

**HCS D Board Members:**

President Brian Lynch, V-P Michael Buck, Rose Apgar,  
Mark Brinthead, Mary Anne Holleran, James Jacobus,  
John Lively, Ruth Miller, Pamela Strollo  
and Student Rep. James Snyder

**Central Administrative Team:**

Ralph Marino, Jr., Ed.D., Superintendent  
Alice Learn, Assistant Superintendent  
Judy Christiansen, Human Resources, Dir.  
Kim Williams, Student Servs. Director

**HORSEHEADS CENTRAL SCHOOL DISTRICT  
BOARD OF EDUCATION BUSINESS MEETING  
MARCH 31, 2011  
6 P.M.  
MIDDLE SCHOOL (CAFETERIA)**

**AGENDA**

**PLEDGE OF ALLEGIANCE**

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| <b>1. CALL TO ORDER</b>  | <b>BOARD PRESIDENT</b>  |
| <b>2. MINUTES</b> (Community Budget Mtg. of Feb. 17, 2011<br>Regular Business Mtg. of Feb. 24, 2011, and<br>Community Budget Mtg. of March 10, 2011)   | <b>BOARD ACTION</b>   |
| <b>3. BOARD PRESIDENT'S REMARKS AND<br/>AGENDA CHANGES</b> (if any)  | <b>BOARD PRESIDENT</b>  |
| <b>4. QUESTIONS AND COMMENTS</b>   | <b>COMMUNICATION FROM<br/>THE AUDIENCE</b>  |
| <b>5. AWARDS, HONORS, AND RECOGNITION</b>  | <b>BOE, SUPT., AND/OR<br/>DISTRICT ADMINS.</b>  |
| <b>6. PRESENTATIONS</b><br>6.1 MIDDLE SCHOOL PTO UPDATE<br>6.2 MIDDLE SCHOOL PRESENTATION:<br>"HOW THE HORSEHEADS MIDDLE SCHOOL HAS BEEN<br>DOING MORE WITH LESS"  | <b>SUE CITES<br/>CARL GUIDOTTI, CHRISTINE<br/>MURPHY, NANCY SIMONS,<br/>AND MELISSA JOHNSON</b> |
| <b>7. SUPERINTENDENT'S REPORT</b><br>7.1 2011-12 STATE BUDGET UPDATE<br>7.2 TENTATIVE 2011-12 SCHOOL CALENDAR  | <b>RALPH MARINO, JR.<br/>INFORMATION ONLY<br/>DISCUSSION ONLY</b>                               |
| <b>8. PRESIDENT'S REPORT</b><br>8.1 DISCUSSION OF BOE SUMMER RETREAT<br>8.2 2011-12 SCHOOL BUDGET DISCUSSION   | <b>BRIAN LYNCH<br/>DISCUSSION ONLY<br/>DISCUSSION ONLY</b>                                      |
| <b>9. ASSISTANT SUPERINTENDENT'S REPORT</b><br>9.1 RACE TO THE TOP UPDATE  | <b>ALICE LEARN<br/>INFORMATION ONLY</b>   |
| <b>10. ACTING SCHOOL BUSINESS ADMINISTRATOR'S REPORT</b><br>10.1 BUDGET TRANSFER REPORT (February 2011)<br>10.2 REVENUE AND EXPENSE REPORTS (February 2011)<br>10.3 INTERNAL CLAIMS AUDITOR REPORT (February 2011) | <b>RALPH MARINO, JR.<br/>INFORMATION ONLY<br/>BOARD ACTION<br/>BOARD ACTION</b>                 |

