

SUPERINTENDENT'S OFFICE

MEMO

TO: Board of Education

FROM: Ralph Marino, Jr., Ed.D.
Superintendent of Schools



DATE: August 26, 2010

RE: Annual Goals and Objectives

Below are my employment goals and objectives for the 2010-11 school year:

1. Work as a member of the 10-Year Strategic Plan Implementation Team and the BOE Sub-Committee for Planning and Development; and, as a result, will lead a shared vision and road map for academic excellence:
 - Attend regular meetings
 - Provide updates to the BOE
 - Assess year one targets in June 2011

2. Continue the conversation with stakeholder groups of how we, as a district, increase the capacity and proficiency of students, teachers, administrators, and other staff.
 - Implementation of District Initiatives (separate document)
 - Formal meetings
 - Staff chats in all schools and departments
 - Review and share research
 - Analyze and communicate with exemplary districts and personnel
 - Reinforce the district's Mission, Vision, Beliefs, Exit Outcomes, and 10-Year Strategic Plan

3. Work with the District's Administrative Council to meet the academic, social, and emotional needs of all students, and to provide the leadership and resources to the staff to meet those needs;
 - 360 degree evaluation in April 2011
 - Formal monthly meetings
 - Informal meetings
 - Effective ongoing communication
 - Retreat (3 days) in August 2010
 - Mini-Retreat in January 2011

4. Work closely with CAT (Central Administrative Team) and BAT (Building Administrative Team) to build a strong, cohesive, and durable team, with a focus on student achievement;
 - Implementation of District Initiatives (separate document)
 - Meet the goals and objectives of the 10-Year Strategic Plan's year one targets
 - Formal monthly meetings
 - On-going communication
 - Review of student achievement data
 - Meet monthly with principals individually

5. Work closely with the Horseheads Administrators' Association and Horseheads Teachers' Association to improve and strengthen the relationship between management and labor, with a focus on instructional leadership, student achievement, and professional learning communities;
 - To ensure the district has a curriculum that is written, taught, and assessed
 - Improve program consistency and aligning the curriculum so that all students have the same instructional opportunities across the district
 - Work closely with the 10-Year Strategic Plan Implementation Team and seven site-based teams
 - Monthly meetings (formal and informal)
 - On-going open communication
 - Joint Professional Development
 - Collaboration on Projects to improve student achievement
 - Work with the associations to meet new state regulations for performance evaluations for principals and teachers

6. Work with the Board of Education on Board development activities and policy development for improving student achievement in the district;
 - Summer 2010 Retreat
 - January 2011 Mini-Retreat
 - Possibly attend regional workshops and conferences
 - Plan Summer 2011 Retreat
 - Work closely with the BOE Sub-Committees

7. Maintain the financial soundness of the District and seek out ways to save the taxpayers money and still provide an exemplary academic program for students;
 - Revise our 5-year budget forecast
 - Revise our Reserve Funds forecast
 - Monthly reports
 - Communication with the Business Office
 - Superintendent's Community Roundtables each month
 - Program reviews throughout the school year
 - BOE presentations throughout the school year
 - Community budget workshops in February, March, and April 2011

Thank you very much. I really look forward to working with all of you this year. We definitely make a great governance team.

With kind regards.

RM:cmk
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