The mission of the Rady School of Management is to educate ethical leaders for innovation-driven organizations. Our values are innovation, impact, collaboration, integrity and risk taking.

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Challenge. Innovate. Transform.

These are the words our students, alumni and faculty use to describe the Rady School MBA experience.

Challenging the traditional business school model and situated at the confluence of business, science and technology, the Rady School MBA is an immersion in discovery and impact. The development of leaders who pursue the extraordinary, incubate new ideas, reinvent existing businesses and establish new companies is at the core of our curriculum and culture.

As part of the University of California system, Rady students have access to one of the greatest centers of education and research in the world. Located in one of the world’s fastest growing hubs of innovation, technology and new industries, the Rady School integrates the MBA curriculum with direct access to, and the opportunity to work with, world-renowned visionaries, business leaders and venture capitalists.

Founded in 2003 in response to the need for a business education that focuses on the industries that define our future and the transformation of business itself, the Rady School of Management is the leader of a new generation of business schools.
An MBA Unconstrained by Tradition or Convention

When you step on to the Rady School of Management campus, you immediately feel it — the enthusiasm and energy emanating from our students, faculty and staff. It’s the vitality of being a young school, unconstrained by tradition or convention; a place where you have the freedom to realize your potential through a program focused on your success.

At the Rady School you are an active partner in your education. We provide you with the flexibility to design your own MBA experience based on your goals and aspirations. Collaboration and action learning are at the foundation of our program because we know that when capable teams work together, leading-edge solutions emerge. We encourage you to take risks, unleash your creativity and push your limits. Our faculty seize your ideas and provide you with the knowledge and one-on-one guidance to accelerate your success.

Whether you are a pursuing your Full-Time Rady MBA or are a working professional in our FlexEvening or FlexWeekend MBA program, you acquire an extraordinary business education. You are surrounded by one of the premier research universities in the U.S. and have direct access to the rich business resources in San Diego, a cluster of innovation.

If you want to forge a new path for your career, move your company to the next level or launch your own business, join us at the Rady School of Management.

“The kind of people who attend the Rady School are not just going through the ropes of an MBA program because that’s what they have to do to get their degree. The Rady culture attracts people who are really here to learn and build their network.”
Sara Richardson, MBA 2012

“If you’re seeking an innovative environment where to a large degree you can create your own outcome and destiny, then Rady should be at the top of your list...

If you’re looking for a standard MBA where you can just tick the box and the credits, then any school will do. But if you want an individualized experience, and wish to become embedded in and connected to the San Diego biotech and high-tech community, there’s no alternative to Rady. There’s nothing that even comes close. The caliber of the students you sit next to, as well as your professors and instructors, are second to none.”

Ciara Kennedy, MBA 2006
Ph.D., Queen’s University Belfast
Corporate Development Consultant, Lumena Pharmaceuticals Inc.
LAB TO MARKET: From Ideas to Success

Our distinctive Lab to Market course sequence is the capstone of the Rady experience. This interactive program teaches you how to assess business ideas and opportunities and determine whether they have market potential. In Lab to Market, you synthesize the knowledge and skills you learn in your core courses to gain a deeper understanding of how to confidently make business decisions.

Lab to Market is the opportunity to break away from a structured academic framework and become more entrepreneurially minded. Required of all our MBA students, Lab to Market teaches you to successfully collaborate by utilizing the strengths of each team member.

“Increasingly the marketplace is looking for MBAs who are not only analytical, but can also spot opportunities and know how to respond. Lab to Market brings the intuitive and analytical sides of a person together – allowing Rady School students to fulfill a market need.”

Vish Krishnan
Professor of Management
Sheryl and Harvey White Endowed Chair, Innovation, Technology & Operations Ph.D., Massachusetts Institute of Technology

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CURRICULUM: Business Fundamentals and Action Learning

What if there was an MBA program tailored to your own ideas and ambitions – a program that nurtures your unique talents and provides you with the business fundamentals and real-world experience to prepare you for the economy of tomorrow? At the Rady School, every aspect of our MBA curriculum gives you the ability to adapt to new forces, trends, ideas and technologies, and the skills to advance your career and achieve your professional goals.

CORE CURRICULUM

Business cases and formulas are critical – but not enough. That’s why our core curriculum is designed to deliver a strong knowledge of business fundamentals while fostering classroom discussion and interaction. The core curriculum provides the frameworks, analytical tools and concepts to help you make the best business decisions in times of uncertainty.

