

Deirdre Strunk

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Adam Higginbotham

Date: 8-25-23

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

Comments: ^{1 ② 3}
Servant Leadership, Stakeholders,

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

Comments: ^{① 2 3}
Cash positive, board ran out of money
Joined and was able to increase 500%
improved inspections. Cosmo board Covid/assistance
to Licensees. Colaboration. Hard to get/paid
When others werent

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

Comments: ^{① 2 3}
Data Driven, will base decision on
data, Fall back on Data

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

Comments: ¹ ^② ³
Learning Curve when came to Nevada
double sized of the team
Empowered Staff - inspectors

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

Comments: ¹ ^② ³
Would overhear conversation from other representative that they only "cut" hair

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

Comments: ¹ ^② ³
Tough decisions in Virginia to cut services.
Government inspection app. inspection results would upload right away really helped the public removed carbon paper triplicate. key stakeholders
Lorna Benedict

Question 7 (Rebecca Derangrechia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

Comments: ¹ ² ^③
past boards and new boards good to know what has been done in the past. Not Always understandable material

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

① 2 3

Comments: Help build skills with team.

Technology to make it more simple. Team based process. Focused, Open to suggestions.

How would you rank this applicant overall?

1 ② 3

Comments: Have some concern about too technology focused more than people focused.

Of the 5 applicants, this applicant ranks: 1 2 ③ 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Why would you want to work with Nevada State Board
Expected Salary

→ Positive impact, Misses working for this type of agency.

- Compact License (doesn't feel like he is in agreement)

→ # 117 - \$125K Employee/ Employer

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Liz Barnard

Date: 8-25-23

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

Comments: ^{1 2 ③}
Lead from the front will not ask team
to do something she wouldn't do.
Understanding Strengths.

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

Comments: ^{1 ② 3}
Current Role - New roles for Liz and another
person after 15 years. Bought technology forward
Co-Worker was not in Support.

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

Comments: ^{1 2 ③}
Good minds behind the board.
The decision is made and has to be respected.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

Comments: ¹ ² ³ What does and doesn't work. Not Micro-managing
Trust team members. Vary with people
handle Change in team. Documentation for
issue setting them on a Plan.

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

Comments: ¹ ² ³ Keep Calm - Explain why we are effective
Data to show that it is effective

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

Comments: ¹ ² ³ Self-Employed explored own space
Crunched numbers rented own space, Tracking
numbers. Using fee for the correct purpose.
Travel cut/ Watched.

Lorna Benedict

Question 7 (Rebecca Dorangricchia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

Comments: ¹ ² ³ Great Example from Sandy and
would use this same process. Keeping
board members informed.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 (2) 3

Comments: Horse training (interacting with other people
trained an employee on a job Liz had never
been trained on

How would you rank this applicant overall?

1 2 (3)

Comments: Her experience with the board helps her
really understand the board. Giving back to
the board and licensees. Won't let up on the
good work that has been done already.

Of the 5 applicants, this applicant ranks: 1 2 3 (4) 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Compact License - feels good about that we passed it.
Salary not the low end

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Todd Park

Date: 8-25-23

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 ③

Comments: Not using same management style.
empower the people training, Tools, Safety for
the team, ~~the~~ therapists, Listen to the people.
Reason, Why

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 ② 3

Comments: Critical incident plan. Worked with
another agency. Met with high level
elected officials

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 ② 3

Comments: Safety - Ethics
LAW Enforcement background.
The board make decisions he would trust it.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

Comments: ¹ ⁽²⁾ ³ Develop teams hire people. Very judge of people
~~Comments~~ Asks About the people. Team is everything

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

Comments: ¹ ⁽²⁾ ³ People have a right to their opinion
Get to the bottom of why they might feel that way

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

Comments: ⁽¹⁾ ² ³ Do more with less. ~~increase~~ Federal Grant for DNA. How to account for every penny. Review budget + talk with the board.

Lorna Benedict

Question 7 (Rebecca Dorangriechia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

Comments: ¹ ⁽²⁾ ³ Board is his boss. Make the board look good.

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 (2) 3

Comments: Does this as Chief with all his experience to Coach Staff (Supervisors) Really Like loyalty Loy Througho, nice, can do without conflicts
Compassionate, Cares about, Empathetic.

How would you rank this applicant overall?

1 (2) 3

Comments: Wants to end his career with board
Seems like he can be a fit.

