

*Stakeholder Input Report for*

**Hartford School  
District**

**White River Jct., Vermont**

*submitted by*

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EXECUTIVE RECRUITMENT & DEVELOPMENT

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**Hartford School District  
White River Jct., Vermont  
District Stakeholders Report, January 2024**

**Executive Summary**

On January 9th and 10th, 2024, McPherson & Jacobson's consultants conducted meetings with the district stakeholders representing teachers, administrators and community members associated with Hartford School District to gather input regarding the selection of the new superintendent. The consultants received input from approximately two dozen individuals during the meetings.

In addition, the same questions which were asked in those in-person meetings were also posted online from January 10th-23rd in English, Spanish, and Portuguese. Those online survey questions generated many responses.

The compilation of comments made at the in-person meetings and online surveys are recorded below. First, the general theme of responses is listed for each question, followed by all of the actual responses from everyone who chose to respond:

**1. Tell us the good things about your community:**

- Hartford, and the Upper Valley at large, is a wonderful place to live. There are a variety of employers that attract workers at all education and income levels, plenty of cultural and social opportunities, good restaurants, and many outdoor recreation options. There are many thriving small businesses in the area and a unique social and cultural vibe specific to Vermont.
- Our community is one with a variety of people. Many people who grew up in Hartford have stayed here for years and even generations. There are also many people who have migrated to the Hartford community because of all that it has to offer.
- Hartford is a proud town. The residents are proud to be Hartford Hurricanes. We have a great recreation department and lots of opportunities to explore the arts. Our proximity to Dartmouth College also allows for many

opportunities to explore athletic and cultural opportunities at the university level. We have a great local theater, a science museum and lots of great restaurants.

- Hartford is a unique place. We have lots of different communities of folks from those who live on farms to those who live within walking distance to restaurants in downtown White River Junction. It's also in a great location where you can get to the mountains for hiking and skiing and also to the ocean and big cities like Boston and Montreal in a few hours. Vermont is beautiful year-round, except for mud season. There are a lot of farmers markets and coops that promote healthy eating and fresh food. It's a great place to raise a family with lots of family friendly museums, playgrounds, and classes for kids.
- It is a community that has a strong commitment to social justice, and people are eager to help one another. There is a diversity of socioeconomic classes, and the community is about half and half as far as families who have grown up in the area and families who have moved in from another state or country.

## **2. Tell us the good things about your school schools:**

- We have some of the best educators, coaches, and mentors in our schools. The faculty and staff of the HSD really care about their students and want to see them do well and succeed. Many will go out of their way to support and love a student. All of our schools have equity leaders that are working tirelessly to make a difference in their schools and the overall school community.
- Positive sports environment. Lots of niche interests Teachers are passionate. The libraries are great. Students and teachers have strong relationships. Counselors are eager to know about students People are friendly, even "overly nice"
- Our schools welcome all students and are constantly working to give every child what they need in order to be able to learn. The staff in our schools, at every level, care for every child. The staff cares about learning, working to develop their individual teaching skills to be able to teach every child. Our schools are large enough to offer unique opportunities, but small enough to feel like caring communities.
- The schools are FULL of caring teachers who go above and beyond for the students and families. The family support is outstanding as well. Families want what's best for their children and are willing to help as best they can.
- Our schools offer a variety of extra-curricular activities. Our schools have staff who are committed to staying in our district. Our schools have staff who genuinely care about the students and their social, emotional, academic, and physical well-being. Our schools are inclusive and supportive of all people.

**3. What are the issues the incoming superintendent should be aware of as he/she comes into the district?**

- Community members are not happy and quite confused as to why we will be paying two superintendent salaries if we are hiring a new qualified superintendent to replace the current one. This makes the job less attractive for qualified candidates and feels like a waste of money.
- The new superintendent should be made aware from the beginning of the process that she or he will be perceived to be working under the current superintendent for their first year in the district. This will undermine their ability to be seen as a leader and cause confusion within the district as it will be unclear who is in charge.
- There has been high teacher and staff turnover, which leads to those who stay being required to do more with less. Often positions go unfilled, especially hourly positions. There is also a substitute shortage and minimal hiring and retention of diverse staff. The reason for the exodus of staff needs to be determined and addressed.
- Fixing the Middle school should be a top priority. It is in shambles both academically and behaviorally. Administrative turnover is one part of that problem. Students, teachers, staff, parents and community members are unhappy with the current state of the Middle School.
- It is perceived as unsafe with no academic rigor, sometimes causing parents to pull their children from the district for middle school years. Word on the street is Hartford is a great district, just not for middle school.
- The curriculum and instruction are not as rigorous as they need to be to prepare students for a future beyond HS because of a lack of academic rigor combined with an increase in behavior problems. There is a lack of consistent staff expectations across the district and a lack of consistent curriculum that focuses on building core knowledge and skills. There are no systems in place to address student behavior. Our reputation as a school district with a focus on excellence has been greatly damaged by the "dumbing down" of academics and lack of behavioral support.
- There is a perception that the sports programs get whatever they want, and the Arts programs are underfunded and under supported.
- Many students have drug, behavioral and social issues that are not being adequately addressed.

**4. What characteristics should the new superintendent have to be successful?**

- Possess an unwavering focus on improving educational outcomes for all students, verified by measurable results. Be someone who will lead the implementation of a culture of academic achievement while being less focused on non-academic issues.
- Be an excellent communicator and collaborator; an active listener with excellent communication skills; someone who is willing to listen to diverse perspectives before making a decision and then able to transparently explain the rationale behind decisions. Be caring and concerned with the emotional well-being of the staff and mental health of students.
- Be intelligent, forward thinking, student-centered, creative, respectful, open, honest. Be highly visible in the schools and community. Be willing to develop relationships with staff, students, and community members; be involved in the school activities and enjoy engaging with students.
- Be fiscally responsible and willing to make tough decisions, execute those decisions, evaluate those decisions, receive feedback, and make changes as needed.
- Possess an understanding of the tremendous social and behavioral issues facing students in our community and have experience in successfully addressing those issues.
- We need someone who is not afraid to handle conflict, someone who can bring us together as a community of teachers and learners with mutual respect and understanding for all ideas. someone who is a skilled facilitator who can communicate well with multiple stakeholders while remaining focused on the big picture and not allowing more minor matters to be a barrier to staying the course or shifting our focus.

## Stakeholder Group Responses

### What makes your community a good place to live and work?

1. There is access for recreational access and close to other attractions
2. There is great trail access for hiking, biking, skiing, the Appalachian trail, etc.
3. There are many swim, arts and crafts, attractions etc. in the Upper Valley
4. Great health care
5. Dartmouth College, Norwich, Colby-Sawyer colleges are nearby
6. There are many cultural opportunities and there is great cooperation with the schools; many community partnerships
7. Good restaurants nearby and in NH
8. There are nice communities within a half hour of the schools
9. Boston is 2 hours away
10. Good skiing is nearby
11. The schools are high quality with strong community support; budgets pass the first time around
12. There are many offerings in the school—arts, STEAM, outdoor ed.
13. Strong Parks and Recreation programs
14. Good relationship with town, fire department, police
15. It is a beautiful location with stunning places to hike, ski, mountain bike, fish, etc.
16. The community cares about the people who live here and take care of each other.
17. Even transplants are cared for and welcomed.
18. There are many opportunities—Dartmouth College, great health care, arts, Lebanon Opera house, lots of small restaurants, even though it is not a huge place
19. There is a very low crime rate
20. There is a wide range of recreational activities available as well as access to Burlington and Montreal.
21. The Parks and Recreation program offers many activities for children and adults.
22. Peoples' voices are heard.
23. The Upper Valley is a big community with many attractions
24. Dartmouth brings richness to the community-athletics, the arts, adult ed. Classes
25. It is a tight-knit community; most teachers are embedded into the community.
26. It is a great place to raise kids.
27. There are area opportunities for spouses to work e.g. the Dartmouth area
28. Everyone knows everyone and people are willing to help you.
29. Pride in our schools, opportunities for students with crafts, Parks and Rec department, music, theater, Dartmouth culture, opportunities for students to take classes there while still in HS, Recreation activities/winter sports
30. Each community within our district is special and has unique aspects as part of that community's identity and culture
31. The community is trying hard to be a community of the future and we are going through many changes in city management and district management (6 different city managers in 12 years)

### **What makes your school district an attractive place for students to learn?**

1. There are many educational opportunities, clubs, lego meet
2. Teachers and adults run many clubs, e.g. taking kids skiing
3. Strong tech. Ed. program
4. Broad sports programs
5. Strong flexible pathways for students; they get to identify their own learning in ways that make sense to them.
6. Many dual enrollment programs; with Community College of VT
7. AP courses
8. Strong focus on DEI for a long time, there is an Equity director
9. Special education programs are inclusive; kids are kept in their home schools as much as possible.
10. Many counselors are available to students
11. Very strong mental health supports for students; mental health clinics are in the schools
12. Kids are cared for
13. There is a clinical director to address students' needs as well as a school social worker
14. The poverty rate is about 40% districtwide
15. There is a homeless shelter across the street from the school
16. There is differentiated learning throughout the school district
17. The school is partners with the Wilder School and the Regional Resource center and Project Search
18. About 55% of the students go on to higher education
19. There are 3 elementary schools; at times, consolidation has been considered but rejected; the curricula are the same but each is special in a specific way.
20. PreK is in place in each elementary school for 3 and 4 year olds
21. Great Arts program, drama, arts, music, and band are supported by the community
22. DBS has a fantastic school-home community
23. Kids are supported K-12; great sports and extracurricular activities
24. The Career and Tech Center offers many opportunities for students
25. The Wilder School is a (regional) school for students with behavioral challenges and an autism program
26. The White River school has the Perch program for students with therapeutic needs.
27. Dual enrollment courses are available for Hartford students at Dartmouth College.
28. There is a phenomenal Performing Arts program.
29. There is strong support from the community and opportunities for parents to be involved.
30. There is an autism program at the Wilder School (a regional program shared with other schools).
31. Hartford has relatively affordable housing.
32. Taxpayers support the school budget due to the sense of community.
33. Students develop great relationships with teachers due to the longevity of teachers.
34. The Tech Center is strong and provides internship opportunities for students.
35. There is a wide variety of classes and subjects including opportunities for non-traditional students.

36. Good mental health support at school buildings, good special ed support, programs for all sorts of student needs
37. People love the HS for having a curriculum that can adapt to the many different needs of the students
38. Middle school is in crisis and is "rudderless"--they need to adopt the HS curricular model to meet students' needs

### **What are the issues that the new superintendent will face?**

1. There is a focus on scarcity of resources but, in fact, there are many resources available for students. That needs to be communicated
2. Coherence across grade levels should be encouraged. Districtwide coordination of facilities, curriculum, etc. must be implemented vs. silos of functions.
3. There should be transparency in decision making.
4. There needs to be a clearly defined, shared vision.
5. The coordination between the Business Office and Facilities Department could be improved.
6. The population of the schools are generally maxed out
7. The schools are aging and in need of repair
8. The schools may not be able to accommodate the influx of new students; 5-6 new housing developments are under construction which may bring in many more students to the White River school
9. As a result, redistricting of students may be required.
10. All school districts must offer Pre-K districtwide; there is not space for that; how will that be accomplished?
11. There is a loud minority of parents; a chain of command to resolve parental issues must be clarified.
12. A chain of command must be established. Teachers are accustomed to going directly to the Board to resolve issues rather than going to the principal. The Board has reinforced that practice.
13. The union thinks they are in charge of hiring; they have undue influence with the Board; the super needs to take control of the operation of the district.
14. The union and superintendent must establish a productive working relationship.
15. Working committees with teachers must be established to give teachers a voice in districtwide decisions.
16. In an effort to support teachers during Covid, the union was empowered to have much more decision making power that rightly should belong to principals.
17. Keeping the current superintendent on to mentor the new super is not a good idea. The new super should make decisions regardless of the previous/current superintendent.
18. The curriculum at the 3 elementary schools is the same although fidelity of implementation may be different
19. Communication is key with the 6 buildings and numerous staff
20. Ensure that the teachers' contract is followed at each building e.g. the protocol for substitute teachers
21. Students from other districts tuition into Hartford High School; it is a revenue source for the Town and must have conditions that cause students to want to come to it.



