

## Desirable Characteristics of a Good Superintendent

1. Has a Vision for Christina
  - a. Has a vision of the future for the students of CSD that is innovative and challenging, but achievable.
  - b. Knows how to move CSD to a new vision
  
2. Interpersonal skills
  - a. Strong but respectful
  - b. In charge but inclusive
  - c. Decisive but nice to people
  - d. Cares about people – employees, students, parents
  - e. Is a team builder
  
3. Communication skills
  - a. Active listener
  - b. Comfortable in both large and small groups, and with individuals one-on-one
  - c. Good public speaker who can handle questions and engage in the hallway conversations before and after the public speech.
  - d. Can handle tough questions.
  - e. Knows how to communicate such that all levels of employees in the district understand the message.
  - f. Can communicate with teachers – a challenge with the large number
    - i. Directly and through the administration

4. Working relationship with the Board
  - a. Use the Strategic Plan to drive the process
  - b. Work together at an appropriate depth for changes and decisions
  
5. Working relationship with all stakeholders in CSD
  - a. Students and parents
  - b. Teachers, paraprofessionals, secretaries, custodians, transportation workers, food service
  - c. Community members
  - d. Elected officials
  - e. Is comfortable in all settings, large and small, friendly and adversarial, supportive and challenging.
  - f. Must be able to balance inward and outward focus to achieve positive change within CSD and change for outside influences to support CSD
  
6. Develops trust up and down the organization
  
  
7. Works through people and the organization
  - a. Is comfortable delegating responsibilities and accountability while monitoring the activity
  - b. Frequent check-ins with the implementer but not controlling
  - c. Can both lead and manage the organization

8. Decision making approach
  - a. Collaborative with the Board on high level decisions
  - b. Develops a relationship with the Board that includes the Board in the process for making decisions so the Board is accountable for the outcome.
  - c. Collaborative with others in the organization
  - d. Decisive.
  - e. Can communicate the decision so everyone understands, even those who do not agree with the decision
  
9. Handling of events
  - a. In control, but uses a team approach
  - b. Understands strengths and weaknesses in others when managing the situation
  - c. Analyses the situation to determine causes and implements effective actions to address the event and prevent recurrence
  - d. Learns to be better prepared in the future
  
10. Maintain a current, dynamic S/P that is used to guide and lead the district, and as the uniting device for the Superintendent, the Board, the Administration, teachers, parents, and the community. The S/P must be fluid, relevant and timely.
  - a. The Board should meet regularly with the Superintendent and Administration to review implementation of the S/P
  - b. The S/P should be updated annually.
  - c. The Superintendent's yearly evaluation is tied to and aligned with the S/P.

11. Supports actions to improve the administrators and the district as a whole in the areas of organizational dynamics. This is professional development beyond teaching and learning.

- a. Decision making
  - i. Collaborative
  - ii. Decisive
  - iii. Decisions clearly articulated so they are understood
- b. Accountability
- c. Effective communication
- d. Dealing with difficult people
- e. Leading analysis of events
- f. Problem solving
- g. Understanding different personality styles
- h. Effective listening (active listening)
- i. Project management

12. Develops those who report to him/her to their fullest.

13. Financially responsible

- a. Annual budget
- b. Monitoring the budget and spending throughout the year
- c. Accurate reporting to the Board

