

Stakeholder Input Report for

Hartford School District **White River Jct., Vermont**

submitted by



11725 Arbor St., Suite 220
Phone: 888-375-4814/402-991-7031
Email: mail@macnjake.com

Omaha, Nebraska 68144
Fax: 402-991-7168
Website: www.macnjake.com

November 2024

Q1 What are some of the issues and concerns that a new Superintendent should know about this district as your new Superintendent?

Answered: 119 Skipped: 4

#	RESPONSES	DATE
1	There has been some turnover recently that necessitates a serious look at systems. People are looking for some consistency and accountability. There is also a need to rebuild a sense of trust with many of our community members.	11/15/2024 4:53 PM
2	Budgets and funding, community climate and overall status of community, diversity, equity, inclusion and belonging, political climate and the impact that has in our community, mental health and social-emotional wellbeing, transparency and collaboration with the community.	11/14/2024 2:39 PM
3	There has been a lack of transparency from the district regarding budget decisions (it seems that board meetings are the only venue for receiving this information and lots happens in executive session). The school board has lacked transparency and respect towards its constituents with regard to decisions around Tom DeBalsi's retirement and departure. It feels incredibly irresponsible to pay someone a retirement package AFTER there was such widespread disapproval for the plan to have two superintendents. The salary outcome was essentially the same for Tom, if not better given that he now has a job in another district and does not appear to be retired. Trust and respect and communication needs to be built back between the board and the families and tax payers. The superintendent can help facilitate these relationships, communications and practices.	11/14/2024 12:53 PM
4	Terrible bullying at the middle school (my child is now in high school but 2021 on were awful). There was no accountability/discipline for students at the middle school. Bullies ran the school and racism, misogyny, anti-LGBTQ and non-Christian sentiment. Kindness was not an attribute of this school. Community, acceptance and kindness need to be taught and fostered beginning in elementary school. Having had three children in the district, we are extremely happy with the high school and their personalized learning plans and leadership by Nelson Fogg. Improvements can be made in preparing students for the rigor of college, starting regular homework assignments beginning in the elementary schools so students learn accountability and budgeting their time accordingly. This is where our two older students struggled in college--they weren't used to having homework. There is a balance, but you don't want too much. Lastly, the Hartford Community is extremely disheartened with the lack of transparency from our past Superintendent in the district. Open, honest, and frequent communication are paramount--trust needs to be reestablished and it is going to take a long time for this to happen. So many are extremely disheartened with our school board and past Superintendent as they don't have students, administrators, and teachers best interest in mind. Our past Superintendent did nothing about the bullying at the middle school, he hid behind his desk and was not present. Teachers and administrators felt their concerns for the best interest of the students were not being heard and they left they had absolutely no support. Staff morale is at an all-time low, most notably at the middle school (prior to this academic year).	11/13/2024 6:58 AM
5	We need someone who is going to fully support the special education department in this district.	11/11/2024 6:13 PM
6	My concerns largely revolve around our district employees. Our district faces a recruitment and retention challenge that salary adjustments alone won't fix. I believe the root cause of this is that our teachers and staff don't feel heard or supported. Not by the majority of the board, many of our building administrators, and certainly not by the previous administration. Saying we're broke, eliminating 22 positions, and then creating new administrative positions was a terrible way to build trust. Combine this with an outdated wage scale and you have a recipe that nearly guarantees low attraction of new employees and diminished retention rates.	11/10/2024 10:44 PM
7	The School Board has been acting in an inappropriately. As a taxpayer and parent, I do not trust their intentions or actions. I believe transparency is one of the biggest issues. How were representatives selected for the search committee? No one knows!	11/9/2024 8:19 PM
8	There are still a lot of hurt and uncomfortable feelings around the loss of our previous	11/8/2024 7:44 AM

superintendent and how the entire situation went down with the school board. Trust with our school board is greatly lacking. Knowing and understanding that history is going to be key. Another issue is that it often felt like the "old boys club" in this district. With Caty as the interim Superintendent that has been so much better. Having white men, many who attended Hartford, and now who run it means that there is inequities in how things are handled and the importance of sports in all things.

9	I would hope that the new Superintendent would have spent at least a little bit of time in the Hartford area previously.	11/7/2024 1:27 PM
10	The amount of bullying and behaviors within the middle school and support the teachers in a better plan to keep all kids safe. The lack of transparency with the school board communicating with the community.	11/7/2024 10:57 AM
11	Would love to see some focus on the middle school as an area to improve upon, in terms of both academics and mental/emotional support for the students.	11/7/2024 9:00 AM
12	we want to celebrate holidays	11/6/2024 12:41 PM
13	The focus of the district seems to be solely social-emotional at this time. Our family feels that the focus on academics has been severely lacking. We hope to see a much bigger focus on academics in the "portrait of a graduate". There also seems to be a great deal of focus on accommodating students with marked behavioral challenges, at the cost of help for other students. One of our children, who has learning and processing differences, but is a very kind child that does not disrupt the classroom and is "near grade level" academically has had essentially non-existent support. We are concerned with this student's ability to stay near grade level due to his learning differences, but have been repeatedly told by our principal that he does not qualify for support due to being 1.) near grade level and 2.) without behavioral challenges (despite the opinions of his classroom teachers that he could use additional support).	11/5/2024 6:27 PM
14	Many of the buildings need repairs-PCBs in high school, mold at DBS and Tenney House, presence of lead in water supplies in most if not all buildings.	11/5/2024 1:44 PM
15	- Lack of academic rigor across the district. - Climate at HMMS. - Enrollment numbers (unpredictability, uneven class sizes) across the elementary school. - Budget challenges in VT. - Large amount of deferred maintenance across district facilities.	11/5/2024 1:34 PM
16	Hartford struggles to hire, train, and retain teachers. We have our "own way" of doing things that often feels outdated and like it is behind the times with what needs to happen.	11/5/2024 12:29 PM
17	Why do we keep pouring money into football, a sport that very few continue play after high school, rather than diversifying our spending across other sports? Why do we STILL not have a track (which is also a great non-staffed community resource)?	11/5/2024 10:24 AM
18	That the community actively wants to know what is going on, and that our tax dollars are being spent wisely.	11/5/2024 9:44 AM
19	What do we need in terms of infrastructure investment and maintenance, how do we keep leadership consistent (or with smooth transitions), and how can we continue to promote positive community building within our schools so they're welcoming and supportive to all (students and staff).	11/5/2024 9:27 AM
20	This school district has amazing potential and some amazing incredible teachers and admin who should be supported and valued! And, this school district has to continue to face and address the hard stuff—from bullying to ignorance on LGBTQ+, race, disability—including being comfortable with being uncomfortable as part of helping this district grown and see how belonging and inclusivity are core to academic excellence—not just a "nice" thing to do. We are so fortunate to have Julia Lau leading the way and the new superintendent needs to be ready to have her back and proactively support and uplift the amazing work her and her team are doing. This may be rural Vermont, but we are a global community and our students deserve to be equipped to live, love, thrive, and explore anywhere in the world with curiosity, humility, and brilliance!	11/4/2024 3:27 PM
21	We have many passionate educators but not a clear vision of learning.	11/4/2024 10:27 AM
22	I don't know	11/4/2024 9:26 AM
23	There is a need for leadership and communication	11/4/2024 9:13 AM

