

**Concord Public School
Concord-Carlisle Regional School District
Superintendent Search Survey Comments**

<i>Stakeholder Group</i>	<i>Please add any additional comments you wish to make regarding what you believe are necessary characteristics for a superintendent.</i>
Administrator	Collaborative decision maker
Administrator	I would like a superintendent who believes in building based systems to allow principals to address the needs of the students who attend that school through school-based team decisions.
Administrator	Supporting principals while respecting site based management.
Administrator	A willingness to listen
Administrator	I believe that the next superintendent should have a track record of being able to meld their vision for a school system with a district's existing beliefs and be able to understand support site-based administrators in their jobs of running the day-to-day operations of schools.
Administrator	Decisiveness, vision, and familiarity with Massachusetts related education laws
Administrator	Honesty, integrity and a commitment to open government. Not someone who will just pay lip service to an open government process.
Administrator	Someone who is able to recognize what is working well across the district and respect /honor the invest of the administrative team
Community Member	An educator who is enthusiastic about helping students learn, who cares about students of all abilities, who can work collaboratively and who has excellent communication skills. An administrator who can make tough decisions and also learn from any mistakes. Boundless energy would be helpful too.
Community Member	I hope we can change the recent history of too cozy a relationship with members of the school committee, including support for their family special needs and employment as coaches, etc. We must also change the top-town dictatorial behavior that has cost heavily in morale. Secretive behavior and lack of public accountability by the present superintendent have cost taxpayers many millions of dollars: Failure to use the MSBA model school program, unnecessary and whimsical destruction of the bus facility, excessive use of an expensive law firm to defend her own misbehavior, etc. All of these bad decisions were defended by a pattern of lies.
Community Member	The role is complicated and layered, and at it's core will be about and defined by relationships. Collaborations and motivation will determine the success of initiatives and outcomes. Focused attention to process, building trust, and political savvy are essential in articulating and setting in motion a comprehensive vision of district leadership. The superintendent personifies the aspirations and responsibilities of the entire organization.
Community Member	I think good leaders love to learn. They typically continue to grow in leadership by learning from others. In the complex business of public education, one's learning must be ongoing and adaptive. Strong leaders

	<p>ask questions...and then hopefully better questions. They ask for feedback, admit mistakes and failures, encourage others to take some risks. Leaders who leading by learning may have a stronger chance to maintain communities that are able to work well in changing times.</p> <p>The community, it's wide-variety of identities; citizens,parents,teachers, students..., must also share in and take responsibility for creating an open-minded, accepting culture for our common good.</p>
Community Member	The superintendent needs to be able to work with the staff in a positive manner. The pretty school building pales in comparison to the quality of the staff.
Community Member	Have a clear understanding that the Superintendent "works for" the School Committee. It is his/her boss. Act accordingly in all respects, including identifying issues, presenting alternatives, and not seeking to impose the Supt's personal view on the Committee.
Community Member	Someone who can lead and bring about needed change to improve educational outcomes. In particular, Concord's middle schools and high school are in need of curriculum revamping and in certain instances, teacher change/replacement.
Community Member	I would like to see this individual be a champion for Public Education.
Community Member	I view the Superintendent position as I would a CEO of a corporation and feel that he/she needs to be ultimately concerned with making sure that the right people are hired; that communication is effective and timely with faculty, parents, students; that the the District's goals, budget and planning process are all aligned with the vision for the District; and that the day to day running of the school is left to the Principal. The Superintendent needs to establish trust and rapport with the team and with the School Committee and needs to be able to respond quickly and effectively to suggestions, problems and issues.
Community Member	Concord needs in its Superintendent strong clear leadership, informed by deliberate and regular listening to faculty, parents, students, and community, and tempered by empathy and respect for differing views. We need a collaborator with an open-door policy who believes in transparency and accountability. We need an advocate for education who also understands responsibility
Community Member	Respect the traditions of the towns. Eliminate fear in the teaching ranks. In order to earn respect the superintendent must demonstrate respect.
Community Member	The further from Concord the greater the possibility of failure (record demonstrates it). What motivates the candidate to pursue this position...3

	years and better retirement? Enhance resume for pursuit of next position? What is their balance between coming to teach and coming to learn. What moves them to judge a teacher? Metric? Student respect? How do they define a successful school system experience? Do they know what it feels like to be a parent...empathy, humility and finally do they view "rules/policy" as chains or bonji cords?
Community Member	The Superintendent must be a strong proven leader both educationally and professionally.
Community Member	Stamina!
Community Member	not top-down management approach; rather manage up through the faculty to the principals and then to the superintendent to decide between apparent options; trust the staff, not lord over them or against them
Community Member	Superintendent needs to make good hires for his/her direct managers (one reporting to him/her) and be responsible and accountable for these individuals success. Also, the superintendent needs to show fiscal restraint and listen to all community members, not just a select few.
Community Member	I think the Concord Middle School needs close attention and that students are not as well prepared for CCHS as they need to be.
Community Member	Find someone who truly cares about the community of Concord Public and CCHS.
Community Member	We need someone who can bring us back together. A corrosive climate of distrust has arisen which we must correct.
Community Member	Keep the teachers union in check
Community Member	experience in a similar school district. This should not be a "stretch" position for someone. We have problems with our current superintendent - we need to move forward not be a check mark in someone's career development.
Community Member	Transparent, high expectations and pragmatic
Community Member	-the ability to be a perceptive listener and show respect for the views of those whose point of view differs from the supt. -respect taxpayers by sound fiduciary management. Lack of this skill is shown by neglect to fund OBEB, and allowing the SC to ignore their responsibility as well.
Community Member	-ability to develop trust through transparency and honesty, lack deception.
Community Member	As a taxpayer and member of the community who takes the role of education in our future very seriously, I wish the superintendent (and all staff) to be very transparent and collaborative. Thank you for this survey!
Community Member	We hope our new superintendent will inspire our students to take the environment more seriously, and to be active in the decision-making.

	<ol style="list-style-type: none"> 1. Our students could be encouraged to participate in discussions about how our school operation might be made 'greener'. For instance, can we take pride in being 'green', when our school buses are driven many miles each day, empty, between their storage and their routes, wasting fuel and adding to pollution? Is there room for storing them at the High School, and perhaps also putting the maintenance facility back where it was, and so require less wasteful driving or towing? 2. We will soon be using electric buses, so might it be wasteful to purchase big tanks for storing fuel? In the meantime might we contract with local service stations for fueling? 3. When we use electric buses will we be able to store them under roofs fitted with solar panels for helping recharge the buses? Could excess electricity be used by the schools, or by the town when schools are closed. 4. In future, might electric buses also have solar panels on their roofs? 5. Might our students become inspired to think about driving fewer cars to school, and instead hop on the buses instead, and thus further reduce our environmental impact? 6. Let's get the students thinking about ways they might make a difference in other respects as well. Can we make use of their imagination and help develop it at the same time?
Community Member	Trustworthy. Humble. Collaborative.
Community Member	A Concord education is an expensive one, and generally a very strong one. Yet our rankings go down every year. The next superintendent needs to get ahold of budget restraints at the same time they try to bring back a more positive environment for teachers, as well as overall school rankings.

Community Member	Most importantly frequent and Clear Communication with teachers, students, parents, administrators, school community and town residents.
Community Member	<p>The goal of any superintendent is the educational excellence of the district. He or she should have a working knowledge of each school including it's vision, progress, teaching staff and administrators.</p> <p>Also, an effective superintendent values each constituency equally (administrators, teachers, parents, community, school committee, etc) and is not disproportionately influenced by a single one. This balance is essential for a healthy system.</p>
Community Member	The individual must be able to listen, ask questions, and develop an atmosphere of personal and academic growth.
Community Member	<p>I'm a graduate of CCHS and put my kids through Concord Schools. My mother-in-law was a teacher/ guidance counselor at the middle schools. So I know a lot about the schools.</p> <p>The biggest issue I see --- trust and the need to have a Superintendent who works for the School Committee and not the reverse. And a Superintendent who works to make the job of Committee members easier, not harder. Thus making it easier for the Committee to oversee the Superintendent's performance.</p> <p>For example, it was two Committee members who led the search for new sites for the bus depot (which was and is very controversial in the Town). On almost a daily basis, they interacted with Town administrators. This work should have been undertaken by the administration, not Committee members.</p> <p>Also, I once had a simple question about school policy in addressing the School Committee. I directed a simple question to the Superintendent. She wouldn't answer my question and she finally referred me to the chair of the Region who then promptly answered the question.</p> <p>I also want a Superintendent who is capable of synopsisizing her reports to the Committee. On multiple occasions, I have sat through her reading (verbatim) her reports which unnecessarily extended the meeting time. This type of actions unnecessarily takes up Committee time which (in my opinion) makes it more difficult for them to schedule agenda items</p>

	<p>such as reviewing the Superintendents budget.</p> <p>There is much more but I will leave it at that.</p>
Community Member	I believe it is important for the superintendent to be a former classroom teacher so that he/she accurately understands the day-to-day of school life.
Community Member	A leader who constructively builds consensus--by listening and respecting the ideas of others--among the leaders, teachers, and parents in the school community, will add importantly to the spirit and health of the schools. As well, making it clear that he/she is always approachable, open to fresh ideas, and courteous to all comers is critical. All of these qualities require a person to possess a lively sense of humor, a fundamental integrity, and an ability to create perspectives for all whose passions are shared, despite divergent points of view
Community Member	To prepare Concord and METCO children for a multi-cultural world, bring a deep commitment and extensive experience in fostering a positive school climate through continuous improvement in cultural proficiency among teachers, students and the school community. In addition, demonstrate effectiveness in promoting high expectations for all students that reduces the racial achievement gap.
Community Member	I think its important to find someone that wants to stay in Concord for long term and build strong community ties. Too often many superintendent work 3 to 5 years then move on for other opportunities. They start many initiatives and disrupt curriculum and never look long term. Finding someone with a vestige interest in the community is a key I believe.
Community Member	Fair, honorable, intelligent, logical, compassionate, inclusive, problem-solver,
Community Member	Transparency and respect for the District's mission, vision & core beliefs.
Community Member	<p>We need a superintendent who listens to and includes teacher input concerning important decisions about the learning environment. Co-operation and being receptive to new ideas is desirable. Valuing teacher's professionalism should lead to trust and respect, which in turn leads to a very positive and innovative classroom experience.</p> <p>He or she, after listening and analyzing the issues appropriately, should then be effective in a leadership role to implement those decisions. However, the management style should not be top-down but rather marked by co-operation, receptiveness to all opinions and respect and trust of teachers.</p>
Community Member	There needs to be a CLEAR understanding of the role of the Superintendent. Several years ago, a candidate for School Committee commented that the School Committee worked FOR the Superintendent.