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| <b>10. ACTING SCHOOL BUSINESS ADMINISTRATOR'S REPORT<br/>(continued)</b> | <b>RALPH MARINO, JR.</b>         |
| 10.4 HS AND MS EXTRA-CURRICULAR TREASURER'S<br>REPORT (February 2011)    | BOARD ACTION                     |
| 10.5 TREASURER'S REPORT (February 2011)                                  | BOARD ACTION                     |
| 10.6 ATHLETIC ACCOUNTS REPORT (February 2011)                            | BOARD ACTION                     |
| 10.7 GST BOCES REGIONAL TRANSPORTATION PILOT<br>STUDY                    | BOARD ACTION                     |
| 10.8 SERVICE CONTRACT WITH DAY AUTOMATION                                | BOARD ACTION                     |
| 10.9 APPLERIDGE TAX PAYMENT  | BOARD ACTION                     |
| 10.10 HEALTH & WELFARE SERVICES WITH ITHACA CSD                          | BOARD ACTION                     |
| 10.11 BUDGET VOTE LEGAL NOTICE   | BOARD ACTION                     |
| 10.12 SINGLE AUDIT REPORTS FOR YEAR ENDING<br>JUNE 30, 2010              | BOARD ACTION                     |
| 10.13 CORRECTIVE ACTION PLAN FOR SINGLE AUDIT<br>REPORTS                 | BOARD ACTION                     |
| 10.14 EXTRA-CLASSROOM ACTIVITY FUNDS MANUAL                              | BOARD ACTION                     |
| 10.15 INCREASE IN APPROPRIATIONS (IS ARTS IN ED.)                        | BOARD ACTION                     |
| 10.16 DISPOSAL OF DISTRICT PROPERTY (RR SCHOOL)                          | BOARD ACTION                     |
| 10.17 DISPOSAL OF DISTRICT PROPERTY (HS)                                 | BOARD ACTION                     |
| 10.18 DISPOSAL OF DISTRICT PROPERTY (IS)                                 | BOARD ACTION                     |
| 10.19 RFP FOR LEGAL SERVICES   | BOARD ACTION                     |
| <br>   |                                  |
| <b>11. HUMAN RESOURCE DIRECTOR'S REPORT</b>                              | <b>JUDY CHRISTIANSEN</b>         |
| 11.1 HR SUB-COMMITTEE RECOMMENDATIONS                                    | BOARD ACTION                     |
| <br>   |                                  |
| <b>12. DIRECTOR OF STUDENT SERVICES REPORT</b>                           | <b>KIM WILLIAMS</b>              |
| 12.1 SUPPLEMENTAL READING MATERIALS                                      | BOARD ACTION                     |
| <br>   |                                  |
| <b>13. STUDENT REPRESENTATIVE'S REPORT</b>                               | <b>JAMES SNYDER</b>              |
| 13.1 UPDATE ON HIGH SCHOOL ACTIVITIES                                    | INFORMATION ONLY                 |
| <br>   |                                  |
| <b>14. LEGISLATIVE LIAISON REPORT</b>                                    | <b>ROSE APGAR, LIAISON</b>       |
| <br>   |                                  |
| <b>15. REPORT FROM THE VISITATION COMMITTEE</b>                          | <b>ROSE APGAR, CHAIR</b>         |
| 15.1 TOUR OF THE MIDDLE SCHOOL ON MARCH 25, 2011                         | INFORMATION ONLY                 |
| <br>   |                                  |
| <b>16. REPORT FROM THE ATHLETIC &amp; EXTRA-CURRICULAR<br/>COMMITTEE</b> | <b>JOHN LIVELY, CHAIR</b>        |
| 16.1 MTG. OF MARCH 15, 2011  | INFORMATION ONLY                 |
| <br>   |                                  |
| <b>17. REPORT FROM THE AUDIT COMMITTEE</b>                               | <b>PAM STROLLO, CHAIR</b>        |
| <br>   |                                  |
| <b>18. REPORT FROM THE FINANCE COMMITTEE</b>                             | <b>JIM JACOBUS, CHAIR</b>        |
| 18.1 MTG. OF MARCH 1 AND MARCH 21, 2011                                  | INFORMATION ONLY                 |
| <br>   |                                  |
| <b>19. REPORT FROM THE OUTCOMES &amp; ASSESSMENT<br/>COMMITTEE</b>       | <b>MIKE BUCK, CHAIR</b>          |
| 19.1 MTG. OF MARCH 2, 2011   |                                  |
| <br>   |                                  |
| <b>20. REPORT FROM THE PLANNING AND DEV. COMMITTEE</b>                   | <b>MARY ANNE HOLLERAN, CHAIR</b> |
| 20.1 MTG. OF MARCH 8, 2011   | INFORMATION ONLY                 |
| <br>   |                                  |
| <b>21. REPORT FROM THE HUMAN RESOURCES COMMITTEE</b>                     | <b>MARK BRINTHAUPT, CHAIR</b>    |
| 21.1 MTG. OF MARCH 16, 2011  | INFORMATION ONLY                 |

22. **REPORT FROM THE POLICY REFERRAL/REVIEW COMMITTEE**
23. **QUESTIONS/COMMENTS FROM BOARD MEMBERS**
24. **MOTION TO ADJOURN TO EXECUTIVE SESSION**
  - 24.1 CSE/CPSE RECOMMENDATIONS
25. **RECONVENE TO PUBLIC SESSION**
26. **ADJOURNMENT**

**ROSE APGAR, CHAIR**

**UPCOMING 2011 BOARD MEETINGS:**

Community Budget Mtg., April 14, 6 p.m., HS Cafeteria  
Special Business Mtg., April 20, 6 p.m., Multi-Media Center  
Business Mtg., April 28, 6 p.m., Center St. Elem. School

**UPCOMING 2011 BOARD COMMITTEE MEETINGS:**

Policy Com., March 30, 3:15 p.m., Supt's. Conf. Room  
O & A Com., April 13, 4:30 p.m., Ed. Support Center  
HR Com., April 13, 3:30 p.m., Supt's. Conf. Room  
Finance Com., April 18, 5 p.m., Supt's. Conf. Room  
Planning & Dev. Com., May 3, 7:30 a.m., Supt's. Conf. Room  
Athletic & Extra-Curr., May 10, 5 p.m., Supt's. Conf. Room

**NOTE: These board meetings and committee meetings are subject to change.**

## **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