24	There's been a lot to rebuild and actually establish since the former superintendent left. There seems to be division amongst the administrators.	11/4/2024 8:26 AM
25	The carry-over from the debacle after Justin's departure.	11/4/2024 8:17 AM
26	The low level of expectations for students who have the ability to perform at a high academic level is a major concern for me and many other parents. For example, most students have no homework until they take an advanced course as a sophomore or junior in high school. In addition, the math expectations at the middle school have been very low. My children had high standardized test scores leaving elementary school and their scores plateaued during middle school. No one ever seems ready for algebra. In the algebra courses at the high school, students are allowed to use their notes during quizzes and tests. I told my son that this is doing a disservice to him and his fellow students because the SATs and other standardized tests do not allow you to use notes. I think the Hartford School District does an excellent job with support services. One of my children has needed those services for many years. There will always be exceptionally intelligent and motivated students who will exceed expectations. My concern is about those who have the ability but are not pushed to do their best. There is not a culture of academic excellence, and I do not see the reason for that. Also, my youngest is a sophomore, so we have not experienced the new leadership at the middle school. We are hopeful that the new principal will improve the culture. A major concern for parents is that a few bullies are able to disrupt the learning and lives of many students over many years. Those bullies should have the special attention and services they need and should not derail so many other kids.	11/4/2024 7:43 AM
27	We currently have a very poor evaluation system. I've been here over 15 years and have not been pushed to a high standard. There is no bar or common expectations.	11/4/2024 7:16 AM
28	Student behavior at times is out of hand.. All Schools are understaffed.. We need to re examine the budget and figure out a way to maintain and grow the # of educators we have for our children instead of cutting positions and taking away potential opportunity's due to understaffing	11/4/2024 6:08 AM
29	Diverse community	11/3/2024 8:33 PM
30	Declining test scores, teacher retention, and significant behavior challenges.	11/3/2024 7:29 PM
31	1. The school board is dysfunctional, has made poor fiscal decisions recently, lacks transparency, and is not responsive to the concerns of the community. 2. Like many communities in Vermont, residents of Hartford are concerned about the cost of educating students. A new superintendent will need to be able to advocate for the resources the district needs in the face of those concerns.	11/3/2024 8:54 AM
32	That the community itself has broad differences socioeconomically and politically, which has impacts on our most at risk and marginalized students	11/3/2024 7:41 AM
33	Student behaviors and drug use are concerning. There are students at HHS who feel unsafe at school.	11/2/2024 5:38 PM
34	The district seems to emphasize local or legacy preferences.	11/2/2024 4:08 PM
35	Low test scores. Increased days off and increased half days. Feels like kids are barely in school. Kids need help with basics. Many kids struggle with reading and spelling. General things like history and spelling is lacking in early grades	11/2/2024 3:28 PM
36	Placement of students that do not belong in public schools. Staff and other students are getting hurt. We are not a good fit for them, we are not able to teach them. Some just have different wiring that we are not trained for.	11/2/2024 2:57 PM
37	Students are super unruly at Hartford. The fighting is an almost everyday occurrence, and I feel very unsafe as a student. Teachers are tired of having to endure bullying from the students, along with having to separate the fights. They simply do NOT get paid enough to deal with it. Racism, antisemitism, and homophobia is very common and often goes unnoticed. Counseling must be reformed, as they do not do enough to stop such hatred.	11/2/2024 11:58 AM
38	As a taxpayer and a parent (who currently homeschools), I'm concerned that the academic standards have dropped precipitously. It is not so much whether students get into good colleges (whose standards have also dropped) or ace the SAT. It is whether we are raising educated citizens who share a core foundation of knowledge and have the ability to reason and communicate. I think there is too much emphasis on SEL, too little discipline, not enough	11/2/2024 11:13 AM

subject matter knowledge among teachers, and too much interference from parents. As a parent, I don't need the district to validate and empathize with me. I need the district to do the job of educating our kids.

