

1. Share a brief biography including your professional experience and why you are running for elected office.

I am uniquely qualified as I have lived a life of service. I retired from private practice optometry after 38 years and over 200,000 patients. I served in the military for 25+ years and retired as a full Colonel and Medical Commander for the 512 AW at Dover AFB during wartime. I served consecutive terms as President of the DE Board of Optometry and was President of the Delaware Optometric Association. I was Clinical Associate Professor for the University of Missouri and Salus University. I was selected to become a member of the National Board of Examiners in Optometry and determined new graduates' fitness for clinical practice. I have served for 23 years on the Sussex County Easter Seals Advisory Board, helping improve the quality of life for citizens with disabilities. Five years ago, in coordination with Dr. Susan Bunting, I implemented the Leadership is a Lifestyle program I developed. For the past five years (excluding the COVID shutdown) I VOLUNTEER teach this program in three high schools: Sussex Central, Cape Henlopen, and Delmar. This program is based on my life of leadership experiences, leadership training, and volunteer experiences, and is built upon values-based Servant Leadership principles. The bedrock of the program is my "Dr. H's 13 Rules for Life" followed by character building traits explored in detail. Self-esteem, Success with Money, and the "Power of One" are highlighted, in addition to other topics.

I also started a Career Chat program where I invite speakers of note to share their path to success. Prior to COVID DuPont CEO Ed Breen and former White House Executive Housekeeper for seven Presidents, Mrs. Christine Limerick presented to join assemblies of several high schools on separate occasions. I asked them to share what they do, how they got there (course work/expert training/desire/special qualities), family life, and how they personally impact their communities. Locally, I have invited many outstanding speakers to present also. I believe our children must understand they have unique qualities and like our guest speakers, success is earned and rewarded when you focus on service to others while developing a skill set that is valuable in the marketplace.

I am a husband to Marcia, and we will celebrate 42 years of happiness together in July. We have three grown children who are successful good citizens, and Marica and I have been blessed by three wonderful grandchildren.

2. What are the three main priorities of your campaign?

1. Public safety
2. Building successful infrastructure amidst an exploding population
3. Providing a pathway to success for our next generation of leaders by improving education and education outcomes.
4. When we educate to maximize potential, we then must market our success to employers who can provide highly paid, highly skilled jobs and bring them to our area.
5. Have the vision to plan for quality of life as our population ages.
6. Care for and protect our environment

3. What do you think the State of Delaware does well in regards to education and why?

Humbly, I believe our elementary education is strong. We have dedicated professionals dedicated to serve our youngest in a nurturing way.

4. What do you think are the main issues or obstacles in the Delaware educational system and what will you do as a legislator to address them?

We spend much on education, yet our secondary school results unveil many academic weaknesses. Our ROI (return on investment) is low. I believe we need to raise the standard and expect EXCELLENCE in all grades, all levels, at all schools. As I mentioned before, EVERY child has unique capabilities and possesses the "Power of One" to maximize their potential. Although there are many examples of success, Dr. Ben Carson comes to mind. Raised in poverty, he was mentored by many and rose to be the preeminent neurosurgeon in the world. His mother and several teachers unlocked his potential. We need to find the keys to unlock the potential in all our children, period.

5. What does equity in education mean to you?

Listening to what is wrong, thinking critically how to fix the problems, and acting deliberately to completion. How is it possible the richest nation in the world tolerates treating children differently? The children have no say, they have no voice, they have no power. They rely on their LEADERS to do the right thing and make the right decisions on their behalf...and then hit the "repeat" button to make sure the results are consistent. Based on abysmal proficiency in math, ELA, and reading, all of us should be embarrassed and ashamed we have not fixed this problem. Competition made our country great. School choice for all, and the \$\$\$ funding the education of each child should follow each child, no matter what school the parent chooses for their child. FULL STOP. This will enhance competition, and force poor schools to either close or become better...quickly.

6. Do you believe the State of Delaware should allow families to choose the public school best suited for their child, including traditional and charter schools?

