<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>ANSWERS</th>
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<tbody>
<tr>
<td>What does leadership look like to you?</td>
<td>To me, leadership looks genuine, authentic, natural and sincere and the leader is trusted by the employees to be making decisions in the best interest of the organization.</td>
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<td>How will you work to bring the three different smaller units into the larger IANRE?</td>
<td>Through employee engagement, team building, building a distinct corporate (IANRE) culture, and implementing an employee recognition/award program.</td>
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<td>Based on what you've researched, what is the greatest need for the state of Alaska that IANRE can deliver?</td>
<td>In all honesty I am afraid I can’t answer that question. I have identified several needs/opportunities in preparing for my visit last week, but I am unsure which is the greatest. Which is the greatest depends upon the lens through which one is looking. As I said during my presentation, I don’t know what I don’t know. If selected, I would spend the first few months getting to know IANRE’s employees, staff and programs, and the issues. Then I would be in a much better position to identify the greatest need or needs and develop a strategy for addressing those needs.</td>
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<td>What is your leadership strategy for having several remote offices around a huge state that will keep us all feeling part of a team?</td>
<td>Developing an effective communication and feedback strategy, holding periodic townhall meetings with all employees, and making annual site visits.</td>
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<td>As a leader, how will you highlight positive youth development under the umbrella of IANRE?</td>
<td>By allocating time to get a better and more complete understanding of IANRE’s youth programs, meeting with the IANRE faculty and staff working in those programs as well as some of the youth participating in those programs and highlighting some of the success stories in IANRE’s annual highlights/impacts, success stories reports. I would also have a category to recognize the youth program as part of IANRE’s annual award ceremony (which I would create if IANRE doesn’t already have one).</td>
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<td>The new IANRE Director has the opportunity to establish a much-needed rapport between the University and the Fairbanks community. What steps would you take on behalf of IANRE and what steps would you attempt to get other University departments to take?</td>
<td>Encourage INARE’s leadership and employees to be actively engaged and contributing to their communities. I would demonstrate and illustrate to the other deans directors and department heads the power and benefits of community engagement.</td>
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<td>Please pick one thing that you want to accomplish as the IANRE Director and how do you hope to go about it?</td>
<td>To build an organization (INARE) that is recognized by the university’s senior leadership as a high-functioning, high-performing organization composed of dedicated agricultural professionals who are solving problems and engaged in programs that are improving the lives of Alaskans throughout the state.</td>
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<td>Why are you the best candidate for the position of IANRE Director?</td>
<td>I believe my knowledge, skills, abilities, leadership experiences, and my desire to make a significant positive impact all contribute toward making me the best candidate for this important position.</td>
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<td>Compensation is certainly high on anyone's list for moving away from what is familiar. What is more important for you in your quest to become our new IANRE Director?</td>
<td>While compensation is important, so too are the opportunities to create what isn’t, to form and mold a new organization from three separate entities, and to have a significant impact.</td>
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<td>What contacts/networks do you already have established in the Western region that can help move IANRE’s research efforts forward?</td>
<td>My contacts with ARS scientists and the ARS Pacific West Area Director, my contacts with University of California agricultural research center directors, and my previous association with the nation-wide Agricultural Research Center Administrators Society.</td>
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<td>Please share your experience with advocacy and how will you approach advocacy for our Institute to the administration and decision makers of our University and University system?</td>
<td>I have served as an effective advocate for each of the organizations in which I have had the privilege of leading. This advocacy has contributed to the development of new programs and services, the expansion of existing programs, the acquisition of new facilities and resources and the development of new external partners and stakeholders.</td>
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