduate programs; and in consultation with appropriate parties, provides advice and consent on a large array of graduate education matters.

The Graduate Division promotes academic integrity by supplying information, guidance, and support to the campus community. The Division works to enhance the educational experience of all graduate students by engaging and leading on all facets spanning the graduate student life spectrum: student success, academic progress and advocacy, fellowships, funding and financial support, diversity, employment, and wellness and professional development. Graduate Division initiatives and programs are pathways and support systems for graduate students, postdocs, and faculty to expand their research opportunities and communities.

The Dean of the Graduate Division plays a key role in state-wide and national organizations as an advocate for graduate education. As a member of the University of California Council of Graduate Deans, the Dean

has a role in influencing policy and securing support for graduate education across the UC system. One key goal of this group is to envision how the campuses can work together to make graduate education more accessible and appealing to all Californians, particularly for those from under-represented backgrounds. The Dean also represents UCSB on the Council of Graduate Schools and the AAU Association of Graduate Schools.

The Graduate Division works to support its mission of “attracting the brightest, most talented and diverse community of scholars” by fostering a diverse and inclusive graduate community. In pursuit of this goal, graduate staff attend recruitment events designed for students who are underrepresented in graduate education, partner with Historically Black Colleges and Universities through the [UC-HBCU Initiative](#), and through administering an [NSF Alliances for Graduate Education and the Professoriate \(AGEP\) grant](#) that provides funding to support recruitment and retention of underrepresented minority students in the STEM fields. Additionally, UC Santa Barbara participates in the [California Consortium for Inclusive Doctoral Education \(C-CIDE\)](#), an NSF-funded network of faculty and administrators committed to creating systems for faculty professional development and recruitment of graduate students to be more diverse and equitable. The [UC LEADS](#) program, a UC system-wide program administered by the UCSB Graduate Division, is designed to engage and educate California's future leaders by preparing promising students for advanced education in science, technology, mathematics, and engineering (STEM). Through the [Academic Research Consortium \(ARC\)](#) Summer Program, the Graduate Division also provides mentored research experiences in all disciplines to junior undergraduates and master's students from HSIs in Southern California to prepare them for doctoral programs.

The Graduate Student Resource Center (GSRC) is the primary resource for graduate students at UCSB for career and professional development support. It offers a variety of workshops and events, individual advising, and referrals to other campus resources that serve graduate students. It also operates the [GradPost](#), which serves as the primary source for news, funding, professional development, advice, events, and all things related to graduate student life at UC Santa Barbara.

The Graduate Division also offers a number of programs to ensure success in graduate education. The [UCSB Graduate Scholars Program](#) is a comprehensive program designed to provide mentoring, resources, and professional development for incoming graduate students from populations that are traditionally underrepresented in the academy.

Launched in 2013, one of the signature programs of the Graduate Division is [Grad Slam](#), an award-winning campus-wide competition for the best three-minute talk by a graduate student. Students present the central points of their project in a clear, direct, and interesting manner for a diverse audience of students, faculty, and community members. With a strong emphasis on interdisciplinary engagement and scholarship, Grad Slam showcases top graduate student talent and their important research efforts and has become widely adopted by the UC system.

Across the UCSB campus, graduate students have the opportunity to engage in groups such as the Graduate Student Association, the American Indian and Indigenous Graduate Student Alliance, the Asian Pacific Islander Graduate Student Alliance (APIGSA), Black Graduate Student Association (BGSA), Queer & Trans Graduate Student Union, the Graduate Students for Diversity in Science, the International Student Association (ISA), Women in Science and Engineering (WiSE), the Society for the Advancement of Chicanos and Native Americans in Science (SACNAS), and the Non-Traditional Student Resource Center.

Almost all of the career and professional development programming offered through the GSRC is open to the approximately 300 postdoctoral scholars at UCSB, including workshops, one-on-one advising, and campus referrals.

To learn more about the Graduate Division, visit <https://ext-prod.graddiv.ucsb.edu/>. For more information on Graduate Division programs, activities, and events, see the Grad Post and the [Graduate Student Resource Center](#).

