

## SUSAN C. MASCARO

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### OBJECTIVE

Provide expertise in the areas of human capital management, collective bargaining, and labor relations to support the hiring, development, and retention of a diverse, well-qualified and high-performing workforce.

### EDUCATION/CERTIFICATION

Bachelor of Science: Secondary Science Education  
Curriculum University of Maryland, College Park  
May 1984

Master of Science: Gifted Education and  
Johns Hopkins University  
August 1988

Certificate in Administration and Supervision  
Secondary Level  
Johns Hopkins University  
Summer 1993

MSDE Certification/Endorsements

- General Science and Biology, 7-12
- Administrator I & II, K-12
- Superintendent

### EMPLOYMENT HISTORY

#### **Chief of Staff, October 2011 - July 2015**

Principal advisor to the Superintendent, the Board of Education, and executive leadership in the areas of human capital management, collective bargaining, and equity assurance. Served on the Superintendent's Executive Team, providing input and direction to support the implementation, monitoring, and evaluation of the system's strategic plan, Vision 2018. Represented the Superintendent at various school system events. Provided leadership, supervision, and assessment to the Division of Support Services (DOSS), including the Offices of Educational Partnerships, Equity Assurance, Human Resources, Policy and Charter Schools, and Staff Relations. Oversaw legal services for the school system.

#### **Director, Staff Relations, September 2005 - September 2011**

Chief Negotiator for the Board of Education. Provided assistance to supervisors and employees on contract administration and interpretation. Served as Superintendent's designee for contract grievances and applicable 4-205 appeals. Oversaw Office of Equity Assurance. Facilitated Superintendent's District Planning Team. Active member of the Superintendent's Cabinet. Represented Division of Support Services (DOSS) on various committees, including Strategic Planning/Bridge to Excellence Workgroup, Policy Review Committee, Technology Steering Committee, International Exchanges and Visits Committee, and Superintendent's Advisory Council for Business/Education Partnerships.

#### **Manager, Office of Human Resources, September 2002 - August 2005**

Manager of Teacher Recruitment and Hiring. Supervised a team of eight professionals. Facilitated recruitment calendar, recruiter training, interviews, and annual job fairs. Managed Title II Recruitment and Retention Grant Program. Facilitated Human Resources' Advisory Board. Managed New Teacher Support (NTS) initiatives. Facilitated teacher staffing process for administrators. Prepared board presentations, including Hiring and Separation and State of the Schools reports. Analyzed recruitment,

hiring, and retention data for program evaluation/improvement. Supported development and implementation of Human Resources' operating budget.

**Specialist, Office of Human Resources, September 2000 - August 2002**

Responsible for recruitment and hiring in select critical need areas. Facilitated off-site recruiting efforts in Maryland, Pennsylvania, and Ohio. Active participant in HCPSS job fairs, recruiter training, and marketing efforts. Supported new teacher hires through school visits and certification counseling.

**Facilitator, Office of Professional Development Schools, August 1999 - August 2000**

Student Teacher Placement Coordinator and Professional Development School (PDS) Facilitator. Responsible for placement of over 400 K-12 interns per semester. Supported development of PDS partnerships between universities and HCPSS schools. Supported high school Future Educators of America (FEA) organizations.

**Assistant Principal, Mt. Hebron High School, July 1997 - July 1999**

High School Instructional Leader. Chairperson of the Student Support Team. Planned, presented, and assessed school-based professional development. Responsible for design and implementation of master schedule. Supervised special education program, including regional ED program and the ARD process. Approved and maintained budget accounts. Responsible for design and implementation of the Crisis Intervention Program. Planned and supervised student activities, including recognition programs and commencement.

**Assistant Principal, Hammond High School, July 1994 - June 1997**

High School Instructional Leader. Chairperson of the School Improvement Team. Responsible for design and implementation of master schedule. Chairperson of New Teacher Support Team, responsible for supporting professional development and retention of new staff. Planned and supervised student activities, including recognition programs and commencement. Coordinated interim and grade reporting systems.

**Gifted and Talented (G/T) Resource Teacher, Hammond High School, August 1990 - June 1994**

**Science Teacher, Hammond High School, August 1984 - June 1990**

**PROFESSIONAL AFFILIATIONS**

- Society for Human Resource Management (SHRM)
- Maryland Negotiation Service (MNS)
- North American Association of Educational Negotiators (NAEN)
- National School Public Relations Association (NSPRA)
- Maryland Association of School Personnel Administrators (MASPA)
- American Association of School Personnel Administrators (AASPA)

**ADDITIONAL EXPERIENCES**

- **Interest-Based Bargaining** training, Federal Mediation and Conciliation Service, December 2014
- **Chairperson**, Maryland Negotiation Service, Summer 2011 – Spring 2012
- **Presenter**, “Dealing with Discipline Matters/Union Concerns,” Operations Leadership Team, Spring 2011
- **Co-Presenter**, “Expectations of the Professional Workplace,” Wilde Lake High School, Fall 2011
- **Vice-Chairperson**, Maryland Negotiation Service, Summer 2010 - Spring 2011

- **Co-Presenter**, “Handling the Grievance Process; Letters of Reprimand,” Leadership I and II, Fall 2010
- **Policy Chairperson**, Policy 7040: Alcohol/Noncontrolled Substance Abuse, FY2010; Policy 7050: Drug Use by Employees, FY2010; Policy 1020: Sexual Harassment, FY2008; Policy 1000: Civility, FY2007
- **Co-Presenter**, “A Collaborative Approach to Supporting Education Negotiators,” North American Association of Educational Negotiators (NAEN) Spring Conference, March 2009
- **Presenter**, “Living and Learning in Howard County,” Leadership Howard County workshop, Fall 2008
- **Presenter**, “The ABC’s of Collective Bargaining,” Maryland Negotiation Service, Fall 2008
- **Course Developer/Adjunct Professor**, “Secondary Teaching Methods,” Howard Community College, Fall 2000 - Fall 2002
- **Presenter**, “Effective Resumes and Interviewing Techniques,” Johns Hopkins University; Towson University; University of Maryland Baltimore County/College Park, Fall 1999 – 2003

**REFERENCES** available upon request