39	Ours district has become WAY TOO WOKE!! Not allowing kids to be kids and be different is actually ok and allows them to gain coping skills for the real world. We should not be afraid of "offending everyone" and therefore losing our voices.	11/2/2024 10:44 AM
40	Middle School bullying	11/2/2024 10:05 AM
41	Communication with the public and staff. Support of the staff. A good relationship with the neighborhood around the campuses in HSD. Using bids instead of giving the same contractor business over and over and having to redo his projects.	11/2/2024 10:02 AM
42	dysfunction in the selectboard no transparency between selectboard and public not enough support staff in elementary schools need more coherence between the elementary schools need a clearer stance on behavioral issues	11/2/2024 9:23 AM
43	What used to be one of the best school districts in the area is now one of the worse in relation to testing scores and behavioral issues	11/2/2024 9:07 AM
44	That the majority of the people in this community is extremely supportive of the schools and care about education, but all people have concerns about taxation and need to see that their tax money will go to the best possible outcomes for their children. There is also a small minority that will rant and rave against any rises in funding schools and need to understand how those requests are made, so you would need to be super focused on details and transparency.	11/2/2024 9:04 AM
45	lack of transparency from school board & administrators lack of equity due to nepotism and good old boys network	11/2/2024 8:51 AM
46	That there is a significant amount of hate for the differences of others within our district, parents and children. This needs to be squashed and the Super needs to be at the forefront leading this. We have had controversy with this position and how it has been handled, trust needs to be rebuilt. It has seemed that our school board doesn't think it needs to make decisions based on the will of the Town, and that needs to change. Essentially, leadership has been a problem for a few years now.	11/2/2024 8:11 AM
47	The need to make students feel welcomed and connected, ESPECIALLY those of traditionally marginalized. It is unbelievably challenging for these students to feel accepted. They are lonely.	11/2/2024 7:44 AM
48	This school sucks	11/2/2024 7:06 AM
49	Student behaviors and drug use are concerning. There are students at HHS who feel unsafe at school.	11/2/2024 6:07 AM
50	Our turn over rate is high due to teacher burn out/behaviors. The moral goes up and down based on how the district is supporting their staff. Teachers are being asked to continuously update curriculum instruction with no time to "marinate" in things. They would need to know that we need to slow down and re-evaluate what our teachers truly need, not what looks good on paper. They should also know that staff and the community have mixed feelings on the departure process for our last superintendent.	11/2/2024 5:36 AM
51	Teaching kids transgender ideology is a big concern. It teaches lies as fact.	11/2/2024 4:50 AM
52	There is a distrust with the current school board and the community in light of the situation surrounding the departure of the last superintendent and financial agreements that were made. The budget and program/position cuts were a hard pill to swallow-how will we recoup what's been lost? Cell phones have no place in the classroom-I wish the district would take a stance and not allow them at any grade level during school hours.	11/1/2024 8:53 PM
53	The schools within the district are in very different places when it comes to school climate and equity.	11/1/2024 8:27 PM
54	idk	11/1/2024 8:14 PM
55	Teaching kids transgender ideology is a big concern. It teaches lies as fact.	11/1/2024 6:02 PM
56	Budget issues seem to have plagued the district for a number of years and have led to poor	11/1/2024 5:50 PM

	outcomes including programmatic and staffing cuts, deterioration of facilities, and more.	
57	Developing district wide systems that used consistently across the district. Building trust and connection between the superintendent's office and the school communities.	11/1/2024 5:09 PM
58	Teaching kids transgender ideology is a big concern. It teaches lies as fact.	11/1/2024 4:51 PM
59	The over abundance of dei	11/1/2024 4:49 PM
60	The elementary schools ratings (greatschools.org) are fine, but the middle and high school have very poor scores. This is especially glaring when compared to nearby districts.	11/1/2024 4:43 PM
61	It is complex, there are six schools, two of which have different budgets school and the tech center.	11/1/2024 3:46 PM
62	The amount of bullying	11/1/2024 3:16 PM
63	The Middle school has a lot of bullying, disruptive behavior from other children.	11/1/2024 3:01 PM
64	Look for someone that is about what's best for all our students and staff and our community. Put some pressure on the school board to listen to the community and the staff. Let's put Hartford back in the running for at least being in the top 5 school districts in Vermont and top 10 in the country.	11/1/2024 2:54 PM
65	Prevalence of vaping, marijuana, and other substance use issues at the middle school and high school Safely integrating and supporting students with mental health issues into the mainstream classroom	11/1/2024 2:54 PM
66	Equality for BIPOC students.	11/1/2024 1:48 PM
67	Inconsistencies between elementary school schedules, offerings (OQS with student based learning and many after school club options that DBS and WRS don't offer), limit and not encourage social media given the research (esp for younger children); use newsletters and email to communicate important information	11/1/2024 1:48 PM
68	Untrustworthy schoolboard, superintendent salary, over funding of sports programs, underfunding of teachers	11/1/2024 1:27 PM
69	The bullying, especially at the middle school level.	11/1/2024 1:17 PM
70	Bullying, drugs, lack of transparency with the School Board.	11/1/2024 1:15 PM
71	Many families are unhappy with leadership forcing their personal values onto district children. Parents often experience interactions with leadership as having concerns fall on deaf ears.	11/1/2024 1:10 PM
72	Bullying in middle school. Last year's Personal Development Plans for 6th graders, while good in concept, was poorly executed and left students confused and underprepared.	11/1/2024 1:08 PM
73	Communication, transparency, and actual education need to be reimplemented & prioritized. DEI, gender identity, and radical ideologies like these need to be eliminated from our schools immediately. Teaching kids to be kind, accepting humans is one thing- pronouns, affirming, and other are hugely divisive and do not belong in our schools.	11/1/2024 1:08 PM
74	Canceling culture instead of educating. Due diligence to ensure students are being taught. Bullying. Some rules that apply to certain people do not apply to all.	11/1/2024 12:51 PM
75	That there is incredible bitterness about the way the school board achieved their goal of dumping the superintendent and paying 2 salaries this year resulting in zero trust in the school board from the public.	11/1/2024 12:49 PM
76	The current district is too top heavy, they need to focus more on making sure we the students are getting what they need educationally and athletically by getting more educators in the buildings. They need to stop cutting positions that directly affect the children like teachers and athletic programs etc. The district also needs to be better at making financial decisions. Long story short they need to be better about focusing on the students and what the student need ultimately that is why we are here is to educate our children.	11/1/2024 12:47 PM
77	Get back to the basics, math, science, art, sports, etc...stop influencing and promoting propaganda for social issues.	11/1/2024 12:44 PM
78	We've worked hard to be welcoming of diverse voices and perspectives. It's important to have	11/1/2024 12:40 PM

a superintendent committed to that ongoing work. We have had some bumps in the road in terms of curriculum roll out, so a leader that can smooth that path would be helpful.

