



Montgomery County Public Schools Superintendent of Schools Desired Characteristics

Montgomery County Public Schools (MCPS), the largest school district in Maryland and the 17th largest school district in the United States, serves approximately 155,000 students. The district has been cited for academic excellence and was the recipient of the *2010 Malcolm Baldrige National Quality Award* and the *Broad Prize*.

After seeking input from its Board members, faculty, parents, staff, students, and community via focus groups, interviews, and an online survey, the Montgomery County Board of Education seeks an experienced educational leader who will elevate the national reputation of the district by continuing to steer MCPS toward excellence for all students.

The sought after candidate will be one who:

- Advocates vigorously for the needs of students and their education within the system, the community, the state of Maryland, and the nation.
- Effectively communicates with staff and other stakeholders and engages them in decisions and practices affecting MCPS students.
- Establishes and nurtures working relationships with the Board, county officials, and state leaders in order to secure necessary resources and support for the students of MCPS.
- Exhibits the ability to enhance student performance, especially in closing or narrowing the gaps in student achievement, while also focusing on social emotional learning.
- Is accountable and holds others accountable.
- Is visible and involved in the community and demonstrates the ability to develop and maintain a mutually beneficial relationship between the district and diverse community partners.
- Operates with the highest levels of ethics and integrity to foster trust and transparency.
- Puts students at the forefront of all decisions.

With regard to leadership experiences and accomplishments, the successful candidate will:

- Be passionate about student learning performance improvement and recognize the value in providing professional development opportunities to advance teachers' instructional preparedness for working with all students.
- Demonstrate effective and engaging communication (verbal, written, and listening) and interpersonal skills.
- Exemplify strategic leadership to execute and deploy the district's vision.
- Have a record of managing resources and ensuring equitable distribution of them.
- Possess successful leadership experience within a large district that includes an economically and culturally diverse student population and possess a fundamental understanding of the impact nonacademic barriers have on student achievement, particularly for African American and Latino students.

Certification and Education

- Hold, or be eligible for, the appropriate superintendent certification in Maryland and have completed a doctoral degree from an accredited university.
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