

**Superintendent's Search Forum**  
**November 30, 2017: 4-5 p.m. Centennial High School**  
**December 5, 2017: 7-8 p.m. Wilde Lake Middle School**

**Question 1:** What characteristics do you feel are most important for the Board of Education to consider when hiring an HCPSS superintendent and why?

- Someone with integrity, a sense of community
- Someone who is genuine and shows caring for people
- You feel Dr. M. has all the characteristics listed on the survey.
- Type community input on question #1 in this box. Hit return after each piece of feedback.
- Passion and dedication to the education of children. This always must come first. Sometimes, with a political position, their aspirations allow them to have their focus on political allies, but education is not political.
- Knowledgeable about current issues, putting children first, integrity, genuine with being personable with staff, families, and community members.
- Honest, dedicated; values, education, and staff, Experience with a large school system, Overcrowding is my main issue, Trust and open communication, Proven; able to work with the BOE, Collaborator
- Our organization feels it's good to identify who we are. I am here representing the Howard County Farm Bureau which is a membership organization that is the voice of agriculture for Howard County. The FB strongly supports agricultural education for HCPSS.
- We want to thank the Board of Ed for your support in bringing this education back to HCPSS in 2018. We look forward to partnering with you when this academy begins. (Agricultural Science) To continue this momentum we support a superintendent that puts students first and

does so by promoting community partnerships amongst all stakeholders.

- Our number one characteristic would be to build partnerships and collaborate amongst all stakeholders. The interim superintendent started an academic agricultural science advisory council. We are a part of it. Dr. Martirano placed a priority on listening, communicating and dialoguing with stakeholders.
- Whole child and student first philosophy Not every child is ready to go to college and children that are not should not be made to feel “less than”. We need to honor those students who are not ready to move in that direction and should help those students expand on working skills. That option should be made clear to students even before they get to HS.
- Strategic Planning A superintendent should understand that s/he needs to be more involved and have more input on growth in the county and be more innovative on planning, such as with redistricting. It should not only be about “lines”. There should be a way of choice for families rather than sticking to formulas. There need to be more options. Look at strengths, and options that may be more appropriate for the student.
- Honesty and trustworthy and knowledgeable about the job that they are hired to do. These would be incorporated with the task that they are charged to do
- S/he should work alongside of the constituents, should be receptive to new ideas. Should not disregard all that was done previously. Some things may be able to be enhanced. The transition is very important. Be sure to be able to listen to the people who were there previously. Be intentional and work it into what you hope to do.
- Experience is very important. Awareness about school systems, what they entail, have the opportunity to work in that position. The person should truly understand what they are tasked to do and be committed to it.

- Integrity—honesty, empathy and walking the walk, no manipulation of the community and lied too, community and funding authorities should be transparent and function better if there is established trust with the superintendent. This lack of trust caused depletion in funding and produced soap opera affect during board meetings whereas more attention was given to antics versus business and what was best for students and educational concerns.
- With honesty comes worthwhile communication and relationships with people who have trust
- Transparency that is related to trust in which there is information available to make independent decision making –information needs to be transparent and available
- Openness and a willingness to communicate openly with the community to be a problem solver –last night’s town-hall was a good example of where people could ask and receive responses directly, instead of artificial filters
- Philosophy of putting students best interest first—academics, social and mental health—all around wellness so that their experience is positive and prepares them pursue their passions
- Valuing the arts –a willingness to be sure to set up scheduling that is responsive to student needs—protocols exist and sufficient funding
- A desire to provide equitable opportunities for students
- Find a person who is deeply concerned about the students. In looking at the school system and the students who are in there we need to increase our graduation rate. It’s a stretch goal because it is high but it could get higher. I would like to see more students take advanced placement courses and a reduction in suspensions and more usage of restorative practices to keep students in the school.
- My concern is that the board will not have a large enough scope to find the right person. Basically in Maryland there is a limited pool according to the state board of education. The first thing they need to

do is talk to the state board to get a broader field of candidates. There have been a lot of people who have been brought in as superintendents who are qualified according to the state board. I don't want to be fishing in the same pool of fish. Let's get a broader pool of candidates.