79	Girls athletics are not taken as seriously as the boys, coaches are allowed to be mediocre, even when teams are vocal about their experiences. We want more female role models.	11/1/2024 12:40 PM
80	My biggest thing is safety for the kids as a parent thats my number one worry so I just want a superintendent thats focused on keeping the kids safe and learning.	11/1/2024 12:40 PM
81	The elementary schools are doing a great job with education. The buildings of 2 of the 3 elementary schools need new roofs with no funding. The Middle School is notorious for bad behaviors from students unable to be corrected. Oh, and the building is also falling apart. The high school and HACTC have their advantages and disadvantages.	11/1/2024 12:39 PM
82	Nothing I can think of, although cell phones have become a problem in the high school. But I hope Mr.Fogg can handle that.	11/1/2024 12:36 PM
83	About how difficult it will be dealing with an inept school board.	11/1/2024 12:36 PM
84	It seems like there are significant differences among the three elementary schools which makes it tough for them to combine at middle school. I worry that our teachers are working outside of hours too often, and we'll lose good people due to burn out. We need to find a way to hire and retain staff (especially for SpEd.) They need to understand the complexities of school budgets in Vermont.	11/1/2024 12:29 PM
85	Teachers are overworked and underpaid. The schools are also falling into disrepair and the grades have been getting less educated and more cruel to others.	11/1/2024 12:25 PM
86	Eliminating any alcohol or drugs in the schools, bullying and violence. End to racism or consequences. Need to result in expulsion.	11/1/2024 12:23 PM
87	Some of the teacher like to pick favorites and tend to not want to help certain students.	11/1/2024 12:18 PM
88	Our school is old in age and has had to face budget cuts in recent years.	11/1/2024 12:15 PM
89	Fiscally responsible	11/1/2024 12:10 PM
90	The behavior of the students and lack of punishment. The mental health of the students. The negative impact the students are having on the mental health of the school staff. Budgeting issues.	11/1/2024 12:09 PM
91	budget concerns	11/1/2024 11:57 AM
92	This school district has lost trust between the school board and the town and the school board and the teachers. I also think the district has a lot of top heavy positions. I also think the new superintendent should know that recent cuts have had a huge impact on staffing levels.	11/1/2024 11:16 AM
93	Equity among schools needs to be addressed. Not just with students but also the buildings themselves	11/1/2024 11:06 AM
94	Our district is at a tipping point given recent budget issues that were a product of our state's process and trust will need to be reestablished within our learning community. There are a number of physical plant issues that we will be addressing in the coming years and the new Superintendent will need to be able to galvanize the community to ensure Hartford's schools are physically able to meet our learners' needs.	11/1/2024 10:48 AM
95	The new superintendent should be informed of the circumstances under which the former superintendent left so they are aware of the animosity between the school board, their community members, and the HSD staff. There are high levels of mistrust between the staff and the school board as well as between the community and the school board. I think it's important the new superintendent be aware of this issue because it will be a hurdle they will need to overcome and relationships they will need to mend in order to move forward in a positive way.	11/1/2024 10:29 AM
96	the issues from the past supt. that caused issues	11/1/2024 10:27 AM
97	the recent issues with the budget/state funding, the enrollment trends (new housing influx), the buildings issues and needs for major repairs, the YRBS data & SEL needs of the students (including a large number of unhoused youth, DCF involved youth, youth who have had a parent die from overdose, etc)	11/1/2024 10:26 AM

98	We are very diverse in the LGBTQ community and support and advocate for their needs.	11/1/2024 10:21 AM
99	Hartford is a generally welcoming community but has struggled, especially in the last few years, with increasing violence and threats of violence targeting the LGBTQ+ community and people of color. Some of this has been directed at, and all of it affects, our students and faculty.	11/1/2024 10:04 AM
100	Several issues: -Equity between and across schools -Lack of consequences for students -Lack of support of and for teachers -Morale is low.	11/1/2024 9:56 AM
101	Inequities among buildings and staff.	11/1/2024 9:50 AM
102	Conflict between historical/current protocols and procedure and industry best practices. Problematic variation in standards (hiring, management, procurement, etc.) between schools and programs.	11/1/2024 9:41 AM
103	1) There is an uneven distribution of resources across the district at the elementary school level. Distribution of district resources has tended to be based on school without looking at hard data to determine real time and projected levels of need of students and families at each school. Efforts appear now to be underway at gathering this data, but there is a lot of work to be done in this area. 2) Again at the elementary level, there tends to be a silo approach to our school cultures. Each elementary school seems more like an island unto itself, rather than part of a cohesive school district that sees itself as working toward the same goals. Individual positive school cultures are fine. Negative competition between the schools is not fine. 3) Districtwide infrastructure--we have elementary school buildings with some big, long term problems, including lead, and mold. We have a middle and high school with seriously deficient HVAC systems, PCBs, inadequate space, and deteriorating space. Along with this, we have seriously insufficient staffing for cleaning and maintenance at the building and district level, with unclear direction and planning around that. 4) The cost of our education system in HSD is high and, combined with the state of VT's complex system of paying for education, taxes are very high. This is unsustainable for taxpayers. Having our elementary students divided between 3 buildings by catchment area may no longer be financially sustainable, especially when looking at the provision of intervention through MTSS and special education services. Yet the communities within the town of Hartford and the elementary schools themselves are likely still very resistant to even discussing this issue. 5) There is a lot of community love of our schools. There is a lot of community anger over how the school board handled, or appeared to handle, the departure of Tom deBalsi, and the significant financial cost of that to the school district.	11/1/2024 9:38 AM
104	That we believe in equity and a diverse way students can access their education (ie HACTC, independent work, internships, Dartmouth and CCV classes, trips).	11/1/2024 9:28 AM
105	That the principals need to be checked and not just take the principals word for it. There are a lot of problems that stem from the principals that we are losing teachers and other staff from.	11/1/2024 9:27 AM
106	Equity is front and center Read the Anti-racism, Gender Equity, and Neurodivergent policies Take leadership in promoting the restorative practices that we initiated this year	11/1/2024 9:21 AM
107	PCB found in the high school - concern about what that means for the building and schooling in the 25-26 school year and beyond. The former superintendent left unexpectedly over the summer and we've been rebuilding our leadership team. Although things are much better under the interim superintendent, there is still a lot of trust, healing, and relationship building that needs to continue happening.	11/1/2024 9:19 AM
108	-Ongoing difficulty with hiring/retaining qualified staff -General sense of burnout among staff - being asked to 'do more with less' & low morale throughout the buildings -Concerns for the safety of staff and students- for ex., PCBs, lead in the water, security of buildings, infrastructure needing care/repair to prevent mold, etc.	11/1/2024 9:17 AM
109	We have not been able to hire enough staff. Students are more and more violent/aggressive and there seems little that we can do for our staff to stay and feel safe.	11/1/2024 9:16 AM
110	- Always worried about the issue of safety as it's been an issue at local schools often. I'd love to see more precautions taken.	11/1/2024 9:15 AM
111	employment differences for collaborative programs, need for a different pay scale for these programs.	11/1/2024 9:14 AM
112	language, dress code, behaviors in classes and hallways continue to get worse	11/1/2024 9:14 AM