22. A high number of support staff and teachers (for us) have left in the middle of the year. Why?
23. There is a need for more paraprofessionals.
24. The new super will be working concurrently with the outgoing superintendent for a year. That may be a source of conflict. It may also be difficult for staff to know who is the boss.
25. Bullying, especially in the middle and high schools, needs to be addressed. Little attention is paid to it.
26. Hope Happens Here (mental health support program) is ineffective.
27. The middle school is in crisis; the principal and interim principal resigned mid-year; teachers feel unsafe with the students there.
28. The Vermont NEA audited the middle school but no actionable items occurred as a result
29. There is a drug problem in the community.
30. Cyberbullying is a problem.
31. The three elementary schools work independently of each other. There needs to be coordination between them.
32. The major employers in the area are Dartmouth College, Dartmouth-Hitchcock Medical Center, and some business startups.
33. The middle school is a disaster; there is no academic rigor. It needs a principal who is really strong at change leadership.
34. The middle school has had 3 principals in 3 years; there is a culture with the principals and staff within the school that does not have clarity on a vision of how to be successful. There is low morale among the staff and a lack of direction.
35. The MS faculty does not have a unified vision of how to make the school successful for students.
36. The district needs strong, collaborative, hands-on leadership.
37. Enrollment patterns among elementary schools need to be examined to equalize class sizes among them. Redistricting should be on the table.
38. Why will the district be employing two superintendents at the same time? What is the reason for that? Does keeping the current superintendent on indicate a lack of confidence in whoever will be the new superintendent? Will the new superintendent be able to make his or her own decisions? Will the fact that the current superintendent will remain in place deter quality candidates from applying?
39. There is lack of storage space in the High School resulting in a violation of a fire code.
40. Mold in the basement of the high school was remediated.
41. A bond issue to address many facility concerns will be voted on in March of 2024.
42. There is a lot of deferred maintenance to be addressed.
43. Is there a Facilities/Maintenance master plan.
44. Several administrators are "Interim" administrators. Why? Is there a plan to address long-term administrative responsibilities?
45. There is bullying in the middle school.
46. Communication from the middle school to parents needs to improved.
47. Education is challenging in an ever changing world
48. Middle school behaviors are challenge- kids and parents are struggling

49. There has been a lot of turnover at the central office and administration
50. Lack of communication within the district is a concern
51. Clarity of communication needs to improve e.g. re snow days
52. There is confusion around job descriptions in the central office and districtwide.
53. Information flow within departments is often slow or incomplete.
54. Sometimes all necessary stakeholders are not involved in the decision-making process.
55. Big problems at Middle school, needs new site leadership, "get a good principal for middle school."...why two Superintendents for this small district, "stupid decision by this board--what the heck are they thinking?", Superintendent not very visible in schools-"I have only seen him once on my campus over the last two years"
56. Board no longer seems able to adapt quickly to the changes in education and is stuck in the past (status quo)
57. Some of the major goals for the new Supt to focus on: Entrapment plan for new housing and possible change in school structure or redistricting issues
58. 20 year Facility plan for the future--equity and diversity issues within the district
59. Test scores could definitely be improved
60. Community concern with the lack of response from the board regarding concerns on the status and performance of the current superintendent
61. Lack of trust between the staff/community and the district board and current Superintendent
62. The "two superintendent issues" and what the previous superintendent will be doing next year--suggestions (facility issues, new constructing issues, coordinating the consultants who are working for the district so there are common goals and objectives for their roles)
63. It appears to some members of the community that the current board does not work well together and does not have a common focus on goals to improve our district

**What are the qualifications you would like to see in the next superintendent?**

1. The superintendent must work with the Board to establish and follow the chain of command rather than micromanage.
2. The new superintendent should help implement Multi-tiered Systems of Support.
3. The grievance procedure should be followed. The unions must be instructed on how to follow procedures.
4. Communicate the vision of the school and important programs, e.g. MTSS
5. Be a strong spokesperson for the vision and programs of the schools to parents and other stakeholders.
6. Communication is hugely important
7. Be a CEO with strong communication skills and organizational experience
8. Be an educational visionary as well as the CEO.
9. Have a clear idea of quality teaching and learning or the willingness to learn from coaches, teachers and principals. Be curious about good teaching and learning.
10. A partner in the educational process.
11. Collaboration from the place of curiosity
12. Someone who visits schools regularly.

13. Able to build structures for success, sharing decision-making, how to engage teachers and students
14. Building principal experience
15. Willingness to be messy in the decision making process; to talk things through with people
16. Someone who can facilitate the administrators to higher performance.
17. The ability to facilitate the administrative group to have productive conflict.
18. Budget management will be an essential skill.
19. Excellent communicator
20. Be able to make informed decisions after considering diverse viewpoints
21. Make equitable decisions for each building.
22. Experience as a teacher and principal or central office staff member
23. Understand the culture of the district when making decisions.
24. Be fair, intelligent and trustworthy
25. Show mutual respect to people, regardless of their position
26. Bring lots of energy.
27. Be strong enough to examine redistricting even though parents won't want their children to change schools.
28. Be willing to experiment with calculated, well-reasoned risks.
29. Be an excellent communicator with stakeholders regarding the rationale for decisions.
30. Have a backbone while being diplomatic.
31. This is not a place for someone to learn on the job.
32. Understand the relationship between quality facilities and housing prices.
33. Communicate, very well, the need for facilities improvements.
34. Be a consensus builder while leading change.
35. Be willing to listen to people with more expertise than you.
36. Be aspirational to lead an excellent school district—and to work to achieve that goal.
37. Visit schools regularly to clearly understand issues and successes within the schools.
38. Regularly attend school events.
39. Know how to delegate and trust people to complete the responsibilities entrusted to them.
40. Coach people for success. Increase their capacity for leadership.
41. Lead increased academic rigor while still keeping a focus on social-emotional learning.
42. Strong communication skills
43. Be decisive and will stick to decisions even under pressure
44. Be able to make tough decisions and be able to explain the reasoning behind them.
45. Support staff who make difficult decisions.
46. Have a strong vision for the future.
47. Be compassionate and approachable
48. Experience at different levels or positions within education.

## *Spanish Survey Monkey Results for Hartford School District, VT*

*January 2024*

*(NOTE—these responses have not been edited, they are printed as entered by the stakeholders)*

### **1 Spanish Response**

#### **Students/Estudiante**

**Cuéntenos las cosas buenas de su comunidad. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).**

**Tell us the good things about your community. (This information is used to help us recruit quality candidates.)**

- Me gusta que sea una escuela grande y que se puedan elegir las clases, en esta escuela se nota que le importa la opinión de los alumnos y se interesan en sus actividades  
I like that it is a large school and that you can choose classes. In this school you can see that the students' opinions matter to them and they are interested in their activities.

**Díganos lo bueno de sus escuelas. (Esta información se utiliza para ayudarnos a reclutar candidatos de calidad).**

**Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)**

- Ya dije arriba, solo he estado en una escuela, sin estudiante de intercambio  
As I said above, I have only been to one school, without an exchange student

**¿Qué cuestiones debe tener en cuenta el superintendente al llegar al distrito? (Esta información se comparte con los candidatos finales).**

**What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)**

- Bueno para mi que los autobuses tenga una entrada propia porque siempre me los topo entrando por la parte de salida de la calle, es ilegal pero no dicen nada porque son autobuses escolares, es mejor darles su propio espacio porque las personas que van a recoger a sus hijos no dejan pasar a los autobuses y eso hace que pasen por el lado de salida de los autos y los autos que están saliendo retrocedan o se ponen a un costado  
It's good for me that the buses have their own entrance because I always find them entering from the exit part of the street, it is illegal but they don't say anything because they are school buses, it is better to give them their own space because the people who are going to pick up Their children do not let the buses pass and that causes them to pass by the exit side of the cars and the cars that are leaving go back or move to the side

**¿Qué aptitudes, cualidades o características debe poseer el nuevo superintendente para tener éxito aquí? (Esta información se utiliza para seleccionar a los posibles candidatos).**

**What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)**

- Que el equipo de básquet sea para todo y no seleccionar o que sea mejor un equipo que represente a Hartford y otro para las personas practiquen en deporte y si ya ven que tiene potencial los une al equipo para que los representen  
That the basketball team is for everything and not select or that it is better to have a team that represents Hartford and another for people who practice sports and if they already see that it has potential, it joins them to the team to represent them

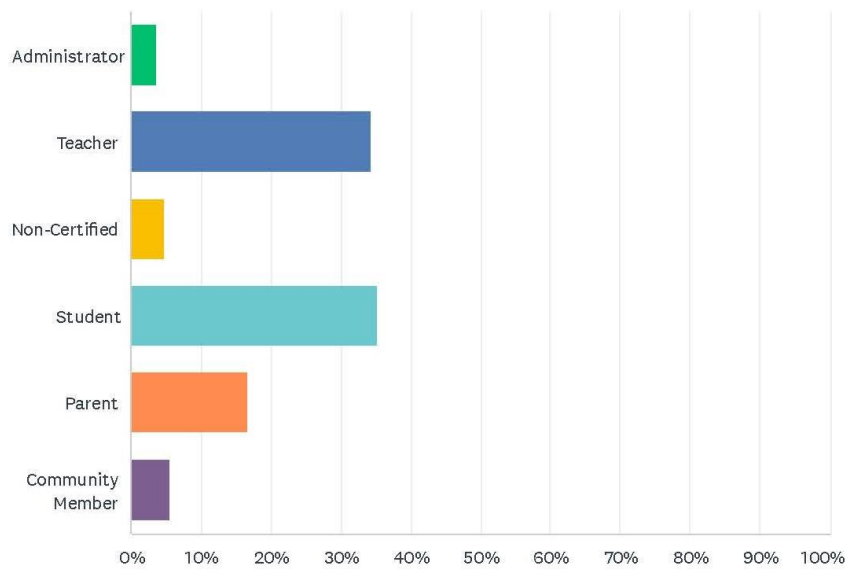
## English Survey Monkey Results for Hartford School District, VT January 2024

*(NOTE—these responses have not been edited,  
they are printed as entered by the stakeholders)*

### 108 English Responses

Please indicate the stakeholder group you represent:

Answered: 108    Skipped: 0



| ANSWER CHOICES   | RESPONSES |            |
|------------------|-----------|------------|
| Administrator    | 3.70%     | 4          |
| Teacher          | 34.26%    | 37         |
| Non-Certified    | 4.63%     | 5          |
| Student          | 35.19%    | 38         |
| Parent           | 16.67%    | 18         |
| Community Member | 5.56%     | 6          |
| <b>TOTAL</b>     |           | <b>108</b> |

## Q1 Tell us the good things about your community. (This information is used to help us recruit quality candidates.)

Answered: 102 Skipped: 6

| #  | RESPONSES   | DATE               |
|----|---|--------------------|
| 1  | Beautiful surroundings. Centrally located between Boston and Montreal. Entertaining government ( in a train wreck, dumpster fire, can't look away from the plane crash sort of way).  | 1/24/2024 12:25 AM |
| 2  | We are a relatively small community in a beautiful part of the country. The upper valley (and Vermont) offers so much to do including enjoying the beauty of the outdoors, amazing farms and food, and incredibly kind and caring people.   | 1/23/2024 8:49 PM  |
| 3  | This community is small, which made it a nice place to grow up. That being said, here, people are not numbers. We all know each other and recognize and support each other's humanity. The community also is a family community. Families were raised here and grew up here and then raised their own families here. It is a quaint and ever-developing New England town.   | 1/23/2024 6:55 AM  |
| 4  | We have a good community dynamic.   | 1/22/2024 10:04 PM |
| 5  | fairly diverse for VT small town feel relatively close to larger cities/culture proximity to Dartmouth college and facilities lot of outdoor activities and opportunities forward looking environmental initiatives   | 1/22/2024 8:14 PM  |
| 6  | Inclusivity, helpfulness, understanding   | 1/22/2024 7:38 PM  |
| 7  | I actually don't live in Hartford. However, the Upper Valley is a great place to live if you enjoy the outdoors. White River Junction has several nice parks and Hurricane Forest, and Quechee has many great trails. In addition, Hartford has some wonderful restaurants, including Indian, Vietnamese, and Turkish. Many people are quite friendly and kind, and the community has supported the school budget for several years.  | 1/22/2024 1:23 PM  |
| 8  | We are fun, supportive.   | 1/22/2024 1:17 PM  |
| 9  | I'm new to this community and am still gaining experiences. I have seen people rally around those who are in need of crisis support, am impressed by the parents and caregivers who support theater and music with their time and resources.  | 1/22/2024 11:57 AM |
| 10 | supportive, collaborative   | 1/22/2024 11:44 AM |
| 11 | The Hartford community and vast and varied. We have families that have been apart of this community for decades. It seems as everyone either knows someone who knows someone or that everyone is related somehow. We have very well to do families and families that are homeless. Sometimes it feels that we have more families who struggle than not. In our community there have and continue to be issues around substance abuse, domestic violence and child neglect. We would need a candidate that is familiar with these hardships, is empathetic and understands this specific population of people. | 1/22/2024 11:06 AM |
| 12 | Citizen truly care about others.  | 1/21/2024 2:33 PM  |
| 13 | The town of Hartford is located in a unique region with many cultural opportunities considering the rural nature of the Upper Valley. The downtown has experienced and renaissance and there are are many events held both in town in the surrounding area. There is also a great deal of outdoor recreational activities.  | 1/21/2024 12:42 PM |
| 14 | Unpretentious, down to earth people. Lots of access to enriching and enjoyable activities. Proximity to Dartmouth and DHMC. Easy traveling distance to Boston, Burlington, Montreal, New York. Great rec department! Progressive values. Safe.  | 1/19/2024 7:54 AM  |
| 15 | I am newer to the community, so I don't have long-term perspective. As a new comer, one of the community resources I've enjoyed are the Parks and Rec department offerings for our family.  | 1/19/2024 7:17 AM  |

