

1. The public schools have a crucial role relating to the development of human resource talent in our community. With budget deficits, arguments have been made inferring that education quality will suffer if teachers' wages are not increased. Do you agree with this inference? Do you believe a correlation exists between teacher salary and the quality education? Please discuss your answer.

I believe that quality education is the result of multiple factors. These factors include facilities, staff, curriculum, and supporting programs. The metrics for measuring quality are complex and not specified in this question. My ultimate goal is to make Oshkosh a destination school district.

Teacher's salaries is a factor that needs consideration as it relates to the recruitment of talent. In the specific circumstance of OASD, our first-year teacher's salary was 20% below that of neighboring districts (according to the most recent public data). In any market with competition for talent, with multiple choices of employers offering the same work, would top tier candidates most likely pursue the job that offered the position for 20% less?

My personal experience suggests our district has hundreds of amazing teachers who are committed to our community. The question is one of sustainability, can we expect to be competitive if our salaries are not competitive?

2. When the OASD has funding shortfalls in upcoming budget year that force the District to cut education programs and/or classes, what aspects of current school district operations can be Discontinued?

Our district needs to look at what costs are multiplicitous. We separately need to consider where there are inefficiencies. In recent years the district has gone to referendum and given voters the choice to either increase spending or support cuts. This leads me to assume the district knows what cuts can and should be made, but they are leaving the tough choices up to the voters. As a voter I would support measures that consolidate schools and save costs through those means, but those options were always carefully bundled in a way that make the referendums all or nothing. This creates a false choice. The school board has to accept its fiduciary responsibility and make these calls. It's time to make tough decisions that will help us maintain a level of fiscal responsibility while also delivering quality education to our students.

3. As a member of the Board of Education, what specific issues will be your area of primary Focus?

My primary focus is to make Oshkosh a destination school district. Our schools can attract families to the area with attractive and well maintained school buildings and grounds. Our schools need to be located in areas that support potential growth. They need to be utilized to capacity and provide equity throughout the district.

All decisions should be driven by data. There is abundant evidence to show us how to create successful schools, and following that evidence is one of my top priorities. We can use data to close the achievement gap and help raise our student's literacy scores. As we do these things, we can build a destination school district.

4. Please list the top strategic issues that the Oshkosh Area School District faces.

The top strategic issue is making Oshkosh a destination district. Our district should be the place where people want to work, locate their businesses, and educate their children. I have spoken to people who move to the area after accepting a job here only to see them move out of the district because of the better schools elsewhere.

5. Is there something that the Oshkosh schools are not presently doing that you believe will significantly improve educational quality? What is that and why do you believe it to be Desirable?

Based on my own experience as a teacher, the most impactful changes I experienced were made through the teacher evaluation program. As a board member I would like to review our teacher evaluation system and look for ways we can replicate the success I experienced.

I would also like to review efforts being made to improve our overall reading scores. As a Middle School English teacher, I relied on data and reading intervention programs to help promote student literacy in my classroom. The data collected in my teacher evaluation showed that my students' growth exceeded expectations. Using data and reputable intervention programs, we can see the same results in our district.

6. What priorities will guide your actions as fiscal pressures impact facilities, staffing, programs and services?

I am dedicated to instruction that prepares our children to be competitive in their post secondary pursuits. As a district we must improve our reading scores and I believe we can do this as we analyze and dissect data. Any adjustments we choose to make must be made in a way that does not interfere with our efforts to improve student growth and learning.

For example, when it comes to school and class sizes, we have large inequities across the district. I believe addressing these inequities is one way we can save money. I am a fiscally responsible person who will prioritize long term costs over short term fixes.

7. Bray Architects performed a Facility Condition Assessment for the Oshkosh Area School District that estimated over \$100 million of facility improvement projects for our area school building. Please discuss your thoughts on how to address these improvements.

We need to develop decision criteria to determine what we should do. For example, the numbers represented in Bray's findings did not address capacity analysis or optimal education value. Before any decisions are made we must find the answers to these questions. Are our buildings filled to capacity? Do they optimize teaching and learning? In the long term, is it more efficient to rebuild a few of our outdated buildings and consolidate others?

As we look for answers to these questions we must consult with experts like Bray Architects, but we also must listen to local input. As a school board we must look above the issues affecting a single school and determine the path forward for the district as a whole. If we have a framework for strategic decision making this would provide context for making more detailed decisions affecting investments such as the building improvements described in the Bray work.