

I have been guided by outstanding leaders and mentors throughout my entire life. These leaders have shown me how strong person-centered, strategic leadership creates positive and successful outcomes. My leadership philosophy is focused on creating an environment in which the decisions we make reflect diverse perspectives, clear and respectful communication, mutual support on our journeys of professional growth, and a steadfast belief that we must uphold, at all times, our ethical and moral responsibilities to each other, to our university, and to those it serves.

I place great value on the group decision-making process, and I have always done my best to act as a genuinely participative leader. The best decisions are made, and the most positive outcomes are realized, when all members of a team have input on unit goals, are actively involved in the process of achieving these goals, and share a genuine sense of responsibility for successfully attaining these goals.

I value clear and honest communication that keeps team members informed and up-to-date on circumstances that impact our ability to accomplish our tasks and our ability to move forward. I always communicate with kindness, respect, and honesty and expect the same from all members of a team.

Successful teams are comprised of committed members who enjoy their work, feel supported, and grow professionally. I encourage ways to enable team members to develop professionally, I am genuinely approachable, and I strive to create a positive and enjoyable work environment. While the work we do is often serious and difficult, every workday should include joy, encouragement, and the satisfaction of either working toward or accomplishing an important and challenging goal.

I believe a strong ethical foundation based upon equity and inclusion is key to organizational success as well as to personal satisfaction in our professional world. As an ethical leader, I foster an environment of honesty, trust, and open communication. Likewise, I exercise compassion and impartiality in mediation situations.

Last, but certainly not least, I am steadfastly committed to ISU and to our students. I am proud of our university and its core themes of *Learning and Discovery*, *Access and Opportunity*, *Leadership in the Health Sciences*, and *Community Engagement and Impact* that we demonstrate in our work every day as Bengals. Our ability to deliver these themes effectively can have a life long impact on our students, their families, and our communities. The best interest of our students is always at the forefront of my decision-making.

My top 5 Clifton strengths are: (1) Harmony – I look for consensus; (2) Learner – I enjoy constantly learning and improving; (3) Relator – I work best in settings in which I have positive relationships with others; (4) Developer – I look for and strive to develop potential in others; and (5) Consistency – I value rules and procedures, and I am conscientious of treating people fairly and creating a culture of trust (Clifton, 2007; Gallup, 2021). These five categories accurately represent my professional and personal values, and I do my very best to demonstrate them when I interact with, lead, and learn from others.