|    |   |                    |
|----|---|--------------------|
| 16 | it's is a very caring community everyone helps everybody if they need it  | 1/18/2024 4:50 PM  |
| 17 | Hartford has a lot of pride inside and outside the school. I do feel it may be sports heavy pride but people are strong supporters.             | 1/18/2024 7:34 AM  |
| 18 | Be ready to go along with the liberal agenda and indoctrination of students if you want to be a part of Vermont                                 | 1/18/2024 5:35 AM  |
| 19 | Everyone is pretty friendly and kind, a lot of people know each other.  | 1/17/2024 5:58 PM  |
| 20 | welcoming most of the time  | 1/17/2024 5:56 PM  |
| 21 | We have an excellent hockey rink. We have many rivers that provides recreation such as tubing, swimming, fishing, etc. Our town is mostly safe. | 1/17/2024 1:05 PM  |
| 22 | it's is a very caring community everyone helps everybody if they need it  | 1/17/2024 1:02 PM  |
| 23 | nothing   | 1/17/2024 12:59 PM |
| 24 | Don't know don't live here  | 1/17/2024 12:58 PM |
| 25 | It's not super big and it's very kind here  | 1/17/2024 12:56 PM |
| 26 | We're nice  | 1/17/2024 12:56 PM |
| 27 | No bullying, Harassment   | 1/17/2024 12:55 PM |
| 28 | Some good things about Hartford are the inclusiveness and fun the teachers provide.   | 1/17/2024 12:55 PM |
| 29 | Tight knit, people look out for each other Diverse experiences Good outdoors experiences  | 1/17/2024 12:55 PM |
| 30 | As a community we come together for sporting events and other things such as musicals, bands, choir, and many other things as well.             | 1/17/2024 12:54 PM |
| 31 | nothing   | 1/17/2024 12:53 PM |
| 32 | The residents   | 1/17/2024 12:53 PM |
| 33 | My community is good  | 1/17/2024 12:53 PM |
| 34 | how we share birthdays every single day   | 1/17/2024 12:53 PM |
| 35 | the community is positive and level headed  | 1/17/2024 12:53 PM |
| 36 | a lot of people I know in this community have a good sense of humor   | 1/17/2024 12:53 PM |
| 37 | I love the kind of culture we have here.  | 1/17/2024 12:52 PM |
| 38 | We have a caring and safe community   | 1/17/2024 12:52 PM |
| 39 | The good things about my community would be that everyone helps each other in any way they can.   | 1/17/2024 12:51 PM |
| 40 | We make sure everyone is included.  | 1/17/2024 12:51 PM |
| 41 | It's good   | 1/17/2024 12:51 PM |
| 42 | It's inclusive  | 1/17/2024 12:51 PM |
| 43 | We have a very supportive community   | 1/17/2024 12:50 PM |
| 44 | Seeing friends  | 1/17/2024 12:50 PM |
| 45 | It's good   | 1/17/2024 12:50 PM |
| 46 | welcoming most of the time  | 1/17/2024 12:49 PM |
| 47 | Very open and accepting, lots of community spirit   | 1/17/2024 12:49 PM |
| 48 | There aren't good things the kids in my community are 50-50. There are some nice teachers as well but this community is full of drug addicts.   | 1/17/2024 12:10 PM |
| 49 | Some people are close.  | 1/17/2024 12:07 PM |
| 50 | People are generally kind to one another.   | 1/17/2024 12:05 PM |



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| 51 | there are good small business   | 1/17/2024 11:48 AM |
| 52 | There are lots of resources for those in poverty such as The Haven.   | 1/17/2024 11:44 AM |
| 53 | Hartford and the Upper Valley are a wonderful place to live and to raise a family. There are lots of opportunities for work with Dartmouth College and hospital, the VA and any other smaller independent businesses. We are located centrally with easy access to skiing, outdoor activities, arts (amature and professional theatres, museums, galleries, etc) and a short distance to bigger metropolitan areas such as Burlington, Manchester, Boston and New York City.  | 1/16/2024 3:10 PM  |
| 54 | Wonderful inclusive community   | 1/16/2024 12:25 PM |
| 55 | Wonderful inclusive community   | 1/16/2024 12:13 PM |
| 56 | I feel like our community is a warm and caring place to be. People from all walks of life care about education here, and they care about their community. We are a rural town that also comprises several village centers, including White River Junction, which is big enough to have a variety of food, art, and theater opportunities. We have local skiing, town forests, rivers for canoeing and kayaking, and hiking trails. We are not far from many opportunities for skiing, hiking, boating, and camping all over Vermont and New Hampshire. There are many CSAs and farm stands in the area, as well, providing access to high quality local produce and other food products.  | 1/16/2024 11:21 AM |
| 57 | Hartford used to be a unified community until about 5 years ago when a person came into the town and turned everything upside down. She caused alot of conflict, then moved into another town to do the same thing. The town has never gotten over it unfortunately. The school department has not seen as much conflict fortunately.   | 1/14/2024 12:40 PM |
| 58 | Recreational opportunities and facilities are excellent.  | 1/13/2024 4:14 AM  |
| 59 | Everyone is very nice, has a great attitude, is loving, caring, and respectful of each other and the environment in which we all live in.   | 1/12/2024 1:57 PM  |
| 60 | The area community gives some support to the schools. There are community partners who provide fieldtrip and in-school knowledge sharing and hands on experiences, enrichment opportunities, parental support, and family activities. Some local businesses work with teachers for class fundraisers.   | 1/12/2024 11:55 AM |
| 61 | Strong sense of commitment to making HSD a welcoming district for ALL   | 1/12/2024 7:38 AM  |
| 62 | Hartford is a diverse community; racially and economically. Hartford has a lot of generational families, but also has a lot of transient families, due to economics or job changes. There is a lot of potential in Hartford! It's a great town with room to grow.   | 1/11/2024 5:42 PM  |
| 63 | Hartford, and the Upper Valley at large, is a wonderful place to live. There are a variety of employers that attract workers at all education and income levels, plenty of cultural and social opportunities, good restaurants, and many outdoor recreation options. There are many thriving small businesses in the area and a unique social and cultural vibe specific to Vermont.  | 1/11/2024 8:08 AM  |
| 64 | Very bonded and both athletically and musically gifted. We take pride in each others successes.   | 1/10/2024 9:02 PM  |
| 65 | It is close to Boston.  | 1/10/2024 4:47 PM  |
| 66 | We are able to share opinions and form strong bonds with each other   | 1/10/2024 2:45 PM  |
| 67 | Our community is one with a variety of people. Many people who grew up in Hartford have stayed here for years and even generations. There are also many people who have migrated to the Hartford community because of all that it has to offer.   | 1/10/2024 2:12 PM  |
| 68 | -mixed economic and education levels of parents/guardians gives students exposure to a wide range of individuals. -Enough mid-to-higher-income families who have the flexibility to help with school and community activities -many places to walk and recreate (swimming, biking, parks, dog parks, playgrounds, light hiking) -strong elementary schools -Upper Valley Aquatic Center, which provides discounts to Hartford citizens -strong theater and music programs -strength in some sports -welcoming community that hasn't seen the level of political divisions that many places have -committed town officials and school employees -some areas feel very safe, even at night; however, some areas/neighborhoods do not. | 1/10/2024 1:29 PM  |

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| 69 | Small, safe, rural.   | 1/10/2024 12:56 PM |
| 70 | Hartford is a unique place. We have lots of different communities of folks from those who live on farms to those who live within walking distance to restaurants in downtown White River Junction. It's also in a great location where you can get to the mountains for hiking and skiing and also to the ocean and big cities like Boston and Montreal in a few hours. Vermont is beautiful year round, except for mud season. There are a lot of farmers markets and coops that promote healthy eating and fresh food. It's a great place to raise a family with lots of family friendly museums, playgrounds, and classes for kids.  | 1/10/2024 12:31 PM |
| 71 | It is a community that has a strong commitment to social justice, and people are eager to help one another. There is a diversity of socioeconomic classes, and the community is about half and half as far as families who have grown up in the area and families who have moved in from another state or country.  | 1/10/2024 12:21 PM |
| 72 | It's a smaller community, so most people know each other and support each other.  | 1/10/2024 12:13 PM |
| 73 | This Community is all about the kids and the schools. I am so glad to be part of this great Community.  | 1/10/2024 11:54 AM |
| 74 | Access to local Arts (Northern Stage, HOP, many music and theater programs)   | 1/10/2024 11:10 AM |
| 75 | Very supportive of the school and its initiatives.  | 1/10/2024 11:04 AM |
| 76 | Hartford is full of dedicated teachers who really want the best for their students. They are hardworking, and spend countless hours in the betterment of this community. The Hartford community itself is a nice mix of all different types of families and backgrounds, creating a conglomerate of minds and ideas.  | 1/10/2024 10:52 AM |
| 77 | People who move to Hartford stay here for life. It's a great place to raise kids with the bonus of fresh air, beautiful views, lots of room to roam and outdoor experiences   | 1/10/2024 10:44 AM |
| 78 | A wealthy community with pockets of poverty. The area is clean, beautiful and quiet. Small town living with shopping available within a 15 min drive.   | 1/10/2024 10:18 AM |
| 79 | Dartmouth College & DHMC medical care; unique, progressive, land based, environmentally friendly, lots of amazing outdoor recreation and learning opportunities, a short distance to NYC, Boston, DC, Montreal, and Quebec City. Very educated staff and community in general   | 1/10/2024 9:42 AM  |
| 80 | our athletic traditions and family community  | 1/10/2024 9:22 AM  |
| 81 | Hartford is an incredibly caring community and environment with myriad community-based opportunities for our students. We have been building community partnerships for many years and look forward to continuing to build this network and provide our students with exposure to what is possible for them in this community, which is a lot! There is a lot of great food, entertainment, and natural phenomena- it is a wonderful place to live and to work, and is quite convenient in terms of access to travel to other states in a reasonable amount of time. There is so much potential and so much that has come to fruition over the last decade that inspires hope for many! Our students benefit from a wide array of co-curriculars, including a broad selection of athletics, clubs, and activities, as well as a robust performing arts program. | 1/10/2024 9:18 AM  |
| 82 | We care about each other.   | 1/10/2024 9:18 AM  |
| 83 | We have a diverse community that has many resources to support students and their families.   | 1/10/2024 9:05 AM  |
| 84 | Colleagueship, School Pride, Athletic, and Music Programs are above average!  | 1/10/2024 9:02 AM  |
| 85 | We live in a beautiful part of New England with lots of outdoor experiences nearby: hiking, paddling, skiing, biking, etc. Hartford Recreation Department has loads of diverse offerings for kids to supplement afterschool/weekend/summer options and to get kids engaged in new hobbies and friendships.  | 1/10/2024 8:57 AM  |
| 86 | People are hard working, kind and supportive.   | 1/10/2024 8:52 AM  |
| 87 | I grew up here and went through the Hartford School District. It is a close community, and many of the employees in Hartford grew up and here and have either stayed to work here, or have come back here. I feel this adds a lot to how our district runs.   | 1/10/2024 6:05 AM  |
| 88 | It's pretty in the Fall.  | 1/10/2024 5:42 AM  |
| 89 | Equitable and helpful to families   | 1/9/2024 9:16 PM   |

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| 90  | Very tolerant people who respect diversity. All the shopping, health care, and much of the cultural opportunities one would expect in a much larger city with the benefits of small town life.   | 1/9/2024 7:31 PM  |
| 91  | Hartford is a wonderful community full of families who have been here for generations. It offers many great and unique communities. There are many resources and opportunities available to this area and those who live here.   | 1/9/2024 6:30 PM  |
| 92  | Strong sense of community and support for our schools.   | 1/9/2024 5:49 PM  |
| 93  | Hartford is a proud town. The residents are proud to be Hartford Hurricanes. We have a great recreation department and lots of opportunities to explore the arts. Our proximity to Dartmouth College also allows for many opportunities to explore athletic and cultural opportunities at the university level. We have a great local theater, a science museum and lots of great restaurants. | 1/9/2024 4:56 PM  |
| 94  | Recreation programs. Lots of outdoor activities and opportunities. Very safe. Low crime rate.  | 1/9/2024 4:11 PM  |
| 95  | For a lot of us, these are the same schools, we went to for our education. There is a big "family" contingent in the District. For those of us who also live in the neighborhoods of our school, we get to see our students outside of school as well. Many of us also go to the sports and performing arts events, even when our own offspring are not involved.                              | 1/9/2024 2:48 PM  |
| 96  | Generally a friendly vibe many resources for families available  | 1/9/2024 2:02 PM  |
| 97  | great outdoor opportunities caring community that supports schools, recreation and other resources that help all members   | 1/9/2024 12:19 PM |
| 98  | Help each other out.   | 1/9/2024 10:00 AM |
| 99  | Close knit, lots of different walks of life. Lot of Hartford pride especially surrounding athletics.   | 1/9/2024 8:46 AM  |
| 100 | the people, the families, the school district  | 1/9/2024 8:09 AM  |
| 101 | We are mostly pro-LGBTQ and have been promoting both anti-racism and gender-inclusivity policies, to the benefit of our students and staff.  | 1/9/2024 6:47 AM  |
| 102 | active, athletic, caring   | 1/9/2024 6:35 AM  |