	That is completely incorrect---but that attitude is continued to some degree (though with new members it may be changing.) The role of the Superintendent needs to be completely clear to all applicants.
Community Member	strong leader who involves and listens to others effectively
Community Member	Someone who is respectful of other peoples' points of view, listens well, and then responds in ways that promotes collaboration.
Community Member	Encourage an environment where minority students, LGBTQ students, and special education students feel safe, accepted and are able to learn to their greatest potential. Help minority students and parents feel welcome and safe, so that they choose to enroll in Concord and not drive their students elsewhere where there are more minorities.
Community Member	Good communication skills, be visible and open to suggestions from the public , teachers, students, and parents.
Community Member	The superintendent will have to be able to balance the needs or a K-8 district with the needs of a 9-12 district.
Community Member	The new superintendent should address the fact that Concord's teachers' compensation is higher than all the nearby towns like Lexington yet our test scores do not reflect this situation.
Community Member	Importance of supporting teachers and enabling teachers to teach creatively using their individual strengths to enrich curriculum. Bucking the trend of gearing so much of curriculum to standardized tests and working to reduce the amount of testing time required of teachers and students so their is time for teaching and learning! It will take a person with real vision to accomplish this in the current environment (state-wide and nationally).
Community Member	The weaknesses of the current administration may be related to failure of the SC at that time to thoroughly investigate the previous experience and management abilities of the current Supt. and whether they were suitable for the expectations of the residents of Concord and Carlisle. Our opinion is that SC, until the last 2 years, failed to take their responsibilities of managing their employee, and allowed the development of degrading faculty morale and weak financial control of the budgets. Citizens attending meetings who wished to speak were treated with disrespect and sometimes hostility, ignoring that they were hired/elected by those same citizens. The SC has been slowly changing that attitude. The qualities needed for a new superintendent entering the position AT THIS TIME are the ability to listen and really care about listening, respect for the opinion of all school employees, parents, and all citizens. We have years of distrust that must be amended through an understanding of just how hard it is to rebuild trust after so many years without it. A new superintendent needs to face problems or make decisions openly, fairly, and in a way that opponents understand the process and will accept it. So many hours have been wasted in doubling down instead of listening and understanding that perhaps there is merit in another's point of view and showing respect for that. We hope that a new

	supt. will have strong financial management skills that will include full disclosure of expenditures and awareness of spending public money wisely. Please do not look only at resumes-- what are their communication and people skills. Good luck!
Community Member	ability to explain why she/he makes a given decision and be willing to change his/her mind when given a good reason to do so. Be warm, kind, supportive and thoughtful.
Community Member	The next superintendent should be experienced with Massachusetts laws and financing rules so that we don't waste our time and money on their learning curve.
Parent	Be willing to continuously improve our schools- as a recent incomer I find the town and school district to be a little complacent about how good they think they are - there is plenty of room for improving education in Concord.
Parent	listen to the teachers and support their needs!
Parent	Selecting a leader who can both listen and communicate is paramount to a cohesive organization. We need someone who has presence and can be trusted with this important role in our community.
Parent	I'm really concerned with standardized testing and an overreliance on elementary and even middle school homework reducing the critical thinking abilities of and love for learning in our children. I am concerned that teachers are being asked to do more and more paperwork and activities that steal them away from their core job functions. What I want MORE than any of the choices on the previous page is for the superintendent to push back as much as possible on rules and regs coming down from the state that force our teachers to divert their attention away from their main mission. I want the superintendent to stand up for the experience and judgment of their teachers so we don't lose talented teachers because the superintendent is unwilling to stand up for them. Thanks for asking for our input.
Parent	We need someone who is a skilled consensus builder. I also firmly believe we need someone committed to environmental sustainability, and who models and encourages good citizenship among school community members.
Parent	Keep the Metco program alive. Communicate decisions made in detail that are controversial so parents can see their side. A leader, team player but a strong person who can make decisions
Parent	To me, the ideal superintendent will be forward thinking and accountable, very skilled in managing an exemplary group of educational professionals and aware of their own limitations and willing to consult with others when out of their depth.
Parent	Please abolish the laptop program. Assigning homework online and doing homework online proved to be the single biggest distraction to

	students. There are just too many distractions online! If adults have a hard time resisting online distractions, how do we expect student to do the same?
Parent	Someone who is smart, collaborative, but willing to lead -- someone who isn't afraid to look ahead and move our schools into the future, even if people are anxious about change. They need to be thinking about the WHOLE student body, including different learners. And they need to be able to put Concord education in a global context.
Parent	Someone that can flex between business and caring - someone with a heart. We have been lacking that important characteristic since Diana took her role.
Parent	The next superintendent must be a leader with strong social intelligence, excellent communication skills, and a deep understanding of multicultural practice. I hope for a leader who can help all constituents grow in their own cultural competency, and who can assure that Concord Public Schools develop deeper social emotional learning curricula, anti-bias curricula, and inclusion efforts.
Parent	Vision to lead and courage of conviction to not cave to every whim of the public that thinks it knows better than the experienced, education professionals .
Parent	Need someone who is intelligent, thorough, and has their team analyze available options for difficult decisions as opposed to only addressing things after they turn into an issue with the public or parent population. Less politics, more effective leadership expected.
Parent	Hopefully, the next superintendent will care more about the every day classroom experience of students and teachers and less about high profile but essentially useless and distracting experiments like Rivers and Revolutions, Advisory and One to One computing.
Parent	As a professional assessor of executive leaders for corporations, I believe there should be a core competency model and that we apply to the search process. It's disappointing that we don't have one in place already that we can then narrow and prioritize. If needed I can get one from a client, Educational Resource Strategies, that works with schools and searches across the US.
Parent	Balance academic achievement with the health and well-being of our students in making decision.
Parent	Would love to see a leader with a focus on creating a welcoming, nurturing, and child-focused learning environment most focused on developing healthy, curious, and civic minded people - over standardized testing and other overly narrow ways of measuring student capacity and potential. Thank you for the opportunity to provide input!
Parent	You should get a professional to design your survey, I'm not even going to fill it up because it poorly designed and the results aren't valid

Parent	A diversified individual who understands the needs of the educational and community day to day function and have experience in improving the needs.
Parent	It's very important that the Superintendent have experience with diversity, inclusion, and Special Education services.
Parent	I feel strongly that the superintendent should foster an environment that encourages collaboration with teachers. I feel strongly that a "top down" approach is not effective unless you have buy in from the teachers. They are the ones who are "in the trenches" and they are in the best position to be able to make recommendations as to what is best for their students.
Parent	Ensure the same teaching standard, curriculum cross the teachers that teach same subject and same grade.
Parent	<p>A superintendent who strongly feels that METCO is a critical component to the Concord Public Schools and Concord-Carlisle High School.</p> <p>Someone who values diversity within the population it serves, who puts all students at the forefront of every decision.</p> <p>Someone who has been successful at working with others to make major, measurable improvements in learning among a diverse population of students.</p> <p>Someone who believes that every student can succeed and meet high standards.</p> <p>Someone who is a good listener. He/she must be able to listen and take into account differering view points of various constituencies, and then make the best (fair) decision.</p>
Parent	<p>i would like to see more travel to Boston to engage with the Boston parents of our Concord community.</p> <p>in general, bring more Concord kids to outside of Concord, help us to look and learn beyond our own borders.</p>

	in general, more club sports and lifetime fitness opportunities for kids. we have great teams, but the non-achiever athletes should have more opportunities to play sports, not just compete.
Parent	the ability to listen and work hard to understand
Parent	In selecting a superintendent, there should be NO focus whatsoever on the applicant's skin color. Rather, you should be focused on the candidate who is most qualified to represent the needs of the majority of the students AND (most importantly) to improve our district's rankings within the state.
Parent	Be aware of and responsive to student needs throughout the continuum of learning, from lower-level learners to the highest achieving students.
Parent	Must carry him/herself with a degree of authority, while also hearing other viewpoints, communicating well with various stakeholders, and having the ability to delegate/trust staff to make appropriate decisions. I believe our teachers feel they lost a lot of autonomy under our current superintendent. Her decision-making style severely eroded relationships and trust between teachers and administration. We have a morale problem and are at risk of losing some really talented teachers.
Parent	Ensure that there is inclusion of children from all backgrounds and all abilities in our schools in a thoughtful and effective manner.
Parent	Focus on diversity and equity through student engagement, professional development, and hiring school personnel that reflects our student population. Guidance enhancement for students with all types of needs and stronger college counseling for all.
Parent	I would like a superintendent who demonstrates strength and leadership and stands up to the School Committee on issues that are important to students and parents.
Parent	I hope the next Superintendent will be someone who is honest, respectful, and doesn't play games, lie or share confidential information with people who aren't supposed to know.
Parent	Could choose only eight characteristics, so I will add: Communicate effectively with a variety of audiences in a variety of ways.
Parent	I think Diana Rigby has done a fantastic job as superintendent. I hope the next superintendent has similar qualities - strength, vision, intelligence, a deep understanding of how education works. I believe the best leaders have a plan that he/she can articulate and is able to get teachers and admin. on board with that plan. I do NOT think Concord should be led