In our signature Lab to Market course sequence, you learn to translate your ideas into a marketable success. The goal is not to teach you what to think, but rather how to think in order to thrive in a global business environment.

ELECTIVES: Optimize the MBA to meet your goals

More than half of the Rady MBA curriculum is elective, strengthening your knowledge in areas critical to your professional growth. Our diverse selection of electives deepens and enriches your education. Whether focused on marketing, new product development, commercialization or managing venture capital, electives provide you with the knowledge and skills critical for working in innovation-driven environments.

As a Rady student, you may also use some of your elective units to take courses at UC San Diego’s other top-ranked graduate programs. This allows you to expand your engagement with professors who are leaders in their fields.
What attracted me to the Rady School was the challenge of being part of a new school that builds on UC San Diego’s tremendous strengths. The emphasis on innovation and collaboration across different curricular activities sets the Rady School apart from other business schools.

Allan Timmermann
Professor of Finance
Atkinson/Epstein Endowed Chair
Ph.D., University of Cambridge

“Rady gives me a lot of freedom to design and teach my class how I feel appropriate. One thing I take into account is that the students at Rady are a bit different — they are experienced and excel at innovation. I add a lot of simulations to my coursework that are based on real-world scenarios in which students act as if they are running a company. These simulations are close to reality, and our students, many of whom are scientists, have an easy time relating.”

Dominique Lauga
Assistant Professor of Management and Strategy
Ph.D., Massachusetts Institute of Technology

“Rady faculty are renowned in their fields, publish research in leading journals and consult for prominent businesses. Rady classes are small, giving our students the opportunity to form strong mentor relationships with faculty members who are highly invested in their success. Our students get more from our faculty than just lectures; our faculty are truly partners in their education.”

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Ph.D., Massachusetts Institute of Technology

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Allan Timmermann
Professor of Finance
Atkinson/Epstein Endowed Chair
Ph.D., University of Cambridge
The Rady School encourages students to explore the challenges and rewards of business in a global environment. Rady School faculty and students organize trips abroad for an exciting combination of professional networking and tourism. During these trips, Rady MBA students meet directly with industry leaders, trade associations and government agencies. These meetings provide an opportunity to understand how business functions in other parts of the world and how international trade and the sharing of knowledge can increase opportunities for U.S. businesses.

Trips abroad offer Rady students a unique learning experience far beyond the classroom. Key components of the Rady School’s distinctive action learning environment occur beyond the classroom. At the Rady School we provide opportunities for you to test your business acumen in the real world and explore how you will make an impact after graduation.

**LEARNING Beyond the Classroom...**

**PROFESSIONAL SEMINARS**
The Rady School’s Professional Seminar series provides MBA students with access to industry leaders and experts. Senior executives from regional, national and global companies meet with students and provide rich insight into the challenges encountered in building successful organizations. The Professional Seminar series also offers a variety of professional development opportunities, such as interactive workshops, career seminars and events that strengthen the connections between Rady students and the business community.

**EXECUTIVE MENTOR PROGRAM**
Through the Executive Mentor program, MBA students make connections with successful business role models who give encouragement, coaching and advice. Mentor relationships enable students to develop an understanding of the skills required for successful leadership and to learn about job specifics and organizational culture. Mentors foster professional development and guide students as they chart their career paths.

**THE CENTER FOR INNOVATION AND ENTERPRISE DEVELOPMENT**
The Center for Innovation and Enterprise Development (CIED) builds on the Rady School’s existing curriculum, including the Lab to Market course sequence. The center is dedicated to educating the next generation of leaders for innovation-based industries, supporting the creation of new technology-based ventures, helping emerging and established companies grow and thrive in the competitive global environment and performing scholarly research on innovation-based industries and firms. CIED is the technology commercialization hub and the nexus for collaborative entrepreneurial programs and initiatives at the Rady School. CIED has established partnerships with several San Diego incubators including EvoNexus, Sanford Burnham Medical Research Institute and Janssen Labs.

**RADY INNOVATION FELLOWS**
This program deploys teams of MBA students to support the commercialization of new technologies and assist entrepreneurial researchers as well as companies in all stages of development. Working under the direction of experienced business advisors, the students assist in idea and technology evaluation and startup company formation, and provide assistance to established companies. The Rady Innovation Fellows program is funded by donations and grants.

