SHARED VISION. An education leader promotes personalized student success by thinking and planning strategically to create and sustain an organizational vision of learning that is shared and supported by the school community.

**RATING:** Commendable

CULTURE OF LEARNING. An education leader promotes personalized student success by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning.

**RATING:** Commendable

DECISION MAKING. An education leader promotes personalized student success by accessing and using appropriate data to inform decision making at all levels of the system.

**RATING:** Commendable

MANAGEMENT. An education leader promotes personalized student success by ensuring management of the resources for a safe, efficient and effective learning environment.

**RATING:** Commendable

FAMILY AND COMMUNITY. An education leader promotes personalized student success by collaborating, communicating, engaging and empowering others inside and outside of the organization to pursue excellence in learning.

**RATING:** Commendable

ETHICS. An education leader promotes personalized student success by operating in a fair and equitable manner with personal and professional integrity.

**RATING:** Commendable
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ADVOCACY. An education leader promotes personalized student success by advocating for children and public education in the larger political, social, economic, legal and cultural context.

RATING: Commendable

BUDGET MANAGEMENT AND LEADERSHIP. Budget actions are proactive and consider both current and long-range information and data. A balance is sought to meet the current and future needs of students and remain fiscally responsible to the community.

RATING: Commendable

STUDENT ACHIEVEMENT. All students achieve a minimum of one year’s growth, based on Pennsylvania Value Added Assessment System (PVAAS). Literacy - 85% of students will be reading on grade level by the end of third grade; 95% of students will be reading on grade level by the end of eighth grade; all students will achieve proficiency and/or growth in English Language Arts by the end of 11th grade as measured by the Keystone exam. Numeracy - 80% of all elementary students will score proficient or advanced on each mathematics common assessment; 90% of all 8th grade Algebra I students will score proficient or advanced as measured by the Spring Keystone Exam; all students will achieve proficiency and/or growth on the Algebra I Keystone exam by the end of 11th grade.

RATING: Commendable

COLLEGE AND CAREER READINESS. Increase the Advanced Placement Equity and Excellence achievement by 10% (percentage of students that have scored a 3 or higher on an Advanced Placement Exam over the course of their academic career); students in grades 3-12 will engage in career ready activities such as career exploration, career interests, and career experiences; increase student participation by 20% in internships and dual enrollment opportunities; in collaboration with businesses and postsecondary partners, district will implement a Career Pathways model for the secondary program course of studies that provides opportunities for career exploration, internships, job shadowing, post-secondary course enrollment, employability, and financial literacy skill development; adopt and implement flexible options for students to take an elective, or pre-approved course for enrichment, exploratory opportunities, or advancement by re-evaluating our graduation requirements and elective offerings.

RATING: Commendable
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FINANCIAL AND HUMAN RESOURCES. The district will continue to develop a fiscally responsible budget that reflects the values of the community, provides a quality education, sustains the educational program, and is supported by the Board of School Directors and the community; migrate to an online human resources program for leave approvals by the end of 2018-19 school year; perform a line item analysis of all accounts to seek financial efficiencies; develop a 3-to-5 year budget forecast for presentation at the Spring Budget and Finance Committee meeting to inform the school board and community of the budget realities in the future.

RATING: Commendable

CURRICULUM, INSTRUCTION, AND ASSESSMENT. Adopt common writing rubrics for elementary, middle, and high school informational, argument/persuasive, and narrative writing; complete alignment of all K-5 unit assessments in all subjects to report card standards; identify common unit assessments for ELA and mathematics in grades 6-12, align to PA Core standards, and complete an audit of assessments to check for quality as defined by the Curriculum Handbook. Develop a Kutztown Area School District Literacy Framework in collaboration with all stakeholders to determine our shared beliefs based on research-based best practices and articulating the elements of the framework for 2019-2020 implementation. Design innovative scheduling options to maximize student opportunities and provide flexible course options including dual enrollment, virtual, blended, and hybrid learning. Implement elementary standards based report card; develop and finalize the secondary grading practices for implementation in the 2019-20 school year.

RATING: Commendable

COMMUNICATION/COMMUNITY. Recognize, publish, and communicate Kutztown Area School District staff and student accomplishments to foster community-wide relationships and support for the District and its goals; solicit community feedback regarding district/school needs, priorities, and improvement initiatives through community surveys, forums, and meetings.

RATING: Commendable

STUDENT ENGAGEMENT (ATHLETICS, EXTRACURRICULAR, CO-CURRICULAR). Increase student involvement in extracurricular activities by 5%; increase the use of communication tools by all athletic/activity staff members via apps, team/club websites, etc.; migrate to an electronic registration system for athletics; develop revenue stream to support our Athletic and Co-Curricular programs.

RATING: Commendable
Superintendent Evaluation 2020-2021

SCHOOL SAFETY. Implement proactive measures to support students such as partnering with the Caron Foundation to conduct at-risk assessments and Student Assistance Program (SAP) services for our students; continually evaluate the physical facility security to provide a safe and secure environment for students and staff; conduct regular safety drills with consultation with first responders; utilize county-wide services to support staff in ensuring a safe environment such as advanced technological communication tools and the Berks County Emergency Team.

RATING: Commendable

OVERALL RATING OF THE SUPERINTENDENT’S PERFORMANCE.

RATING: Commendable