	<p>from the bottom. Teachers should teach. Administrators should administrate and the superintendent should look and long-term goals, financial issues and ensure that Concord is functioning within state and federal guidelines. I do not think having a activist superintendent is good for our town and our schools. I also believe that seeking input from teachers is valuable but decisions affecting the district should be made by the superintendent. We have a weak school committee that is too heavily influenced by teacher complaints and issues. The TELL survey has become an instrument of manipulation. I would like a superintendent who knows how to run a district with a school committee that does not know their role. Our current school committee is weak, uninformed, easily influenced and lacking vision - therefore, we need a superintendent who is the opposite.</p>
Parent	<p>equal involvement in all elementary schools, middle schools, and high school..Equal weight for all subject matters (Science , Social Studies...not just math/reading and its affiliation with state wide testing.</p> <p>TIME: management, understanding that Students need time to process information...honor them and the learning process, schedules should</p> <p>RESEARCH BASED DECISIONS...forward thinking...able to make quick changes based on community shares and students voice.</p> <p>TEACHER and STUDENT WELL-Being matters!</p> <p>21 century curriculum/ global education : social science as much a priority as academics....creativity/hands on learning...individualized learning (not a cookie cutter program..not traditional. Foster cooperative learning, embrace diversity. Community of Concord is founded on progressive learning...capitalizing on the communities resources. ALL CHILDREN MUST HAVE A VOICE In their educational experience:</p> <p>Integrate Foreign Language k-12, STEAM , Green curriculum, Soft sciences</p>
Parent	<p>I'm hoping that this individual possess and understands completely what the job requires.</p>
Parent	<p>METCO is an important component of the educational experience for all students who attend Concord Public Schools. A commitment to diversity and inclusion is important to the vision of the new superintendent.</p>
Parent	<p>Please remove computers from our children. There is no research to suggest it improves their ability to be great learners or leaders.</p>
Parent	<p>We desperately need a superintendent who listens effectively, hires great administrators, understands how to work with highly educated parents, teachers and community members to foster a new sense of trust in his/her leadership. There is a great deal of healing that needs to happen, and whoever comes into this position needs to be very very comfortable with</p>

	problem-solving and building bridges in a fractured community.
Parent	I believe a superintendent should focus on supporting and collaborating with teachers to develop a curriculum that encourages higher order thinking skills and creative problem solving, rather than be driven by assessments and data.
Parent	Someone who has a excellent judgement, a keen sense of identifying problem areas that needs targeted improvement. Someone who continues to learn and keeps up with new technologies, perhaps modeling after programs that have been successful in the past, and be able to apply them to improve our own infrastructures, but not just changing things for the sake of changing. Someone who has vast experience in the field of education and has worked in different positions/levels of the education system, has worked directly with children and understands how to promote a healthy, effective learning environment for our kids.
Parent	Experience in and out of school systems; understanding constituents while also not being mired in "the way public schools are"
Parent	Tell the truth, Be respectful, Be transparent.
Parent	The superintendent should have first hand experience being in a classroom to understand the needs of teachers. Teachers should be respected as professionals. The superintendent should have a reasonable vision to foster a balance between academic excellence and shared community values. Educational initiatives have gotten out of control, with over-testing, technological changes and student stress. I hope that the next superintendent can stand up to the pressure from such societal trends and create a reasonable environment for teachers and students alike.
Parent	The superintendent should be 'outward' looking. Meaning working with state level officials to develop goals that are meaningful and demonstrably constructive for the school community. The superintendent should have staff that they can utterly trust to manage the day-to-day activities of their schools. The superintendent should be able to guide and direct new initiatives that are meaningful by working collaboratively with peers.
Parent	A willingness to commit for the long term!

Parent	I think it is important for the superintendent that transparency is vital to regaining the trust of many parents.
Parent	Strong leadership, good communication skills and ensures staff accountability for improvements in student learning and performance.
Parent	Interesting and troubling that the only option for "driv[ing] the District's instructional decision-making" was to "[u]tilize student achievement data." To the extent that this means "test scores," I would've really hoped that we had more options for what we used to inform instructional decision making. I want our superintendent to understand that student evaluation, and instructional design, should be far more holistic than that.
Parent	Visionary, inclusive yet strategically skilled
Parent	The superintendent should not be afraid of change. As the parent of a 3rd grader, 1st grader, and preschooler I have recently come to the conclusion that giving elementary school students homework does not make any sense. Do you not trust parents to make constructive use of family time? As my 3rd grader says, "It's like they just want us to do academics all the time." She is getting burned out. Please, please, please stop giving elementary students homework. Doing so is robbing them of their youthful freedoms, and the learning that is supposed to come from that freedom; it also sends a message that you are not in touch with the children's reality, namely they don't get off the bus until 4pm, need a snack, need to play with their family, then we're into dinner and bedtime - there is simply no time for the prescribed 20 minutes of homework and 20 minutes of reading, which you must know actually takes twice as long by the time they get settled and focus. Really! I would be very impressed by and think Concord is in *great* need of a Superintendent who wants to know more about the student experience at ALL levels. You are burning out your elementary students before they even hit middle school. It does not make any sense and needs to stop. This alone makes me hazard to say that the current leadership simply did not do enough to engage elementary school parents, and to empower its Principals (our Principal is excellent; while I have not had this conversation yet with her, I have to believe that the elementary school Principals understand the points I'm making here), which is truly a shame because that's the foundation of the rest of our school system. The standard answer I hear is "we give them homework so they can be prepared" I say Prepared for what? You are robbing them of these critical years where they learn by playing. School recess alone is not enough.
Parent	Fiscal responsibility will be especially critical as we move forward with

	a new U.S. President. We need to live within the budget set by the FinCom, without having to cut staff or other important programs. In addition, it would be especially important to have a greater level of transparency with parents, residents, and the teachers themselves.
Parent	Nice person makes nice school districts, so open-minded, generous, loving and caring kids, and experienced person
Parent	Values and promotes diversity.
Parent	I believe that culture starts at the top, so my hopes for the next superintendent is to create a systematic culture that promotes belonging, respect, empathy, and trust. I would like to see a superintendent who not only focuses on the academic achievements of students but on the mental health and wellbeing of ALL students and teachers by creating a holistic whole-child approach to learning. This could include providing more team-building opportunities among students and more common planning time for teachers. In addition, I think the next superintendent should take a close look at the current middle school model of the two buildings and make the reconfiguring of the model a top priority. Middle school is a critical time in a young person's life and I don't believe the current model--and quite frankly, the exclusive culture that it promotes--is the best fit for our district.
Parent	Someone who will put the child first. Someone who understands that above all else they are here to provide a nurturing, healthy and accepting environment for children to learn. If we have high expectations for our children we better put high expectations on ourselves to support them i.e. later school start times, a more manageable amount of homework, nutritious meals, stress management strategies woven into the curriculum.
Parent	It is vital that the Superintendent work with the Teachers and their Unions to understand the directives set forth by the administration. The Superintendent needs to evaluate job performance and instruct supervisors not to be afraid to terminate employment if education is compromised. Obviously he/she needs to work within the framework set forth by Union and other leaders. Often long time staff are not held accountable if they are not meeting expectations of the community. This issue needs to be addressed.
Parent	I would like someone who understand quality and not quantity---there is too much focus on standardized testing. I would like someone who supports our teachers, and sees the importance of their role in the student's lives. I would like to see someone who is committed to equality among everyone in the community. Some who invests in anti-bias training, and supports teaching life skills such as mindfulness.
Parent	Believing in teaching the whole child. It's not just about a test score.

Parent	Treating parents and children with respect and compassion, as did our previous superintendent!
Parent	Track record on establishing on high levels teacher performance across the board.
Parent	Track record on contending with strong teacher views and strong parent views which may differ.
Parent	I would like someone who has concern for sustainability. Working from the top down to encourage recycling, less waste, better food as well. I see so much waste in the schools.
Parent	An understanding of diversity and inclusion of all.
Parent	Look forward and implement advanced educational/curriculum that encourages teachers to develop students beyond standardized testing.
Parent	help students, parents and teachers/staff at all six schools to feel they are being given equal attention, communication and respect.
Parent	Value and respect learning differences of all kinds; have a philosophy of expecting and encouraging the best in all students; strongly support serving students' emotional and social needs as well as academic ones. As much as possible, encourage an academic environment that uses fewer worksheets and screens and standardized tests, and offers more problem-solving, creative, engaging and meaningful work.
Parent	The candidate needs to be able to stand up to the school committee, and question, appropriately, their direction. All too often the same people from the same circles in the community populate these committees, and change is not appreciated or implemented even though voiced by the community. She/he needs to know when to question the intent of the school committee/s, know when to push back, and not be afraid to do either. We cannot have a superintendent that acquiesces or believes 100% of the committee direction.
Parent	Someone who recognizes the negative impact of stress on our students.
Parent	I would like the incumbent Superintendent to support the METCO program, and its students. I would also like to see the Superintendent allow METCO student to be accepted in Concord at grade K-2, 6 and 9th grade. Also allow sibling Preference in the same grades as well.
Parent	Above all, the superintendent must represent the parents and students FIRST.
Parent	Other stakeholder, while important, are secondary.
Parent	I hope the future superintendent can really listen to the teachers and administrators who are dealing with the day to day work of teaching our children.
Parent	I recognize that a Superintendent has to make some tough calls and that

	not everything can be participatory. Best if they can set the tone for the district and work to ensure the best possible leadership at the school level.
Parent	Please work to bring the special ed needs together across the district, sharing best practices & leveraging strengths. There are pockets of excellence and areas to improve with vastly differing satisfaction levels in each area. The elementary schools need to be more closely aligned. The middle school needs to work closer with each the HS and Elem schools to bridge the existing gaps. The HS needs to work closely with the existing student population - both in and out of district to incorporate students
Parent	Political savvy, an ability to balance district-level leadership while also allowing principals to be independent leaders in their schools, a positive focus on all students, and an emphasis on collaborative innovation.
Parent	I am looking for strong educational leadership for our district that has the ability to implement change.
Parent	<p>We need someone with a clear vision of a good educational environment who has good judgement and can articulate the reasons for decisions. Someone who respects and communicates well with staff (teachers, aides, janitors, lunch ladies), School Committee members, towns people, etc.</p> <p>De-emphasize technology (they get lots at home and teachers find that kids often cut and paste without really understanding the material). Kids need to learn to focus, a skill that technology tends to subvert, and a tech-free morning, day, etc could be a good thing.</p> <p>Let the teachers teach. They are mostly really good and need the freedom to do what they are good at. Listen to them - they are smart. Ask them what they need to do their job better.</p> <p>Good scores on standardized tests will be a by-product of good teaching, and should not be its goal.</p> <p>The superintendent should run interference between the teachers and the state-mandated bureaucracy. Many of the "requirements" are optional and should be resisted if possible. The Common Core, Race to the Top. No Child Left Behind, etc are designed for poorly performing schools.</p>