113	There has been an long standing tradition of white men in positions of power. We drastically need someone to come in and shake things up, make some of the hard calls, and not be afraid of confrontation. The community has had some issues with targeting marginalized groups and students then bring that hate into the schools with them. There needs to be a serious push to enforce our anti-racism and gender policies. There is a huge issue with our facilities and schools that need to be fixed. But with budget cuts, our schools are fighting to get the things they need.	11/1/2024 9:12 AM
114	As our district has not grown student number wise for many years and is much smaller than it was 15-20 years ago, however, we have more administrators and less classroom teachers and each year we add more non-student facing positions. This trend has negatively impacted students and learning.	11/1/2024 9:11 AM
115	Emotional health and wellbeing of students and staff, concerns about how information has been shared or not shared from the superintendent's office in the past, a commitment to hiring and retaining dedicated, enthusiastic educators.	11/1/2024 9:10 AM
116	Lack of clear and consistent policies and enforcement of said policies	11/1/2024 9:07 AM
117	- wide spread behavioral issues and an approach that is not working district wide to address them	11/1/2024 8:51 AM
118	No child left behind, and I've seen it continuously happen! Making sure every school within the district has what they need! For an example park equipment was bought 2 or more years ago and it's still not up at the wilder school! Those children deserve a playground just like all the other children do!	11/1/2024 8:47 AM
119	Hartford is a strong district comprised of people new to the area (thanks to the hospital and college across the river, along with our burgeoning downtown scene) and people who have been here their entire lives. People are invested in their community and have strong opinions, which, at times, conflict with each other. The school district has struggled with leadership recently and is ready for a strong leader with excellent communication skills. Someone who recognizes the amazing students and staff within the district and knows how to support and foster their growth. Hartford is a wonderful place. We welcome this change and are excited to move forward with new leadership at the helm.	10/31/2024 5:40 PM

Q2 What are some of the characteristics, attributes, experiences you would like to see in your new Superintendent to be successful in this district?

Answered: 122 Skipped: 1

#	RESPONSES	DATE
1	organized; follows through; likes kids and the work; has been a teacher and/or administrator in the past; someone who pays attention to details; can communicate in the affirmative and lead productive conversation.	11/15/2024 4:53 PM
2	Compassionate, accountable, clear communicator, collaborative, inclusive, dynamic, creative, relationship focused, culturally competent, prioritization of diversity, equity, inclusion and belonging for our children and families, prioritization of mental health and social-emotional wellbeing.	11/14/2024 2:39 PM
3	Experience leading in Vermont Schools. Understanding of the needs of students PreK-12 and those traditionally underserved especially. Listening to his/her/their administrators and supporting them and also challenging them to improve. Continued commitment to EID Presence in the schools. Providing and SEEKING opportunities for parents and teachers to have a voice. Calm Big picture focused knows what they don't know and when to seek guidance and support from VSA and legal counsel. Loves kids Commitment to culture of belonging Wants Hartford to remain a strong district for post graduate outcomes Wants to work with community partners to address the systemic issues that impact education (medical, mental health, housing, employment, cost of living, hiring and retaining quality staff)	11/14/2024 12:53 PM
4	-Active, visible, engaged to all members of the community, from students, teachers, administrators, coaches. -Hold students accountable and support teachers when they need help and are desperate (don't shut them down at school board meetings--so much trust was lost here). -Empathetic, strong leadership skills -Act in the best interest of the students and teachers--the school board is so out of touch with reality. -Listen to your constituents -Open, honest communication, not just when there is a problem. -Transparency -Respect	11/13/2024 6:58 AM
5	Inclusivity, Igbtqia+ ally, someone who listens to the community.	11/11/2024 6:13 PM
6	A willingness to listen to all, investigate for themselves, and be seen outside of their office. Do what Caty has been doing. Better yet, hire her permanently.	11/10/2024 10:44 PM
7	Progressive, research-oriented, visionary, communicator, thoughtful	11/9/2024 8:19 PM
8	I would hope that our new Superintendent would come with fresh ideas, would be open in supporting the arts as much as athletics, would listen and be fair, would see the strengths that our district has and capitalize on those, would recognize that there are leaders in this district who are doing amazing things. But above all, I would hope that this Superintendent would be invested in the people who work for them.	11/8/2024 7:44 AM
9	Transparency, open-mindedness, and a background in critical pedagogy are all important	11/7/2024 1:27 PM
10	Honesty, transparency, willingness to listen and actually take action on parent concerns. More open dialogue with the students at each school.	11/7/2024 10:57 AM
11	The Superintendent should be an excellent listener and collaborator, and also needs to be able to make strong decisions while taking the full community and student body into consideration. We hope to see someone in the role who will foster inclusion and grow the EDI initiatives of the district, and who will practice care, empathy, and patience with students, teachers, parents, and administrators alike.	11/7/2024 9:00 AM
12	happy and fun	11/6/2024 12:41 PM
13	We would love to see a superintendent that focuses on academic excellence, or at least finds a healthy balance between academics and social-emotional learning. We would love for the superintendent to have experience managing a complex budget with knowledge of the complex	11/5/2024 6:27 PM

educational funding system in Vermont, with insight into current cost-per-pupil spending (quite high) with subpar academic achievement. We would also love for the new superintendent to have experience supporting and encouraging children that are excelling and those that are trying hard/just keeping up (rather than the current focus, which seems exclusively on those very far behind and those with remarkable behavioral challenges).

