

December 8, 2017



MEMORANDUM

To: Kathleen Hanks, Administrator, Board of Education Howard County

From: Leslie Gilbert, HCPSS Process Development Coordinator

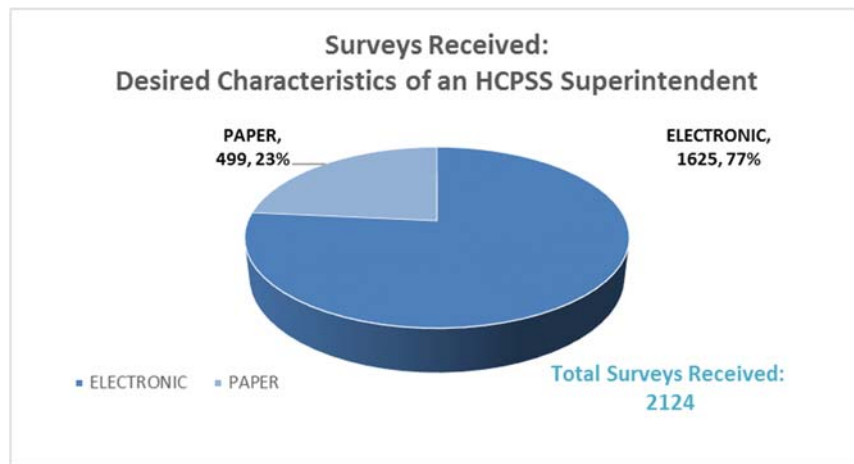
Subject: Results of the “Desired Characteristics of an HCPSS Superintendent” Survey

Summary

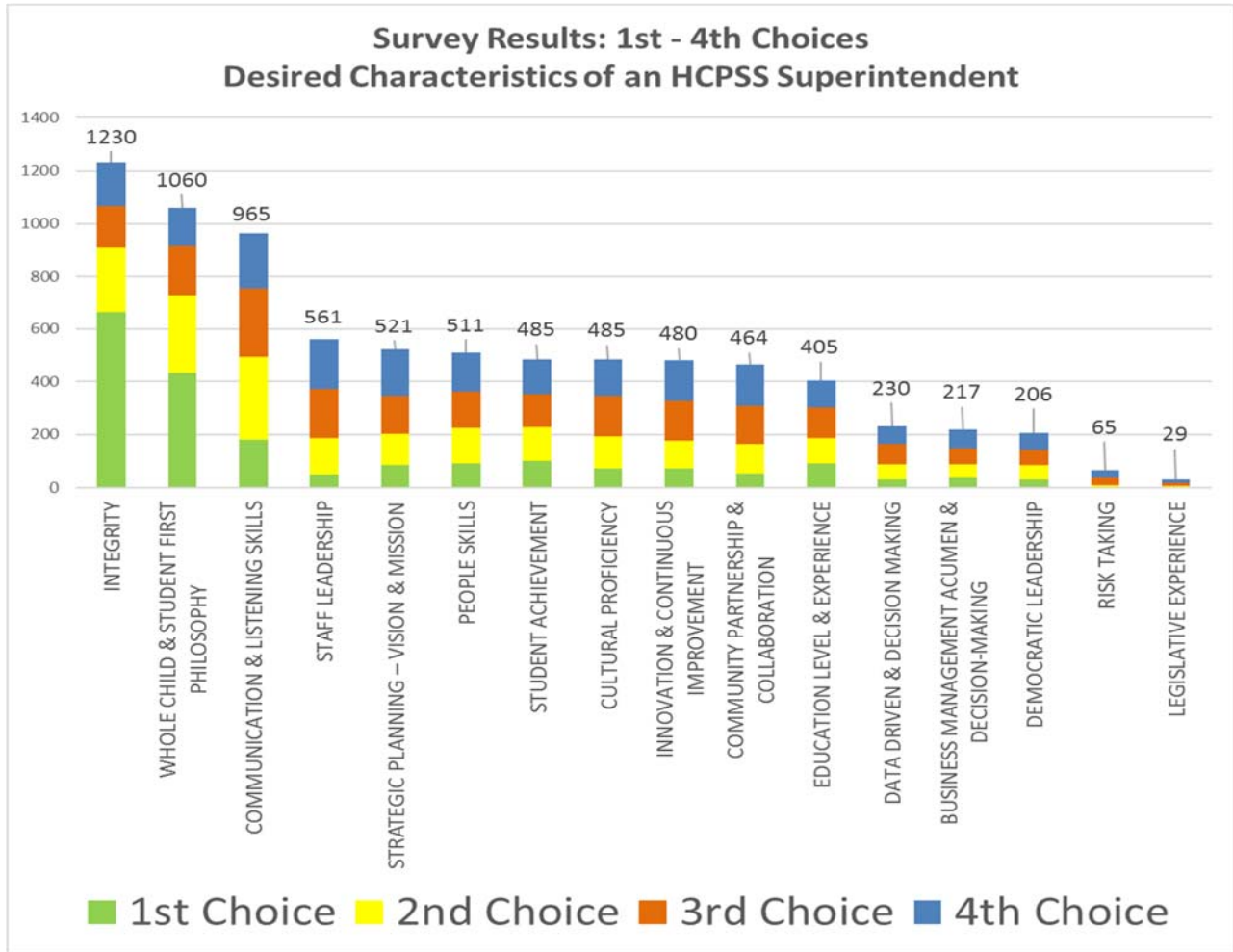
The results of the community input survey entitled “Desired Characteristics of an HCPSS Superintendent” have been compiled. Summarized facts from the survey are included in this document.

