

Senate Finance Committee  
Senator Stedman, Co-chair  
State Capitol Room 518  
Juneau AK, 99801

Senator von Imhof, Co-Chair  
State Capitol Room 516  
Juneau AK, 99801

Esteemed Senators,

I write you in support of Kelly Tshibaka, the governor's nomination for Commissioner of the Alaska Department of Administration. My knowledge of her and her character date back from just shortly after she finished Law School and began working for the Federal Government. Knowing that I was looking for bright, innovative take-charge people to serve voluntarily in the non-profit sector, someone I respected highly (because of those same traits) recommended Kelly to me. That recommendation was one of the most singular in my life—and I'm passing along the favor.

Though I retired from Academia some time ago, my PhD (UCLA, 1982) is in the field of Higher Education—the study of colleges/universities as systems. I was especially keen on organizational change and leadership development. For the last 15 years 65% of my consulting and lecturing work has been international (as I write this I'm just returning from Uganda and the Netherlands). The simple theory I teach—and the practices for how to actually implement it—is that the greatest change in an organization happens when the workers within that entity are inspired and believed in by their leaders.'

Ms. Tshibaka excels in this arena. Her internal drive and intellectual energy create positive momentum in everyone around her. She is, at once, both *no-nonsense* about expected results from those who work for her, and yet she retains an understanding/compassionate persona people feel they can appeal to if they are getting stuck.

Kelly is highly innovative, but you will discover that she has an incredibly high level of propriety; in other words, she 'sticks to the book' and faithfully carries out her assignment exactly as prescribed, but she is utterly unafraid to try different strategies to do her job well. She is bold without being pushy (except toward any who are just 'putting in their time'). Knowing her as I do, I can promise that she will bring order to disorder, and she will quickly build teams among the various departments. People like working for her—even though she will be stern and demanding when necessary.

As a resident of California, I don't understand, exactly, all that the Commissioner of the Department of Administration oversees in Alaska. If you're looking for someone who will maintain the status quo, or someone who will tell you all the reasons why they cannot implement meaningful change, you will not be pleased with Kelly Tshibaka.

However, if you are hoping to confirm someone who instigates and manages change, a person who executes agreed-to priorities, sets strategic goals, and achieves results through flexibility and team building, you will not find a finer daughter of Alaska for the job.

Sincerely,  
Daniel A. Brown