## Q2 Tell us the good things about your schools. (This information is used to help us recruit quality candidates.)

Answered: 105 Skipped: 3

| #  | RESPONSES  | DATE               |
|----|--|--------------------|
| 1  | There are still teachers who put the kids first in all of our schools. We have some shining stars in administrative positions (HACTC, Wilder School).  | 1/24/2024 12:25 AM |
| 2  | Smaller schools so teacher and students know each other well (especially at the elementary level). Vermont also provides free lunch for all students which removes that as an issue in our schools.  | 1/23/2024 8:49 PM  |
| 3  | Teachers are incredibly dedicated to ensuring student success as well as simply caring for students. At ██████████ is exceptional and there is a good relationship of trust between teachers. Also at DBS, there is a strength in student to faculty relationships. It is one of the most important parts of our community. At all of our schools, staff is dedicated to supporting students in any way we possibly can.   | 1/23/2024 6:55 AM  |
| 4  | We have a lot of opportunities for kids.   | 1/22/2024 10:04 PM |
| 5  | good communication feels safe for teachers DEI initiatives elementary schools feel part of the community   | 1/22/2024 8:14 PM  |
| 6  | Our school has such a way with meeting each student's needs. They are willing to meet the student where they are and work with them to keep them on track even if that means tweaking pieces of the work to make it easier to grasp. I also love that our students are given opportunities for breaks/resets.  | 1/22/2024 7:38 PM  |
| 7  | The school board has expressed a commitment to anti-racism and to equity more broadly. The district has an Equity Coordinator and building level equity teams to continue to improve in this area. There are an amazing number of hard-working and excellent faculty and staff who care about kids and each other, making it a great place to work. The performing arts program is excellent. Our multilingual population is growing and enriches the district. The PTO is active in the elementary and middle schools. Several administrators do a wonderful job supporting teachers and students and families. | 1/22/2024 1:23 PM  |
| 8  | Friendly, quality staff  | 1/22/2024 1:17 PM  |
| 9  | I'm only familiar with the DBS community as an employee. The great things about DBS are ██████████ who empowers his teachers and staff to create programming that is responsive to student need, who leads by example the Equity work we do, and who creates a community of care and inclusion. Our team loves what they do and are here because of that love and care. We are a highly skilled group of passionate educators who respect and collaborate well.  | 1/22/2024 11:57 AM |
| 10 | PBIS and opportunity for natural consequences  | 1/22/2024 11:44 AM |
| 11 | We have some of the best educators, coaches and mentors in our schools. The faculty and staff of the HSD really care about their students and want to see them do well and succeed. Many will go out of their way to support and love a student. All of our schools have equity leaders that are working tirelessly to make a difference in their schools and the overall school community. It would be wonderful to have a candidate that is equity minded so that the good work that has started can continue.   | 1/22/2024 11:06 AM |
| 12 | Teachers are allowed autonomy in how they teach a concept.   | 1/21/2024 2:33 PM  |
| 13 | There are many truly dedicated teachers that know and love the school. Many teachers are alumni of the district as well and are invested in the success of our schools.  | 1/21/2024 12:42 PM |
| 14 | Friendly, supportive staff. Great, consistent school-wide communication. Uses good curriculum resources. Moving in the right direction on DEI policy implementation. Values teacher collaboration and professional development. Great turn out at school events. Active PTO.   | 1/19/2024 7:54 AM  |

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|    | Solid implementation of PBIS. My child is known and seen and supported and has made social growth at the school. Clear proficiency based report card.  |                    |
| 15 | I was drawn to work here in large part due to the equity work being done at HSD via our equity coordinator, anti-racism statement, and other similar statements being not only written but also very much lived out here at HSD. I have been able to volunteer to be one of the adult sponsors to provide a PRIDE club here at HMMS and the fact that we have a PRIDE Parade is such a wonderful event for our students. | 1/19/2024 7:17 AM  |
| 16 | everyone for the most part is really nice to everybody   | 1/18/2024 4:50 PM  |
| 17 | We have strong teachers and caring staff.  | 1/18/2024 7:34 AM  |
| 18 | Nothing. Middle school is a mess.these kids are not being prepared for Highschool. They are failing to set them up for success and they do not care because they are backed by a union   | 1/18/2024 5:35 AM  |
| 19 | Well most teachers and staff are there to support us and help us achieve our goals. The school for me is a safe space where I can connect with my friends and peers. Many students are not afraid to stand up for what they believe in and speak up about what should be done.   | 1/17/2024 5:58 PM  |
| 20 | Good teachers  | 1/17/2024 5:56 PM  |
| 21 | Many elementary schools with different character. We have teachers who are invested in their jobs. We have opportunities to earn college credits through CCV or Dartmouth. We have a high quality tech center attached to the high school. We have strong sports teams, arts department, and other clubs.  | 1/17/2024 1:05 PM  |
| 22 | everyone for the most part is really nice to everybody   | 1/17/2024 1:02 PM  |
| 23 | people   | 1/17/2024 12:59 PM |
| 24 | Sports, good students / teachers   | 1/17/2024 12:58 PM |
| 25 | I like the many classes you can take   | 1/17/2024 12:56 PM |
| 26 | They're nice   | 1/17/2024 12:56 PM |
| 27 | Good sportsmanship, team work  | 1/17/2024 12:55 PM |
| 28 | The curriculum and teachers are good.  | 1/17/2024 12:55 PM |
| 29 | Positive sports environment Lots of niche interests Teachers are passionate The libraries are great Students and teachers have strong relationship Counselors are eager to know about students People are friendly, even "overly nice"   | 1/17/2024 12:55 PM |
| 30 | There are many good things about our school such as the people in it and the friendly teachers   | 1/17/2024 12:54 PM |
| 31 | nothing is good about hartford   | 1/17/2024 12:53 PM |
| 32 | The teachers listen to there students  | 1/17/2024 12:53 PM |
| 33 | My school is good  | 1/17/2024 12:53 PM |
| 34 | Good teachers  | 1/17/2024 12:53 PM |
| 35 | not many fights, other schools dont have many fights either but we have a pretty "nice" community  | 1/17/2024 12:53 PM |
| 36 | the school gives good freedom and cares about the students   | 1/17/2024 12:53 PM |
| 37 | my schools had good teachers   | 1/17/2024 12:53 PM |
| 38 | I love the school spirit   | 1/17/2024 12:52 PM |
| 39 | The teachers all want to know if you need help they will listen  | 1/17/2024 12:52 PM |
| 40 | The good things about my school is that all of the teachers are nice and understanding.  | 1/17/2024 12:51 PM |
| 41 | We try to make sure everyone feels included.   | 1/17/2024 12:51 PM |
| 42 | It's fun   | 1/17/2024 12:51 PM |
| 43 | Idk  | 1/17/2024 12:51 PM |

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| 44 | The schools all prepare you very well for the next stage of your learning   | 1/17/2024 12:50 PM |
| 45 | Sports events   | 1/17/2024 12:50 PM |
| 46 | This school is really fun and great   | 1/17/2024 12:50 PM |
| 47 | Good teachers   | 1/17/2024 12:49 PM |
| 48 | We have amazing teachers, class selections, and sports teams, as well as a very amazing performing arts program   | 1/17/2024 12:49 PM |
| 49 | There are some nice teachers and I like the programs and opportunities that the school offers.  | 1/17/2024 12:10 PM |
| 50 | There are some nice teachers.   | 1/17/2024 12:07 PM |
| 51 | They have well funded art programs.   | 1/17/2024 12:05 PM |
| 52 | its got a lot of good teachers  | 1/17/2024 11:48 AM |
| 53 | Variety in activities and interests.  | 1/17/2024 11:44 AM |
| 54 | Hartford has a good reputation for being student centered. Our budgets have traditionally passed which shows the commitment the community has to our youth. HSD offers many opportunities to all children/young adults with a focus on being inclusive. Our three elementary schools each have a good relationship with their families and are focused on a strong start both academically and socially for our youngest learners. As they move up to middle school and high school there are many opportunities for students to try new and diverse activities. We also have the collaboratives that bring students in from surrounding communities.   | 1/16/2024 3:10 PM  |
| 55 | Nothing. █████ checked out a long time ago. Hartford Middleschool is a disgrace to our kids. Handing out a plethora of condoms to 6th graders without instruction on how to use them. No consequences to behaviors of students acting up in class. They don't care and shoot off emails with no solution. These teachers are backed by a union and do not care about the foundation of teaching.  | 1/16/2024 12:25 PM |
| 56 | Nothing. █████ checked out a long time ago. Hartford Middleschool is a disgrace to our kids. Handing out a plethora of condoms to 6th graders without instruction on how to use them. No consequences to behaviors of students acting up in class. They don't care and shoot off emails with no solution. These teachers are backed by a union and do not care about the foundation of teaching.  | 1/16/2024 12:13 PM |
| 57 | Our schools welcome all students and are constantly working to give every child what they need in order to be able to learn. The staff in our schools, at every level, care for every child. The staff cares about learning, working to develop their individual teaching skills to be able to teach every child. Our schools are large enough to offer unique opportunities, but small enough to feel like caring communities.   | 1/16/2024 11:21 AM |
| 58 | Nice buildings, great staff, a varied socio-economic student body, great participation in athletics with great success. Great theatre and music programming as well.  | 1/14/2024 12:40 PM |
| 59 | Teachers in HMMS and █████ is/was doing a wonderful job cleaning up HMMS from bad behavior and raising empathy and camaraderie among students. It's a very tough situation but staff are doing the best they can. They are lacking support from administration however and we desperately need someone with a clear message of non-tolerance when it comes to racism and bullying.  | 1/13/2024 11:55 AM |
| 60 | Taxpayers are supportive and the █████ does a great job. Some excellent teachers.   | 1/13/2024 4:14 AM  |
| 61 | The schools are inclusive, health oriented, respectful of nature and the environment, success driven, optimistic, and progressive.  | 1/12/2024 1:57 PM  |
| 62 | My school uses rigorous curriculums that challenge the students while the teachers and special education staff provide individualized supports so that any student may receive assistance at their own levels. There is collaboration between grade levels, special and general educators, teachers and therapists, and administration and the whole staff. There are programs in place to support team building during school meetings and off-campus locations. Staff members take part in professional education that they share with team members. The █████ helps the teachers stay current with topics and practices. We have a behavior team to assist teachers when students need behavior strategies and support. This allows for the teachers to continue instructing the class. District wide there are collaborations between grade levels, | 1/12/2024 11:55 AM |

programs, related arts teams, topic specific gatherings, and student support teams. The district is known for it's performing arts departments and opportunities and a strong sports program.

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| 63 | dedicated staff who care about students  | 1/12/2024 7:38 AM  |
| 64 | The schools are FULL of caring teachers who go above and beyond for the students and families. The family support is outstanding as well. Families want what's best for their children and are willing to help as best they can.   | 1/11/2024 5:42 PM  |
| 65 | There are some good teachers that do not get the recognition   | 1/11/2024 8:17 AM  |
| 66 | Hartford specifically is an unassuming, down-to-earth town with a reputation for schools that care about our students and provide numerous academic, athletic, artistic, and other opportunities. Overall our schools are filled with wonderful people who value living and working in the area.   | 1/11/2024 8:08 AM  |
| 67 | Our schools are full of adults who strive to help students succeed. Students often can find themselves an adult in his or her building that they can connect to. For students who struggle with making that connection, adults are often able to help build the foundation of a relationship to make sure no student is left behind.   | 1/10/2024 9:02 PM  |
| 68 | I think having an equity coordinator is a good thing.  | 1/10/2024 4:47 PM  |
| 69 | The staff is understanding   | 1/10/2024 2:45 PM  |
| 70 | Our schools offer a variety of extra-curricular activities. Our schools have staff who are committed to staying in our district. Our schools have staff who genuinely care about the students and their social, emotional, academic, and physical well-being. Our schools are inclusive and supportive of all people.  | 1/10/2024 2:12 PM  |
| 71 | -Dothan Brook School has a committed, well-resourced team of teachers, special educators, assistants, and administrators. -The emotional regulation curriculum at DBS is excellent - Hartford High School provides a wide range of opportunities and is flexible with helping students achieve their goals.  | 1/10/2024 1:29 PM  |
| 72 | Small, safe, rural   | 1/10/2024 12:57 PM |
| 73 | The Hartford School District has a strong anti-racism policy and is actively working to honor that policy. The HSD is a large school district and still manages to keep class sizes relatively small. The district level leadership team is composed of some really talented and passionate folks.   | 1/10/2024 12:31 PM |
| 74 | The faculty and staff are kind, caring and genuinely committed to serving the students and families as best as they can. The schools all have a commitment to equity in different ways and are actively trying to promote equity with their actions.   | 1/10/2024 12:21 PM |
| 75 | Students most of the time WANT to be here because we're welcoming and care about them.   | 1/10/2024 12:13 PM |
| 76 | In my opinion the schools in the Hartford school districts are amazing and show they care for the students.  | 1/10/2024 11:54 AM |
| 77 | Strong Performing Arts program Students are supported in doing multiple activities, both curricular and extra-curricular, without pitting activities against each other High teacher autonomy Great students!  | 1/10/2024 11:10 AM |
| 78 | Diverse. Great athletic programs. Many different offering for students. Supports all different interests   | 1/10/2024 11:04 AM |
| 79 | I can really only speak about [REDACTED]. But this school is incredible. It has an amazing administrator who works tirelessly for his students and staff. He is innovative, passionate, incredibly intelligent, and darn good at his job. The teachers in this building respect [REDACTED] and are incredibly grateful for his leadership. We are a very strong PBIS school, having received the exemplar award from the state for over ten years. We are proud of our accomplishments in this area, and while it isn't always easy, we do feel its worth. | 1/10/2024 10:52 AM |
| 80 | Elementary class sizes are small and they prioritize experiential and outdoor learning. High school has a lot of different pathways to help students find their path and succeed   | 1/10/2024 10:44 AM |
| 81 | Staff cares about the students and their home life. Staff at TWS is engaged with families  | 1/10/2024 10:18 AM |

weekly and help them meet the needs of students. We build relationships and trust with students so they are willing to be vulnerable and take the risk to learn. We work as a team without being micromanaged. We are able to explore our strengths and develop to enhance the students learning experience.