• **SURVEY RESULTS:**

- It should be emphasized that the data are not a scientific sampling, nor should they necessarily be viewed as representing the majority opinion of the HCPSS community.
- The HCPSS Survey received a total of 2124 surveys made up of 1651 (77%) electronic survey submissions and 499 (23%) paper survey submissions.

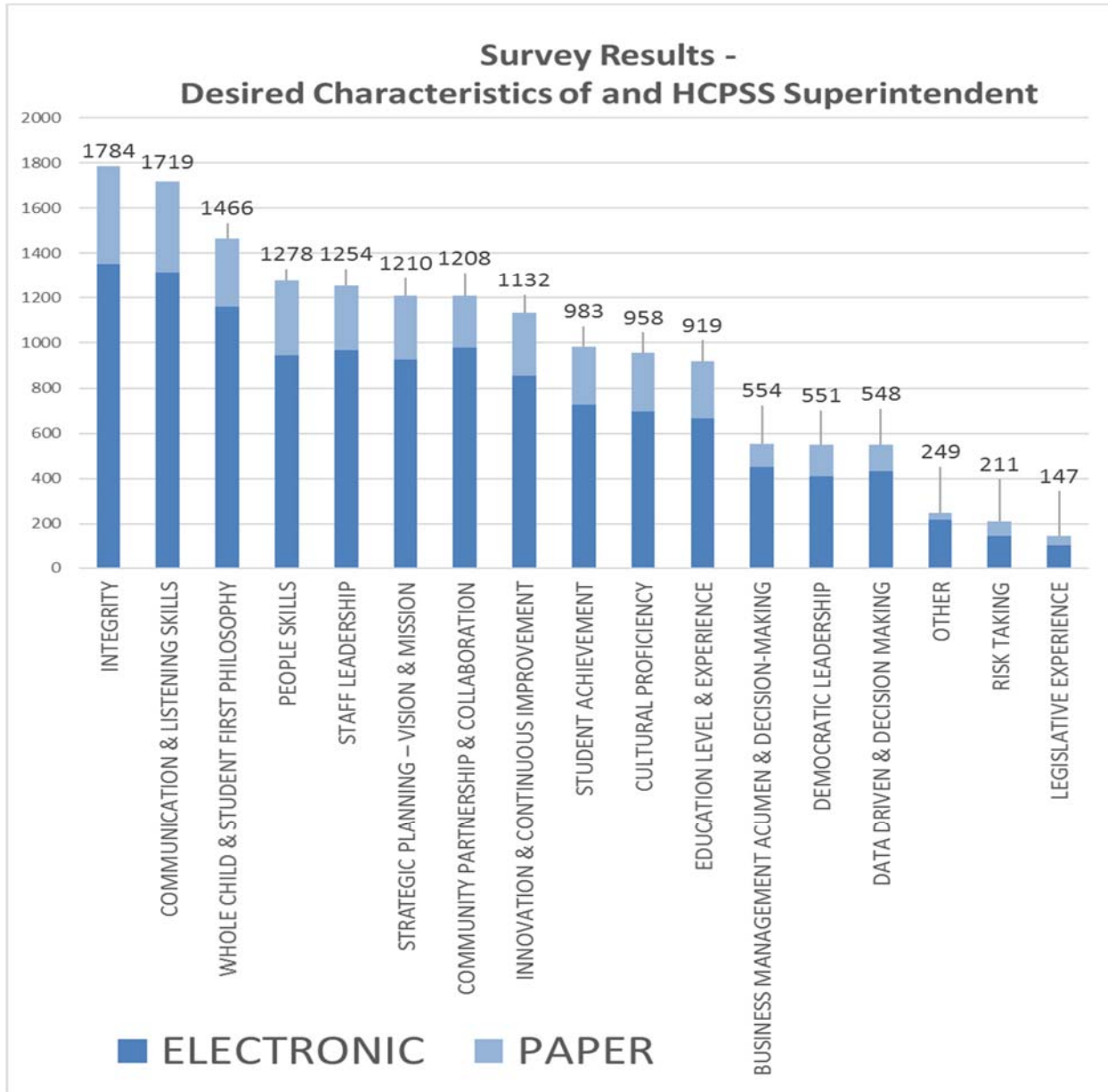


- 1st – 4th CHOICES results are as follows:



Rank	Characteristic
1	INTEGRITY
2	WHOLE CHILD & STUDENT FIRST PHILOSOPHY
3	COMMUNICATION & LISTENING SKILLS
4	STAFF LEADERSHIP
5	STRATEGIC PLANNING - VISION & MISSION
6	PEOPLE SKILLS
7	STUDENT ACHIEVEMENT
7	CULTURAL PROFICIENCY
9	INNOVATION & CONTINUOUS IMPROVEMENT
10	COMMUNITY PARTNERSHIP & COLLABORATION
11	EDUCATION LEVEL & EXPERIENCE
12	DATA DRIVEN & DECISION MAKING
13	BUSINESS MANAGEMENT ACUMEN & DECISION-MAKING
14	DEMOCRATIC LEADERSHIP
15	RISK TAKING
16	LEGISLATIVE EXPERIENCE

Overall selection of characteristics: Survey participants selected their top eight (8) choices from the overall list and were given the opportunity to submit additional characteristics as open-ended text. The results of this section are as follows:



- **Open-Ended Comments and Characteristics:** Open-ended comments are provided as an attachment to this document. 633 (30%) of the surveys included additional comments. 249 (12%) of the surveys included a response to “OTHER CHARACTERISTIC OR SKILL (NOT LISTED ABOVE)”.

- **SURVEY DESIGN:**
 - The HCPSS survey was designed following research on similar surveys recently offered in large school districts, as well our previous survey* that was administered in 2012.
 - San Diego County Office of Education (780 schools and 500,000 students) administered a similar survey contracted through Hazard, Young, Attea & Associates (HYA) in February 2017. They reported 420 online survey participants. Their report did not highlight paper-version of survey.
