

**PROFILE FOR DEPUTY/ASSISTANT SUPERINTENDENT FOR INSTRUCTION—  
CLARKSTON COMMUNITY SCHOOLS**

Able to keep curriculum changing to meet future needs. Has strong background in K-12 curriculum. Has strong organizational skills  
Approachable to everyone, visible  
Strong community person  
Able to mentor administrators and teachers  
Has both the “big picture” for the school district as well as the pieces of the puzzle for the “small picture.”  
Good communicator.  
Not afraid to disagree (diplomatically)  
Not afraid to take on new challenges  
Liaison to school community groups, like the Foundation  
Able to take on new duties—must be flexible  
Has an understanding of Michigan school finance and school budgeting processes  
Can apply, secure, and manage grants  
Has a sense of humor  
Honest  
Hard-worker  
Uses technology effectively  
Demonstrates a team orientation  
Polished, but genuine, presenter  
Can serve as a sounding board for the superintendent and others Has knowledge base of Michigan accounting systems  
A people person  
Can help the community get involved in the school district  
Understands and supports special education  
Expert problem solver  
Skilled in curriculum leadership and management  
Energetic—hard worker  
Can provide stability for the district  
Collaborative  
Able to create and control change  
Knows when to seek the superintendent’s advice  
Complements the superintendent’s leadership style  
Has vision and creativity for structuring issues  
Can wear a lot of hats  
Can keep people focused on district priorities  
Could step into superintendent’s role  
Relationship builder  
Can get up to speed quickly  
Has a variety of perspectives (e.g., elementary, middle school, high school)  
Able to work with and embrace diversity  
Not a micromanager  
Able to support people to get the job done  
Wants to be in Clarkston  
Agile, in terms of skills  
Has personal and professional integrity  
Comfortable using data  
Critical thinker  
Is accountable—can identify and measure results  
Can take people to the next step of performance  
Visionary  
Quick learner, adaptable  
Is an innovative user of resources

## **PROFILE FOR DIRECTOR OF HUMAN RESOURCES—CLARKSTON COMMUNITY SCHOOLS**

Knows federal and state personnel laws, specifics of the local contracts and Board policy, collective bargaining laws, payroll laws and guidelines  
Compassionate but firm  
Expert interviewer of prospective candidates  
Knows peoples' names and faces—takes a personal interest in district personnel  
Demonstrates a team orientation, collaborative by nature and practice  
Understands school finance  
Has integrity, high morals  
Puts students first in the total equation  
Proactive problem-solver  
Wants to be in Clarkston, takes pride in Clarkston  
Hard-worker  
Good memory for background of things (e.g., the reasons/history behind contract provisions)  
Understanding of school finance issues and experience working with tight school district budgets  
Can manage workers compensation issues and manage the dollars carefully  
Must like doing “the stuff”—like insurance, other detail-oriented matters Can serve as chief negotiator for the district  
Can make employees feel important and valued  
A people person  
Not afraid to take on the tough issues  
Able to learn, be flexible, take on new roles  
Can put together effective recruiting processes  
Skilled in dealing with unions  
Detail-oriented  
Values all employees  
Open and honest  
Innovative  
Good listener  
Develops and maintains trust with building administrators and all staff  
Knowledge and understanding of special education  
Non-adversarial  
Has a sense of the community—a community person  
Consistent, but can see each person and issue individually  
Ability to work with and embrace diversity  
Actively seeks input from staff leaders  
Can handle difficult student disciplinary hearings  
Does his/her homework  
Upholds district policy  
Sends a clear message to students, parents and staff about expectations  
Serves as a cheerleader for the district  
Knows how to hire good teachers who are good employees  
Is current on trends/practices to motivate staff in tough economic times