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| 82  | progressive, inclusive, supportive  | 1/10/2024 9:42 AM |
| 83  | personalized academic pathways  | 1/10/2024 9:22 AM |
| 84  | You could not ask for a more dedicated corps of teachers, staff members, and administrators. This is a school community filled with an incredibly caring, thoughtful, intentional, talented group of educators, and our students are dynamic, wonderful, earnest learners. In recent years, we have put a lot of effort into providing flexible pathways for our students and adopting curricula that will continue to have great impact on student outcomes. We have continued to focus on DEI to be inclusive and welcoming to all of our students, families, and educators, and continue to engage in meaningful professional development opportunities to further this work. Everyone works really hard and cares deeply for this learning environment. | 1/10/2024 9:18 AM |
| 85  | Most admin and staff deeply care about the kids and their colleagues. We also care about our schools' culture.  | 1/10/2024 9:18 AM |
| 86  | We set goals that help to guide decisions that are being made in our school. We have a good number of people who are reflective in their practice and make changes to best meet the needs of those they work with, while still keeping our primary focus and goals in mind.   | 1/10/2024 9:05 AM |
| 87  | Collegueship, school pride.   | 1/10/2024 9:02 AM |
| 88  | The schools each have their own unique community and vibe while still being more or less aligned. They are supportive of students and families and take a serious stance on inclusion and diversity education.  | 1/10/2024 8:57 AM |
| 89  | We have a very intelligent and inquisitive group of students. They need to have a strong leader to make sure that they reach their potential.   | 1/10/2024 8:52 AM |
| 90  | The staff want to be here. They are open to listening to each other and work hard to make sure we provide the best for our students.  | 1/10/2024 6:05 AM |
| 91  | The athletic program is decent and the HACTC is a very good program. It's the one silver lining in Hartford that needs to be greatly expanded with more program offerings.  | 1/10/2024 5:42 AM |
| 92  | Good teachers and classes and field trips and activities and the art and music programs   | 1/9/2024 9:16 PM  |
| 93  | Schools are well resourced. Teacher are warm and friendly. Community supports diversity, health, antibullying education. STEAM and nature are a major part of the environment.  | 1/9/2024 7:31 PM  |
| 94  | There are a lot of passionate teacher and staff that have worked for hartford for many years. The number of teacher who have worked for the district for 15+ years is impressive, I think that says something about the commitment the staff has to the school district and community.  | 1/9/2024 6:30 PM  |
| 95  | We have a great workforce of administrators, teachers, support staff that work to educate our students and make a difference. There's a strong sense of community.  | 1/9/2024 5:49 PM  |
| 96  | We have a very committed teaching staff. We all care very deeply about what we do.  | 1/9/2024 4:56 PM  |
| 97  | Good/like able teachers. Reasonable curriculum.   | 1/9/2024 4:11 PM  |
| 98  | We try to focus on "every kid being our kid". You will often hear a staff member here say, "once a White River School kid, always a White River School kid". This is an important piece of our school community.  | 1/9/2024 2:48 PM  |
| 99  | Many committed staff Strong sports and music programs Many special education programs offering a wide continuum of services   | 1/9/2024 2:02 PM  |
| 100 | great kids that thrive in a variety of ways extra curriculans are supported by both school and community flexible pathways in the high school provide more opportunities so all students can find areas of interest   | 1/9/2024 12:19 PM |
| 101 | Good thing is that the teachers work well together, and it is a great community we have built for the children and with the children.   | 1/9/2024 10:00 AM |
| 102 | Employees are valued. HSD is focused on accommodating and supporting all students through   | 1/9/2024 8:46 AM  |



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|     | flexible pathways. HSD prioritizes mental health and belonging.       |                  |
| 103 | great teachers, coaches, caring janitors                              | 1/9/2024 8:09 AM |
| 104 | Teachers support each other.  | 1/9/2024 6:47 AM |
| 105 | individualized learning, multiple pathways for learning opportunities | 1/9/2024 6:35 AM |

### Q3 What issues should the superintendent be aware of as he/she comes into the district? (This information is shared with the final candidates.)

Answered: 104 Skipped: 4

| # | RESPONSES  | DATE               |
|---|--|--------------------|
| 1 | For the past several years, we've been bleeding educators and staff. While some attrition is always a given, this goes well beyond healthy levels. One of our elementary schools lost nearly half their licensed professional staff last year. Other schools weren't far behind. Senior educators and staff known personally to me were actively seeking other From the outside looking in, this was of little to no concern to current district administration. Our new administrator will have their work cut out for them. Building trust won't be easy.  | 1/24/2024 12:25 AM |
| 2 | Communication is lacking from the top down in our schools. There is no consistency from supers office all the way down to principal (in my school [REDACTED] at least). Our elementary schools are PBIS schools with no obvious bridge to middle school. This doesn't set our students up for success when moving up and may be contributing to challenges at the middle school. We are seen as a far inferior school system academically versus our neighboring towns of Norwich, Woodstock, and Hanover NH. We have big opportunity to change that reality and perception to attract more families to our district, retain good educators and attract new.   | 1/23/2024 8:49 PM  |
| 3 | There are many funding inequities. Arts programs are constantly pushed to the backburner and given next to nothing meanwhile sports programs have money to be showered in uniforms and signs and branding. That is great for them, but the arts programs and the student body that participates in these programs (many kids) are hurting because of it. At times, parts of the district feel like a fraternity or for lack of better words a "boys club" and it impacts the functioning and feel of our district at times. The district seems to throw around buzzwords but doesn't fully walk the walk. They discuss equity and caring about equity and practicing equity but in turn, there are decisions made constantly that are not equitable and are at the expense of the students, families and sometimes teachers. For years now, the current superintendent has brushed many important issues under the rug. Specifically when handling discipline of students and bullying incidents. Seemingly, if it is too hard or uncomfortable of a situation, it will go ignored or be dragged out for months to then come to no solution. Along those lines, some members of staff are incredibly insulated in that, if they do not follow through on their responsibilities, related to these issues they do not have to answer for it. Community members are not happy and quite confused as to why we will be paying two superintendent salaries if we are hiring a new qualified superintendent to replace the current one. This makes the job less attractive for qualified candidates and feels like a waste of money. This money could be used differently in ways that support our schools. | 1/23/2024 6:55 AM  |
| 4 | Nothing that I can think of at moment.   | 1/22/2024 10:04 PM |
| 5 | 3 elementary schools do not seem to operate in similar ways - no consistency has been hard to hire RA teachers town selectboard not always functional  | 1/22/2024 8:14 PM  |
| 6 | Our students come from all walks of life, different cultures and identities, and should be treated fairly, shown compassion, and be able to trust the adults they are around for the majority of their day. We have so many within our special education program who have specific needs that need to be met, breaks after working hard whether it be socially/emotionally or just normal school work. These kids rely on us for stability and understanding. We can not let them down, or uproot their routines that we have all worked so hard on creating for them. These routines are important to those especially the ones who are struggling more than others.  | 1/22/2024 7:38 PM  |
| 7 | Some administrators are less supportive of teachers. Equity work is ongoing, as the district has a history of some nepotism hires and being overly focused on hiring Hartford graduates. Sometimes the focus on athletics or community building has been to the detriment of academics. There has been high teacher and staff turnover, which leads to those who stay being required to do more with less. Often positions go unfilled, especially hourly positions. There is also a sub shortage, with many faculty and staff asked--or just expected--to sub for colleagues in addition to doing their own jobs.   | 1/22/2024 1:23 PM  |

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| 8  | HMMS Lack of subs Lack of candidates Unfilled positions and lack of applicants Discontinuity at different buildings   | 1/22/2024 1:17 PM  |
| 9  | Issues of equity, diversity and inclusion need to be given much more priority and resources. Schools continue to be modeled on an outdated structure of group education that often does not meet our students. Individual teachers and teams work very hard to work within a system that may not be the appropriate system of education. I think the candidate should be aware that many of us believe the system is ineffective and are looking for leaders to colaborate with us to enact changes on a systems level.   | 1/22/2024 11:57 AM |
| 10 | Has struggled with engagement and behavior since COVID  | 1/22/2024 11:44 AM |
| 11 | With the type of community we are in that struggles with homelessness, food insecurity, substance abuse, domestic violence and some cases of child abuse and neglect their are many issues that stem from those issues. One of which is attendance. Attendance is a big issue at some schools especially in the middle and high school. Another issue that is not necessarily unique to our district, is teacher burnout. Every year more and more teachers are leaving and it is becoming harder to hire people. With that comes a lack of resources. We have so many students with huge behavior issues for various reasons and we are essentially failing them in the school because we cannot provide them with enough support. For some students the school setting is not the place for them but there is no other options or places to send them. It is not sustainable for our teachers. We need more mental health services for these deeply traumatized students. Lastly, racism is a real thing in our district. The middle school has had a terrible time dealing with out right racism. We need a candidate that can jump in and get a handle on these issues. | 1/22/2024 11:06 AM |
| 12 | There is a lack of trust at the high school between teachers and administration if you are not part of the male alumni. (Look at number of dept chairs that have stepped down). All of our administartors are alumni and it has been a long time since we have had a female admin. Teachers have been leaving due to lack of voice (things are vetted but not approved) and how racist comments are handled, using blaming the teacher for lack of classroom mangement vs discipling the student. (especially if they are a member of the football team).   | 1/21/2024 2:33 PM  |
| 13 | The district is in crisis with falling scores (for example only 37% of high school students read at the proficient level. There is a lack of academic rigor and an increase behavior problems. There is a lack of consistent staff expectations across the district and a lack of consistent curriculum that focuses on building core knowledge and skills. There are no systems in place to address student behavior. Our reputation as a school district with a focus on excellence has been greatly damaged by the "dumbing down" of academics and lack of behavioral supports. I am a teacher and a parent of students in this district and I am also an alumni. I am dismayed by the lack of concern being shown for these systemic issues and the severe disservice to our students with the lack of academic rigor and consistent educational experiences and a the inequity created because of it. We teach in buildings that are not built for modern education and we are constantly asked to do more with less.  | 1/21/2024 12:42 PM |
| 14 | It seems like there is some teacher burn out and some difficulty recruiting staff. That is true across Vermont and Hartford is in better shape than many schools.   | 1/19/2024 7:54 AM  |
| 15 | Despite the equity work, there are still areas of growth to attend to and much education for students around anti-racism and bigotry. Our community has the largest number of opiate overdoses in the state of Vermont, a fair number of our students have experienced trauma from parents struggling with addiction disorder.  | 1/19/2024 7:17 AM  |
| 16 | i'm not really sure of any  | 1/18/2024 4:50 PM  |
| 17 | The school is very sports forward and even with strong teachers I do not feel we offer much to the academic students. There is not continuity in departments of requirements and opportunities such as AP classes or advanced classes. It would be nice to have some similar expectations across all departments and not just STEM opportunities. I believe in teaching deadlines and expectations and I feel this is no longer important and it shows in our students. While I know less students are applying to college our numbers and what I hear from past students worries me that we do not prepare students for higher education.  | 1/18/2024 7:34 AM  |
| 18 | Lead in the school water and they continue to allow kids to drink from it. Filter batteries are blinking often and not replaced. Teachers teaching from their own political views and if it doesn't line up with their beliefs - students are removed from class. 3 math problems per week is not enough. Teacher fire off emails and no reprocession at school, yet want to disrupt home   | 1/18/2024 5:35 AM  |

life. Young teachers are friends with students instead of educating. Teachers do whatever they want and do not prepare students. Middle school is a zoo!