Of the 5 applicants, this applicant ranks: 1 2 3 (4) 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

- Why did you leave Law Enforcement
- Why Nevada State Board of Massage Brings all his.
- Compact - Good actors, agrees it's a great thing
- + Salary 103,299 - Car
- Employee

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Nicole Berry

Date: 8-25-23

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

Comments: ¹ Active Listener, ² teachable moments
HR experience. Health Care Comparisons
teach team members how to give presentations
HRIS System training. Too HR for the position

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

Comments: ¹ ² A lot of HR ANSWERS good answer
lots of HR ANSWERS.

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

Comments: ¹ ²

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

Comments: ¹ Find a good fit, ² Listen, ³ Spend time with Staff, training Send team to trainings get to know team.

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

Comments: ¹ Professional, ² Positive, ³ talk about all the good things the board has done.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

Employee Compensation ¹ → ² ³
→ Comments: Group Meetings to Support Staff
Was on able to get 1%. Did do Longevity bonuses. Reduction in budget if that happened. Reevaluate Cost and make cuts.

Lorna

Question 7 (Rebecca Dorangricchia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

Comments: ¹ Reports Where they are explain to the board Where we are.

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3
Comments: Real time coaching, handles a lot of
teaching. Available to the team. How team receives her
Honest, encourage,

How would you rank this applicant overall?

1 2 3
Comments: Too HR focused

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Why Nevada State Board
Respects, public serving, Human Trafficking
Likes the mission, Good fit professionally
for her
Compact License - Should not limit education
to one state. Shortage of therapists

Salary midpoint.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Yeri Martell DeLuca

Date: 8-25-23

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3
Comments: Servant, the whys, understanding gaps
Lean into team, understand Challenges
in work flow processes

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3 (Her)
Comments: We see change daily in our work
adapting to a lot of different leaders
asks a lot of questions, thrive in change
and challenges 1:1 with Boss

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3
Comments: Has Always been a public leader
agree to disagree, understanding the
Why.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

Comments: Practicing what she preaches
Held a meeting to discuss changes
Contributions by the team

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

Comments: Demonstrate that is not true.
Would be clear on the right thing to do at the time, the person makes the comment

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

Comments: Handled a lot of assets coming back to the bank in 2008. Understanding the Risk Risk & Phased approach. Managing needs + Wants no need to store supplies.

Lorna Benedict

Question 7 (Rebecca Dorangicchia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

Comments: monthly meeting for reporting. Training
Social interaction with board + Staff

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 (2) → 3

Comments: Coaching and Mentoring is her favorite
Work on their Confidence, Can't treat people
the same when it comes to Development
Self Evaluation with team. Give Guidance

How would you rank this applicant overall?

1 2 (3)

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 (3) 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

- Why Nevada State Board of Massage
Career safe good paying Job now. Wants to be
a change maker. Audit experience serve therapists
- Compact is for the Compact

Salary \$120K Employee

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Becky D.

Executive Director Board Interview

Applicant name: Adam Higginbotham

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: Servant- Decentralized Manager

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: Funds to a positive – Covid Reopening

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: Data driven – analysis-it would be a challenge

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: nuances- listening

Strunk* Give an example of empowering staff* Situations lead to he/she said situations so went to using an inspection app (second time talking of the inspection app)

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: Data Collection (again)

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: Inspection app (again)

Garvey* Sudden request of a 10% cut, how do you handle it?* Seeing options and talking to key stake holders

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: Sharing data – using info graphics that are easily understandable for the public

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: Using technology to improve & grow skills

Strunk*coaching a person*different situation per person

what kind of boss would people say you are open/listening/give reasons for dissisions

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Smith*Why be the ED of the NV massage board* making a positive impact on people's lives and I miss that from the privet sector. I miss serving the public

Garvey* asked about his roll in the closing of his last employer* his job was the same as with the state- compliance and operational data- not in finance.

Strunk*How do you feel about the compact law?* Positives-Second income is necessary for some military families and why the dep of def. supports.
Negatives- not all state boards are the same

Salary expectations \$117,000-\$125,000

Teng* Did your experience with the cosmo board fulfill your service need* it did full feel my service need but with bereavement & covid it led to burnout.

at your previous company, if they had not into receivership would you have applied here Yes, I had already applied to other positions.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Elisabeth Barnard

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 **3**

Comments: Lead from the front- not willing to ask something that I am unwilling to do.