- I feel that our superintendent should possess a passion about our student's success academically and socially within the school system. I feel that he should also have the ability to build relationships with all the stakeholders including parents, teachers, board, county counsel, state delegates to get funding and support for the school for different initiatives.
- Equitable framework when figuring out solutions for students. Howard County is a diverse county with a large immigration policy. Make sure you are doing things for the interest of the 21st century learner. Paying particular attention to the Kirwan commission and understanding how that impacts Maryland generally and having open and honest conversations with school stakeholders and are aware and part of the discussion. \*From here as a member of Chris van Hollens office but not serving as a representative of.
- To me the education and qualifications are super important and having said that its not any relevant its specifically a doctorate in education. Prior experience with working with the school system both with the administration and overseeing large number of schools and students. Along those lines who is willing to bring up innovated programs to the school systems for example programs that look at the present subsects of students finishing high school. If the graduation rate is 93% who is coming in to improve the percentage. 100% I will be happy.
- First thing that pops into mind is integrity.
- Integrity is a good one, the next superintendent should also have very good community engagement skills. Last sup left many bruised feelings with stakeholders

- Someone to build coalitions, communicate well, and build coalitions.
- Agreement, transparency is critical.
- Another important thing is a sense of organization. Knowing how to plan to get things done, even the simplest thing. Need to be able to go from A-C, then A-Z.
- Building in communication. Making sure all stakeholders have been heard.
- Being able to articulate a vision for the school system and then lead a process that will develop a long-term plan. It is a really important role to develop a plan since the current plan runs out in 2018.
- On top of the givens: academic credentials, experience. These other big decisions will help the system to grow and be inclusive.
- Lived in Howard county for over 17 years. This is a very important.
- Needs to be very experienced, from another state, or nationwide. Most important, he or she needs to care about our children, and our county.
- An ability to relate to the teachers, students, public, and politicians.
- Open and transparent
- Be innovative but not to the point of overwhelming teachers
- We didn't have someone who listened to the teachers so that's very important. Listen to the teachers.
- Respect for the parents.
- I think you have someone in there right now that people in the county are looking for.
- We didn't do a search for Sydney Cousins. He was just hired. Why do a search right now?

- Considering the money that was spent to dismiss the last superintendent why waste the money on a search.
- We've done better without searches in the past years. If we've just hired Sydney why not just hire the current interim superintendent.
- Teachers and staff love the current interim superintendent.
- He or she should have teaching experience
- Management skills
- Good communication and collaboration skills and will accept feedback and can listen.
- He or she should know how to summarize what has been said and to make a good decision from the information that is given.
- If a superintendent has teaching experience, he or she will know the perspectives of teachers and students.
- As a previous teacher, the superintendent will have the respect of the teachers.
- Leadership because the school district is the largest employer in the county
- Someone who people trust; trustworthy; through his/her actions someone people
- trust
- Someone one who loves kids; liking kids- it humanizes the individual who serves in the role
- Someone who is clear about transparency particularly financial transparency
- Hope we will put some resources in areas where we lack;

- data gathering
- Why don't we know where people are moving so our schools don't become overcrowded?
- Lack of strategy? Lack of data? I would like to see someone put some focus on that...redistricting, adequate public facilities ordinance
- Excellent interpersonal skills
- Willingness and commitment to have presence in community
- Build relationships
- Good financial acumen
- A perspective on financial requests from various county groups  
Excellent steward of the county's funds; 60% of the county budget  
Grasp of the big picture; other entities are important to the quality of life in our communities  
Be able to get things done  
Get others to buy into your plan  
Vision  
People have to feel comfortable that you are going in the direction the system ought to go  
Someone who can unify people  
Not afraid to do something new  
Lead the education of kids from a new perspective  
Positive energy  
Bring stability back into our school system  
Experience; someone who already has experience at state and county level  
Able to work with major stakeholders  
Provide stability  
Someone who can work with elected officials  
Work with our students  
Can channel money into our school system through multiple funding sources and programs  
Courage to make changes