 - Houston Independent School District (283 campuses and 215,000 students) administered a similar survey contracted through Hazard, Young, Attea & Associates (HYA) in April 2016. They reported 2451 online survey participants. Their report did not highlight paper-based version of survey.
 - *Previous survey had a notice at the bottom: “This is property of Ray and Associates, Inc. and is not intended for reproduction or distribution without permission.”

- **SURVEY MARKETING:**
 - The survey was highlighted in HCPSS News on November 8 and November 15, 2017, and also placed on the HCPSS.org website banner.
 - Principals were sent a short article to be included in their school newsletters advertising the survey and providing links for their communities.

- **SURVEY ACCESS & DISTRIBUTION:**
 - The HCPSS Survey remained open from November 6 through December 6, 2017.
 - The electronic survey settings were designed to only permit a person to submit once from each device. Up to eight (8) characteristics could be selected.
 - The electronic survey version randomized the order that the characteristics were listed for each person.
 - A paper-based version was made available for community members to print and mail or email back to Central Office. Printed surveys were sent to each school prior to parent-teacher conferences to be made available for parents and staff to complete.

- **SUPERINTENDENT’S SEARCH FORUM:**
 - Two (2) forums were held to solicit direct feedback and answer questions from the community. Comments were compiled and are provided as an attachment.
 - November 30, 2017: 4-5 p.m. at Centennial High School, 9 attendees.
 - December 5, 2017: 7-8 p.m. at Wilde Lake Middle School, 15 attendees.

LG:KH

Attachments:

Survey - Open-Ended Comments and Characteristics (.pdf document)

Forum – Public Feedback from Participants

Blank example of paper survey

Binder: Paper Surveys Received

Results Spreadsheet (MSExcel document)