Ask for help when needed

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 **2** 3

Comments: updated job technology but didn't have full buy in from coworker

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 **2** 3

Comments: all mind of the board are theirs to make the decisions – be part of the discussion & the decision has to be respected

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: Micro managing fails this- growth mind set empowers the team. _____

Strunk*how would you feel managing people out?* policies in place for write ups and evaluations- documentation! _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: Maintain composure- highlight all the ways the board is effective by data/ numbers _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: Tracking the \$ with the numbers _____

Garvey* 10% mandatory reduction of budget* Staying with in the mission and knowing the numbers _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: previous model was great and I would do the same _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: Horse trainer – working with personalities- periodic check ins- being supportive_____

Strunk*what kind of boss would people say you are?* current co worker would miss her (sort of answered)

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Smith*Why be the ED of the NV massage board* bigger impact in the field – giving back-advocating for good therapists.

Strunk*How do you feel about the compact law?* Legit therapists can prosper

Garvey*As the compact goes forward, what would you bring to the board?* working with other states – be a commissioner- block loop holes.

Strunk*Salary expectation- mid range

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Todd Park

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 **3**

Comments: Empower the people under me – that they have the training & the tools – provides buy in & team

Strunk*example of training & tools* Safety first-training paramount- listen to the people- feedback- give reasons - communication

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 **2** 3

Comments: Critical incidents- done by another party (third party) created check lists and protocols

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 **3**

Comments: safety is paramount and ethics are intact than I will support the board

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: very good judge of character- through conversation- grasp of who the people are- go back to training- empower the team _____

When you take over an existing team emotions high reasoning low- team concept

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: Sometimes people want to be heard- not get into an argument but follow up _____
I will not put down that person or the board- communication is key

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: had to mind the grant money and account for every penny- safety and integrity
sudden reduction in budget per the governor evaluate where the money is going -
talk to the board

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: The board is my boss- want them to look their best

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: rely heavily on supervisors- my vision through staff loyalty

what loyalty means to you a loyal person will do their best to not discredit the agency

how do you coach an disloyal employee communication is key

what would your employees say about you thorough & nice- not weak- empathetic

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Smith*Why be the ED of the NV massage board* almost 40 years in law enforcement, the last 6 in homicide which is very reactionary- help the industry w/past experience

Strunk*How do you feel about the compact law?* Good thing- really helps the industry

Salary expectations \$103,299 employer paid with a take home car but willing to take a pay cut just please be nice

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Nicole Berry

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 **3**

Comments: Really focus on active listening-focus on team learning moments/ teaching moments-training & discipline- research organization- teachable moments- work together

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 **2** 3

Comments: employee relations matter – long time period / had to pull it all together for documenting and do best for the agency.

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 **2** 3

Comments: give info that I can – but respect the decision that was made.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: Spend tie w/ the staff – grow and groom them- formal trainings- find someone that is the right fit. *what about taking over an existing staff?* learning the team.

* how much time to decide to let someone go?* 6-9 months

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: be professional and polite, pointing out all the good done.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: public sector – salary & benefits- lots of meetings and talks- to show ability to get raises. *What about a sudden reduction in budget* reevaluating plans in place*- hold on positions – big need purchases put on hold.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: research & present info with background, & options model. _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: Coaching real time-practice huddles- meet w/team regularly- coach in private_____

what kind of boss would you be described as? very honest approach- praise- guidance – used scripted answers

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Smith*Why be the ED of the NV massage board* getting me out of my comfort zones-I like the vision of the board- gives me an opportunity.

Strunk*How do you feel about the compact law?* people shouldn't be held back by geography- get people working

Garvey* How do you get past your lack of knowledge* Research

Strunk*Salary expectations* Happy to negotiate the midpoint of the salary range

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Yerania De Luca

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: combo of collaborative & service- understand the why- relay on my team

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: communication is key- adaptable & thrive in that – clear expectations

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: communicate- wants to understand the reasons- understanding the why and the value.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: practice what I preach – playing to strengths & weaknesses fosters team work - practical

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: obviously I want to defend the board but there is a time and a place for rebuttal if allowed by the legislature- offer proof in the data

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: risk based – identifying risks

Sudden 10% decrease in budget decide what is being reduced – don't know the protocols for the board

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: audit community – example training and development

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: big believer in coaching & mentoring- can not treat everyone the same for production & performance