14	Collaborator, Be present at school/district events such as concerts, celebrations, sporting events, theatre shows	11/5/2024 1:44 PM
15	- Quality manager- someone who will listen to, support and challenge the district administrators. - Someone with an ability to think strategically and longer range.	11/5/2024 1:34 PM
16	They should know how rural areas operate while also understanding how to bring Hartford into the 21st century. They should understand how First Amendment rights impact students and be able to help teachers navigate those waters to create civil discourse in an increasingly tumultuous society.	11/5/2024 12:29 PM
17	Continued drive to offer AP courses, and votec options. It's great to see students taking advantage of both opportunities and fostering crossover.	11/5/2024 10:24 AM
18	Good communicator, collaborative, fiscally conscious	11/5/2024 9:44 AM
19	Leadership experience in a comparably sized district and substantial teaching experience are important. Ideally it would be someone who is focused on problem solving in a positive way and who has excellent communication skills with multiple stakeholders.	11/5/2024 9:27 AM
20	They need to be experienced around DEIB in ways that show their courage, leadership, commitment to lifelong learning, and humility. They need to help admin across the schools feel supported to keep learning themselves, learn and put into action restorative justice, and center community and collaboration in how they approach their work. It would be great, really necessary, if the superintendent represented a/multiple marginalized identities.	11/4/2024 3:27 PM
21	Strong academic background on proficiency based learning, an understanding of trauma and how to meet student needs	11/4/2024 10:27 AM
22	I don't know	11/4/2024 9:26 AM
23	compassion for the challenges of teaching, need for clear and consist communication, real leadership for an evolving educational landscape	11/4/2024 9:13 AM
24	Effective communication, clear organizational structure, supportive	11/4/2024 8:26 AM
25	Being FAIR, friendly and communicative. Have the ability to speak with people from different backgrounds	11/4/2024 8:17 AM
26	Please listen to teachers, principals, and parents. They are on the frontlines. Please focus on all levels of the academic spectrum. My husband was a science and math teacher in another district for 12 years. The final science projects he had his students complete had much higher expectations than the honors projects that juniors and seniors must complete. The school was Sharon Academy Middle School, which accepts students of varied backgrounds and abilities.	11/4/2024 7:43 AM
27	Someone who models compassion yet holds the bar high, equity-centered, and visible in all schools. Is updated on current educational research. Pushes Hartford to outside the box, break the mold of a system that is outdated.	11/4/2024 7:16 AM
28	Better staffing, More student support where needed,	11/4/2024 6:08 AM
29	Knowledge about mental health, focus on social/emotional learning at a young age	11/3/2024 8:33 PM
30	Very high academic standards (which were not satisfactory under DeBalsi); will increase district morale; strict behavior standards for students (with consequences); we need someone with experience who will command respect from teachers, students and parents.	11/3/2024 7:29 PM
31	Experience as an instructional leader. Experience working with dysfunctional school boards. Track record of staying in positions for extended periods of time. Commitment to academic excellence. Supporting students in need.	11/3/2024 8:54 AM
32	A priority in equity work and high expectations for student attendance, rigor, and safety	11/3/2024 7:41 AM
33	Be an active leader who unites our schools under a common set of core values. Right now it feels like each principal has their own fiefdom. Also, I would like to see a female in the role.	11/2/2024 5:38 PM

34	Timely, direct, pragmatic	11/2/2024 4:08 PM
35	Bring the focus back on school work and basics of education.	11/2/2024 3:28 PM
36	To be seen/interacting with all staff and students	11/2/2024 2:57 PM
37	Someone who listens to their district's needs. Someone who is completely present within their community and is committed to making the Hartford district a better place.	11/2/2024 11:58 AM
38	I would like to see someone who is him/herself well educated, not simply trained. I'd like to see someone with a backbone who upholds rigorous academic standards, and tells the truth about our problems, instead of trying to make it seem like our kids are truly coming out of HS well educated. I would like to see someone who is direct and unafraid of disagreeing with the board, admin, and vocal parents. Thank you.	11/2/2024 11:13 AM
39	Not being afraid to set a high standard for staff/ teachers. Being brave enough to fire those who don't enjoy teaching or who are only there to push their ideological agenda.	11/2/2024 10:44 AM
40	Listen well and respectfully to all constituencies, work collaboratively with teaching staff, learn what exists and works before initiating changes	11/2/2024 10:05 AM
41	Someone who can take criticism and suggestions for change without pouting and whining. Someone who is committed to equity and is not afraid of people who are not.	11/2/2024 10:02 AM
42	educator first and foremost clear stance on diversity and inclusion cooperation with HEA transparent involved in-person with the schools	11/2/2024 9:23 AM
43	Open to hearing from anyone within the district, parents and non-parents, easy to talk to and respectful of all opinions, experience turning around school districts that are starting to fail and a willingness to ban cell phones during the school day and will stand up to the unwilling parents	11/2/2024 9:07 AM
44	Compassion, sincerity, and a great background in details of expense versus outcome.	11/2/2024 9:04 AM
45	familiar with academic standards & strives to have students achieve them	11/2/2024 8:51 AM
46	Our new Super NEEDS to be open minded, inclusive in EVERY way that doesn't hurt others, equitable, listen to the needs and desires of the Town and make decisions in the best interest of the students, have experience with upholding the golden rule, not play favorites and let things slide until they are so far gone it's been corruptive, be willing to step in and do the right thing (again, Golden Rule) even if it means not making friends.	11/2/2024 8:11 AM
47	Someone who collaborates at the ground level with teachers and sees what they need. Someone who will find a way to retain teachers when the trend is teachers leaving the profession. Someone who won't keep things the way they are because there are longstanding members in administration, someone with their own vision and goals.	11/2/2024 7:44 AM
48	Make the bullying go away	11/2/2024 7:06 AM
49	Be an active leader who unites our schools under a common set of core values. Right now it feels like each principal has their own fiefdom. Also, I would like to see a female in the role.	11/2/2024 6:07 AM
50	Approachable Present (physically in our buildings) Taught across different grade levels Local (understands our community)	11/2/2024 5:36 AM
51	Teach the basics, do it well. No transgender nonsense in schools.	11/2/2024 4:50 AM
52	Open and transparent communication. Willingness to change if change is what's really needed, but not try and fix things that aren't broken. Support teachers and administration, while also engaging students and parents in decision-making when possible.	11/1/2024 8:53 PM
53	Willing to collaborate with the district equity committee to continue district wide initiatives for inclusion and staff training. Experience with restorative practices. Active engaged, accessible.	11/1/2024 8:27 PM
54	idk	11/1/2024 8:14 PM
55	Teach the basics, do it well. No transgender nonsense in schools.	11/1/2024 6:02 PM
56	Transparent, proactive communicator, effective advocate for student and staff needs (esp with voters), experienced in budget management, experience in larger and socio-economically diverse districts.	11/1/2024 5:50 PM