**Questions 2:** What issues do you believe the next HCPSS superintendent needs to be qualified to address?

- Staff hiring needs to be looked at for the needs of the students
- Desire for world language to continue with the elementary students
- We want things to be equitable in Howard County and need to be

able to address inequity

- There are no easy fixes.
- Re-districting: do what's best for the school system, not what makes everyone happy. Knowledge about curriculum, choose knowledgeable people to work with, knowledge of the community, Experience with overcrowding, limited resources, and Board issues – the Superintendent and Board don't always work well together.
- Needs to have experience working with the Board.
- We feel that without Dr. Martirano's leadership that both the Agricultural Science Academy and the Agricultural Science Advisory Council would not currently be emerging.
- Cultural proficiency
- Person needs to be approachable, not just a "yes" person but someone who is truly going to listen to concerns and has the ability and desire to do something about what is important to people in the community
- Person should not simply have preconceived ideas, person needs to truly take into account the desires of the community
- Racism, all students need to have the opportunity to reach their highest potential. If there are deficits in certain areas, be receptive to fixing them, and try to get to the root cause of the issues/problems. Why are the problems still here? Need to act on these issues, i.e. closing the achievement gap. Superintendent needs to be willing to hear and aware of some of the concerns and listen to both sides, listen to the people who have experienced it. There may be a reason for someone to feel the way they feel. Be able to diffuse and talk about it and not dismiss.
- Achievement Gap, superintendent needs to be aware that it exists and set up a task force to address it and truly get at the root cause, is



it economic, environmental, home life? Are parents equipped to help their children?

- Equitable opportunities would include the minimizing of the effect of the financial status of students' families has on educational opportunities
- Private tutoring available for those who cannot afford it
- Participating in enrichment activities—science camps, writing workshops
- Private music instruction and sports team opportunities
- Redistricting and addressing overcrowding issues
- Considering equalizing demographics of schools and their populations
- Increasing diversity of the staff to the schools as teachers etc.
- Staff functions smoothly and responsive to the community
- Career and technology education
- Providing opportunities for students to take a variety of courses at different high schools—magnet programs can unbalance schools and take the brightest out
- The use of programs to adjust populations—implementations of programs are important to consider what affects they have on general school operation—how to work with alternatives avenues like HCC and jumpstart and Lincoln tech without being harmful to home schools
- Looking at partnerships and their effects on students
- Implementation of policies –board of education
- Dealing with discipline issues in a beneficial way to the student

- Dealing with issues related to the appreciation of diversity
- Dealing with schools start time issues
- Dealing with overuse of standardized testing
- Improving the teacher and staff evaluation system
- Trying to build into the community more of a team approach with school teachers to benefit all students
- Giving teachers more time to communicate with parents to benefits students—streamlining paperwork and non-instructional things teachers have to do
- This would be so that they could increase time to work with students and families
- Providing more time for teachers/staff to give one on one assistance when I think the superintendent shouldn't be addressing any issues by himself. We have an elected board of education and for them to expect the superintendent to replace them is not good. The board represents us as parents, students, taxpayers. The board is to serve as their executive officer. The board should work with the superintendent in a way that addresses the views of the community. The board should be the way that parents and co
- The board sets the mission for the schools and the superintendent is supposed to execute
- School graduation rate and other initiatives set by the board
- The superintendent should be a good soldier. Example: The superintendent who came in and took over Seattle public schools. A good military man knows how to get the mission done. But the military man should not be starting the wars.
- One of the things the superintendent should be doing is helping the board of education get funding for the schools. One of the issues that

we have dealt with is school redistricting. That is due to the issue of funding and the superintendent has a responsibility to lobby for funding to schools.