**THE RADY VENTURE FUND**
The Radyn Venture Fund is the Rady School’s student-assisted venture capital investment fund. MBA students take a series of courses in new-venture finance and venture capital management and then gain hands-on experience doing due diligence, making investment decisions and deploying investment capital to support emerging companies. With substantial input from Rady MBA students, the fund makes one to two investments per year of up to $150,000 in life sciences, information technology or clean tech companies. The investment capital is funded by donations.

“The we want to encourage students to participate in technology entrepreneurship by giving them the unique opportunity to explore their technology ideas and how to develop them from concept to product.”

Lada Raschkevich, Ph.D., CIED Director

“Rady Innovation Fellows”

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**and Around the Globe**

- Rady Trip to Japan, 2007
- Rady Trip to India, 2010
- Rady Trip to Mexico, 2007
- Rady Trip to China, 2011
- Rady Trip to China, 2009
At the Rady School of Management, we offer support and guidance as you move toward your post-MBA career goals. MBA Career Connections provides individualized coaching that guides you to a thoughtful career choice in line with your career ambitions. The Rady School MBA Career Connections staff assist you in developing, evaluating and implementing your decisions, providing you with a network of support. We understand that you will continue to develop and evolve your career strategy over a lifetime. To foster your professional growth, MBA Career Connections works with you to create an individualized career road map to assist you while at the Rady School and to help you develop lifelong career-building skills.

**INTERNSHIPS**

For Full-Time Rady MBAs, the on-the-job experience gained and networks built through internships are instrumental in defining the course of their careers. The Rady School MBA Career Connections team works with each student to find the best internship for his or her career aspirations. Rady students have access to internship opportunities with Fortune 500 firms as well as thriving start-ups because Rady students are recognized as professionals ready to make a tremendous impact in organizations.

**CAREER SERVICES FOR FULL-TIME MBAS**

Our MBA Career Connections professionals provide counseling and career coaching to address the career needs most important to you. In addition to hands-on, tailored coaching, the strength of MBA Career Connections is the ability to make connections for Rady MBAs. As a Rady MBA student, you have the opportunity to connect with business leaders and the corporate community through professional seminars, networking mixers, treks, student organization initiatives, professional business organizations and internships. As you prepare to move beyond the Rady School, MBA Career Connections assist you with resume writing, interview techniques and salary negotiation.

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**CAREER SERVICES FOR FlexMBAS**

The Rady School’s MBA Career Connections team understands that the career needs of working professionals are different. That’s why our team of experienced career advisors provide coaching and guidance to assist you as you move up in your current company or change career paths. As a FlexMBA, you have access to a practical, focused mid-program career seminar that allows you to kick-start a solid career plan that is backed up with a year of core MBA courses and skills. You also have full access to the suite of services provided by MBA Career Connections and to programs specifically developed for your career management needs.

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**Danielle Berman, MBA 2012**

“Compared to other schools where you only have a couple of people in the careers department and a class of 400 students, at Rady you receive individualized attention and guidance from Career Connections.”

**Andrew Chappell, MBA 2012**

“Not only has Career Connections expanded my network through a diverse selection of events, they also lined up multiple internship interviews for me. It makes my life easier and lowers my stress level to have their guidance and assistance.”

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**Danielle Berman**

**Andrew Chappell**
With primary accountability for all Seaspan Marine Corporation (SMC) shipyards, Brian Carter is responsible for delivering on the long-term strategic plan for the shipyard group along with the development and implementation of shipyard-specific policies and management practices. He joined SMC as President of Seaspan Shipyards in 2012, bringing 18 years of leadership experience in vessel design and construction. During a near 10-year tenure at General Dynamics NASSCO, one of the largest military and commercial new construction shipyards in North America, he developed more than $1 billion of new construction business and key technology transfer relationships with leading international shipbuilding companies.

Martin Sabarsky is president and chief executive officer of Cellana Inc. Headquartered in San Diego, Cellana uses algae to produce biofuels, personal care products, renewable chemicals, and aquaculture and bioenergy feeds while reducing industrial emissions of carbon dioxide. Sabarsky majored in biology and political science at Princeton, studied law at Harvard and launched his career as a transactional attorney and investment banker in the life sciences sector. As a dealmaker par excellence, he worked on over $13 billion worth of transactions, including Diversa Corporation’s $200 million IPO in 2000. He kept his day job at O’Melveny & Myers LLP while enrolled in Rady’s FlexMBA program. Cellana subsequently hired him to head up corporate development and he quickly rose through the ranks to become CEO. Sabarsky credits his experience at the Rady School and its entrepreneurial culture with providing him the skills and knowledge necessary to lead an innovative company in an emerging industry.