57	Systems thinker Able to rebuild a struggling school district culture.	11/1/2024 5:09 PM
58	Teach the basics, do it well. No transgender nonsense in schools.	11/1/2024 4:51 PM
59	No gender confusion in schools	11/1/2024 4:49 PM
60	Go back to basics. Don't need laptops in elementary school. Focus on core skills and communication. Bring back foreign language.	11/1/2024 4:43 PM
61	know their finance, do a lot of listening before responding. know your politics. not looking for someone who wants to move in three years	11/1/2024 3:46 PM
62	The political side of school and first hand working in the school with parents/ students/ staff! Finding ways to fund events for the school!	11/1/2024 3:16 PM
63	Someone who is assertive, will listen to the concerns, wants what is best for the children and staff. A leader someone who will do the dirty jobs if need be.	11/1/2024 3:01 PM
64	Listening and taking action when issues arise .Good hiring practices ,let's stop hiring bodies instead of competent people who care about educating our children.	11/1/2024 2:54 PM
65	Listener Creative problem-solver Student-centered Trauma-informed Equity-focused	11/1/2024 2:54 PM
66	Empathetic, responsive and forward thinking	11/1/2024 1:48 PM
67	Collaboration and open communication, providing clear and realistic expectations, holding all accountable as much as possible (students, teachers, parents, principals, admin), factual based decisions, limited assumptions and assumption based decisions	11/1/2024 1:48 PM
68	Financial pragmatism	11/1/2024 1:27 PM
69	Someone who is willing to go to school events	11/1/2024 1:17 PM
70	At least five years of experience at being a Superintendent. Someone caring and kind who can also be tough if the situation warrants it. Someone who is well versed in communication.	11/1/2024 1:15 PM
71	I want them to have a business mindset. Meaning that I want them to be creative in how to improve students' lives, while minimizing expenses to the district.	11/1/2024 1:10 PM
72	Talk to parents about vision. Transparency in disciplinary codes and enforcement so that students are not distracted by inappropriate behavior in the class. Opportunities for students to engage in coursework, research, or other training to make them competitive when applying to college.	11/1/2024 1:08 PM
73	Not scared to get hands dirty, being in the schools more than an admin building, not a career administrator, financially & fiscal strengths, community relations and interpersonal skills.	11/1/2024 1:08 PM
74	We need more communication from our Superintendent to district employees and more visibility in the schools.	11/1/2024 12:52 PM
75	Engaged. Aware of what is going on and who's running the show. The teacher union or actually educating	11/1/2024 12:51 PM
76	Actions have consequences for students, teachers and staff. Hold all to a uniform and high standard.	11/1/2024 12:49 PM
77	Transparent, honest, forward thinking, they should have the ability to think outside the box and they need to be supportive of the teachers to ensure the kids are getting what they need. It would be nice to see someone who has a passion for their job and a passion for education. Someone who has experience re building a broken system would be preferred.	11/1/2024 12:47 PM
78	Get back to the basics, math, science, art, sports, etc...stop influencing and promoting propaganda for social issues.	11/1/2024 12:44 PM
79	good listener, fair and thoughtful, strong communication with families and staff, prioritizes values over protection from litigious/loud members of the school community	11/1/2024 12:40 PM
80	Experience being a minority, understanding the issues people face in a majority white, straight, cis community	11/1/2024 12:40 PM
81	Organized has a strong plan and has a pulse on all things going on in the district	11/1/2024 12:40 PM

82	Know changes are needed, but not just thrown at the schools. Clear plans to build upon to get to the desired changes needed at each school.	11/1/2024 12:39 PM
83	To care about the music department. The "stand in" superintendent has been answering Mrs.Nardone's emails right away, which is something that Mr.Debalsi never did. This year, Chamber Choir was allowed to attend the school board meeting so that we could show off our talent to hopefully receive more money for field trips.	11/1/2024 12:36 PM
84	It will be nice having a superintendent who bases their decisions on facts and not firing people without just cause.	11/1/2024 12:36 PM
85	They MUST be teacher-centered... This person needs to understand and address the needs of teachers so that we can hire and retain great teachers. Being teacher-centered and student-centered go hand-in-hand. We need our teachers healthy and supported so that our students can thrive. They need to be a champion for diversity, equity, and inclusion.	11/1/2024 12:29 PM
86	someone with good communication and understanding, takes in things from piers and people around them, and someone that will be a good leader	11/1/2024 12:27 PM
87	Someone who has good leadership, communication, and collaboration skills. Someone who will make good calls based on weather and social issues. Good judgement skills.	11/1/2024 12:26 PM
88	- Listens to the community - Not secretive - Knows personally what it is like to be in our schools from as many perspectives as possible	11/1/2024 12:25 PM
89	Visible in schools. Patient but firm with punishment.	11/1/2024 12:23 PM
90	to be patient hold fun events and just be a support to everyone	11/1/2024 12:18 PM
91	Kind, understanding, personable, likes children	11/1/2024 12:15 PM
92	Understands the need to limit screen time! Support staff and stands up to unreasonable behavior of students and parents	11/1/2024 12:10 PM
93	Someone who rises to a challenge. Accounting experience. Strong willed but personable. Problem solver. Experience with dealing with psychological and behavioral issues.	11/1/2024 12:09 PM
94	Strong communication skills, seek purpose in a district aligned mission	11/1/2024 11:57 AM
95	strong communication styles ability to make quick, rational decisions someone who prioritizes the staff and the kids	11/1/2024 11:16 AM
96	Experience in the classroom as well as in a management position. Ability to be open-minded, supportive of all staff	11/1/2024 11:06 AM
97	A strong listener and communicator with the ability to collaboratively guide our district toward a shared vision. Ideally experiences would include both classroom and building leadership positions. Someone who prioritizes, and has shown the ability to, bring various stakeholders together in the work. Someone who brings enthusiasm and joy to their work.	11/1/2024 10:48 AM
98	A superintendent should be organized, responsive, and trustworthy. A superintendent should have LOTS of classroom experience at many different levels. A superintendent should be intelligent and knowledgeable about all school related matters, but also have the ability to relate to everyone in a personable, easy manner.	11/1/2024 10:29 AM
99	willing to address issues in a transparent and speedy way, willing to communicate openly and frequently with the public and parents, willing to get out of the office and into the schools regularly (to walk halls, meet staff, etc), willing to help transparency of programs--there should be a organizational chart and job descriptions for each school along with the budget per school	11/1/2024 10:27 AM
100	willing to address issues in a transparent and speedy way, willing to communicate openly and frequently with the public and parents, willing to get out of the office and into the schools regularly (to walk halls, meet staff, etc), willing to help transparency of programs--there should be a organizational chart and job descriptions for each school along with the budget per school	11/1/2024 10:26 AM
101	More transparency from the administration	11/1/2024 10:21 AM
102	Commitment to equity, transparent communication, inclusive schools. We need leadership committed to our district's anti-racism and gender inclusivity policies, willing to make public facing statements in support of them, and backing up the teachers and staff who enforce them. A commitment to soliciting, receiving, and incorporating input from teachers on district	11/1/2024 10:04 AM

level decisions that affect us and which we implement or enforce, a commitment to transparently communicating about decisions, events, and incidents with teachers and staff, as well as community members. Privacy can be respected while still acknowledging problems and challenges we are facing, and what is being done to improve or address those problems.