	Our schools are among the top schools in the state and Mass is at the top of the country.
Parent	Openness to concerns from educators and parents. Dedicated to maintaining the current excellent school standards.
Parent	Prioritizing the voice of the local population and their concerns, and a commitment to managing school facilities (buildings, grounds, support services, etc) "in-house" first, and looking to outside sources (including non-profit corporations) second.
Parent	Someone who will fight against excessive homework! Home time is our time to teach the kids the things that aren't taught in school. Thanks for putting out this survey.
Parent	Among many of the attributes listed on the previous page, my personal concern is knowing that the superintendent will be supportive and protective of LGBT students, families and staff.
Parent	Be cognizant of the challenges that working families face where both parents have to work, support activities that can accommodate the time constraints of such families.
Parent	inclusive, not top down, creative, highly intelligent
Parent	We want the same relationship between the superintendent and the parents/teachers that our elementary school principal at Thoreau promotes: warm, available, firm and extremely knowledgeable. Cannot stress what an incredible difference that has made this year compared to prior years.
Parent	In a fairly homogeneous community like ours is, it is important that the superintendent understand the value of diversity and the ways in which to incorporate it when it doesn't exist organically at the local level. Without this, those diverse families who do live in our community and attend our schools risk being further marginalized, and diverse staff who serve our children will choose not to come to work here.
Parent	Transparency and integrity..
Parent	A superintendent that is focused on the well-being of the students, NOT test score.
Parent	Most important is trust and transparency with the entire community -- teachers, staff, parents, students.
Parent	Open, engaged, focused on the needs of students and teachers.
Parent	We need someone who is open, transparent and communicative, who actively listens to teachers, parents and stakeholders. We need a system built on mutual trust and respect where teachers are supported and work collaboratively with the superintendent to resolve issues and identify areas of focus and develop approaches to improve collaboratively.
Parent	Recognize that the superintendent, while a leader and director for the schools, is also an employee of the town. The superintendent should listen and communicate *with* the town, and listen carefully to parents' and teachers' needs, concerns, and suggestions.
Parent	The ideal candidate has a balance of business and empathy. Diana Rigby

	exudes zero heart in her role, which alienates her from the community, teachers, etc. Find someone that can lead with a heart - it's the most effective way to turn around the negative school system she has created.
Parent	One of the greatest failings of Concord Public Schools is in the area of Special Education. The new superintendent should have a tremendous amount of experience in this area, and have a commitment to providing appropriate services to all students, raising special education achievement, serving as many students as possible within the district, bringing the integrated preschool truly "into the fold" of CPS.
Parent	The new superintendent must work toward providing an exceptional education for all students and not just the high achieving students. They must take into consideration the mental well-being of all students as well as the staff and faculty.
Parent	Superintendent should give teachers more independence to teach the way they teach best, and superintendent should listen to teachers' ideas. Please don't equate a deep understanding of the educational process (necessary) with state-of-the-art technology (not necessary). computers are over-rated in the younger grades. Please choose someone with a flexible mind, who values the arts and evidence based decisions. I.e. studies have shown that students learn the most and perform the best on tests when they have adequate sleep (i.e we should have later school start times), read for pleasure, study a musical instrument, and exercise. More homework just causes stress, sleep-deprivation and resentment of school, without benefits in test scores or actual learning. Please choose a superintendent who really looks at the studies and keeps our students' interests at heart.
Parent	Two concerns I have as a parent: 1) the day starts too early for optimum learning; and 2) there's too much homework, which is not geared toward efficient learning and appreciating a student's schedule. I would like to see a Superintendent make these concerns a priority.
Parent	entrepreneurial and creative - ability to partner with outside experts to further education
Parent	Our schools are very challenging and often stressful learning environments. An atmosphere of kindness for parents and students alike. A collaborative environment where the community can work with administration instead of fearing them. I would love to see later starting hours for CCHS, better relationships between the special ed director and the parents that encourages looking at the student rather than blaming or being adversarial with a parent when something isn't working. Ms Rigby made extremely poor choices at Thoreau School in supporting Ms Clough over parent and student concerns. She seemed more concerned about meeting her own needs than those of the community. We have wonderful students and an active parent community with some of the best teachers in the state. Don't ruin that by trying to make changes to save a few dollars. The co-taught program was a wonderful feature that

	was removed from the elementary schools. A program that kept many students in mainstream classes with some additional support. An effect program that was removed forcing many children into less safe and functional environments. Beloved teachers were fired from CCHS. Our schools have continued to slide every year that Ms Rigby has been at the helm. Let's not make the same mistakes again by not hiring someone you can control and make accountable for their inappropriate actions.
Parent	Academics achievement and creating a strategy for successful matriculation into top-tier colleges needs emphasis and reiteration. There is no room for complacency and must take pride in making our public schools rank highly and competitive with private schools.
Parent	Encourage/facilitate additional extra-curricular activities for exceptional students, such as spelling bees, debate contests, etc. It would be great for students and further the Concord Public Schools in the greater school community.
Parent	Most importantly, the CCHS superintendent needs to listen to all stakeholders and be willing to be flexible and take risks. The superintendent needs to understand that the modern student has many more educational options available to them, and be willing to incorporate new approaches and teaching models that can provide a more customized learning experience for each student. The goal of the HS, similar to the goal of a community college, should be to teach students how to become active, independent learners and productive community members.
Parent	Understand changes in education from the negative impact of early school schedules to th volume of special ed needs. Use this to inform others and influence longstanding beliefs/processes that might typically resist change.
Parent	I feel the top students are can be overlooked. There is strong support for special ed students and athletic accomplishments are celebrated widely; I'd hope students who excel can be equally challenged and encouraged. Also, AP class scheduling should make it possible for a student to take as many as he/she is qualified to take.
Parent	needs to be a listener, able to ask questions of those who might know more about a particular idea or topic; needs to be a team-builder who can bring together all parts of the learning community; needs to recognize, perhaps above all, that no learning happens in isolation, and that all intellectual growth happens in a real world--i.e. social justice--perspective.
Parent	This job is a complicated one, especially for a town such as Concord Carlisle. In my opinion, it is imperative that, the new superintendent would be able to balance the overarching decisions in the district while giving the school administrators autonomy to continue to hire exceptional teachers and make decisions in the interest of their school. They need to be proficient in managing demands of the parents, town, staff, and students, while maintaining an unwavering vision for moving

	the district forward.
Parent	Have an understanding of diversity and the Metco program in the community. I know what a great impact for students to have diversity as we live in a diverse World and how important it is to have a diversity in schools. We need someone who can bring the most transparency and student involvement.
Parent	Open communication with parents and the larger community about decisions and priorities. This is critical given the importance of a quality education and the size of school budget.
Parent	In recent years, I have had the feeling that the teachers union is running the district. It is time that we hold the union, its leadership and its membership accountable to the taxpayers, families and students. On the financial front, it is time to end the charade of increasing compensation and benefits to teachers while underfunding (and not funding) OPEB. Everyone will be hurt if it this not dealt with. On education front, it is time to move out teachers who are sub-par, unresponsive and not supportive. We have MANY. On the facilities front, while we must be responsible, we need to live within our means. The past 8 years have been very difficult in the private sector. CPS have been living an alternative world.
Parent	The superintendent should be involved in fostering an inclusive and accepting environment for children of diverse backgrounds and needs.
Parent	Active participation in cultivating an environment in the schools and in the town that embraces economic, racial, and ethnic diversity.
Parent	An individual with experience in a school system similar to ours: meaning, a vocal, engaged population that is not necessarily knowledgeable about best educational practices. Diplomatic, decisive, strong leadership.
Parent	Proven experience working in a high performing school district.
Parent	<p>Computers In the classroom: impt but not being used. Kids go from middle school experience of technology being usefully and intricately invovled in curriculum, organization and learning to a loose and disorganized use of technology in high school. Backwards and not helpful in college preparation.</p> <p>Social Media: need effective nad improved policy around use of Social media when involving school academics , clubs and sports. This should include supervision.</p> <p>Academic Recognition: kids who perform academically are poorly recognized by the school. The only quarterly recognition for honors or high honors is in the bottom corner of a virtually generated report card</p>

	<p>which is lost when the next one is generated. The school only formally recognizes kids who achieve this status consistently. The ceremonies for academic awards and for honor society wither in comparison to those of other achievements. This is problematic on several levels. I have often heard tell that the student counsel chose to reduce academic recognition. This is a discriminatory choice. If the school wants to minimize recognition, it should be across the board. Is student counsel willing to reduce recognition and banquets for sports, performing arts and other clubs??? Why do they get to remove just one area of recognition?</p>
Parent	<p>Experience in Diversity,</p> <p>Have high expectations for all families and students involved in the system.</p> <p>Fairness in regards to scholarships</p>
Parent	To be available for the parents...that's important
Parent	<p>Commitment to diversifying the staff and student body.</p> <p>Commitment to providing support and services to Special Education students.</p>
Parent	reduce per pupil expenditure while improving educational achievement, as the Washington DC and Acton, MA schools prove they are unrelated and forget or at least minimize sloganeering
Parent	As a Boston parent, I am looking for a superintendent who fosters appreciation for diversity at every level, who is responsive and who encourages her staff (non-teaching) to spend time in the schools and with students.
Parent	<p>A superintendent who feels strongly that METCO is a critical component to the Concord Public Schools and Concord-Carlisle High School.</p> <p>Someone who will embrace the minority community.</p> <p>Someone whose approachable by all school community groups.</p> <p>Someone who has been successful at working with others to make major, measurable improvements in learning among a diverse population of students.</p>

	<p>Someone who believes that all students can learn and meet high standards.</p> <p>A good listener. Someone who listens and take into account differing view points of various constituencies, and then make the best (fair) decision.</p>
Parent	It is critical that the new superintendent have more than just "sound bite" responses to issues. We need a critical thinker. One who gathers information and then is able to use the information to coordinate an effective plan for the district. This person should be able to articulate their plan so that building administrators can apply it using their own knowledge to enhance their individual schools.
Parent	A person who has strategic vision and can plan many years out and readily and quickly adapt to changing societal demands and needs.
Parent	Smart and capable. Willing to engage teachers and give teachers what they need to grow and thrive. CCHS and Town of Concord teachers are to be valued. Less standardized tests.
Parent	Strong advocate for Special Education services and strive to achieve top notch SPED services at every school in the district.
Parent	I believe that it is of utmost importance that our superintendent be flexible and supportive of individual student needs, including alternative needs like home schooling or taking courses outside of the district. A superintendent whose thinking is rigid and who wants to apply a cookie-cutter approach to all students and faculty will not serve our community well. Currently advanced learners do not receive enough support and opportunity in the CC system, so we need a superintendent who is very flexible in allowing students to take courses outside of the CC schools to meet their needs. Home schooled students should be granted full access to the CC schools, from elementary through high school. A superintendent who is supportive of home schooling and other alternatives is one who is open to innovation and thinking out of the box. It is imperative that our superintendent is open-minded and supportive of alternatives and individual student and teacher needs.
Parent	1. The Concord and Concord-Carlisle districts must possess the ability to bring all schools together in a unified way. In particular, special education resources vary from school to school. A parent may find that at one school a resource is available, but at another it may not. The new Superintendent must have the ability to provide direction, support, and budgeting options for the District to provide a more unified service delivery system.

