

November 27, 2010

Dr Robert Carlson, Chair
Office of the Provost and Vice President for Academic Affairs
Search Committee for Dean of Business and Public Administration
5500 University Parkway
San Bernardino, California 92407

Dear Professor Carlson:

Please accept this as my application for the position of Dean of the College of Business and Public Administration, California State University, San Bernardino. My 12 years as the Head of a multi-disciplinary department coupled with my current role as the Pro Vice-Chancellor (Executive Dean) of a multi-campus, multi-delivery mode, PhD granting College of Business will enable me to facilitate California State University, San Bernardino's aspirations.

My managerial experience has offered me the opportunity to develop strategic leadership, business planning, and interpersonal relationship skills while undertaking academic program development, community development and engagement activity. I also have extensive experience recruiting and mentoring faculty and managing relationships with key domestic and international stakeholders. This experience has afforded me the opportunity to develop a management style which blends rule based and principle based leadership. I find this approach engenders trust and motivates wider, team-based participation in decision-making while offering the structure and certainty necessary to achieve consensus around college goals.

As Pro Vice-Chancellor, I am an active member of Massey University's leadership team. This team is responsible for delivering on the University's mission and investment plan, which is overseen by its governing council. In this capacity, I have developed an appreciation of the tradeoffs required of managers in a collective responsibility situation.

My experience in a large, culturally diverse university has included significant activity as a change manager during periods of growth and recession. My human resource management skills have allowed me to develop lasting and meaningful relationships with colleagues, staff, union representatives, domestic and foreign students as well as other key stakeholders, including Maori, the indigenous people of New Zealand. My academic record demonstrates I am an excellent researcher who appreciates the research-teaching nexus critical to the provision of leading edge university education.

My appreciation of global issues has grown during my 16 years in New Zealand and extensive travel in the Asia Pacific. Yet, I have retained an understanding of the USA viewpoint, as I am a US citizen and my education and early University experience was in the US. My time overseas and experience developing international partnerships has informed my view of what it takes to be a globally referenced business school. This activity has been critical to the achievement of a diverse funding base for my College. I believe this experience positions me well to head a

college wishing to take the lead in educating managers who face an increasingly transparent, interconnected, and globally competitive environment.

Highlights of my time at Massey include gaining AACSB initial accreditation as well as AMBA accreditation in 2009, building and maintaining a Finance program highly rated for its research and teaching and managing structural change which resulted in consolidation from 13 operating units over three locations to 5 integrated schools. A particularly pleasurable experience was the creation of the College's advisory board whereby leading industry practitioners and executives from the private and the public sector meet four times a year to offer advice and support to the College of Business. The CEO of Toyota New Zealand is currently the chair of this board. I have been active in building alumni relations and have had success raising scholarship funding, internships and support for academic conferences within a New Zealand environment that has limited tax incentives and little tradition of donating money to Universities.

Recently, working with the Massey Foundation staff, I have designed the first general college fundraising campaign due to start this month. Since fundraising is a comparatively new phenomenon for New Zealand universities, we have taken a broader view of fundraising by focusing on program and centre funding and reaching out to overseas partners to diversify our base. We also actively lobby government officials. As a result, I have had the opportunity to get to know the New Zealand Prime Minister, Treasurer, Reserve Bank Chairman other government officials. Both the Prime Minister and Treasurer have participated in College events in the past and have indicated a willingness to do so again in the future.

To conclude, I believe I have made a positive impact in my current position and I can do the same for California State University, San Bernardino. I enjoy being a successful innovator, mentor, teacher, researcher, and administrator. I am active in professional associations and in building community relations. Recently, I was invited to join the INFENZ industry association securities act working party. This party submitted comments on proposed revisions to security industry legislation proposed by the current government. I am an active AACSB mentor for two Taiwanese Universities and have been nominated to serve on a peer initial accreditation team in 2011. These are activities I value greatly as I believe it is important to give something back to the academic and non-academic communities to increase practical understanding and use of business knowledge.

Sincerely yours,

Professor Lawrence C. Rose
Pro Vice-Chancellor, College of Business
Massey University, New Zealand