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Smith*Why be the ED of the NV massage board* my career trajectory is safe – I want employment change proactively – serve- implement change

Strunk*How do you feel about the compact law?* Share resources, knowledge, experience between states- more effective for NV

Salary expectations Negotiating \$120,000. Employee/employer paid

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Lorna
Benedict

Executive Director Board Interview

Applicant name: Adam Higginbotham

Date: August 25 - 2023 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

~~1~~ 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

~~1~~ 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Elisabeth Barnard

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Todd Park

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

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Comments: _____

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Comments: _____

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1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

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1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Nicole Berry

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 ~~3~~

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Yerania De Luca

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

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1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

*Christine
Garvey*

Executive Director Board Interview

Applicant name: Adam Higginbotham

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

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1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Elisabeth Barnard

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Todd Park

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Nicole Berry

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Yerania De Luca

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

\$120
\$105

mid \$112 split
mid \$99 employer paid

\$87K - 137,800 split
77.6 - 120K employer

August 25, 2023 Recruitment Spreadsheet

1 - low expectations 2 = meets expectations 3 = exceeds expectations

Question	Adam Hixenbotham	Elisabeth Barnard	Nicole Barry	Todd Parke	Yeri Delors
Question 1 (Rebecca Doranichia): Describe your leadership style and how you would apply it in this position.	2	2	2	3	2
Question 2 (John Tena): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.	3 but 2	3	2	3+	2
Question 3 (Rose Mueller): If the board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?	2	2	2	2	1
Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?	3	3	3	2	3
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the board of massage therapists ineffective. How do you respond?	3	2	1	2	3
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.	3	2+ 3	2	3	3
Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.	2	2	2	1	3
Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.	2	2	3	3	3

How would you rank this applicant overall?
18 19 14 19 19

Ranking applicants 1st through 5th - Of the 5 applicants, this applicant ranks (with 1 being the top applicant and 5 being your least favorite):

compact question

Well versed in bus. not a big fan 2 very positive 3 1 3 2

117K → 125K split employer some where in the middle middle around 103K employer/employee 120K employer

Why do you want to work for Board of Massage Therapy

2 3 3 3 3

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Rose
Mueller

Applicant name: Adam Higginbotham

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

2

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

2

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

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1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

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1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Elisabeth Barnard

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

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1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Todd Park

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Nicole Berry

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 (2) 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

(1) 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

(1) 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 (2) 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Yerania De Luca

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: _____

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: _____

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: _____

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

*Bianca
Smith*

Executive Director Board Interview

Applicant name: Adam Higginbotham

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: Servant leadership and management style. 500% growth, data driven, facts and figures. Listen and find challenges to make jobs easier to do and streamline.

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: worked with state boards and agencies to communicate through collaborative writings to get everyone on the same page to keep the department moving forward.

Question 3 (Rose Mueller) : If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: Allow the data and facts to support the decision. Support the board. Understand that decisions are made with the facts provided.

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: Empower through work support. Using the reasoning behind the changes and making sure everyone has the tools and resources they need to be successful

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: Use proven data to support the effectiveness of the board. Could have offline conversations to try to understand why the representative might feel that way. Work to ensure that it is clear how effective the board is.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: Work with other boards, enact smart changes. Worked with state boards and agencies to communicate through collaborative writings to get everyone on the same page to keep the department moving forward. Enact changes for licensees and what is best for serving the public.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: Effective communication. Keeping the information readable and backed by data. Making sure information is updated and sent, using technology

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Comments: Freeing up time for employees to allow them to do a better job. Team based processing to develop multiple leaders by focusing on the teams to come up with solutions. Using technology and team-based processing. DS: how do you mentor and coach a person without technology, how do you build relationships? AH: what the person wants and how they want to develop. Listen to where they are coming from and offer insight to where they want to go. DS: What kind of boss are you? AH: focused, listening, open to suggestions, and gives reasons why he made the decisions he has to make. He offers opportunities for feedback.

Why NSBMT? Fulfills a purpose. The loss of feeling that you're "making an impact in lives is a part of who I am"

Garvey: Currently working at the last job? Company was closed.

Was the closure tied to his role in the company? No, he handled inspections, regulations, training, not in a money making or spending role, compliance, data, and operational management.

Any compliance issues? Were there any issues that he had to address?

Yes, prior to his employment. Stakeholders wanted to spend money on compliance.