	<p>2. While much is mentioned about the education and learning of Concord and Concord-Carlisle students, there must be more resources, awareness and education around student emotional and well being built into every school day. There is an epidemic of stress and anxiety that must be evaluated and supported. This is widespread in the special education arena, not only for students but for parents/caregivers as well. What qualities should the Superintendent possess in order to fulfill this very important need? My hope is that the Search Committee can establish some suggestions around this very important need.</p> <p>3. Our Community needs to have a Superintendent that is visible and active in both the Concord and Concord-Carlisle communities. He/She must be available to periodically visit all Elementary and all Middle School's to become familiar with each school's visions and goals. This must be an on-going process.</p>
Parent	<p>The next superintendent needs to be appropriately deferential to our outstanding faculty, but also needs to be able to hold the line where necessary. Our teachers are well compensated and have access to vast resources, and at times they exhibit a degree of entitlement that is not appropriate.</p>
Parent	<p>My main concern with the past supervisor was her unnecessarily adversarial stance toward teachers and bus drivers. In collusion with some members of the school board, a lot of money was wasted tearing down the district bus maintenance/storage facility for no good reason, and now we have to build a new one. That really angers me. So does the idea of outsourcing bus service. On the other hand, I appreciate the departing super's overall support for special education students (although there's room for improvement by reducing the number of cases that end up unnecessarily involving lawyers). I hope that the new super will maintain existing levels of school district performance and support for all students while improving relations with district employees, particularly teachers and bus drivers.</p> <p>I am also a big believer in having teachers from other districts who are recognized for their teaching excellence visit and observe classrooms and offer recommendations to every teacher on how they can improve their performance. Every teacher can benefit from this, and such a program</p>

	should be promoted as an effort to support teachers and enhance their skills, NOT as ranking or criticizing them. Discussions and communication between teacher and observers should be confidential to emphasize this point and increase receptivity to the idea. Every district, even Concord, has teachers who aren't up to snuff. Getting rid of them is a difficult and expensive process that often harms the morale of other teachers. While this is occasionally necessary, it's usually much easier, more effective, and cheaper to improve the performance of current teachers, not by making them attend more useless education classes, but by receiving one-on-one private advice from fellow teachers.
Parent	We support a superintendent that Supports the Metco program.
Parent	Someone with a proven track-record of exemplary support of special needs students
Parent	Our superintendent has a big job: meeting the needs of all students as individuals within a model of inclusion. This means addressing the needs of our special needs population on a student by student basis and keeping everyone in the same schools and populations where possible.
Parent	Transparency. On budgets, on why and how decisions are made, at town meeting, and with FinCom.
Parent	Open communication with parents, teachers, students and local residents is very important. Nothing to hide - be honest and forthcoming. Show interest in innovative methods of learning and share with community for input, suggestions, feedback. Be a nice friendly person - be approachable!
Parent	transparency true Ego-less collaboration engagement with Concord's core values around education rather than mandates willingness to support these values in challenging times
Parent	So odd that the previous set of priorities, the only question that mentions Academics also includes technology (Hold a deep understanding of the teaching/learning process and of the importance of educational technology.). Learning and Technology need to be de-linked.
Parent	Deep understanding of complex issues facing special needs populations, emphasizing inclusion, transparency, classroom supports, teacher training, multifaceted therapeutic approaches, and parental involvement at all levels.
Parent	Transparency, transparency, transparency. And the courage to maintain it in the face of power, money and influence.

Parent	I think it's important for the superintendent to have a strong grasp of technology and its effects on our children (both positive and negative) so that the proper balance is achieved between the use of technology and not becoming overly-reliant on it.
Parent	Would also like to see a willingness to take on alternative learning opportunities, such as online/independent learning, flipped classroom, part-time home schooling, etc.
Parent	INTEGRITY, transparency, cooperation, communication, humbleness, compassion,
Parent	Provide leadership, hire the right people for the right job, stay current, motivate department heads to seek out continuous improvement opportunities, be fiscally responsible
Parent	I would like to ask the superintendent how he/she will create a culture of belonging and respect. How will he/she continue the academic success of our schools as well as the emotional and mental well-being of our students? How will he/she create an environment that fosters life-long learners and not just learners who learn to pass a state exam?
Parent	I would want the next superintendent to have a philosophy of inclusion for students with special needs from pre k through 12, backing up that philosophy with resources and appropriate staff.
Parent	To foster and encourage innovation and hands on practice learning. To help reduce student stress through increased recess and decreased homework.
Parent	The superintendent needs to be a "person", not a data driven robot.
Parent	Strong commitment to supporting students with special needs.
Parent	<p>1. Someone at the forefront of progressive yet proven/researched educational models and practices, and will share/discuss w admin and teachers;</p> <p>2. Someone willing to evaluate the success of 1:1 devices at both middle and high schools, and make adjustments to policy regarding technology use if needed. Has watched "Screenagers" and reviewed the research literature.</p> <p>3. Someone Green/committed to sustainable operations and curriculum (!!!!)</p> <p>4. Someone who is committed to all students - high achieving, special needs, AND those who may appear "average" (e.g. based on traditional academic models and assessments).</p>

	Someone not obsessed with standardized test scores; finds and implements additional/alternative measures of success.
Parent	While excellence in the school is the goal, the superintendent needs to actively manage out the non-performing teaching staff. My son's teacher at the middle school was drunk or under the influence [REDACTED] the gym teacher was totally out of shape and lacked any inflection in her voice nor created excitement in the class, and the Digital literacy class teaches kids about taking photos of animals vs learning anything about technology. Ask to see the curriculum if you doubt it- or talk to other parents. The 6th grade math teacher cries in the class and tells kids "look it up" if they ask for help. Get the basics right first. And yes I gave feedback to Ms Beattie.
Parent	The next school superintendent will need to mend some open wounds in the community alongside having to solve some major fiscal challenges. The community will need a leader who can respectfully hear community concerns, and facilitate some occasionally conflicting demands. To boot: the Concord Carlisle community is comprised of the very types that would be least wanted on a jury: thoughtful, questioning, engaged citizens who are usually highly educated. This will need an equally thoughtful, committed well reasoned and mission driven individual who can help guide the community to the best outcomes for the students and towns. Not an easy task.
Parent	Scientific literacy. There is so much information out there about what is and is not working for students; we need to use the information experts have gathered and analyzed! For example, teenagers have a different circadian rhythm, making them groggy early in the morning. The research is clear; teens should not be in school until 10:00am. I would love a superintendent who prioritized programming in response to this sort of knowledge instead of ignoring it and prioritizing adult logistics and sports schedules.
Parent	Our districts have learned that a top-down management style is not healthy for the school community. Our next superintendent must be interested in the views of students, faculty, staff and townspeople. At the same time, this individual needs strong management skills in how to get things done, and the ability to do it with fairness. When a decision is made that may be controversial, this individual will need to communicate why a certain choice is being made, in a way that is respectful to other's thoughts and feelings. There should be a balance between being open to hearing how the school system may not be working at its best, and at the same time giving strong support and structure to the those working within it.
Parent	The superintendent should respect the knowledge and experience of teachers and be responsive to the concerns of parents.

	<p>She or he should have a wholistic view of education, appreciating that academic growth is best cultivated in a climate that promotes physical and psychological health.</p>
Parent	<p>Create and lead a professional culture that recognizes and utilizes staff and community strengths, and promotes a collaborative atmosphere that encourages dialogue while keeping the district moving forward in helping kids identify their passions and become resourceful and resilient.</p>
Parent	<p>I think a superintendent should be an excellent listener and communicator in order to represent all constituencies (students, parents, teachers, community, administration) equally. Using that skill and those relationships is key to choosing and directing initiatives.</p>
Parent	<p>1) Transparent, timely, we're-in-this-together communication that shows respect for (a) teachers, (b) students, (c) parents, (d) community.</p> <p>2) No special friends; no alliances and politics. Have the courage to define a clear, accessible vision for CC/CPS and collaborate, respectfully, with all who ask, probe, propose, support and challenge.</p> <p>3) Superintendent & Principal Oversight/Hiring Mgmt.</p> <p>I see no reason why there are no personnel files for all Principals within the school district. Our current Superintendent, when attempting to quell a disastrous situation at Thoreau Elementary several years back (with issues resulting from the directives she was giving the then-Principal), said to me directly that there are no personnel files for the Principals (in which parent/faculty/student grievances could be lodged/tracked). This seems a vital component to effectively track and manage this level of Town employee, and -- if the Superintendent is the one hiring/managing these hires, then it seems a natural, vital tool for objectively tracking the success of those hires. I would hope the hiring committee ensures this is common protocol moving forward.</p> <p>4) Superintendent / School Committee Dynamics</p> <p>Given #3, it's vital that the SC exerts successfully a real checks/balance oversight of the Superintendent, should that candidate fail to perform in keeping with the standards/systems defined. When the Thoreau School situation flared, no one held the Superintendent accountable for the slow, damaging 'speed' with which the dysfunctional issue was addressed. This is for the SC to achieve -- and, hopefully, recently-added members have successfully achieved such a re-balancing -- but it's a timely point to revisit as the district revisits its priorities and best-practices.</p>
Parent	<p>At times this administration has acted in ways that have reflected a lack of respect of teachers and other staff (privatization of busses and targeting of union involved staff). This has been disastrous for public</p>

	<p>relations with parents and with staff. It reflects an attitude that I would like to see change. I'd like to see a superintendent who is a collaborator and leader through consensus, rather than a often-hostile, top down administrator. Thank you.</p>
Parent	<p>I have not felt heard by the superintendent and some building leaders.</p> <p>I have felt that our current superintendent was a cheer leader, not a thought leader.</p> <p>I have felt that building leaders have lacked the skills to create an environment of continual improvement.</p>
Parent	<p>I believe the superintendent should be open minded, flexible, and willing to work in innovative and creative ways to meet the diverse needs of students. They should be enthusiastically supportive of home schooling and other alternatives because having access to a diversity of educational choices is in the best interest of students and the community as a whole.</p>
Parent	<p>The first question is not an effective way to find out what is most important to folks in the district. There are way too many statements to read, evaluate and then select the top eight. All of the statements are important, with very slight differences between some of them, making pulling out the top eight nearly impossible.</p>
Parent	<p>Our community is diverse and yet our schools seem to consider families to be of similar cultural and economic backgrounds. The new superintendent needs to understand the differences in our community and have our schools reflect our differences throughout the school - in learning and in presentations. I'd say the only place I see this is the diversity of the after school options.</p>
Parent	<p>Honestly, I'm taken aback by this survey. Why would we be asked to choose 8 of these as priorities when all of these seem to be obvious requirements for the job.</p> <p>Does wanting the Superintendent to be an effective manager of the District's day-to-day operations and other obvious necessities of the job mean that I'm any less concerned that the superintendent</p> <p>listen to and effectively represent the interests and concerns of students, staff, parents, and community members?</p>