Current Context

UC Santa Barbara is committed to the success of its graduate students. Addressing concerns about the adequacy of graduate student funding, along with the pandemic, economic downturn, and increasing societal attention to systemic inequalities in U.S. society, in 2020 the Graduate Division initiated a study to help departments consider the optimal size of their graduate programs, taking into account programmatic needs, funding opportunities, and career outcomes. With the goals of providing five years of guaranteed funding for all graduate students and preparing students for successful career opportunities both inside and outside of academia, the Graduate Division is partnering with all academic departments on campus to review the entire graduate student lifecycle from admission and recruitment through employment after graduation in order to better serve students during their time at UCSB. The study will also consider revising funding models and formulas, Teaching Assistant assignments, and the level of research funding available to support students as graduate research assistants. The study will provide data to re-evaluate funding models and potentially re-envision the use of block grant allocations, as well as incentives that could encourage the development of new programs, particularly those with an interdisciplinary focus.

Role of the Dean of the Graduate Division

Reporting to the Executive Vice Chancellor, the Anne and Michael Towbes Dean of the Graduate Division oversees the administration of all aspects of graduate education and the Graduate Division on the UCSB campus, and leads in the development of the highest standard of excellence in graduate studies. The next Dean will build on the momentum that Dr. Carol Genetti created and that Interim Dean Leila Rupp has continued. Under their leadership, the Graduate Division has built a remarkably strong staff and developed innovative programs to enhance graduate education and the graduate student experience. The Dean will oversee a team of over 30 staff, an operating budget of \$2 million, and a fellowship and block grant budget of over \$100 million. In addition, the Dean is responsible for fundraising efforts in conjunction with the Development team. Reporting directly to the Dean are two Associate Graduate Deans, one Assistant Graduate Dean, one Assistant Dean of Development, one Director of Diversity Programs, and one Director of Marketing and Communications. The Dean will also collaborate closely with other deans, Vice Chancellor for Research, Vice Chancellor for Diversity, Equity and Inclusion, Vice Chancellor for Student Affairs, Department Chairs, Graduate Council, Graduate Student Association, and other leaders at UCSB and in the UC system.

The Dean also works closely with the UCSB Academic Senate's Graduate Council and represents the campus on the University of California Council of Graduate Deans.

Key Opportunities and Challenges for the Dean

Develop and articulate a bold and forward-looking shared vision for graduate education at UCSB

The next Dean of the Graduate Division will work with the deans, department chairs, faculty, staff, students, and other senior leaders on campus to develop a forward-looking vision for graduate education at UCSB, one that recognizes the important contribution of graduate students at the nexus of the research and teaching missions of the University and elevates UCSB's reputation as an accessible and inclusive top-tier research institution. To do so, the Dean must be cognizant of the financial challenges confronting higher education as well as the current and emerging issues facing graduate programs across disciplines. The vision should also consider UC Santa Barbara's focus on interdisciplinary research and education and its high level of

research productivity, particularly in light of its AAU status, a high percentage of undergraduate students, and lack of professional schools. The Dean will use this opportunity to build additional bridges across the University, strengthen the collaboration among and between academic departments and the Graduate Division, and nurture an exceptional environment for cutting-edge research, professional development, and creative activities for graduate students.

Provide support and ensure excellence across a wide range of graduate education programs

Building upon the work that is currently being done regarding graduate education programs, the Dean will work across campus to ensure that each program is academically excellent and financially sustainable. The Dean will also ensure that the Graduate Division continues to support graduate students and give them the tools they need for success, looking for ways to enhance or expand current services. Finding the right balance between supporting students in existing graduate programs and providing incentives for new, interdisciplinary resource-generating programs will also be important. This may include a change to the current funding models, new professional degree programs, and new creative partnership opportunities on campus and with other universities, national laboratories, and industry that will benefit graduate education at UCSB.

Foster a diverse, equitable, and inclusive community for graduate students

The Dean will work to increase the diversity of the graduate student population to better reflect the demographics of the undergraduate population as well as those of the State of California and will work with other units across campus to ensure that UCSB offers a welcoming and supportive environment that provides all students a high probability for success. The Graduate Division will support graduate enrollment planning and efforts with faculty, academic departments, and the Vice Chancellor for Diversity, Equity and Inclusion, sharing best practices around effective recruitment and developing standardized processes to increase diversity and inclusiveness, including training in holistic admissions review and recognizing and mitigating implicit bias for admission committees. The Dean will also support campus and UC-wide efforts to recruit and support students and look for new ways to increase efforts, particularly around new sources of funding. Ultimately, the Dean will work across the campus to create an experience that is equitable, inclusive, multidisciplinary, and responsive to students' needs and promote a positive climate for graduate study, retention, and timely degree completion.