Question about a stipulation agreement in 2022... He was not the head of compliance; he was charged with collecting data. 9 businesses 80 licenses. Not in facilities, worked in the corporate office. Ensured licensing and data collection systems were in place. He built a checklist for meeting requirements and structured data collection for audit purposes.

Strunk: Impact how do you feel about that? AH: Compact law history given, wanting to participate for the positive and negative

Also, salary expectations. AH: Employer paid contributions,

How would you rank this applicant overall?

1

2

3

Comments: Applicant seems tech heavy, wanting to move forward with data driven decisions. Growth over the years. Expressed servant leadership and management style. Salary requirement are between \$117 and \$125K

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Elisabeth Barnard

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: To lead from the front, not hanging in the back, more involved and willing to do what the team does. Resource for the team as the knowledgeable person to go to help them grow and solve problems.

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: Current job challenge after replacing a 15-year former employee. The process wasn't technology forward, so she was tasked with modernizing things. It was a challenge finding support and buy-in from coworker. Spoke about the difficulty with implementing the database and overcoming working with someone that was working the way she was trained instead of using the database.

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: Lovely minds, usually a dissenting voice. The decisions of the board have to be respected. Sharing the concerns is important but decisions are to be respected.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: Knowing what doesn't work well, micromanagers and such do not work. Seeing people where they are and encouraging them to be empowered to do accomplish other tasks. Non-coachable employees will weed themselves out. The more they are provided with tools to connect and learn about themselves, the more they find ways to go through the process, the more they will be encouraged to be empowered in their roles.

DS: having to terminate someone. LS: help them come into compliance or if they are not a good fit. If they need to be fired, the

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: Maintain composure, depending on what is happening, the best approach is to remain calm and highlight how we are effective in achieving its mission to protect the public.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: Renting an office and worked through the numbers, revenue and made the decision to do so as a solo therapist. Looked at what each option meant for the business.

Budgeting within the organization follow up question: Ensures that the mission is fulfilled and utilizing funds and budgets requires a working handle on income and outflow. If asked to cut budget then would look at personnel as a last resort. Looks more at travel (specific to NSBMT) to see where and when it is necessary. Follow up: final decisions, how is that made? LB: board approval for budget.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: With changing issues and board members, model the experience and process previously completed. As director, she would help members see the big picture and what the board is tasked with. One on one contact with each board member. As issues arise, general emails, following open meeting law and keeping them informed is critical.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: Horse training involved coaching and mentoring. This experience has helped her coach people through. Tasked with teaching a new hire how to do a job that she wasn't even trained in. Reaches out and follow up to help answer questions she might have. Providing resource information and where to find them.

DS: What kind of boss are you? LB: Transparent with intentions. Helps people problem solve, talks through things. Highlight priorities and working from what is needed to accomplish the goal. A collaborative boss. Looking at what needs to happen, offering space to make changes and seeing what works.

Why NSBMT?

Love being a board member and acknowledging the workload. Wants to have a larger impact on the industry in NV and the country. 14-year LMT, this is a way to give back and have a position that can advocate for legitimate therapists. Won't let up on helping rid the industry of illegal services.

DS: Impact feelings? LB: Allows licensees to move around and LMTs to work upon moving or relocating. CG: Impact follow up

Candidate for the FSMTB Board of Directors currently. Wants to keep an eye on how things are being handled. Maintaining contact with states and agencies is key.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Salary expectations? LB: not want to be on the lower end of the Pay Scale

How would you rank this applicant overall?

1 2 3

Comments: Strong candidate. Knowledgeable about the industry, member of the industry. Can speak to other agencies with authority and experience.

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Todd Park

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 **2** 3

Comments: Worked way up. Can't always use the same management style. Empower the people underneath him to make sure they have tools and training to do that. Will rely on the peak performers to encourage others and allows the peak performers to buy in from the agency.

DS: How do you empower? TP: Law enforcement background, safety for clients and practitioners. Training is paramount. Leaders have the most up-to-date training, listen to the people so they can tell you what they need and understand the task and goals. Get feedback from them to get them the tools and resources they need. Will provide a reason why he can or can't get them the tools they need. Communicate on a daily basis, listening and providing feedback.

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 **3**

Comments: Law enforcement answer, supervisor over violent crimes. Contacted another supervisor from a different agency to come up with a protocol that is still used today. Plan where investigations are done within a system of checks and balances. Meeting with government and agencies on how to handle internal investigations. Protocol is still in use now.