While at the Rady School Sabarsky forged a network of relationships that still endure. Despite his demanding travel schedule, he mentors classmates and Rady alumni. "I have the skills and knowledge I gained at Rady, along with a network of contacts, that really have served me well,” Sabarsky says. "It’s not just about the resources available on the UC San Diego campus at the graduate level or through the Scripps Institution of Oceanography that are tremendous. In fact, a number of the business ideas that come to Rady students are from these ancillary departments and affiliations that are a part of the UC San Diego system.”

Martin Sabarsky, MBA 2006
J.D., Harvard Law School
President and CEO, Cellana Inc.

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The exhilarating moment when you cross the stage to receive your MBA is also the moment you enter into an exclusive, lifelong fellowship with the Rady Alumni Network. Rady School alumni are actively involved in our school and community. Our alumni build strong personal and professional relationships between fellow alumni, students, the Rady School and business leaders. As a Rady student—beginning the moment you accept admission—you become part of this network of alumni, students, the Rady School and business leaders. As a Rady student—beginning the moment you accept admission—you become part of this network of alumni, students, the Rady School and business leaders. As a Rady student—beginning the moment you accept admission—you become part of this network of alumni, students, the Rady School and business leaders. As a Rady student—beginning the moment you accept admission—you become part of this network of alumni, students, the Rady School and business leaders. As a Rady student—beginning the moment you accept admission—you become part of this network of alumni, students, the Rady School and business leaders. As a Rady student—beginning the moment you accept admission—you become part of this network of alumni, students, the Rady School and business leaders.

Justin Bingham, Thomas Fellner, Jessica Wei and Marie Zhang had impressive backgrounds in both business and science when joining the Rady School. But they also had a dream of starting their own company. By leveraging their experience in the Rady School’s Lab to Market program, they founded MicroStem Inc., which uses technology developed at UC San Diego to advance therapeutic discoveries using stem cells. MicroStem provides products and services in the area of cellular research in the basic research and drug discovery markets.

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Martin Sabarsky, MBA 2006
J.D., Harvard Law School
President and CEO, Cellana Inc.
“I chose Rady because of the culture — the combination of UC San Diego academics and the San Diego setting. The University of California system is very well known, and it was the strength of that reputation across the country that made me feel more comfortable about going to a younger school.”

Cristina Aldrete, MBA 2012

The University of California, San Diego is an academic powerhouse and economic engine, recognized as the 8th best public university in the nation and 37th among the nation’s top 280 universities by U.S. News & World Report, and ranked number one in the nation for public service by the Washington Monthly.

Innovation is central to who we are and what we do at UC San Diego. UC San Diego faculty, staff and alumni have started more than 700 companies, including many biotech and technology firms. Here you learn that knowledge isn’t just acquired in the classroom — life is your laboratory. UC San Diego shapes minds, changes lives, launches industries and builds the future... one student, one discovery and one achievement at a time.

As a UC San Diego Rady School MBA student, you have access to UC San Diego’s world-renowned centers of excellence and the region’s most successful entrepreneurs.

UC SAN DIEGO: Unmistakable Impact. Unparalleled Location.
Beyond the beach, however, San Diego is making waves of a different variety. Considered the high-tech capital of Southern California, San Diego has a diversified portfolio of established and emerging industries, from clean energy and biotechnology to international trade and defense.

The San Diego region is especially strong in these innovation sectors: biosciences, semiconductors and wireless technology, software, defense, clean technology and environmental technology. It is also known for the development of convergence technologies such as mobile health, genomics, bioinformatics, cyber security and sustainable energy. San Diego’s innovation sectors are nurtured by more than 80 research institutions, many clustered around the University of California, San Diego.

Nearly 160,000 high-technology workers are employed at 1,400 companies throughout San Diego. Among all U.S. metropolitan areas, San Diego has the third largest concentration of biotech companies, with more than 32,000 biotech jobs at more than 500 companies. The Rady School’s strong connection to the San Diego business community provides students with a plethora of opportunities — through internships, professional seminars, company projects and networking events — to become engaged with the innovation community of San Diego.

San Diego is renowned for its idyllic climate tempered by the Pacific Ocean air. Situated in the hills and mesas that rise from the Pacific shore, San Diegans have access to world-class ski and desert resorts, and pristine beaches that are among the country’s finest.

