

**COMMUNITY INPUT SURVEY:
Desired Characteristics of an HCPSS Superintendent**

The Howard County Board of Education is seeking public input as it moves forward with the process of selecting a permanent superintendent, who will be appointed to a four-year term to commence on July 1, 2018. Community members are invited to submit desired leadership characteristics and priorities by completing a survey. The survey responses will be shared with the Board of Education and will inform the superintendent search process.

Paper copies of surveys will be accepted until noon on Wednesday, December 6 and should be returned to Central Office, Attn: Leslie Gilbert, 10910 Clarksville Pike, Ellicott City, MD 21042, or they may be emailed to Continuous_Improvement@hcpss.org. Electronic responses from the online survey will be collected through 4:30 p.m., Wednesday, November 22.

In May 2017, the Board appointed current Interim Superintendent Dr. Michael J. Martirano to a one-year term, which extends through June 30, 2018. The Board voted on August 17 to move forward with the process to select a permanent superintendent, and a public hearing was held September 28.

Please select the 8 characteristics from the list below that you feel are most important to be considered when hiring an HCPSS Superintendent:

- INTEGRITY
- PEOPLE SKILLS
- CULTURAL PROFICIENCY
- COMMUNICATION & LISTENING SKILLS
- INNOVATION & CONTINUOUS IMPROVEMENT
- STUDENT ACHIEVEMENT
- WHOLE CHILD & STUDENT FIRST PHILOSOPHY
- STAFF LEADERSHIP
- COMMUNITY PARTNERSHIP & COLLABORATION
- LEGISLATIVE EXPERIENCE
- EDUCATION LEVEL & EXPERIENCE
- STRATEGIC PLANNING – VISION & MISSION
- BUSINESS MANAGEMENT ACUMEN & DECISION-MAKING
- DATA DRIVEN & DECISION MAKING
- RISK TAKING
- DEMOCRATIC LEADERSHIP
- OTHER CHARACTERISTIC OR SKILL (NOT LISTED ABOVE): _____

Additional comments you would like to provide* regarding the superintendent search:

**Please note that comments provided may be subject to Maryland Public Information Act requests.*

From the 8 characteristics you selected above, please list your 1st through 4th choices.

1st CHOICE: _____

2nd CHOICE: _____

3rd CHOICE: _____

4th CHOICE: _____

DESCRIPTIONS OF CHARACTERISTICS:

- 1. INTEGRITY:** Honest and ethical, with strong moral principles, self-confidence and personal performance. Inspires trust and optimism.
- 2. PEOPLE SKILLS:** Builds relationships and interacts with others respectfully. Develops productive working relationships to minimize conflict and maximize rapport. Presents a positive image of the school system.
- 3. CULTURAL PROFICIENCY:** Responds to the challenges presented by a culturally diverse community. Demonstrates cultural competence on issues of equitable educational outcomes and diversity.
- 4. COMMUNICATION & LISTENING SKILLS:** Strong oral and written communicator, willing to listen to stakeholder input. Possesses the ability to work with the media.
- 5. INNOVATION & CONTINUOUS IMPROVEMENT:** Knowledgeable regarding emerging research and best practices in education. Change agent who leads large organizations in innovation and focusses on continuous improvement efforts to enhance student achievement.
- 6. STUDENT ACHIEVEMENT:** Able to enhance student performance, as well as identify and close or narrow the gaps in student achievement. Establishes a culture of high expectations for all students and personnel. Focusses on student needs, and provides for the urgent needs of underachieving students.
- 7. WHOLE CHILD & STUDENT FIRST PHILOSOPHY:** Committed to a “student first” philosophy. Creates a learning climate for student achievement and promotes positive student behavior. Addresses the educational and social/emotional outcomes of all students. Emphasizes preparing every student to maximize his/her potential and graduate from HCPSS ready to enter the job market or begin college.
- 8. MOTIVATIONAL LEADER:** Possesses a deep understanding of the teaching and learning process, and promotes the importance of providing a safe and caring school environment. Respects and inspires teachers, administrators, and staff to be student-focused and innovative. Recruits and retains high-caliber staff and teachers throughout the school system. Ensures all staff members receive relevant professional development. Selects school and central office administrators who advance the vision of the school system.
- 9. COMMUNITY PARTNERSHIP & COLLABORATION:** Community-focused and fosters a collaborative, positive, and professional climate of mutual trust and respect among all stakeholders - faculty, staff, administrators, students, parents, Board of Education, and community members. Knowledgeable about Howard County, Maryland and HCPSS. Can build consensus and commitment among individuals and groups. Establishes meaningful, long-term partnerships with a wide range of civic, community, educational, and governmental organizations throughout Howard County and Maryland. Develops and maintains a mutually beneficial relationship between the business community and the school district.
- 10. LEGISLATIVE EXPERIENCE:** Can lead an organization throughout the legislative process and works with legislators on key topics. Works cooperatively with the Board of Education and keeps members informed.
- 11. EDUCATION LEVEL & EXPERIENCE:** Has a record of success as an educational leader of a large school district or other institution of similar complexity, and has demonstrated strong leadership skills in previous positions. Possesses an earned Ed.D. or Ph.D. degree.
- 12. STRATEGIC PLANNING – VISION & MISSION:** Develops and communicates a vision of quality education for HCPSS students. Implements educational priorities consistent with the interests and needs of students, staff, board and community. Develops both short and long-range district goals.
- 13. BUSINESS MANAGEMENT & FINANCIAL ACUMEN:** Demonstrates sound management practices, includes stakeholders in planning and decision-making. Experienced with employee representative groups/unions. Able to delegate authority appropriately while maintaining accountability. Knowledgeable regarding sound fiscal procedures. Manages the long-term fiscal health and stability of the system. Ensures efficient daily operations and long-range planning for the school system.
- 14. DATA DRIVEN & DECISION MAKING:** Clarifies the nature of the problem before deciding on an action, recommendation or decision. Generates alternatives and efficiently selects the best option based on data rather than assumptions or anecdotal input.
- 15. RISK TAKING:** Calculates appropriate measures of risk when pursuing goals. Actions are highly strategic and enhance the overall achievement of the school system.
- 16. DEMOCRATIC LEADERSHIP:** Invites stakeholders to participate in the decision-making process. Open and collegial style allows ideas to move freely with open discussion.