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| 19 | Not sure   | 1/17/2024 5:56 PM  |
| 20 | The new superintendent should be made aware from the beginning of the process that they will be required to work under the current superintendent for their first year in the district. This will undermine their ability to be seen as a leader and cause confusion within the district as it will be unclear who is in charge.   | 1/17/2024 1:52 PM  |
| 21 | Our school district doesn't acknowledge parental or community opinions and rights over what is taught in the schools. They don't really care about the wellbeing of the students either.   | 1/17/2024 1:52 PM  |
| 22 | It snows a lot and we need a superintendent who is not afraid to call snow days, 2 hour delays, and early dismissal. As with many schools we have students and families who struggle with drug use and addiction. School funding sometimes seems low, and many families are lower income.  | 1/17/2024 1:05 PM  |
| 23 | i'm not really sure of any   | 1/17/2024 1:02 PM  |
| 24 | bullying and PDA   | 1/17/2024 12:59 PM |
| 25 | Didn't really have any issues other than not a lot of snow days  | 1/17/2024 12:58 PM |
| 26 | Student behavior, student happiness and plans for life after school  | 1/17/2024 12:56 PM |
| 27 | Weather issues   | 1/17/2024 12:56 PM |
| 28 | We need better lunch   | 1/17/2024 12:55 PM |
| 29 | Calling snow days, this year there had been multiple days that should have at least been a two hour delay, gives time kids who live far away to find a safe way to school. Also bus issues in bad snow. They leave kids to find their own way home when the school is responsible for transportation. When parents can't come to get their kid what should the kid do? What can the school do to help. | 1/17/2024 12:55 PM |
| 30 | Bullying and/or bullying investigations feel ineffectual Because it's a small community, interpersonal conflicts have big consequences Favoritism to certain students/athletes Administration do not validate students' experiences  | 1/17/2024 12:55 PM |
| 31 | He/She should be aware of the fact that we want a superintendent who is not only going to make choices for themselves but also for us as a community and individuals.  | 1/17/2024 12:54 PM |
| 32 | bullying, substance use, fights  | 1/17/2024 12:53 PM |
| 33 | I do not have an answer  | 1/17/2024 12:53 PM |
| 34 | A lack of snowdays   | 1/17/2024 12:53 PM |
| 35 | honestly not sure  | 1/17/2024 12:53 PM |
| 36 | idk  | 1/17/2024 12:53 PM |
| 37 | We need snow days  | 1/17/2024 12:52 PM |
| 38 | People skipping class  | 1/17/2024 12:52 PM |
| 39 | I know some people will get into fights with each other it's rare though.  | 1/17/2024 12:51 PM |
| 40 | We have one hell of an athletic program  | 1/17/2024 12:51 PM |
| 41 | I do not know  | 1/17/2024 12:51 PM |
| 42 | Bullying/Vaping  | 1/17/2024 12:50 PM |
| 43 | Bullying   | 1/17/2024 12:50 PM |
| 44 | Fun  | 1/17/2024 12:50 PM |
| 45 | Not sure   | 1/17/2024 12:49 PM |
| 46 | The Vermont weather/ how far away some students live from the school, be aware of all in the community   | 1/17/2024 12:49 PM |

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| 47 | To cancel school when there is a lot of snow or have a half day because I have to walk home, and to work in the snow. There is a lot of drug addicted students.  | 1/17/2024 12:10 PM |
| 48 | When the weather app says there is going to be a lot of snow CANCEL SCHOOL.  | 1/17/2024 12:07 PM |
| 49 | Many students here have mental health issues that need to be recognized carefully.   | 1/17/2024 12:05 PM |
| 50 | the kids are annoying as heck  | 1/17/2024 11:48 AM |
| 51 | Girls sports needs to be a key focus. There are too many coaches who are stuck in their ways and drive away potential athletes and ruin the love for a sport. Athletes who speak up haven't been met with support or proper actions. The culture of girls sports here especially at the high school needs to change.   | 1/17/2024 11:44 AM |
| 52 | We have had a large turnover of staff in the last few years-many due to retirements. This has caused a transition in some of our traditions-while important to learn and share new ideas it is also important to respect Hartford's rich history that helped build a strong reputation.  | 1/16/2024 3:10 PM  |
| 53 | There is no oversight. The teachers are not held accountable for teaching and preparing students for success. The Infinite campus is garbage. Not updated on a daily basis. Assignments are not linked or graded. Teachers are teaching their own liberal beliefs. Misinformation and are silencing children if they do not have the same beliefs when it comes to current world affairs and gender fluidity.  | 1/16/2024 12:25 PM |
| 54 | There is no oversight. The teachers are not held accountable for teaching and preparing students for success. The Infinite campus is garbage. Not updated on a daily basis. Assignments are not linked or graded. Teachers are teaching their own liberal beliefs. Misinformation and are silencing children if they do not have the same beliefs when it comes to current world affairs and gender fluidity.  | 1/16/2024 12:13 PM |
| 55 | An incoming superintendent should be aware of three major issues that will require immediate attention and have a significant impact on vital long-range planning needs. These issues are: 1) Chronic stress of staff, 2) schools that tend to operate very individually, and 3) critical space (building) needs. 1) We are a staff suffering from chronic stress. This was exacerbated by the pandemic, but was brewing before that. Stressors include workloads, insufficient self-directed in-service time and scheduling of in-service times that do not meet actual staff planning and development needs (especially for special educators and related service providers), understaffing and turnover. These are beginning to feed one another in a vicious cycle. 2) We are a staff that tends to be more devoted to our individual schools than to the district--people can have a hard time thinking of our schools as part of a cohesive whole, and there can be competition for resources between the schools. There is inequity, in the numbers and intensity of needs of students in different schools, and the resources in terms of space and staffing available to meet those needs. Staff who function as district employees and, therefore, visit all or most of the schools as part of their duties, get a very clear view of the competition and disparities. Incidentally, district-wide staff also get forgotten in terms of space, resources, etc. because we don't belong to a school. 3) Critical space needs--infrastructure: Some of our schools and buildings are old and in great need of, at the very least, renovation. Even the newer buildings and some of those that have received some renovation are not configured in ways that support the actual 21st century teaching/learning needs of staff and students. Critical utilities such as heating/cooling, ventilation, etc, are not reliable or terribly effective in some of our buildings. Office spaces that have occupied old housing stock do not meet health and safety codes, especially for public-facing work. Even if they did, the space within those buildings is insufficient to meet the work needs of those staff. | 1/16/2024 11:21 AM |
| 56 | Divided community-people are afraid of speaking up   | 1/14/2024 12:40 PM |
| 57 | The middle school is dealing with mobbing issues and out of control students as well as parents, and we need a superintendent who is not afraid to back up and stand behind teachers and principals when they are trying to deal with racist students and parents. That language and those behaviors have no place in our schools. And we need [REDACTED] back as principal! [REDACTED] was absolutely fantastic!  | 1/13/2024 11:55 AM |
| 58 | Teachers that underperform; poor and expensive student outcomes; school board that offers little but a rubber stamp of all union activities, spending, and superintendent decisions. Not innovation or directives from board for academic success- everything but.   | 1/13/2024 4:14 AM  |
| 59 | We've had a lot of transition in the last few years with ups and downs. The teachers need to feel appreciated and be paid well and not work above their above their pay grade. The kids  | 1/12/2024 1:57 PM  |

need a good balance of fun and discipline- which is hard but doable. Issues include: racism, disrespect towards each other, their environment, and the teachers, anger problems, and not up to their required skill levels in reading and math academically.

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| 60 | The district is in desperate need for a program to provide intervention for young students with Autism and cognitively impaired students. Young students have to wait until a certain age/grade, most of the time. A disservice is being done in that they are not able to be educated in ways that are appropriate for them. There is a desire for the superintendent to treat staff members in similar ways. When concerns are raised about someone, they should be handled with the same protocol as anyone else. People in the district perceive that certain staff members are able to behave unprofessionally and nothing is done. The superintendent needs to acknowledge that staff members travel from different areas with different road conditions to work in the district. Schools within the district are located in areas of different road snow removal. Just because the district hub of the White River School, High School, Middle School, and district buildings have decent road crews, doesn't mean that people in the surrounding areas do. While the message has been given to stay home if you do not feel safe on the roads, this then costs staff members a personal day. A bigger radius than White River Junction should be considered when deciding on delays and snow days. This is about safety, not trying to please people who want to end the school year on a specific date. | 1/12/2024 11:55 AM |
| 61 | there is concern about having two superintendents during transition--what will this look like? Who will be making decisions? How is this resource being managed?   | 1/12/2024 7:38 AM  |
| 62 | Unfortunately, like the rest of the country, Hartford is seeing some decisive language and opinions in public forums. The town and schools could use a strong leader to help bring the community together. Additionally, communication within the district, and discrepancies between schools, have caused discontent among staff members. A strong leader who can see the big picture, not play favorites, and help mend feelings would be amazing!   | 1/11/2024 5:42 PM  |
| 63 | There is a over-whelming boys network that is preventing outstanding teachers from promotions and recognition. Teachers that the kids love, are being blocked from positions, while others hire their friends and those newly hired, get the bigger roles/positions/coaching positions.  | 1/11/2024 8:17 AM  |
| 64 | As a teacher and taxpayer in Hartford, I am both excited and nervous about our future. I think we have a real opportunity to continue to grow and attract new students, both from new families moving to town as well as from the many sending towns who have choice with how they spend their tuition dollars. In many ways I believe Hartford is at a moment of transition where, with the right leadership and management (especially fiscally), we can really take significant improvements in the quality of education we offer and the reputation we have in the eyes of our families. I would also add that generally the community has been supportive of moderate tax increases in support of education, but I believe they are also smart and attentive enough to (rightly so) demand increasing returns for their investments in public education.  | 1/11/2024 8:08 AM  |
| 65 | The middle school is in shambles currently. There is a lack of administration and the leadership hierarchy is out of place. Students and parents are currently not happy with the situation.   | 1/10/2024 9:02 PM  |
| 66 | The current administrator does not do a good job of delegating responsibility. The school board and the community need to be better informed about what is happening in the district. Rumors start and no information is shared with the community. If you do not have children in the school you hear from parents and students not those in charge. Currently the powers that be are doing poor job of community engagement.   | 1/10/2024 4:47 PM  |
| 67 | The school needs structure, that can provide support for teachers who feel that the students are abusing their freedom due to lack of consequences.  | 1/10/2024 2:45 PM  |
| 68 | There is low moral in some of our schools. Some staff have concerns that are not listened to or not addressed.   | 1/10/2024 2:12 PM  |
| 69 | -The Hartford Memorial Middle School has major behavioral issues among the students. Bullying incidents are dealt with but the students doing the bullying don't seem to be dealt with in a way that prevents further bullying. As a result, a few bullying students can derail the academic and social life of many more students. -Math at the middle school is not leveled, which is bad for slower learners AND faster learners. Few students are ready for algebra 1. - Both my children are in high school now. Both of them were top in math in fifth grade. During middle school, their math scores plateaued. I know other families in the district who have had  | 1/10/2024 1:29 PM  |

the same frustrations with the math curriculum. -I generally agree with the district's lack of homework during the elementary and middle school years, but the lack of it in high school is concerning. College-bound students need to learn how to write essays and research papers, how to cite sources, and be held to higher standards in those areas.

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| 70 | Teacher:student ratios are very high and there are fewer & fewer 'teachers' and more & more 'specialist'.  | 1/10/2024 12:57 PM |
| 71 | The HSD has a problem with being a good ol' boys club, especially at the high school. Many of the leaders are white, cisgender men who went to Hartford and played sports. Many are fed up with this and are looking for change. The principals are individually wonderful and work in silos. The new superintendent will need to help unify this group around a shared vision. Our Union and our School Board leadership are problematic. They have not worked well with the current Superintendent. As a result, both of these groups have too much power. We also have an issue retaining our Educators of Color. Many of our buildings are old and need lots of work.  | 1/10/2024 12:31 PM |
| 72 | The elementary schools are strong, though off balance with the demographics that they serve (one school bears the brunt of serving students with much higher needs than the other two schools). The middle school has struggled with not having consistent behavioral expectations for students and for lowering its standards of academic achievement. The curriculum and instruction are not as rigorous as they need to be to prepare students for a future beyond HS.  | 1/10/2024 12:21 PM |
| 73 | Issues w/ equity (some parents are super pro and some are not) pertaining to sexual orientation and such being in the curriculum   | 1/10/2024 12:13 PM |
| 74 | The final candidates should be aware of shortage of houses for sale in the upper valley.   | 1/10/2024 11:54 AM |
| 75 | Vast financial inequities between athletics and performing arts. Athletics coaches get paid A LOT more than than our extra-curricular theater/music coaches who work the same hours. More money is put into the athletics program: buying students gear, new score boards, spending thousands on banners and signs for big games, meanwhile all of the performing arts support comes from students and teachers fundraising or paying mostly out of pocket. We have a THRIVING performing arts program (band, choir, musical theater) and are in dire need of updated/bigger facilities (Performing Arts Center - our auditorium is too small to host many district arts events), equipment, instruments, etc. Performing Arts students often times pay for opportunities out-of-pocket whereas athletics opportunities are district-funded.   | 1/10/2024 11:10 AM |
| 76 | The middle school needs support. It is very divided and is struggling with discipline. Is in need of strong leadership with backing from the top. Moral across the district seems to be improving.   | 1/10/2024 11:04 AM |
| 77 | There are two major issues I'd like seen addressed: 1) There are a lot of inequalities in this district. Athletics have been a top priority in the district forever. Countless amounts of money are spent to improve athletic fields, ice rinks, new scoreboards, gymnasiums, etc. In fact the coaches salaries are not even listed with the extra curricular stipends. Where as the music department has been basically ignored. The stage is literally falling apart, with holes on the stage floor that have been duct taped. The theater itself has failed multiple codes, and this year has lost all of our storage spaces for sets, props, and costumes. And there is no solution to the problem, just sort of "deal with it." However, the arts program in Hartford is really top notch. It draws students from tuition schools to our district. We have more students participating in the high school musical than on the high school football team. And the high school chorus and chamber choir are award winning, and the band is humongous. There has been an "old boys club" feeling the entire time I've worked here. And our current Superintendent is definitely a part of that feeling. It would be great to have a superintendent that saw the importance of music and performing, and noticed how much our music program k-12 brings to so many of our students. 2) The second issue is behavior. Like so many districts across the country, ours has seen a great uptick in behaviors. We have so many students with mental health issues, and we are not equipped to deal with it. We continue to try and force students of today's world into an educational system that was created in the early 1900s and then ask why it isn't working? We can't just keep doing what we've always done. Behavior is a huge concern in all of the schools. | 1/10/2024 10:52 AM |
| 78 | HMMS is so unsafe and the learning is so mediocre (lack of rigor, too many distractions/disruptions, inability to solve problems) that many parents who can are leaving the district for middle school years. Word on the street is Hartford is a great district, just not for middle school   | 1/10/2024 10:45 AM |