SAN DIEGO: Idyllic Climate, Pristine Beaches and High-Tech Capital
**Rady MBA Program Comparison**

<table>
<thead>
<tr>
<th>Description</th>
<th>Full-Time MBA</th>
<th>FlexEvening MBA</th>
<th>FlexWeekend MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work Experience</strong></td>
<td>Average 5 years (range 0-15)</td>
<td>Average 6 years (range 2-16)</td>
<td>Average 10 years (range 5-30)</td>
</tr>
<tr>
<td><strong>Average Age</strong></td>
<td>27</td>
<td>31</td>
<td>34</td>
</tr>
<tr>
<td><strong>Length of Program</strong></td>
<td>21 months / 6 quarters</td>
<td>30 consecutive months / 10 quarters</td>
<td>24 consecutive months / 8 quarters</td>
</tr>
<tr>
<td><strong>Format Schedule</strong></td>
<td>Core classes on weekdays</td>
<td>Core classes on Tuesday and Thursday evenings</td>
<td>Classes every other weekend on Friday and Saturday</td>
</tr>
<tr>
<td><strong>Course Times</strong></td>
<td>Varies each quarter. Most core courses held between 8:00 a.m. – 4:30 p.m.</td>
<td>Tuesdays and Thursdays 6:30 p.m. – 9:30 p.m.</td>
<td>Fridays 8:00 a.m. – 5:30 p.m., dinner and speaker following class. Saturdays 8:00 a.m. – 5:00 p.m.</td>
</tr>
<tr>
<td><strong>Typical Number of Classes per Quarter</strong></td>
<td>Four</td>
<td>Two</td>
<td>Three</td>
</tr>
<tr>
<td><strong>Class Size</strong></td>
<td>Approximately 60-110</td>
<td>Approximately 40-45</td>
<td>Approximately 25-30</td>
</tr>
<tr>
<td><strong>Degree</strong></td>
<td>92 units leading to a Rady MBA degree</td>
<td>92 units leading to a Rady MBA degree</td>
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</tr>
</tbody>
</table>

**FULL-TIME MBA**
The Full-Time MBA is an intensive immersion in innovation, designed to propel career change and growth. Full-Time MBA students are smart, collaborative and passionate about business. They are a group of individuals from diverse cultures and backgrounds, ready to launch the next stages of their careers.

**FlexMBA FOR WORKING PROFESSIONALS**
Offered in two formats, FlexWeekend and FlexEvening, the FlexMBA is designed to enable students to meet goals they and their organizations have set for their educational and professional development. Strong administrative support enables FlexMBA students to focus on learning and maximize their time with faculty, business leaders, experts and fellow students.

**FlexMBA WITH HEALTH SCIENCES FOCUS**
The Rady School offers a FlexMBA with electives designed to equip health science leaders with the tools necessary to manage pivotal developments in health care.

> “Getting my MBA from the Rady School was the equivalent of doing a residency in entrepreneurship.”
> Brad M. Pruitt, M.D., MBA 2011
> President and Managing Director, Prucor
Admission Information

AT THE Rady School, we admit individuals, not numbers. Our admissions committee reviews each MBA application comprehensively to get to know you as an individual. No single element takes precedence and there are no specific cut-offs or minimums. We evaluate several key criteria through the application and further explore these in the admissions interview.

LEARN MORE

Visit the Rady School
Visiting the Rady School is the best way to get a sense of our MBA experience. You can schedule a one-on-one meeting with an admissions team member to explore how our MBA program can help you achieve your career goals.

Connect on the Road
If you are unable to visit the Rady School in person, our admissions team travels the globe to meet with exceptional MBA candidates. To find out when they will be in your area, go to: www.rady.ucsd.edu/mba/admissions/events/

Connect Virtually
If it is easier for you to connect with us virtually, visit our website for an online chat hosted by the admissions team or a current MBA student. www.rady.ucsd.edu/mba/admissions/events/chat/ or visit our Facebook page at www.facebook.com/radyschooladmissions

AN INVESTMENT IN YOUR FUTURE

Your MBA is an investment of time, energy and money. Thinking through how you will finance your studies is an important part of your decision-making process. The Rady School is committed to helping you identify your options, providing resources and advice to assist you with financial decisions.

The Rady School provides fellowship support to exceptional individuals admitted to the MBA program. All admitted students are automatically considered for merit-based fellowships; no additional application is required.

APPLY

The Rady MBA application is available in September. Admissions are made on a rolling basis. To apply for admission to the Rady School, please use our online application form: www.rady.ucsd.edu/mba/admissions/apply/. If you have questions about the application process, please contact the Rady Admissions Office: MBAAdmissions@ucsd.edu or 858.534.0864.