ABSOLUTELY....see previous answer.

7. Charter schools have been the birthplace of new and innovative education methods across the country. What can we do to encourage the adoption of these methods at other schools and encourage further innovation and collaboration between districts and charters?

Iron sharpens iron...competition and accountability. My military background and wartime Command experience tells me you get what you accept. If you expect mediocre, and accept mediocre, mediocre is the highest level of achievement possible. Mediocre is the lid. When you set a culture of excellence, and are prepared to reward true excellence, then those committed to excellence will prosper, those unable will need retraining, or help finding other meaningful employment outside education. This is not a game, the world is our competitor, and we are no longer competitive. Best practices must be implemented, measured, then managed to optimize outcomes. Strong leaders are never afraid of competition and work to assemble an ardent team to implement their vision. The Navy Seals say it best: "A" players like to compete against "A" players. "B" players like to play against "C" and "D" players." If we want to continue to be the lead dog in the world, then we need to compete with the "A" players. Personally, I don't care if

the best schools are charter schools or district schools. The best schools have the best leaders and give our children OPPORTUNITY. Opportunity, when accepted, builds results. All schools should be in the results business. Our children depend on us to deliver results for them. Results build competence. Competence builds confidence. Confidence enables individuals to push themselves to great achievement (Power of One!). Great achievement is contagious, poor achievement is infectious.

8. What role do you think the State of Delaware has in ensuring financial and academic transparency in public education?

Systems and processes drive results. Public funds are tax dollars that are collected from the demanding work of wage earners. Government has a fiduciary responsibility to maximize efficient use of public funds. If transparency is a problem, all taxpayers should demand the reason for the obfuscations, and demand immediate clarity and transparency.

9. The effects the pandemic has had on our children are still unknown. What we do know is that millions of students across the country suffered from significant learning loss and mental health issues. What should we be doing to help bridge this gap for Delaware's students? Are there any education policies implemented during the pandemic that you think the State of Delaware should consider maintaining?

I believe years from now we will learn how politics played a role in the gross mismanagement of the COVID crisis. We were led to believe restrictions were best, even if in direct conflict with the facts. Facts matter. Again: we must Listen carefully to the facts; Think critically to determine workable solutions; and then Act decisively to implement plans. Then measure, manage, and assess...over and over. To fix this, we need to hold decision makers responsible and accountable. Additionally, we need to remediate those in need, and avail counselling services to those in need. However, foremost, we must agree to drop the political nonsense and focus on building our next generation of leaders by providing the best education possible in a turbulent, but extremely competitive world.

10. There has been a lot of discussion around teacher burnout following the pandemic. What steps do you think the State of Delaware should take to help teachers improve skills and be better equipped, as well increasing the quantity of teachers?

History tells us crises begin when leadership ceases. Leaders at every level failed. The impact of failed leadership affects all....teachers included. I believe the answers are multifactorial. First: I think teachers would appreciate and benefit from leadership training. Being reminded of the impact they have on the community and the future of our country in addition to re-acquainting them with leadership principles to help them better manage their days is helpful. Secondly: as our leaders failed us, confidence in our public schools diminished. The leaders need to step up and inform (market) to the public the steps taken to secure the future of our teachers, and what leadership is doing to support the teachers. When I was CEO of my practice, I understood no one cared how much I knew about managing a practice, until they knew how much I cared for them, their families, and their well-being. When they understood how much I cared, they cared. They were happier, understood the mission, and supported my vision. If service is beneath you, then leadership is beyond you Third: I believe we need to incentivize the best teachers. Nothing better than reward and recognition to build a culture of excellence. If we want excellence, we

must be willing to pay for it. Why are some athletes paid more than others? Performance! Incentives will give a reason to strive for excellence. Excellence in instruction leads to excellence in the classroom. Excellence in the classroom leads to success on the competency exams. Success feeds success. This will raise morale as understanding rewarding excellence shows a commitment from leaders to establish a culture of excellence.