Through a reflective vision, creativity and responsible driven courage, design an action-oriented path leading communities to their highest level of achievement

The above statement reflects my leadership philosophy, leadership goal, and embraces my core beliefs and values; i.e. continuous improvement, honesty, integrity and equitable treatment of others. These are at the root of how I function all day, every day and how I have provided leadership throughout my career. I use a situational leadership style that adapts to the current environment targeted at increased growth and effectiveness rather than self-interest. I am most comfortable when I am able to function in either a coaching or participatory role, requiring that I first work at gaining a high level of support for the task from others. This takes time and can be difficult but results in greater buy-in from all affected by the outcome. I can, however, take a delegating or directing role when the situation requires it.

An effective leader challenges the status quo, not for the sake of the challenge or change, but rather to seek constant improvement. There is no better setting than an academic environment to challenge oneself and ask ‘what if’. To be effective in this challenge, the leader needs to embrace change or, at a minimum, be open to it. It also means helping others to be their best self which takes commitment from both sides, facilitation and support from the leader, and often a gentle push from the leader.

Strategic leadership is what I strive to accomplish. I view goal setting as a means to creative gains and I am focused, creative and passionate about achieving goals once established. The leader must have a goal of making the big idea bigger and be able to craft and convey a vision to get there, anticipating barriers along the way.

Leaders facilitate goal attainment through a collaborative model with relationships built on honesty and integrity. The successful Deputy Director of AES/CAS Associate Dean for Extension must be an advocate for the science and equitable in treatment of all stakeholders and faculty in order to develop the partnerships necessary for success. This means having the ability to convene a diverse group, find common ground and align the group in order to move forward and make decisions that are fair yet potentially unpopular. In making such decisions, administrators must possess the courage such that even in an unforgiving environment they are willing to do what is right and undo what is wrong.

Administrators must be willing to learn by being open to new experiences and knowledge and then, following interpretation of the information, be able to adapt a strategy such that trade-offs, risks, and rewards are reconsidered and a new roadmap drawn.

The Deputy Director of AES/CAS Associate Dean for Extension must be customer-focused, recognizing the breadth of customers served across campus, the state and the nation, making himself/herself routinely available to all and working diligently until a balance is struck in meeting the needs of all.

I believe the primary mission of CSU’s Agricultural Experiment Station and the College of Agricultural Sciences is not complete until the customer says “WOW”.