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 **3**

Comments: Comes down to 1. Safety because its paramount and 2. Ethics. If integrity and ethics are in tact he will support the board. The board will know better than he does. He trusts that the board will make the best decision.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: Hiring and going through the process. Very good judge of character. Will meet and talk with them finding out about who they are and what they do. Once rapport is established then he wants to make sure the people around them are similar and work with peak performers.

DS: Go in and take over a team vs. hiring? LP: rely on past experience, emotions are high at crime scenes and coached team to complete tasks while using experience as teaching moments pairing inexperienced people with others.

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: Our constitution says that everyone has a right to their own opinions. Let them speak. Would not get into an argument but will follow up on why they feel the way they feel. Then will speak with the board members to see how they feel too. Understand where they are coming from. Can't hear one side of the story and make decisions. More information leads to better decisions. Would ask for solutions from the complainant to see if agreements could be reached. Would not put down the person for their issues and would not put the board down. Going to listen and communicate to see if something could be done better.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: Career in government. Do more with less. Had to mind where the money was going and had to account for a \$300K grant. Safety is important. The money would need to go to supporting the mission, safety, health and welfare.

CS: directive to reduce budget, framework?

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

NP: Evaluate where the money is going. Where could we cut back? Travel, licensing, applications, etc. When issued a directive, you have to make it happen. Where to cut the fat in the budget by talking to the board and communicating about the tasks.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: The board is my boss. My job is to make the board look sparkling clean. Going to make sure investigations are thorough and effectively as well as the licensing processes, reach out to other agencies including law enforcement by speaking their language. This industry already has safety issues, so he wants to be sure that clients and practitioners are safe. Wants to make sure the board understands how important safety is.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: Is completed frequently. Worked his way up to chief. Used experience in compliance and such to talk from experience. Speak with supervisors daily. Able to coach and mentor based on his vision. Meeting at least once a week. He really likes loyalty. They will want to do well and make the right decisions. Talks a lot about loyalty with subordinates.

DS: What does loyalty mean to you?

TP: a person that makes good decisions because they don't want to disappoint. Very close to integrity. Conversations about why they are not feeling connected to the agency so that they are operating with integrity from then forward. Empowering others around them to try to bring the person back into the fold.

How are you as a boss? Very thorough, nice, don't mind conflict but does not invite it. If there's a communication issue and can stop the issue before it starts. Compassionate and empathetic for team and lets them know that he cares about them.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Why do you want to be the executive director of NSBMT?

Almost 40 years of law enforcement. Part reg, part enforcement. Everything was reactionary. There's an educational side as well as the enforcement side and that helps others understand why things work the way they should. Wants to help others understand the safety side of things. Bad actors need enforcement. There are things he can do because of his past in law enforcement.

DS: Impact thoughts/feelings? NP: Good thing. Bad actors need to be taken care of. Good ones need to have a bone thrown at them. Good to allow practitioners to work in other states.

DS: Salary expectations? NP: Makes \$103,299 please be gentle and somewhere in that ballpark. That is employer only pay. Could take a cut in pay because this job means that much.

How would you rank this applicant overall?

1 2 3

Comments: Can see Sandy's footprint and wished her the best of luck.

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Nicole Berry

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: active listener, teachable moments. Background in HR, recruiting, evaluation, discipline and training. Believes that training is 95% of being successful. Healthcare setting background also with research and development. Looking to help the team progress and be successful in their roles.

DS: Teachable moments? Creating presentations, explains topic, answers and asks questions so that everyone looks polished and professional. Teach within the HRIS system to make sure that things are documented correctly for good record keeping.

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: Going thorough an employee relations matter related to conduct issues. Met with the people, established a set of facts, organized the facts and then making recommendations and action plans including termination, long suspensions and training plans. The complainant was worked with for settlement matters. There were a lot of issues over a long period of time and she ensured that the facts were evaluated and the plan was in place.

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: Talk about the laws and support in place. Her job would be to ensure that the laws are followed respecting the decision that was made.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: Find a good fit personality wise. She spends time with staff, listens to and helps them overcome issues. Gives tasks that will help groom and grow them. Sends team to formal training and getting them certified and expanding.

DS: How do you work with a team to get them to work with you? NB: support them with additional knowledge, praise good work, respectful, works to help the team feel comfortable. How much time would you put into working with an employee before letting them go?