- It is critically important for the superintendent and the board to think long term in funding.
- The school systems graduation rate, to make student career ready, when I say career ready not necessarily go onto complete a PhD. Even if they do not go up in further studies they should be able to get some sort of job they are receiving in HCPSS. For example, the ARL lab. ARL is a really, really good program. I would like the superintendent to enhance the capabilities of that program. Not all the students are the same. Also, some families are poor. Some families cannot support the student so the school should teach them advanced skills while they are here. It helps everyone: Students, community and state.
- Good news is that there won't be too many big surprises, but they will have to make big decisions. County planning for growth is having a big impact on schools. We are ridiculously far behind on this. High school redistricting is a big process. Other issues are really important, not a secret, school system has struggled to deal with: school start times, amount of homework, and standardized test. Our school start times go against the American pediatric association, the amount of homework is staggering, standardized testing (obvious state and federal mandates) most agree that it is not beneficial to student learning and it is all too much. Defies logic. It is hard to wind those back and it will take someone who is a strong leader. Involved with organization that has programs in the high school. Diversity in our system has to be looked up. When I go into the schools and see the diversity and hear the comments, you have the have's and have-nots. How to make everyone feel whole within the system. More diversity in staffing. Nationally only two percent of our teachers are African American males. Along the same lines, we are not protected from national trends. We need to be able to provide a consistent education from students of different socioeconomic status. I hope he

can help us to secure funding for the new high school. Use influence, and political savvy to deal with all the different entities to make it happen.

- Drugs and bullying. Those are two things that the county has to deal with.
- The ever pressing issue of the difference of success rates of whites and blacks.
- All groups should be equally successful.
- All groups represented.
- Agricultural and other vocational tech programs.
- We need more vocational tech programs. Every student isn't college bound.
- Realistic expectations
- Enrollment (school redistricting) due to the growth of Howard County.
- There are empty seats in Western Howard County. What can we do about it? Nobody wants to do that bus trip.
- Hiring good qualified teachers.
- Hiring teachers in July and August permits good teachers to go to other counties.
- Comparable salaries for educators so qualified teachers aren't going to neighboring counties (Montgomery County, etc.)
- Keeping HCPSS as one of the top counties in the state and country.
- Address special education. Special education parents need to feel their concerns are taken seriously.
- Looking at the curriculum to ensure that there is not so much in the

curriculum that students aren't able to have a hands-on experience.

- Starting and ending times of schools...considering that it gets dark early in the fall.
- How the money is used by the Board of Education?
- School system, the families, and society is what makes a good school system.
- Redistricting/overcrowding
- Best methods for Data gathering
- Managing the budget
- Allocate resources where they are needed
- Good relationship with board to develop priorities
- Push out new initiatives
- Being on the cutting edge of education
- School equity and how to deal with that, for example remedial classes, special areas within school clusters
- What does school equity mean for this district?
- Bring consensus to the community to show other solutions that could help our long lasting problems
- Transparency
- Cell phones in classrooms
- Safety in schools and classrooms
- Understand that you can't please everyone; "no" is an option as long as there is an explanation

- Bullying
- Drug use in schools
- Cost control; per pupil spending; look at certain schools in our county and you wonder how the money is spent? Reduce costs; use money effectively School maintenance; make sure that schools are in great condition How will you manage student populations over time Renovations vs. building new schools from a budgetary standpoint

**Question 3:** Is there anything else you feel is important for the Board of Education to consider when hiring and HCPSS superintendent?

- I fully support Dr. Martirano.
- If he does not want the position you want them to hire his clone.
- Want a superintendent who sees the important of a feed school community
- Someone who sees the importance of Cultural Proficiency and need to reach each child.
- Dr. Martirano has pulled the county together and lead us through some dark times.
- Please consider that the job is difficult, so the individual who is placed in the position, my look after the welfare of the children in the school system. They have to balance the needs of the families/community and school staff.
- Staff Morale is critical to the success of the school and students. There has been a perception in the past that that is not a priority.
- The board should hire Dr. Martirano because I think he possesses many qualities which would bring him success. As a PTA president, I have observed him speaking to a crowd and can say that he is personable, knowledgeable, compassionate, student-centered. I think that our district would be wise to employ him and I think it would be a waste of tax payer dollars is we didn't.
- HCPSS will now have the opportunity to study in the hottest area of STEM which is food, agricultural and natural resource sciences. We

are thrilled about this progress which we were unable to make with the previous superintendent. We had previously had a meeting but there was not the same two way dialogue and no subsequent action.