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| 79 | The middle school is chaotic and unsafe. The staff are doing their best but they can't manage all the feelings, hormones, socioeconomic hardship, trauma and families that comes when all those elementary school kids come together for the first time without a LOT more support, personel-wise and leadership-wise. HMMS whould be the priority.   | 1/10/2024 10:44 AM |
| 80 | Poverty often goes unnoticed or ignored. Cost of living is very high and not sustainable for many families. Little help from transition agencies due to lack of staff. Mental health services are understaffed and unavailable to assist families in need. Limited opportunities for students to work in the community especially if they have a disability. Limited transportation for students and families.  | 1/10/2024 10:18 AM |
| 81 | all the things happening in all the schools...lots of discipline issues and teachers touting "trauma informed" as translating to not holding students accountable, people cannot stay in their "lanes"--admin wanting to be social workers and counselors, teachers wanting to be friends to students, adults in community acting like children and being caddy, rude and mean and partying with children; all parents saying "not my kid" and quick to yell at and blast people on social media but not have any real solutions  | 1/10/2024 9:42 AM  |
| 82 | we should not be paying for two superintendents. We have continued to increase the number of people who do not work directly with students, a superintendent salary is the equivalent of 3 or 4 school teachers, do the right thing have one superintendent   | 1/10/2024 9:22 AM  |
| 83 | There are a lot of opportunities to coalesce around a shared vision that will guide the mission of our work together. We need someone to unite us in our work together so we can become more collaborative and think more about the big picture in approaching the decision-making that will impact our students. This applies to the way in which we approach the allocation of both human and material resources, as well as our conversations about what the vision of the district is and the related action steps we need to take in order to move together through this critical work together.   | 1/10/2024 9:18 AM  |
| 84 | We need more accountability of kids and staff members. There's so many issues that would be non-issues with things like attendance and cell phone policies.   | 1/10/2024 9:18 AM  |
| 85 | There are a number of people within our district that have strong feelings on various topics. These people also find importance in feeling "heard." The issue comes up when many of these people have differing opinions.   | 1/10/2024 9:05 AM  |
| 86 | BEHAVIORS need to be controlled far too much entitlement has become the norm.   | 1/10/2024 9:02 AM  |
| 87 | There has been the common post-pandemic problems of high turnover and burnout rates, along with difficulty hiring for open positions and finding substitutes. This has lead to discontent and hard feelings from staff, and contributed to a low staff morale. There has been a strong uptick in disruptive student behavior and often staff are at a loss as to how to help support those students without neglecting the larger group. The mental health supports are scant in the area and it is an urgent need for students and families. The opioid crisis has deeply affected this area too and we have seen an increase in poor outcomes for kids/families and an increase of unhoused/food insecure, ACEs, etc. in trickle-down effects from this combined with the post-pandemic state of affairs. | 1/10/2024 8:57 AM  |
| 88 | They need to be a strong leader with a clear vision. They need to make sure that each school building in the district does not go its own way and that they adhere to policies. There needs to be a focus on curriculum and making sure that passing fads of education are not implemented at the cost of curriculum and education.   | 1/10/2024 8:52 AM  |
| 89 | Behaviors and how they are handled are making a lot of great teachers leave our district. There is no consistency between the schools on how it is handled. We need a superintendent who is going to think about putting staff support on the front burner.   | 1/10/2024 6:05 AM  |
| 90 | The school curriculum at all levels focuses on wokeness and indoctrination, not education. Our children are at a distinct disadvantage academically compared to other schools in the area. One family I know pulled their child from Hartford and found the academics more challenging at the other school. Considering how high our taxes are the return on my investment is [REDACTED] poor.  | 1/10/2024 5:42 AM  |
| 91 | To continue strong music and art programs, to continue teaching different foreign languages   | 1/9/2024 9:16 PM   |
| 92 | The demographics are changing. Post pandemic many families made Vermont their year round home. We are becoming a bit younger, a bit more affluent. Change isnt always easy.   | 1/9/2024 7:31 PM   |
| 93 | There is significant inequity between the three elementary schools: there is vast differences in  | 1/9/2024 6:30 PM   |



curriculum, class size, professional experience among staff, staffing within classrooms, approach/ response to challenging behaviors, opportunities provided to students within the school day and extracurricular to name a few. There are many many teachers and staff who have worked tirelessly over the past 4 years to keep students learning and progressing. We really want to feel like our administrators support and trust us, many work to do this, but sometimes we need some top down support. This would mean having an awareness and maybe even a physical presence in the schools.

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| 94  | Communication issues, leadership issues  | 1/9/2024 5:49 PM  |
| 95  | The Middle School needs some extra attention. The school has been without a principal for over a month now and it is causing stress for the staff. Also, the principals at [REDACTED] and [REDACTED] need some guidance on how to attract and keep quality staff members. They are both incredibly hard to work with and don't seem to realize it and/or care.   | 1/9/2024 4:56 PM  |
| 96  | Youth substance abuse.   | 1/9/2024 4:11 PM  |
| 97  | inequality of class sizes in same grades throughout 3 elementary buildings; 'hit or miss' in services provided through OT, PT, SLP; lack of consequences has built up and now the students have very little to deter them from misbehaviors  | 1/9/2024 2:48 PM  |
| 98  | Has an old reputation of a "good old boys' club. Some truth in that. Many Hartford grads who stick together and hire friends, etc... we have a terrible time hiring diverse staff and keeping those that we hire.  | 1/9/2024 2:02 PM  |
| 99  | there is a year overlap with our superintendent the middle school has had some turnover with administration that divided the community   | 1/9/2024 12:19 PM |
| 100 | I think the biggest issue is to support the teachers with issues. There are a lot of issues that are being told to the superintendent and not being resolved as the principals just tell the superintendent they are resolved when they are not in reality. Issues should be checked with the teachers that they are getting resolved instead of just taking the word of the principal.  | 1/9/2024 10:00 AM |
| 101 | Truancy & socioeconomic struggles.   | 1/9/2024 8:46 AM  |
| 102 | help encourage great teachers to come and stay. Teachers pay falls way behind admin pay and that makes good teachers leave   | 1/9/2024 8:09 AM  |
| 103 | Our [REDACTED] has been very bad at communication and afraid to make decisions for many years. This has led to a lot of confusion, resentment, and schools going different ways. [REDACTED] before the school board. Across the board, rules are applied differently, depending on who you are. There are elements of favoritism, including nepotism around some family dynasty. Moment to moment, teachers never actually know what we're going to get from administration. | 1/9/2024 6:47 AM  |
| 104 | need a strong leader who can evaluate the principals and make the principals evaluate their buildings, for real.   | 1/9/2024 6:35 AM  |

## Q4 What skills, qualities or characteristics should the new superintendent possess to be successful here? (This information is used as we screen potential candidates.)

Answered: 107 Skipped: 1

| #  | RESPONSES  | DATE               |
|----|--|--------------------|
| 1  | Everything [REDACTED] speaks about. One of my favorite mantras of his - Relationships before rigor, grace before grades, patience before programs. Trustworthy, a cheerleader, accountable, available, collaborative, direct and positive in their handling of conflict. people, not policy centered. Make people the priority.  | 1/24/2024 12:25 AM |
| 2  | Keen focus on academic achievement (from my POV academic achievement is not at all a priority in our elementary school OQS) Excellent communicator - families need to be in the know about what is going on in our district  | 1/23/2024 8:49 PM  |
| 3  | Friendly, equitable, accepting. In turn, being able to have hard conversations, making decisions and sticking by them.   | 1/23/2024 6:55 AM  |
| 4  | They should be ready to work and ready to help out by any means necessary.   | 1/22/2024 10:04 PM |
| 5  | DEI awareness and willingness to push forward not afraid of change advocate for teachers willingness to make him/herself visit/participate in actual school life   | 1/22/2024 8:14 PM  |
| 6  | Open minded, compassionate, nonjudgmental, patient, giving, lgbtq+ friendly  | 1/22/2024 7:38 PM  |
| 7  | Excellent communication skills A willingness to be transparent about important processes Integrity A commitment to growth/improvement--humility A true commitment to equity--not just lip service, but in reality and a willingness to do things to improve the district for those students who are traditionally underrepresented (e.g.--not able-bodied, White heterosexual Christian males).  | 1/22/2024 1:23 PM  |
| 8  | Communication!   | 1/22/2024 1:17 PM  |
| 9  | Equity, Diversity and Inclusion minded -not only with respect to race and socio economic groups but also with respect to neurodiversity. Ability to listen and reflect, to collaborate, to empower, to show true interest in what happens within each school, to be able to make decisions effectively and through informed processes.   | 1/22/2024 11:57 AM |
| 10 | Should be equity minded and support inclusion as well  | 1/22/2024 11:44 AM |
| 11 | We need a candidate that is familiar and empathetic to our school population. Someone who has worked in low income districts before. We need someone who is equity minded and has experience with equity and inclusion work/policies/practices. Knowledge of antiracist teaching practices and gender inclusivity, is a must. We need someone who understands mental health and trauma informed practices. A candidate that has a plan and vision for how to support our most intensive behaviors is a must. It would be wonderful to have a candidate who actually knows what is happening in the schools. I would love for our next superintendent to come into our schools and classrooms and see what it is like for students and educators. | 1/22/2024 11:06 AM |
| 12 | Able to bridge the trust divide A desire to ensure all graduates have academic skills (not just credits)   | 1/21/2024 2:33 PM  |
| 13 | A candidate would have to be an individual ready to create change with a consistent vision for rebuilding our district and taking on some of the entrenched leadership (including the school board), misinformed policies and not be afraid to start from scratch if necessary.  | 1/21/2024 12:42 PM |
| 14 | Listening, supporting principals, equity focused, social justice focused, good communication, even keeled, distributive leadership. Loves kids and believes all need opportunities to succeed, shine and find joy in our school and community  | 1/19/2024 7:54 AM  |
| 15 | From my vantage point as a classroom teacher the skills I've seen be successful for the many   | 1/19/2024 7:17 AM  |

superintendents I've worked for are: Be genuine, get involved in the community-ideally be a part of the community in which you work and know the folks around you. Listen with open ears to the experiences of others and explain your decisions, because there will always be a group who is unhappy with any outcome. Tell people that you hear them, but there needs to be a balance of varying perspectives.

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| 16 | im not really sure   | 1/18/2024 4:50 PM  |
| 17 | Open, good listener and involves the students. Hand on   | 1/18/2024 7:34 AM  |
| 18 | Someone needs to get in here fast and hold teachers accountable for educating. We need to see results. Lowest test scores and a ton of money donated to the district.  | 1/18/2024 5:35 AM  |
| 19 | Friendly, making the right calls, go with the flow.  | 1/17/2024 5:58 PM  |
| 20 | Nothing  | 1/17/2024 5:56 PM  |
| 21 | The new superintendent should possess the ability to listen to all stakeholders and then make an informed decision. They should be intelligent, forward thinking, student-centered, creative, and fiscally responsible.  | 1/17/2024 1:52 PM  |
| 22 | Being open to ideas from the community, including parents and students.  | 1/17/2024 1:52 PM  |
| 23 | Ability to call a snow day. Generosity. More attention to students experience vs teachers.   | 1/17/2024 1:05 PM  |
| 24 | im not really sure   | 1/17/2024 1:02 PM  |
| 25 | make connections with people. REDO THE BATHROOMS AND THE LOCKER ROOMS, THEY SUCK. Taking out the carpet and making sure every teacher has their own room, which would also make smaller classes which would be a lot better. Making sure teachers WANT to teach kids, there's so many that treat us like 2 year olds or who dont want to see us succeed. | 1/17/2024 12:59 PM |
| 26 | Don't know   | 1/17/2024 12:58 PM |
| 27 | Talking, empathy, compassion   | 1/17/2024 12:56 PM |
| 28 | Be involved and knowledgeable of problems  | 1/17/2024 12:56 PM |
| 29 | Humor  | 1/17/2024 12:55 PM |
| 30 | Open Mindedness  | 1/17/2024 12:55 PM |
| 31 | Objective third party that doesn't have past history with people so there is less favoritism<br>Understanding how people come from different places/towns and have to come together in this school<br>Have to understand the different student populations, not just the area closest to the school  | 1/17/2024 12:55 PM |
| 32 | The new superintendent should posses the fact that we want someone who is going to be successful in not everything but most everything they do and be happy about the choices and personalities they make.   | 1/17/2024 12:54 PM |
| 33 | nice, understanding  | 1/17/2024 12:53 PM |
| 34 | Listening,   | 1/17/2024 12:53 PM |
| 35 | Giving us snowdays   | 1/17/2024 12:53 PM |
| 36 | Kind, not too serious, and willing to make snow days   | 1/17/2024 12:53 PM |
| 37 | be kind, friendly, interact with our classrooms and teachers, students aswell  | 1/17/2024 12:53 PM |
| 38 | being able to be social and also being able to handle change   | 1/17/2024 12:53 PM |
| 39 | be flexible with humor   | 1/17/2024 12:53 PM |
| 40 | They should be good at calling snowdays  | 1/17/2024 12:52 PM |
| 41 | Having the ability to listen to everyone's problems and solve them   | 1/17/2024 12:52 PM |
| 42 | Nice, understanding,caring and flexible.   | 1/17/2024 12:51 PM |
| 43 | Don't be afraid to call snow days.   | 1/17/2024 12:51 PM |