I work with them 6-9 months to give them an opportunity to improve and use the tools they have. Coming in and getting rid of people doesn't work so she works

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: Try to be polite, professional and talk about the positive things NSBMT have done. Focus on Impact and how it supports the industry. Cuts time, income loss and tracks license status in other areas. Talk on a high level and bring together the information so that it highlights the work of being good stewards of the industry. Focus on the positive aspects.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: Hard conversations about financial outcome when there was no surplus. Ended with a 1% raise negotiated. Other cases had a surplus and created a reward structure for longevity raises for staying overtime.

CG: As ED, given budget by GOV. what action plan would you have within those guidelines?

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

NB: Mid year cut would require a reevaluation of the plan in place. Look at hard costs, salaries and benefits, then additional position recruitment hold, equipment needs hold until more money. Meeting with finance team to see about moving line items to other areas to purchase or not within the budget.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: Reports of where we are at and provide consistent information about where we are going. Gives a summary of the historical data, answer questions and relates it to where the department is going in the future. Let boards know what is ahead and on agenda.

Option model that generates discussions within the group.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: Real time coaching and practice huddles by meeting daily. Provided coaching by showing the team how to process a new hire. Teaching by modeling and answering questions along the way. Keep helping them until they have all of the info they needed. Coaching is always available.

DS: How are you as a boss? NB: Honest in approach, guides and scripting answers so that they know that she will try.

Why NSBMT? NB: getting out of comfort zone, first to enact Impact, appreciate the public sector, likes the research on human trafficking and wants to help get people out of that aspect of the industry. History and education has mostly been HR but it involves having Empathy, compassion, and passion for the work. NSBMT gives her a chance to expand here and across the country.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

DS: Impact NB: states communications, bridge the gap between states and streamline the process, use database and cut down on any problems.

CG: Expertise in HR, overcoming lack of knowledge in the practice of massage therapy.

NB: Would spend time learning what it takes to become LMT, some of the requirements are like her previous HR experience. Handles discipline from HR perspective, learning and partnering with different entities to help research industry standards.

Expected salary? Happy to negotiate close to the midpoint of the salary range.

How would you rank this applicant overall?

1 2 3

Comments: _____

Of the 5 applicants, this applicant ranks: 1 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Yerania De Luca

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: Combo of collaboration and servant. Understanding the why as an employee so she leans into the team for workflow challenges, and they would know what the answers should be. Works to gather input for challenges. Wants to understand gaps and processes to lead employees through challenges.

Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: Sees change daily. Is a communicator, works hard to make sure she understands the processes. Will ask how the employee wants to be worked with. Identify expectations and set schedule for meetings and communications.

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: Communicate. Work to understand the reason behind the decisions. Previous experience as a public servant and auditor. Doesn't have to like it but would want to have an understanding of the why so she can defend the stance confidently. Not always agreeing but understanding that there may be other reasons for the decision.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: Worked with a fragmented team previously. Practicing what you preach. Playing to the strength and weakness of the team. Having team meetings. Updating forms for use statewide. Held meetings and opened opportunities for feedback because they offered information that she is not privy to (in the office and out in the field).

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: It depends. Following the order of protocol. I would have to be in the scenario. A response is not always applicable. There is a time and a place. If the committee would allow a response, she would back the board. Depends on the circumstances at that time the data would prove the facts.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: 2005-2008 recession. Greater NV Credit union and identifying the risk based approach. Thinking outside of the box. Doing a different type of audit. Looking at the risks to create a better understanding of what was going on. Managing through resources. No need to store supplies, making sure resources are being used.

CG: Governor says to cut budget what else would you look for?

YDL: would understand where the capacity to do so would be. Looking at breaking the budget down in savings on budget lines or categories. Being creative with travel and explain why you are reducing and articulating the message for adherence to the budget.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

1 2 3

Comments: Previous audit committee experience. Would have monthly meetings regarding whatever they were reporting. Guest speakers would be used to help create a sense of collaboration and governance. They would know the purpose of the committee, how they function beyond data reporting. Training and active in professional development groups, annual training and social interaction with the board to be effective with the staff and even constituents attending conferences for educational purposes.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: Big believer of coaching and mentoring no matter what the trends are. They have one on one meetings. Uses tools like surveys and feedback and exercises. Everything is individualized because everyone is going in different directions. Will ask what their challenges are and where they are going in the position. Mutual fits must work for the position as well as the individual based on the development standpoint of performance.