Parent	For a quarter of a million dollar salary, the superintendent had better have all of these characteristics, not just 8. It is tempting to select all the characteristics that the incumbent lacks but in reality neither the "warm and fuzzy" nor the "hard core policy wonk" stuff is negotiable. Thanks for all your hard work.
Parent	Effective communicator Genuine Educational leader Receptive and skeptical of cool new trends
Parent	Please pay particular attention to the health of the students and workers - limit chemical exposures (cleaning products, wipes in classrooms, using building materials that don't off-gass, increase fresh air inside buildings!!). These kids are like sponges.
Parent	The survey included multiple questions about interpersonal skills across various constituencies. I think it is very important to keep in mind that a good leader will not always be popular with each constituency- particularly if trying to effect change. We should NOT be looking for someone who can please everyone and ruffle no feathers
Parent	We need someone who is willing to make tough decisions in this town. We are in a bubble here in Concord and residents seem to disagree on everything. I think it's important that students are thriving in healthy environments and our teachers need to feel valued at all levels
Parent	I would like our next Superintendent to be a leader who can guide our schools in a collaborative manner. I think that it is important that the person likes teachers and working with teachers, as well as students and administrators. They must be a good listener and have good communication skills. They must be upfront and not conduct agenda's behind the scenes.
Parent	The superintendent should push back against overly compulsive 'standardized testing' where preparation for these takes too much time from teaching. Learning is as much about students developing the skill to learn and desire to learn as it is about parroting rote material on a test. At MIT, we did a lot of problem solving for our engineering courses. The work was far from rote. The approach was creative.
Parent	I believe that in addition to commitment to balancing educational priorities with fiscal realities, it is important that our superintendent is

	open minded to a variety of perspectives, remains transparent and compassionate in response to a wide range of people from students to parents and teacher organizations.
Parent	In these times, it is imperative that the superintendent promote the teaching and benefits of sustainable practices to help promote a healthy environment and long-term healthy Earth.
Parent	I hope the new superintendent will set a positive tone for the district and be an effective communicator with the board, educators, and families.
Parent	Communicate clearly with the School Committee and the teacher's unions how state and federal requirements must be met, regardless of whether anyone disagrees with those requirements. Communicate clearly about any processes that the Districts could engage in to change those requirements. Clearly communicate with all budget reviews, including Town Meeting, what is the desired and reasonable budget and how, nearly always, that desired and reasonable budget must be cut to comply with Prop. 2 and 1/2. Work to reduce and/or more fairly administer specific user fees and try to roll some of those back into operating budgets. (Maybe it's too late to reduce the "pay-to-participate" "pay-to-park" fees but it's worth trying.)
Parent	Be able to develop a long-range plan for the facilities and curriculum
Parent	The job requirements in the previous question that related to budget, long-range planning, etc. should be base-line experience. What will be important is someone with the talent and confidence to work with the school community in a manner that shows respect for the high level of professionalism and creativity of the faculty and staff in the district - and who engages with the larger community with honesty and transparency. Not every decision a superintendent makes will make everyone happy. But it is critical that people understand the evidence and rationale behind decisions that impact our schools and our community. The next superintendent should also demonstrate a proven ability to improve morale among faculty and staff - critical to retaining and attracting the best talent. In the current political climate, ensuring that all students feel welcome and safe in our schools may be an increasingly important part of the job. Demonstrating a willingness to incorporate new ideas and an ability to foster collaboration among members of the school community to improve learning - as distinct from an emphasis on testing -- are also qualities I would value.
Parent	A superintendent should establish a positive relationship with the school committee, school principals and director of special education and grant them trust and resources to implement change and act in the best interest of the students.
Parent	Ability to negotiate between being a leader and enabling other key staff and community members to take on leaderships roles that will promote the integration of research-based teaching practices. A new superintendent for Concord should not be a pawn to a dated model of education. I want courage to make changes with student learning at the

	<p>core. I would like to see a Superintendent that has a vision for a more research-based approach to education that will prepare our students for 2020 and beyond. I'd like to see a leader that expects our classrooms to be more connected to the real world, more creative and project-based. Let's see classrooms more connected to practitioners, offering students opportunities to apply classroom learning to real world problems. We need our students to become creative, confident, innovative problem solvers. To get that result, we need a superintendent who models that and expects that of her/his education team.</p>
Parent	<p>Someone who believes in incorporating foreign languages starting in Kindergarten and who will elevate the level of visual art education in all the grades.</p>
Parent	<p>Strength in being a "change agent"</p> <ul style="list-style-type: none"> · Ability to engage professionals to work together · Excellent communicator, leader, supportive to faculty and administrators · Experienced (teacher, administrator preferred prior experience as superintendent) · Knowledgeable about special education Preferred-educational background in special education .Supportive to the department of special education and parent advisory group (parents). Consider universal learning. <p>Experience in continued growth in supporting social and emotional well being of all students.</p> <p>Work to improve the weakness of the high school.</p> <p>Facilitate understanding the data behind rankings of concord public school and set goals to improve the ranks for the future.</p> <p>Quick to review the science and technology weakness of the district and work to improve this in the first year or two.</p> <p>Someone who can assist with looking at the future of the middle school buildings and be able to work with a group to set forth a building improvement plan or new construction.</p> <p>Transparent, honest, humble... one who genuinely wants the best for concord by offering himself fully and enjoying the job!</p>

	<ul style="list-style-type: none"> · Scholarly/intelligent
Parent	<p>I think many of the characteristics on the list are critically important - limiting to a selection of eight is challenging for such a leadership role. Perhaps ordering the list may have been an effective exercise.</p> <p>Ultimately fostering a district that is always improving upon district-wide academic performance and serving all of our students is at the core - but it's critical that this role is filled by a candidate that possesses many, if not all of the goals and/or characteristics listed. The right leadership, management, collaboration skills, operational know-how, etc are all key, in addition to the core, critical educational understanding and experience.</p>
Parent	<p>A strong and experienced leader with a solid reputation who is focused on the financial health of our district in addition to excellence in student learning and faculty performance. The superintendent should be ahead of, knowledgeable about, transparent around and actively engaged in problem solving issues that arise including elementary class size/space, teacher moral, maximizing student learning, and how transportation and athletic schedules affect student academic performance.</p>
Parent	<p>Given our experience with the current Superintendent, I would like to see a person who is less autocratic, heavy handed and fully engaged with parents and the greater community. I also believe strongly that the School Committee oversees the efforts of the Superintendent and does not just act as a "rubber stamp" for all of the Superintendent's decision. A governance discussion with clearly defined roles and responsibilities between the School Committee, Superintendent and Town Manager must occur very quickly following having the new Superintendent in place. We must learn the lessons from what has gone well and not so well within the Con Orr School system.</p>
Parent	<p>I would like to see someone who is an expert in diversity & inclusion. We need to make sure the school is a safe place for ALL students. This includes race, ethnicity, orientation, gender identify and expression, and religious affiliation</p>
Parent	<p>Have the courage to make tough decisions, be a catalyst for change, always put the students first.</p>
Parent	<p>Have visions for the future. Recognize positive use of technology toward improving students education. For example, use of computers to assist teachers in allowing students to progress at their own pace (from the</p>

	<p>slowest to the fastest learners).</p> <p>Make significant use of the free Khan Academy (https://www.khanacademy.org/) to accelerate students knowledge comprehension and give teachers more time to guide and coach students. Superintendent should encourage teachers to utilize tools available online, such as Khan Academy.</p>
Parent	Please hire someone who will stand up to the bullies who run the teachers union and who will not bow to political correctness at the expense of education quality.
Parent	<p>No favorites in administrators (former Thoreau principal) or conflict of interests (like the proposed busing company) like the current superintendent had.</p> <p>More willing and open to work with union reps.</p> <p>More visible in the schools- classroom visits.</p>
Parent	A superintendent should strive to facilitate a communicative and collaborative environment among all stakeholders at every level, from students and parents, to teachers and administrators. The primary goal should be to achieve academic excellence combined with social awareness and empathy at all of the Concord public schools.
Parent	I think we need someone who has experience in a similarly demanding community. Someone who is used to the challenges of high performing schools and high expectation community members. We have such a talented group of teachers in our district, that I believe we need someone who respects the teachers and current principals and would have good working relationships with them.
Parent	Our schools are about creating a solid, safe, positive educational environment for our kids - and not about teaching to a test. Let's make sure we are teaching our kids and providing an excellent education at all levels for all kinds of kids within our system.
Parent	They must realize that they are paid by the parents (plus other tax payers) to provide quality education (and educational opportunities) for the students. There is tension between money and the education of the children and this person must be able to make those tradeoffs. Any change they introduce must have a crisp answer to the question "How does this benefit the students?"
Parent	-Caring: we need someone who truly understands the issues that are at stake for our children; someone who goes beyond education and sees "what is best for children" as the driving force in decision making

	<p>-CCHS: attention to school culture that is lacking; need someone who will work with and support Mr. Mastrullo in developing fresh ideas to keep kids engaged and excited beyond the school day. Help make CCHS a truly innovative environment, not just a beautiful campus.</p> <p>-Formality and Professionalism: someone who is willing to come in and look at the "rules" for our schools, primarily CCHS. What are the expectations for dress codes, drinking, attendance, behavior, technology? Someone who enforces these rules would be appreciated.</p> <p>-Strong, clear, consistent communication to the community (**"Willard Weekly" and the "CMS Daily News" are done to perfection!! We need something like that for the district!)</p> <p>-Visible to and present in the community and seen at the schools at pickups, games, events (when a person gets a true pulse of a community, not just at meetings)</p> <p>-Focused on nature: utilize our abundant and readily available free environmental resources to enhance our love of our towns and community! (paths, ponds, fields are at our fingertips!)</p> <p>-Building expertise: (CMS) We must find someone to focus on the middle school environments. We can't allow the kids currently attending the two CMS to be put on hold while a plan is developed for the long-term of CMS. There is much that could be done to remediate and improve the environment, both inside and outside, while discussions are held and research is done to make the plan whether to remodel or build.</p>
Parent	strong distributive leadership skills; in touch with the day to day needs of the classroom, strong instructional leader
Parent	I strongly believe that the superintendent should seek the guidance and advice of the teachers and educators in the system regarding any changes to curriculum, scheduling, etc. prior to making such changes. The teachers have the hands-on experience regarding what works, and are most involved in the daily activities of the students. The opinion of the teachers should be valued as much, if not more, than the administrators in the system.
Parent	I would like to see someone who has a vision to make Concord the best school system in the United States. That doesn't mean working towards standardized tests, but providing a world class education that is similar what is being provide in Finland and other leading educational countries. The teachers in the CC district are some of the highest paid public school teachers in the country, so we should be able to attract the absolute best teachers, but beyond the teachers and staff, I would love to see the superintendent improve the culture of the school system to expect only the best, challenge and expand the minds of students at all grade levels

