



CASE STUDY

FACILITATOR:
JAY PULLINS

UC SAN DIEGO JACOBS SCHOOL OF ENGINEERING

The UC San Diego Jacobs School of Engineering is a premier research school set apart by our entrepreneurial culture; education programs that integrate fundamentals with real-world applications; and enthusiastic collaborations across disciplines and industry to solve the toughest problems facing society. The mission of the Jacobs School of Engineering is to educate tomorrow's engineering leaders, conduct leading edge research, and drive innovation and transfer discoveries for the benefit of society. In carrying out this mission, our goal is to be the model engineering school of the 21st century. The Jacobs School's values are engineering for the global good, exponential impact through entrepreneurship, and collaboration to enrich relevance.

The Irwin and Joan Jacobs School of Engineering has six academic departments offering undergraduate and graduate-level engineering BS, BA, MEng, MS, MAS and PhD degrees. Currently ranked #11 on the U.S. World News and Reports Graduate Rankings, the Jacobs School of Engineering is the youngest engineering school in the top eleven. The School also has the largest engineering program by enrollment in the University of California system and is the ninth-largest in the country. More than thirty faculty have been named members of the National Academies.

As the largest academic division on the general UC San Diego campus, the Jacobs School has thousands of faculty, staff and students, over \$190M in research grants, and is still in growth mode. The School's six departments have historically operated rather independently, creating their own administrative practices and business tools. As the School continues to grow, the division must find better ways of providing support for our faculty and students. To accomplish this major undertaking, it became essential for the School's administrative leaders and managers to come together with a unified vision that will result in the development of best practices and streamlined processes. At the same time, the UC San Diego campus is undergoing a major enterprise system renewal that will lead to the replacement of all major business systems.

The Office of the Executive Vice Chancellor (EVCAA) began a pilot leadership training program offered by Academy Leadership for their high-level leaders jointly with the assistant deans from all academic divisions. In Summer 2017, the EVCAA and eight Assistant Deans test drove 3 modules and decided to serve as a "sponsor team" to gain buy in from their senior business officers for a 9-module Leadership Development Program.

The Jacobs School's Executive Assistant Dean recognized the wealth of knowledge imparted by Jay Pullins during Academy Leadership's Leadership Excellence Course and Executive Coaching program pilot and decided it would be the ideal program to bring to her School. With major changes facing the administration at all levels, this program could be just what was needed to bring everyone together.

In 2018, the program was offered to administrative leaders from all six departments and the Dean's Office administrative leaders. Over the course of one year, we completed the 9-module Leadership Development Program and discussed the merits of the program during our monthly manager meetings. All found it to be incredibly worthwhile, not only due to the knowledge gained but also by the connections we all made. It was a very bonding experience that carried over to the many administrative changes happening in our School and

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on campus. It definitely brought us together and made us a true team. One of the department leaders very succinctly summed up her experience in the program by saying:

"This is the best training program I have attended during my 25 years at UCSD! An excellent combination of practical and theoretical concepts. I learned a lot about leadership and honed the skills I already have while learning new things. This was a program I looked forward to coming to. New managers should be given the opportunity to take this, and experienced managers would benefit from a refresher. Attending this program with my colleagues was amazing. Having this time together was a great team building experience."

-Stephanie Navrides, Chief Operating Officer, Department of Electrical and Computer Engineering

We all found the program so invaluable that in 2019 we decided to offer the Energize2Lead™ Profile to all of 173 of our administrative staff and the 9-module Leadership Development Program to all 53 supervisors and managers, including more than 60 staff in the Dean's Office.

The results have been spectacular. Staff thoroughly enjoyed learning more about themselves, colleagues and leadership through the Energize2Lead™ profiles. The supervisors and managers were grateful for the development opportunity and feel empowered by the 9-module program. Many have commented on the tremendous bonding experience and are eager to continue exploring the topics addressed.

At our annual All Hands meeting in November 2019, the Executive Assistant Dean was eager to keep the staff engaged around their Energize2Lead™ profiles and incorporated some exercises to continue the conversation about the importance of understanding our own and our colleague's colors and recognizing the enrichment that comes from that knowledge. Staff seemed to really enjoy those activities. More activities will be explored in 2020.

Leadership Development Program Testimonials

"The course has helped me enhance and implement some of my leadership skills, like running effective meetings, dealing with conflict, holding my staff accountable while allowing them the freedom to exercise their own independence. The curriculum was great, and Jay was great"

**-Mary Polytaridis, Chief Operations Manager,
Jacobs School of Engineering, UC San Diego**

"I've been through several managerial trainings and courses but I feel like I've achieved the most 'aha' moments through this program and your facilitation. I feel that all of the MAE managers really benefited from the training also."

**-Devaney Kerr, Fiscal Manager, Department of Mechanical and Aerospace Engineering,
Jacobs School of Engineering, UC San Diego**

"An excellent set of leadership topics that are very thought provoking. I learned a considerable amount during the program and have already implemented many new programs as a result"

**-Tana Troke Campana, Executive Assistant Dean,
Jacobs School of Engineering, UC San Diego**



ACADEMY LEADERSHIP CASE STUDY

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