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| 44 | Have fun  | 1/17/2024 12:51 PM |
| 45 | Being able to actually tackle issues and not dance around them/pretend they don't exist   | 1/17/2024 12:50 PM |
| 46 | Open minded, polite   | 1/17/2024 12:50 PM |
| 47 | Have fun  | 1/17/2024 12:50 PM |
| 48 | Nothing   | 1/17/2024 12:49 PM |
| 49 | Involved in the community, open to new ideas, the ability to actually call snow days  | 1/17/2024 12:49 PM |
| 50 | Listen to students, take everything into consideration, there is so much bullying here I would like to have someone who will try to stop the excessive bullying and harassment. I would want someone who cared about every student and is engaged with their students to help the whole community.  | 1/17/2024 12:10 PM |
| 51 | moral integrity.  | 1/17/2024 12:07 PM |
| 52 | Understanding to the students perspective.  | 1/17/2024 12:05 PM |
| 53 | they should be like [REDACTED]  | 1/17/2024 11:48 AM |
| 54 | Understand the younger generation, be open to learn. Understand the struggles minority groups face still, in our district.  | 1/17/2024 11:44 AM |
| 55 | -Respectful, open, honest -Open door-listen and really hear -Focused on students and families but also have staff's back -Visibility in the schools and community   | 1/16/2024 3:10 PM  |
| 56 | To respect everyone's views. Hold teachers accountable for teaching and bring up these scores. We are the lowest with the most money!?!? Hmmm....   | 1/16/2024 12:25 PM |
| 57 | To respect everyone's views. Hold teachers accountable for teaching and bring up these scores. We are the lowest with the most money!?!? Hmmm....   | 1/16/2024 12:13 PM |
| 58 | A new superintendent needs to be a good listener, someone who can attend to what a variety of people are saying and be able to synthesize that information. A new superintendent needs to care about and value all students. A new superintendent needs to be able to commit to the Hartford School District as a whole and help our schools become more unified, while listening to and valuing the history of what makes each school and its community feel unique.   | 1/16/2024 11:21 AM |
| 59 | Less emphasis on DEI and other hot button issues, and more in learning the basics and offering extra opportunities to those students that will benefit, and improving test scores.  | 1/14/2024 12:40 PM |
| 60 | Supportive of principals' work combatting bullying and racism in all schools, but mainly HMMS.  | 1/13/2024 11:55 AM |
| 61 | Focus on student performance and measurable results. Spend wisely. Hartford is no longer an academically respected district. Improve basics of education, innovate ways to make students successful- less focus on non-academic issues. Support and pay teachers on merit.  | 1/13/2024 4:14 AM  |
| 62 | Treat teachers and support staff with respect by listening to the needs of each individual, understand demographics, meet with the parents of the children.   | 1/12/2024 1:57 PM  |
| 63 | A new superintendent, after settling in, should learn about the different departments within schools and what they provide. The new superintendent should interact with all staff equally, not just those with common interests. The new superintendent should be able to receive constructive critiques and be willing to discuss them and work with the people who stated the critique. The superintendent should use a location appropriate volume when speaking. The superintendent should be willing to admit mistakes and things they don't know. | 1/12/2024 11:55 AM |
| 64 | business acumen   | 1/12/2024 7:38 AM  |
| 65 | Good communication skills Good management skills Ability to see the big picture Listen to community members and take action Listen to STAFF and take action Willingness to work with the teachers' union  | 1/11/2024 5:42 PM  |
| 66 | He/she MUST be independent and non-biased. Must recognize there is an overwhelming amount of talent that is being squashed. Cannot be part of the current boys club.  | 1/11/2024 8:17 AM  |
| 67 | At this moment I firmly believe we really need a CEO style superintendent with strong administrative and management skills. The world of public education is filled with wonderful, well-intentioned people who may be visionary or innovative, but who lack the executive skills   | 1/11/2024 8:08 AM  |

that are often sought in the business world. Hartford currently has strong administrators in each building, and strong teacher leadership teams as well. We need a superintendent who possesses long-term, proactive thinking when it comes to managing and improvement our facilities, recruiting new families to town (or tuition students to come to Hartford), and investing in the future of Hartford. One doesn't have to look far to find examples of mid-sized New England towns who failed to invest in their public education system. Given our time and place, we have a real opportunity, but we must take advantage of it. Our next superintendent should not shy away from opportunities but rather seek to challenge the status quo and invest in our school system.

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| 68 | Resilience, Thoughtfulness, and Transparency  | 1/10/2024 9:02 PM  |
| 69 | They need to delegate and communicate. Understand there are multi generational families who live here and new residents who have come from progressive areas and are professionals. All residents need to feel included and valued. Understand the history of Hartford and the fierce independence of the elementary school. Almost tribal in nature.   | 1/10/2024 4:47 PM  |
| 70 | Ethical, composed, strong willed, and stern.  | 1/10/2024 2:45 PM  |
| 71 | The candidate should be kind and empathetic but should know that they won't be everybody's friend. We need someone who is not afraid to handle conflict. We need someone who can bring us together as a community of teachers and learners with mutual respect and understanding for all ideas. The candidate should support teachers when they have issues with administrators. The candidate should be a good listener and a good communicator. There isn't a place for this on this form but I'll say it anyway. I don't believe we need to pay 2 superintendents for an entire school year, when we are in desperate need of more para and classroom support in our schools. I think it would be good for the new superintendent to come in fresh rather than shadow our current superintendent for a year. | 1/10/2024 2:12 PM  |
| 72 | - a good and open listener -not afraid to make decisions, execute those decisions, evaluate those decisions, receive feedback, and make changes as needed. -an understanding of the tremendous social and behavioral issues facing students in our community, and experience in successfully addressing those issues. - someone who will work to elevate the academics for those students who are capable, as well as serving the needs of less academically inclined learners. There needs to be more of a culture of academic achievement and striving among students who are gifted in those areas.  | 1/10/2024 1:29 PM  |
| 73 | Ability to focus on core values of education with goal of meeting state standards for grade level achievement.  | 1/10/2024 12:57 PM |
| 74 | The new superintendent needs to be a visionary with the ability to plan and follow through on initiatives. They should have an equity lens, gained through lived experiences and continued professional and personal growth. They should be able to have courageous conversations with all stakeholders, hold folks accountable, and be collaborative. They should be innovative and forward thinking. They should also be understanding and compassionate.   | 1/10/2024 12:31 PM |
| 75 | actively listening first, getting into the schools often to understand the cultures, bringing in expertise in curriculum and instruction, bringing with them evidence of creating safe, accountable, rigorous learning environments, trusting educators while also creating accountable systems   | 1/10/2024 12:21 PM |
| 76 | Empathy, grace, strong-willed, open-minded  | 1/10/2024 12:13 PM |
| 77 | The new superintendent should have the qualities and skill set to have an open door policy with all of these teachers and staff in the district.  | 1/10/2024 11:54 AM |
| 78 | Good listener Diverse background of academics, arts, and athletics support so that there is fairness given to these programs  | 1/10/2024 11:10 AM |
| 79 | We need a strong leader who is not a fence sitter and will not be afraid to make hard decisions or ruffle some feathers.  | 1/10/2024 11:04 AM |
| 80 | 1) Someone who is innovative and willing to change things up and not just do what has already been done. 2) [REDACTED] was a good superintendent, but we don't want more of the same. I fear having him here as "co" superintendent for a year will limit what the new hire is able to accomplish. Or it will create a mind set for the new hire that we don't actually want anymore. 3)Someone who sees the necessity and supports arts in schools. I was not an athlete growing   | 1/10/2024 10:52 AM |

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|    | up, my safety space was the music room and theater. I see SO many students just like me. We need to support them and bolster them just as much as we do the athletes.   |                    |
| 81 | Ready to take control of the families and students who make learning impossible for others  | 1/10/2024 10:45 AM |
| 82 | Supporting administration with difficult families/parents, teachers who are resistant to change, DEI focus.   | 1/10/2024 10:44 AM |
| 83 | Develop relationships with staff. Visit the schools regularly to get to know staff and students. Be involved in the school activities, for example attend classroom displays or presentations. Engage with students. Be caring and concerned with the emotional well being of the staff. Allow the school administrators to develop their own style without micromanaging.  | 1/10/2024 10:18 AM |
| 84 | thick skin, ability to say something and then do it, sticking to the rules and policies of the district, ability to hold teachers and admin accountable to do their jobs (test scores are BAD), ability to think flexibly to solve problems   | 1/10/2024 9:42 AM  |
| 85 | be part of our community, live with us, go to games with us, be in the buildings, dont just work here.  | 1/10/2024 9:22 AM  |
| 86 | I think the next superintendent should be a visionary and a pragmatist (challenging to do, but there is a balance!). I think everyone in the district could benefit from knowing how the vision of the district is connected to the various initiatives we are engaging in and what this work looks like at the end of one, three, and five years, so the ability to put together a comprehensive strategic plan that connects to a vision, a mission, and the way in which we look at the budget, both at the building level and at the district level- this should all make sense to everyone. We also need someone who is a skilled facilitator who can communicate well with multiple stakeholders while remaining focused on the big picture and not allowing more minor matters be a barrier to staying the course or shifting our focus. | 1/10/2024 9:18 AM  |
| 87 | open minded and not shy about making changes  | 1/10/2024 9:18 AM  |
| 88 | Good communicator, goal orientated, willing to try new things   | 1/10/2024 9:05 AM  |
| 89 | kindness, empathy, a firm but fair perspective, the ability to see things from all sides but understand that teachers need support and that they need to feel heard it can't be <u>only</u> about the constituents in the town. The teachers see and know firsthand what is going on in the respective schools. Also, there should be accountability for teachers who are misusing the sick day systems while celebrating teachers who are regularly here and work hard for the district and their students. There needs to be a collaborative approach to streamlining disciplines so that students get consistent messages and parents too. It has to be a team effort to raise and help foster the next generation of voters and our society.  | 1/10/2024 9:02 AM  |
| 90 | Excellent communicator Excellent collaborator, openness to ideas from staff "Take action" approaches to addressing staff concerns   | 1/10/2024 8:57 AM  |
| 91 | Strong, thoughtful, kind, hard working  | 1/10/2024 8:52 AM  |
| 92 | Present (not just in their office) Open Funny Dedicated Familiar  | 1/10/2024 6:05 AM  |
| 93 | Has ████████ to stand up to the woke agenda that has taken over our schools.  | 1/10/2024 5:42 AM  |
| 94 | Friendly, honest, open, caring, problem solver, solution orientated, kind, progressive views on education, open to LGBTQ, dedication to keeping our educators able to continue teaching about history (not like in Florida!)  | 1/9/2024 9:16 PM   |
| 95 | A deep commitment to continuing our fine traditions of building a diverse and accepting student body ready for the big world.   | 1/9/2024 7:31 PM   |
| 96 | Passion to make Hartford a great place to learn, this might include making decisions to allow every child the same opportunities. Will the new SOS feel confident and comfortable with doing this.  | 1/9/2024 6:30 PM   |
| 97 | Strong leadership and communication skills, ability to delegate leadership to those supporting you  | 1/9/2024 5:49 PM   |
| 98 | They need to be able to articulate a clear vision and have the ability to unite the administrative team under one goal.   | 1/9/2024 4:56 PM   |
| 99 | Empathy. Open minded for change. Active in their community example. Attending sporting  | 1/9/2024 4:11 PM   |

|     | events/musicals   |                   |
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| 100 | willingness to be in the buildings, willingness to work with School Board instead of at odds with them We don't need more admins telling us what to do, we need admins that actually listen to the professionals in the buildings, we do know what is best for our kids-please stop changing our curriculum just to do the "latest and greatest"  | 1/9/2024 2:48 PM  |
| 101 | Commitment to equity and a diverse staff, not just performative commitment. Needs skills to break the cycle of persistent racism which exists in most US schools and especially in such a "white Community".  | 1/9/2024 2:02 PM  |
| 102 | An ethical leader that will take time and review the district's plusses and deltas to create a plan that we can start working on as a community.  | 1/9/2024 12:19 PM |
| 103 | How to manage principals, check-in with the schools, be known to all, know when teachers are struggling with issues and try to help, be more of a teacher advocate than a principal advocate  | 1/9/2024 10:00 AM |
| 104 | Person oriented, supportive, communicative.   | 1/9/2024 8:46 AM  |
| 105 | I want someone who is committed to the community, every other superintendent worked in our district then left to live in another community, hard to really care if you are not directly impacted by decision.   | 1/9/2024 8:09 AM  |
| 106 | Strong advocate for public education, teachers, and students. A very strong communicator. Willing to make a decision, articulate the reasons, and stick to it. Transparent. Committed to equity. Willing to stand up to, and push through resistance from, a strong good-old-boys network. I would caution against an internal promote from this network, as we don't have a meaningful and honest system of administrator evaluation in place. A lot is currently swept under the rug. | 1/9/2024 6:47 AM  |
| 107 | ability to make a decision and enforce its action   | 1/9/2024 6:35 AM  |