	<p>and abilities.</p> <p>The learnings from the Finish education system shows that providing an excellent educational environment and culture (including parents and overall community). When this is addressed, then any associated standardized test results will follow.</p> <p>I was happy to see some adoption of these learning in Alcott School this year with the removal of homework at the lower grades with a slight emphasis on learning through play while at home.</p>
Parent	Support the teachers! Strive to create an environment that provides varied avenues for engagement and learning.
Parent	I don't want a superintendent who caves in to parents or politics. This person should be highly intelligent, have vision, able to get the most out of every public teacher in Concord and Carlisle, aware that CC teachers are not automatically "great" just because they are CC teachers, and he or she should be hyper sensitive to the ever increasing cost of education as a percentage of town budgets.
Parent	<p>I want the superintendent to be interested in the development of healthy, happy, well educated citizens of the world: THE WHOLE CHILD</p> <p>I do not want the superintendent to be driven by test scores/ data as a way to reflect success.</p>
Parent	I have spoken with several former Concord and CCHS teachers who are much happier and much more productive in other school systems in MA. They cited an environment of mistrust and retribution. This type of small-minded leadership needs to change - we need to create an environment that enables the talent we have and continue to recruit to contribute to their maximum potential, with maximum job satisfaction, and with fewer barriers.
Parent	I would like to see a progressive visionary leader who isn't afraid to make bold decisions and puts the needs of the students above all else. I would like to see someone who is well versed in educational research and uses that as a guide when making decisions.
Parent	Not a big fan of standards and testing, so I would encourage selecting someone who would advocate to allow teachers to teach as much as reasonably possible.
Parent	Need a leader who is not afraid of making changes and inspiring the teachers, administrators, students and parents to more and continuously

	improve the school system and not accept the status quo.
Parent	Someone who is visible, available. Who truly cares about the students and staff. Continue to close learning gaps, focus on kids that slip through the cracks, Special Ed. Be a positive influence. These are big shoes to fill.
Parent	The superintendent should understand that students develop and thrive at different times and in different environments. A school can have a narrow view of what a model student is. I wish the environment for our schools is to have many different paths where the students have the belief that they can be exemplary along side other successful students.
Parent	<p>Primary focus is to maintain the high quality education and monitor the costs to do so based on similar other peer towns. Look to improve performance when able and look at other towns and states for areas and programs to improve. Make sure concord is keeping pace and not falling behind while spending more than other towns that get same or better results</p> <p>Therefore they need to get folks to believe in them and any changes and be able to communicate their goals so that they understand why things are being done and what is driving that.</p>
Parent	Strive for excellence and passion; support great teaching, not just test outcomes; listen, but don't cower to over-involved, over-the-top parents. There are some really bad teachers that would be great to weed out, but not sure that's possible via-a-vis the MTA.
Parent	<p>I would like a superintendent that:</p> <ul style="list-style-type: none"> - Communicates well with building-level admin, teachers, and the community - Hires well, and ensures that building-level admin hire well (we have had, in my opinion, too many bad hires amongst teachers and admin in this District in recent years) - Will encourage facilitation between the Concord & Carlisle Middle Schools and CCHS (currently, coordination is woefully inadequate) - Will focus on culture change amongst teachers, especially at CCHS. In my experience, most teachers at CCHS are great, but there are too many that are not sufficiently student-focused. Examples: some come in late and are less available for extra help, do not grade in a timely manner, do not conform with school standards for e.g. posting homework. I expect better. Again: in my experience, the majority of teachers are great, but there is a too-large minority that is not. - Will understand the the unions are not the only voice of teachers and staff. In my experience, many teachers have opinions and viewpoints that

	are not consistent with official union positions; I want these voices to be heard as well.
Parent	Good comminucator, good at resolving conflicts and negotiating, knowledgeable about best educational practices, respectful, able to hire effective staff
Parent	<p>Create a climate and work with principals to set up systems for more innovative teaching that leads to greater student engagement and even greater learning and deeper understanding. Note I am not looking for innovation for innovation's sake or kumbayah or making school easy. I'm looking for greater student enthusiasm, involvement, engagement and LEARNING. I also recognize that this demands a lot from teachers and they would need District support in this. Even though my kids have been very successful in the current system, I cringe when I hear about the lecturing. They are indeed learning but I believe our District -- with all its many, many assets -- could be doing so much more.</p> <p>Also, this may be a principal issue not a superintendent issue but schools need STUDENT (as well as teacher) input for changes. The proposed schedule changes at CCHS are a glaring example of this lack of input. Ouch!</p>
Parent	We need to move away from the contentious and at times contemptuous manner by which the outgoing superintendent treated the stakeholders. Transparency is critical and a respect for the huge financial responsibility this role requires. That has not occurred.
Parent	Listen this the needs of the parents and community.
Parent	The new superintendent must be able to clearly see and identify issues that arise out of unhealthy (personnel) dynamics within each school, in order to promote the best possible learning and working environments for our students and staff
Parent	<p>Strong communicator with stakeholders including parents and staff.</p> <p>Understanding of advantages/disadvantages of educational technology and outcomes in other school systems</p>
Parent	I would like to see thoughtful consideration of children with special needs and disabilities.
Parent	It is important that the next superintendent continues where Diana has left off although parents might want to be the ones running the school, the superintendent and the principles are in charge. They are the ones that have to make sure that no students are left behind and they are the ones that a teacher has to answer to if a student is falling between the cracks. I have seen first hand how students at the lower school levels that are struggling are supported immensely so if they are struggling they can catch up with their peers. This is a huge moral booster for the child being helped and one of the many reasons so many people come to the concord

	school system. this I would like to see continue
Parent	I do not feel like our teachers have been valued and treated well or fairly under the current administration. Nor do I believe they've been given the space and freedom to be creative educators. Concord used to have a top notch reputation for attracting and retaining first rate teachers because of how they were supported and trusted, not just because they were paid alot. Policy and technology should not be handed out top down, but created with teacher guidance and input.
Parent	The 1:1 Technology program was implemented before the district and teachers were ready. What I have witnessed at the middle school is a disaster. Please make sure the next superintendent can help make big improvements in this area.
Parent	This is Concord. Our public schools should be equal to any private school in the quality and engagement of the teachers and in their ability to convey to our kids the importance and relevance of the subjects they teach.
Parent	Approachable, flexible, strong leadership skills
Parent	The superintendent should be a passionate leader and have a deep understanding of and appreciation for all aspects of student learning (and not merely test scores). We need someone who is a consensus builder and can prioritize our budget to maximize student opportunities and not merely spend money on the latest fads that may have little actual impact on learning. Also the candidate needs experience in dealing with personnel issues (including underperforming building level administrators and sometimes overly strong unions) in a professional way that puts the needs of students first.
Parent	It would be important for the superintendent to be budget aware and make appropriate cuts to the existing budget. The community cannot sustain the District at the existing levels and taxes are sky high. The new super should be looking at our high admin cost and stats relative to peer districts and try to reverse the trend where Concord is no longer in the top 10. One mandate should be to instruct the HS principal and staff to support the goals and needs of students relative to college scholarship and aid applications. In addition, the District should report ranks or % of class via the common app so students are not screened out based on the existing profile system.
Parent	We need a good manager that can hire and retain the best candidates for the district in adm
Parent	Need to make sure we have excellent schools & education. Should work with all groups to do so. Should not be too close to faculty/ principals as they are balancing the financial, student, parent goals of a complex district in addition to being a leader of the faculty. Should work to ensure all faculty are working to their potential to teach students and create a rich learning environment. Should be able to take a stand against teachers that are not engaging in student learning. Should take into account all of the new research on creating a rich learning & teaching environment.

	Should be option to pilots to try and test new ideas.
Parent	Every student learns differently. A superintendent must be dynamic enough to support unique and individual needs of a student, even if it doesn't fit the 'mold'. For instance, my 7th grader, when he enters high school, will likely learn best through some classes at the high school and some independently ('home schooled'). How exactly this should work is unclear, but a superintendent should appreciate the individual needs of the student and be supportive of what works best.
Parent	Reign in the school budget.... Be efficient... Spending is out of control. We should be the best school in the state considering how much we spend per student. Where's the disconnect?
Parent	<p>Listens to parent, teacher and student needs.</p> <p>Understands the history if the Concord School system, present that to parents/ teachers who may not know the history, build on the successes in the district and work to improve district as well.</p>
Student	What if I'm a parent and a teacher, what if I'm two roles, you don't capture that. You are not capturing your true audience. Asking people to pick top eight is always a poor way to get preference. Consult any good survey maker and they can fix this for you. Example using flavors: 90% pick their top flavors, many flavors no one really cares about but they picked eight anyway. Maybe 10% of your audience is allergic to strawberry and chocolate so they don't pick that, but since so many other people picked it in their top eight they win. Your survey might end up with chocolate and strawberry being the top flavors and make 10% of your audience really unhappy. If you had surveyed right you would've ended up with vanilla and chocolate keeping everyone happy. That's how surveys like this end up creating a very vocal angry minority.
Student	I would like to see a superintendent from a diverse background so that minority students have a role model and more representation within the staff. I believe that if the superintendent were of a diverse background minority students would have a positive example of a person in power.
Support Staff	Caring, compassionate, understanding of work/life balance, fun
Support Staff	Patience and a methodical approach to thinking with regard to the feasibility and implementation of products, programs and services within the educational community
Support Staff	To recognize that support staff needs access to laptops and training on software that is utilized for academic success.
Support Staff	someone similar to Diana Rigby regarding visibility and her supportive relationship with staff
Support Staff	Someone who listens effectively to a variety of people: parents, staff and students and who can then work together with them to solve issues
Support Staff	The superintendent should be aware of the over-testing of children. S/he should also be more proactive in determining the correct placement of children of special needs in programs that are more appropriate for their learning style and convince the parents and the Special Education

