

Superintendent of Schools – Desired Characteristics

After consultation with Carroll County Public Schools internal and external stakeholders, the Board seeks a student-centered educator exemplifying the following characteristics.

A strategic thinker who:

- understands Carroll County and the State of Maryland and is sensitive to the community's expectations for its schools.
- defines, articulates, and implements a strategic vision and plan for the school system that builds upon its culture and its successes, while preparing the school system and its students for the future.
- considers the needs of all students and makes decisions in their collective best interest.
- actively participates with community groups and endeavors to build meaningful and mutually beneficial partnerships.
- is grounded in an understanding of effective instruction and school operations.

A collaborative and communicative leader who:

- builds trust and rapport through his/her honesty, integrity, and respectful interactions.
- is accessible to all stakeholders and is visible in the schools and community.
- establishes a strong superintendent/board relationship in order to effectively lead the school system.
- provides frequent, robust, two-way communication with all stakeholders.
- listens and learns before embarking on new initiatives and endeavors.
- helps to find common ground when many competing interests are being expressed and/or promoted.
- is able to be decisive when appropriate or required.

An excellent manager who:

- holds high expectations for students, staff and community members.
- is politically savvy and effective at working with county commissioners and state officials in addressing the needs of the school system.
- understands school finance and manages the school system's resources to support its priorities while effectively addressing constraints and challenges.
- establishes a strong leadership team responsible for the daily operations in the school system and each of its schools.
- proactively addresses problems and demonstrates consistent follow-through to achieve results.
- ensures and enhances consistency among schools, programs, and services throughout the school system.
- holds everyone accountable for their responsibilities.