103	-Actually understands equity and doesn't just use it as a buzz word -An advocate and supporter of teachers -Kind, cares about our wellbeing (doesn't just say it, shows it) -Provides and enforces expectations that are similar between all buildings and staff -Transparency.	11/1/2024 9:56 AM
104	open minded, flexible, practical, communicative, present	11/1/2024 9:50 AM
105	Communication skills. Breadth of experience. Understanding of advocacy for both program support and District priorities. The understanding of the potential there for conflict and the importance of timely and meaningful resolution.	11/1/2024 9:41 AM
106	The new superintendent needs to be a good listener, someone who can thoughtfully take in and synthesize diverse and complex information. That person then needs to be clear and open about the decisions they make, and communicate effectively with a diversity of people in our community and schools. I would like the new superintendent to have a philosophy of education that puts students first, that values and respects the diversity of all, and who has at the very least, some understanding of the value of Early Childhood Education all the way through to a well rounded High School education. I would like the new superintendent to have had a substantial part of their career as a classroom teacher, who really understands what that involves.	11/1/2024 9:38 AM
107	Hard working, thoughtful, kind, research based decision making	11/1/2024 9:28 AM
108	Actually have teaching experience, have dealing with behavior from a developmental point of view and know that consequences might need to happen in an age appropriate manner.	11/1/2024 9:27 AM
109	Someone who holds empathy for marginalized students, and understands them through lived experiences Someone who understands that the most difficult students to educate are the canary in the coal mine and the best indicator of what needs to change in our schools	11/1/2024 9:21 AM
110	honesty, visionary, transparency, open to new ideas, listener and a doer, problem solver, collaborator, equity minded, trust worthy, not afraid of having the hard conversations, holds people accountable, background as a teacher/educator in diverse settings.	11/1/2024 9:19 AM
111	-Awareness of the issues facing students, staff, families, and the community -Transparency - Excellent communicator -Experience with a "boots on the ground" position prior to holding administrative position(s)	11/1/2024 9:17 AM
112	Able to listen to our concerns and address them in a timely and empathetic manner. Move our district forward and be creative in who and how we hire to fill unfilled positions. Address the issues of violence throughout the district.	11/1/2024 9:16 AM
113	- SAFETY - Flexibility - Understanding - Willingness to listen	11/1/2024 9:15 AM
114	engagement with schools and staff	11/1/2024 9:14 AM
115	smart, emotionally stable, hold people accountable, evaluative, forward thinking	11/1/2024 9:14 AM
116	We need someone who is not afraid of ruffling a few feathers. Someone who listens to the needs of the teachers and is transparent in their decisions. The superintendent should be up to date on current crisis' that are happening in schools, things are very different than they were 5 years ago, and a willingness to adapt as things will keep changing.	11/1/2024 9:12 AM
117	ability to evaluate administrators and hold them accountable to the job description they were hired to do. As administrators get positions they seem to be able to re-write their own jobs and remove the parts they don't want to do and just hire more people to do their job.	11/1/2024 9:11 AM
118	Integrity, honesty, commitment to excellence, a focus on educating the students to be effective citizens	11/1/2024 9:10 AM
119	leadership, communication, process/quality improvement	11/1/2024 9:07 AM
120	- focused on education - highly effective communicator	11/1/2024 8:51 AM
121	Say what you mean, and do what you say! We do not need another yes man, with no action that was ever taken!	11/1/2024 8:47 AM

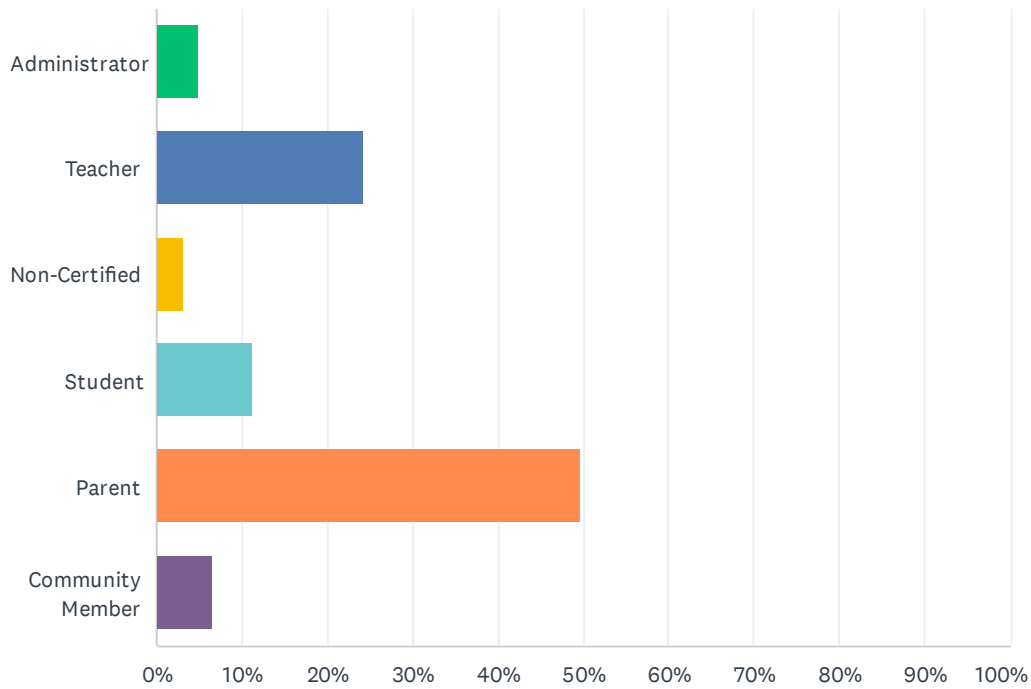
122

Compassion Strong communication skills Not afraid to face up to challenging people and situations Respect for all members of this community A positive vision for the future A sense of humor

10/31/2024 5:40 PM

Q3 Please indicate the stakeholder group you represent:

Answered: 123 Skipped: 0



ANSWER CHOICES	RESPONSES
Administrator	4.88% 6
Teacher	24.39% 30
Non-Certified	3.25% 4
Student	11.38% 14
Parent	49.59% 61
Community Member	6.50% 8
TOTAL	123