Advocate for the wellbeing and success of graduate students

The financial welfare and overall wellness of graduate students will be a priority for the next Dean. The Dean will serve as an advocate for graduate students within UCSB, to the UC system, and with state and federal officials, as appropriate, particularly as it involves budget planning and housing affordability issues. Internally, the Dean will work closely with the Chancellor and Executive Vice Chancellor, other deans, and academic departments across campus to develop creative solutions to the economic burden facing graduate students. In honoring the culture of shared governance at UCSB, the Dean will actively engage the Graduate Council (an Academic Senate Faculty committee), the Graduate Student Association, and the graduate student affinity groups to ensure they have a role in shaping strategy and planning. Furthermore, the Dean will provide enhanced professional development resources that go beyond disciplinary training and position students for a myriad of career paths in academia and beyond.

Expand and allocate resources in support of the Graduate Division's mission

As an ambassador for graduate education at UCSB, the Dean will communicate the important contributions and accomplishments of graduate students to increase philanthropic giving, engaging graduate alumni and community organizations as potential donors, employers, and mentors for current students. Capitalizing on

the excellent research done at UCSB and leveraging its status as an HSI and AANAPISI, the Dean will also work with the Office of Research and Office for Diversity, Equity and Inclusion to identify opportunities for external funding, including but not limited to large center research grants that involve students from multiple disciplines, training grants, and fellowships for graduate students such as the [UC-HSI Doctoral Diversity Initiative](#). The Dean will also work with the College, School, and Divisional Deans and Institutional Advancement to pursue funding opportunities from foundations. Securing crucial additional resources will help the Dean make the UCSB graduate experience financially available to more students – particularly first-generation, low-income, or undocumented students as well as Black, Indigenous, and other students of color.

Qualifications and Characteristics

The University will search nationally for the most qualified candidates. While no one person will embody them all, the successful candidate will have many of the following professional qualifications, skills, experience, and personal qualities:

- A strong record of distinguished scholarly and professional accomplishment that qualifies for appointment as a tenured professor in an appropriate UCSB academic department;
- Demonstrated success in programs to increase diversity, equity and inclusion;
- An experienced, deliberative, and energetic academic administrator with a track record of success in a complex research institution and an astute understanding of university finances and the relationships between academic priorities, budgeting, and fundraising;
- An interdisciplinary thinker, committed to building innovative institutional frameworks that will harness and facilitate collaborative activities across disciplinary boundaries;
- Working knowledge of grantsmanship, particularly in a graduate student context (e.g., training grants, etc.) and a track record in seeking extramural funds;
- A proven, demonstrated commitment to shared governance; the capacity to listen thoughtfully, consult with others, build consensus, and develop an overarching vision and strategy for moving forward;
- Demonstrated commitment to building strong relationships with graduate students;
- Demonstrated ability to understand and react to current complexities, including the political, financial, technological, and global challenges that public universities face today;
- Ability to work productively with Labor Relations and represented bargaining units;
- A commitment to innovative and engaging graduate education that satisfies the demands of the national and global workforce; and
- Excellent written, oral, interpersonal skills.

Location

Santa Barbara, famous for its natural beauty and intellectual vitality, has a thriving cultural scene enriched by ongoing art exhibitions and music performances at venues that include the Santa Barbara Museum of Art, Contemporary Arts Forum, the Santa Barbara Symphony, and the Music Academy of the West, as well as the campus's award-winning Arts & Lectures Program. Additional cultural resources include two world-class botanical gardens, an outstanding Museum of Natural History, an excellent zoo, among others. The campus comprises 7.8 million square feet of buildings sited at the base of the Santa Ynez Mountains, and is situated on a picturesque palm- and eucalyptus-studded promontory overlooking the Pacific Ocean, 100 miles up the coast from Los Angeles. The campus and the surrounding area provide boundless opportunities for outdoor activities including cycling, hiking, surfing, kayaking, swimming, and running. The Santa Barbara metropolitan area attracts visitors from around the world for its cultural opportunities, expansive

beaches, breathtaking vistas, and world-class hotels, restaurants, and wineries. To learn more about Santa Barbara and the surrounding region, please see www.santabarbara.com.

Applications, Inquiries, and Nominations

Complete applications include a CV, cover letter, and a separate diversity statement that describes past activities that promote diversity and inclusion and plans for future contributions. Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications should be sent via the Isaacson, Miller website for the search: www.imsearch.com/7891. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

Julie Filizetti, Phuong Ta, and Sofia Vargas
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111
Phone: 415.655.4900

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