	Director that the placement is necessary.
Support Staff	The next Superintendent must improve staff morale. For years, the support staff has been looked down on and have not be given the respect that they deserve. Example, support staff makes up half of the 700 employees of this district, but no support staff was invited to be on the Superintendent screening committee. This is wrong. Support staff must be included in decision making and must feel that they are valued.
Support Staff	An excellent superintendent has a vision for the future of the district, all the while understanding the need to include all members of the community and staff to take the necessary steps to achieve this vision in a meaningful progression that assures the dignity of the constituents. True and lasting change comes in incremental steps that honors the knowledge and expertise of the teaching staff and that comes from excitement, and passion from those who are directly teaching and influencing the minds of Concord student.
Teacher	A leader should always seek consensus. As Lao-tzu said, "When the best leaders have done their work, the people say, 'We did it ourselves.'"
Teacher	The most important characteristic of the superintendent is that he or she will get feedback before making decisions, and having a clear understanding of how the decision will impact teachers, students and community.
Teacher	Thank you.
Teacher	A superintendent must be an inspirational leader who helps this community define a vision of what great education means and uses that vision as the guiding principle to determine our priorities. This strong sense of ballast requires careful deliberation before implementing new programs and determining how we will fulfill federal and state mandates.
Teacher	Understand and value highly the role of the Arts and Humanities in education. Understand, highly value, and promote creativity in teaching and learning. Understand and promote creativity and collaboration as critical components of 21st century learning. Encourage flexibility in scheduling to allow for creativity in teaching. Be a champion for less emphasis on testing and data collection, and more emphasis on real, experiential, deep interdisciplinary learning. Respect teachers' professional expertise.
Teacher	To be a truly positive individual with a happy, energetic approach to their job. Someone who wants to take the time to understand what is happening across the district and to hear from not just administrators but from teachers, parents, and students. To not just trust reports but to get out there and see for him/herself. To talk to the teachers and students. To get a sense of morale from being a part of the schools. To recognize that schools need to care for the 'whole' student. To take seriously the stress of academics and a culture of success. To be brave to stand up and

	say 'no' to something that doesn't fit in Concord or our schools. To not be just focused on tests and data. To not be in a rush to be in on the latest and greatest thing all the time. To think things thru carefully, thoughtfully and with meaningful input from those involved.
Teacher	I want to reiterate the importance of a superintendent who will be visible in the schools and be in touch with the realities that teachers face in classrooms on a daily basis. We need someone who understands how children learn and develop, and how some children may not learn and develop as expected. We need a superintendent who will trust us as educators and listen to our ideas and concerns. We need someone who is willing to go out on a limb and fight for something that is best for the children, even if it's outside of the box.
Teacher	I would like to see a superintendent who creates a positive environment where teachers and administration work together to make decisions regarding curriculum, assessment, daily operation of the building, etc....
Teacher	Experience in a town like Concord, where people are supportive of the schools, engaged in their students' education, and willing to pay for quality, but expect to have input on the decisions that effect their children and taxes. Clear, timely, and open communications from the superintendent are important to the people in this community, who want to be part of the decision-making process, and not just simply informed of administrative conclusions.
Teacher	A professional who is open to new ideas, can lead CPS and CCHS to even greater success. This person should strive to bring a positive attitude with new ideas rolled out in a meaningful and realistic time frame. Teachers need a leader who will champion for their needs and the needs of all students. Transparency is critical and the ability to communicate the schools mission statements.
Teacher	Thoughtful approach to implementation of instructional technology. Willingness to evaluate/assess program (and tech) effectiveness and alter course when necessary Willingness to work with principals and teachers to encourage building-level decision-making
Teacher	Be actively involved with the students and staff members by visiting each school, engaging in discussions with students about what (and how) they are learning. Also, be a positive communicator with the staff by informing decisions and working with a clear decision-making process.
Teacher	I would like our superintendent to be people-centered and foster a respectful and collegial environment. Supporting our teachers, supports our students and their families!
Teacher	A person who is empathic, understanding,patient, and willing to work with teachers to support their needs and their vision for students and families.
Teacher	I believe the candidate should have had a lengthy teaching history before

	becoming an administrator.
Teacher	Visibility is key. A strong sense of what makes an effective leader. Supportive nature for staff. Progressive educational practices. Strong belief in early education and meeting the needs of all students.
Teacher	I hope that the next superintendent can be transparent about decision-making so that it is clear when he or she has made a decision and when decisions are coming from principal's (not through principal via the superintendent but presented as a principal based decision). I also hope that he or she can offer clear reasoning and communication about decision-making and where impetuses for change are actually coming from (parent-driven, date driven, teacher driven). We would also like to see a superintendent who is willing to continue and foster the relationship between superintendent and the teachers' union(s).
Teacher	Seeking input and ideas from teachers is so valuable.
Teacher	A superintendent should be first and foremost an educational leader-have a vision of what education can and should look like and then lead the district and the community in such a way that they can share that vision. The superintendent must be able to communicate effectively with all stakeholders. S/he must recognize that the school based educators are the ones who work with students every day and must be willing to listen to their ideas and opinions with an open mind. S/he must be willing to listen to disagreements and be willing to change his/her mind and allow ideas to evolve based on conversation.
Teacher	An honest person who supports faculty and staff members by treating them fairly and respectfully.
Teacher	We need a more functional middle school. The "two building" approach is the root of almost every problem we have at the middle school. I would love to see support for the middle school and issues specific to us.
Teacher	I believe the new superintendent should value the the music, art and creativity in part of educating the whole child.
Teacher	A leader dedicated to having diverse and dynamic educators to foster student learning and growth.
Teacher	I think that a great superintendent will recruit and retain excellent educators.
Teacher	Diana had wonderful knowledge of special education. I think that this would be wonderful to see in the next superintendent.
Teacher	Experienced, considerate, and open-minded.
Teacher	The candidates should have a respect and understanding of educating the whole child. This means being able to appreciate all school programs and allow students to excel in all areas, not just the subjects that are tested at a state level. This can be explored by looking at what previous programs the candidate has worked in. Were there flourishing arts, health, technology, and

	"specials" programs or were those programs average or below average. Does the candidate have experience working with department heads and teachers in those areas? Was there growth in those areas during their employment?
Teacher	I feel that it is also important for the superintendent to continue to support the Metco program.
Teacher	I believe our next superintendent should be an educational leader with an advanced degree (EDD or PHD). I also would like the superintendent to be able to show an understanding of what exemplary performance is for students, teachers, and principals and also show empathy and understanding to all members of our community. The superintendent needs to have vision and respect for what makes CPS and CCHS unique places where capable teachers can create their on effective research based programs rather than buy some canned one size fits all materials and programs. Above all the superintendent needs to really value collaboration not competition amongst staff and administrators. Mistrust and competition driven many by PARCC/MCAStest scores has had a negative effect on collaboration across grade level teachers, building, and administrators. This competition has also caused mistrust. We need a person who we will follow because of the example he or she sets and not just due to a job title.
Teacher	The most successful organizations employ "walk-around" management and seek contradictory viewpoints before making wise decisions. They also have meaningful and effective monitoring and evaluation of programs to ensure that changes achieve desired goals at a reasonable cost.
Teacher	high expectations, collaboration, professionalism, compassion
Teacher	Our district has been wounded by an unnecessarily top-down decision-making style by the current superintendent. Too much control from the top disrespected faculties and other staff members, resulting in a severe lowering of morale throughout the district. The new superintendent should evidence huge respect for the talented and committed educators and staff in our high-ACH district, and work to raise morale through shared decision-making well beyond the minimum expected. There are deep hurts that need to be healed here. I am a retired teacher from the system as well as a longtime community member.
Teacher	Fair and Balanced. Ha! Standing up for students and parents without but knowing when and how to respectfully set boundaries. Having respect for your faculty! You hire top people, make sure they collaborate, communicate with their dept chair. Don't enable parents and students to second guess every professional judgement call
Teacher	Respect for all members of the community--teachers, staff, parents and students.

Teacher	<p>While it can be extremely tempting to be attracted to a candidate who does so, it is actually very difficult to work with someone who says exactly that which her listeners want to hear. Because a superintendent is working with so many different bodies-- parents, teachers, tax-payers-- there is no way that she can tell everyone that they are going to get just what they want out of a situation and actually maintain true integrity. We have been dealing with this very scenario for about a decade now, and while it has pleased folks in some quarters, it has completely eroded the faith of other "stakeholders." Please find a person who has the poise and confidence to be able to break difficult news, or say "no" to even the most entitled members of his or her constituency, when in fact no is the right, if tough, answer.</p>
Teacher	<p>A superintendent needs to make sure that their initiatives and goals are not personal goals but come organically from the district, community, and school committee.</p> <p>Once the goals and initiatives are decided, a realistic plan should be shared and followed.</p> <p>The superintendent needs to be pro-active, not reactive.</p>
Teacher	<p>Transparency at all levels in admin. will ensure a climate of trust and mutual collaboration. Admin. position performance should have feedback from teachers via surveys and/or discussion. Roles and responsibilities of all admin. depts. should be visible and evaluated to ensure the best of this position is being carried out.</p>
Teacher	<p>Someone who is open-minded and willing to listen to And respect the ideas and expertise of professional staff.</p>
Teacher	<p>It would be desirable to have a number of highly qualified candidates to choose from - if not, an interim would be the best choice. We would like to see someone who listens to teachers' voices as much as parents' voices, and is responsive to teacher concerns. Transparency in decision-making and vision is also a desirable trait.</p>
Teacher	<p>I think that all administrators in the district should have some exposure to arts. I think that such training promotes critical thinking, improves problem solving and furthers "thinking outside the box", and gives depth and empathy to our leaders.</p>
Teacher	<p>I want to see someone who actively works to promote cultural proficiency across the district in deep, meaningful, and lasting ways (PD for staff, hiring practices, revisions to curriculum, soliciting voice, etc.).</p> <p>I want to see someone who actively seeks out the collective wisdom of this district's greatest resource - its teaching staff. I want to see someone who is able to admit, "I don't know everything - yet - so work with me so we can all develop a deeper understanding of what's important about</p>

	teaching and learning in Concord."
Teacher	An outside-of-the-box thinker and communicator who will welcome opportunities to seek out and integrate collaboration with the teachers in the school district.
Teacher	All of the previous statements are important concerns for a superintendent to possess.
Teacher	<p>-patient</p> <p>-kind</p> <p>-genuine respect for the work teachers do</p> <p>-realistic expectations</p> <p>-provide support for change and new initiatives</p>
Teacher	The next superintendent should be someone that values the input of all stakeholders of any given issue, seeks their input, and uses that input in meaningful ways before making decisions that impact the school community. This skill requires also having the humility to recognize that the superintendent need not be the expert in all areas, but a good listener, and good at weighing diverse needs after hearing from the experts.
Teacher	Concord has a history of being progressive and in leading sustainable and meaningful lives: transcendentalism, Thoreau and Walden, supporting the abolitionist movement, establishing kindergarten in the US, the right to dry clothes on a line, promoting local water over bottled water, divestment in fossil fuels, no plastic bags and no polystyrene. We are a thoughtful and deliberate community. Our new superintendent must not only understand and support these qualities but also actively support our goal "to create a more sustainable community."
Teacher	It is time for a leader that works collaboratively with all of the teachers in the district. Transparency needs to be a goal in all matters, as well as building a positive relationship with the two unions.
Teacher	The new superintendent must be able to review current administrators and seek to improve or replace persons who are currently not behaving professionally (i.e. not treating staff members with dignity, using disrespectful language and tone in emails, etc...)
Teacher	It would be important to some that the next superintendent has a high awareness and desire to improve relations in all areas with the Metco students and families.