

**HCSD Board Members:**

Brian Lynch, Pres.; Mike Buck, VP;  
Rose Apgar, Mark Brinthaupt, Mary Anne Holleran,  
James Jacobus, John Lively, Ruth Miller,  
Pam Strollo, and Student Rep. Daniel Strack

**Central Administrative Team:**

Ralph Marino, Jr., Ed.D., Superintendent  
Alice Learn, Assistant Superintendent  
Judy Christiansen, Human Resources Dir.  
Mike Stuart, School Business Admin.  
Kim Williams, Student Servs. Dir.

**HORSEHEADS CENTRAL SCHOOL DISTRICT  
BOARD OF EDUCATION  
SPECIAL BOARD MEETING  
AUGUST 12, 2010, 8 A.M.  
MULTI-MEDIA CENTER, HIGH SCHOOL SOUTH WING**

AGENDA

**PLEDGE OF ALLEGIANCE**

- |  |   |
|--|---|
| 1. CALL TO ORDER   | <b>BRIAN LYNCH, BOARD<br/>PRESIDENT</b>   |
| 2. AGENDA CHANGES (if any)   | <b>BRIAN LYNCH</b>  |
| 3. QUESTIONS/COMMENTS FROM THE<br>PUBLIC   |   |
| 4. PRESENTATION OF NYSSBA AWARDS TO<br>HORSEHEADS BOARD MEMBER ROSE<br>APGAR:<br>4.1 LEADERSHIP IN GOVERNANCE AWARD<br>4.2 MASTER OF BOARDSMANSHIP AWARD | <b>BARRY ENTWISTLE,<br/>DIRECTOR OF NYSSBA<br/>LEADERSHIP DEV.<br/>SERVICES</b> |
| 5. OATH OF OFFICE FOR VICE PRESIDENT<br>MICHAEL BUCK   | <b>CANDY MAINE, CLERK</b>   |
| 6. 2010-11 TAX WARRANT   | <b>BOARD ACTION</b>   |
| 7. QUESTIONS/COMMENTS FROM BOARD<br>MEMBERS  |   |
| 8. ADJOURNMENT   |   |

## **Our Mission**

“Quality Education for All”

The Mission of the Horseheads Central School Community is to provide a quality education for all within a nurturing environment which promotes excellence, growth, and a sense of civic responsibility.

## **Our Vision**

We, the Horseheads School Community, want a district that:

- is nurturing and responsive;
- strives for balance in a supportive, safe, encouraging environment;
- recognizes the need for continual improvement in an ever-changing world;
- has a clearly defined focus on learning outcomes, collaboration, and support systems; and
- creates an environment within which everyone can thrive and achieve his/her highest potential.

## **Our Beliefs**

We believe:

- everyone can achieve his/her highest potential;
- trust is essential for growth;
- learning is cooperative;
- programs are inclusive;
- success will be nurtured and expected;
- learning is performance-based;
- decisions are data-based; and
- responsibility, respect and results guide our every effort.

## **Exit Outcomes**

The Horseheads Central School graduate will be...

- a life-long learner;
- a caring, productive citizen;
- an effective communicator;
- a creative problem-solver;
- a quality decision-maker;
- a healthy, well-rounded person

**HORSEHEADS CENTRAL SCHOOL DISTRICT**  
**2010-11 BOARD/DISTRICT GOALS**

The Board of Education embraces the importance of short-term and long-term strategic planning in relation to Character Education/Wellness, Student Achievement, Community Relations/Partnerships, Buildings/Facilities, Financial Planning/Development, and Professional Development/District Culture. Our district has made a significant investment in this model of planning and development for all facets of the operation. We encourage our staff and community members to visit the district's website ([www.horseheadsdistrict.com](http://www.horseheadsdistrict.com)) for more information on the 10-Year Strategic Plan and Implementation Team. Below are the Board of Education's goals for the school district for the 2010-11 school year. Some of the goals may be specific to certain stakeholder groups.

**GOAL #1**

Character Education and Wellness

- Begin work on a district-wide character education program
  - Research new and updated tools by June 30, 2011
  - Identify other states and programs, that have successful outcomes, by June 30, 2011
  - Identify best practices within the district by June 30, 2011

**GOAL #2**

Student Achievement

- Increase percentage of students who pass NYS Grade 3-8 student assessments by 2% over previous year
- Increase percentage of students who pass NYS Regents exams, other than Foreign Language and Physics (already achieving at least 98% passing rate), by 2% over previous year
- Increase percentage of students achieving mastery level in all NYS Regents exams by 2% over previous year

**GOAL #3**

Community Relations and Partnerships

- Update Data Center to include 2009-2010 student achievement data by June 30, 2011
- Identify other district data from demographic software that should be added to district Data Center by December 31, 2010
- Conduct Community, Staff, and Student Voice surveys by March 31, 2011

**GOAL #4**

Buildings and Facilities

- Verify that all district sites are actively participating in a recycling program by June 30, 2011
- Ensure that all non-participating sites have an active recycling program in place by June 30, 2011

**GOAL #5**

Financial Planning and Development

- Maintain the financial soundness of the school district
- Continue to update the district's five-year budget and reserve forecast by 10/31/10, 1/31/11, and 4/30/11
- A voter approved 2011-12 budget that maintains quality programming, while being fiscally responsible to the community
- Successfully negotiate 8 employee contracts that are fair and equitable to all stakeholders

**GOAL #6**

Professional Development and District Culture

Board Development Plan—

- 100% Participation in Board Annual Retreat in August 2010
- 100% Participation in BOE Annual Mini-Retreat in January 2011
- 100% New Board Member Participation in “New School Board Member Academy” and mandated “Fiscal Oversight Training”
- 33% Participation in NYSSBA Workshops and Conferences
- 100% Participation in at least one Workshop, Conference, or on-line Training Session

Staff Development Plan—

- Research and develop, based upon identified needs, staff development plans for all personnel

Approved: July 1, 2010  
Board of Education