DS: Team would say about you as a boss? YDL: invites opportunities to share and easy to talk to Is a little shy but will create standards and operating guidelines and templates to follow. Including a how to guide,

Why would you like to be the executive director of NSBMT?

Career trajectory as legislative auditor for the state of NV. It is safe and fun because of learning about state agencies. Wanting to be able to implement changes proactively. How can I affect the board, serve the licensees, wants to work on the front end. Wants to regulate and educate and provide guidance as long as you are allowed. Wanting to join a team that allows her to allow creative and innovative in our approach.

DS: Impact compact thoughts?

YDL: sharing resources, knowledge and information is a favorable thing. It is another way of serving the public.

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Salary expectations: shy and believes in negotiating fair starting range is \$120k
employee/employer paid.

How would you rank this applicant overall?

1 2 3

Comments: Strong candidate and very knowledgeable brings a different approach to regulation
and public service to the board.

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

John
Teng

Executive Director Board Interview

Applicant name: Adam Higginbotham

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1(Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: 2

Question 2(John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: 3

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: 2

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: 3

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: 3

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: 3

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: 2

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: 3

How would you rank this applicant overall? 3

1 2 3

Comments: I am impressed by all his answers and experience he brings to this position. He seems sincere and knowledgeable. Nobody can replace Sandy but he seems suitable to work as the executive director of NSBMT and be a team player.

Of the 5 applicants, this applicant ranks: 2

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Elisabeth Barnard

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations

2= Meets expectations

3= Exceeds expectations

Question 1(Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: 2

Question 2(John Teng):Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: 2

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: 3

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: 2

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: 2

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: 3

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: 2

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: 3

How would you rank this applicant overall? 2.5

1 2 3

Comments: I feel that she may be a little nervous during the interview and may not have answered the questions the way she knows how to answer. The good thing is we have worked with Liz and knows how she would react to the situations in the question. My general feeling is Liz is more than capable of being the executive director.

Of the 5 applicants, this applicant ranks: 3

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Todd Park

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1(Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: 3

Question 2(John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: 2

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: 3

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: 2

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: 3
 He has the best answer among all the candidates with this question.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: 3

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: 2

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: 3

How would you rank this applicant overall? 3

1 2 3

Comments: I believe Mr. Park has very good management skills and knows how to effectively delegate. He is well prepared for the interview and he answers most questions well and demonstrated his qualifications. I believe he will be a fine candidate. My only concern is again the learning curve since he has been in law enforcement his entire career. But just by preparing for the interview you can see he has already studied up on the regulations.

Of the 5 applicants, this applicant ranks: 1

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Nicole Berry

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1(Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: 2

Question 2(John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: 2

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: 1

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: 2

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: 1 her answer shows her inexperience and lack of knowledge of what NSBMT does

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: 3

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: 2

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: 2

How would you rank this applicant overall? 2

1 2 3

Comments: 1 I have some major concerns about this applicant. One, if she becomes the executive director, there will be a huge learning curve for her to overcome. Two, she seems to jump jobs every 2 years or so and for me this is always a red flag when hiring. I feel there are much more qualified candidates than Ms.

Berry _____

Of the 5 applicants, this applicant ranks: 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Executive Director Board Interview

Applicant name: Yerania De Luca

Date: 8/25/2023

(Please rate the answer to each question on a scale from 1-3)

1=Below expectations 2= Meets expectations 3= Exceeds expectations

Question 1(Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.

1 2 3

Comments: 2

Question 2(John Teng):Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.

1 2 3

Comments: 2 didn't really gave a concrete example

Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?

1 2 3

Comments: 2

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 2 3

Comments: _____ 3 _____

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

1 2 3

Comments: _____ 3 _____

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1 2 3

Comments: _____ 2 _____

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: _____ 2 _____

(For executive use only) Average: _____

NEVADA STATE BOARD OF MASSAGE THERAPISTS

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3

Comments: 2

How would you rank this applicant overall? 2.5

1 2 3

Comments: I don't think she is as prepared as the other candidates for the interview. The learning curve would be too great for her. There are other candidates that I will choose before her.

Of the 5 applicants, this applicant ranks: 4

(1 = Top applicant; please complete this section after all applicants have been interviewed)

(For executive use only) Average: _____