- We strongly support Dr. Martirano who has the attributes we need for the next superintendent. We would like to thank the Board of Education for this
- I trust that the BoE knows what to look for
- The BoE should continue to be responsive to the residents of HoCo
- I believe that that is going to happen
- All residents of HoCo are important not just the parents of current students
- The values of all residents have an impact of who lives here
- Be likeable
- Have an inviting personality, not push people away
- The kind of person that people like to gravitate to, people don't mind sharing a concern
- Be approachable
- A person for all people
- be willing to have an open door policy, be willing to act on concerns and issues
- Have a method of getting back to people regarding their concerns - Be a good listener and HEAR - Manage by walking around, get a feel for what is going on by being there
- Reasonable communication skills
- Clear and articulate thinking
- Honesty
- Desires a good working relationship with the BOE
- Willingness to work respectfully together as team
- To be respectful
- If we are satisfied with the present interim superintendent, it may be wise to stick with him as opposed to going with an unknown or a search process. A search process may not be needed.
- This may be obvious, they have to feel really good about their ability to work with the superintendent. It was a problem in the past.
- Referring to Dr. Foose's behavior at the board meetings. We need to find someone who can work with people at all levels to make this

happen.

- Acting superintendent is doing a good job. He cares about equity in education. I think he is a good candidate.
- That is a good point. If the board feels Dr. Martirano is a good candidate there is no reason to spend the money to do a search. It is up to the board, there is no reason to put on a show for us. Make the decision and move on to get things done and not waste money.
- How much leeway do they have with contract? Give a little more protection to the citizens of Howard County. Perhaps put in more flexibility to avoid a buyout situation. Thinking through the contract, dealing with the present, and dealing with the immediate future, in case something were to happen. "The Weasel Clause". I think Dr. Martirano has done a lot to extend himself, to be involved, to be engaged, he recognizes me when I see him. He understands who is in the community and what they represent. Further ahead in the community. Something else to consider, they should very carefully check this person's background. People are now being held to account for things that happened 20 years ago. They should be careful to scrutinize the candidates past ahead of time so they are not surprised later. Very impressed by Dr. Martirano and how quickly he adjusted to Howard county. How he came in at a difficult time. He communicates professionally and gives everyone respect. We don't want county to spend money on recruiting if we have a good candidate. Is the board doing a survey specific to staff. I think that is very important so that staff are not lost in the community. I hope that they survey
- The Board and the current interim superintendent are doing well working together. There has been such conflict in the past. We can't control the Board because they are elected.
- The superintendent must be able to work with the Board of Education.
- There are four people who are going to pick the superintendent who may not be there in September to work with him or her. There's no control over that. So, he or she must be ready for whomever is elected.
- That it doesn't matter if the superintendent lives in Howard County



or not.

- I think the current interim superintendent has jumped in on a positive note of running the school district with both feet in.
- Support teachers who are interested in
- The superintendent should be someone who has worked for the state board of education in WV and HCPSS and who started as a teacher, calls children babies, and wears funny socks
- Diversity of HCPSS teachers is a big problem and how do we retain our teachers?
- Teachers cannot afford to live Ho Co
- More diversity in a system that is a majority minority
- Understand that we have a superintendent and the board; the board should not be involved in day to day operations; allow the superintendent to do his/her job
- Board should focus on updating and revising policy
- Allow superintendent to be the face of the school system
- How much does it cost for a national search?
- Do we really want to spend the money for a large national search to bring in candidates that we are not going to hire? It's all about transparency. Please don't spend a lot of money on the head hunter. Consider the cost of the search; if they believe the current interim superintendent is the best candidate; go that direction You are not hiring someone for just today...you are hiring a person for the future of the school system People will feel better about the board if they do a national search, but not spend a lot of money on the search