

**HORSEHEADS CENTRAL SCHOOL DISTRICT**  
**2011-2012 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 2011-2012 school year. Some of the goals may be specific to certain stakeholder groups.

**GOAL #1**

Strategic Plan

- Continued communication with the Strategic Plan Implementation Team via 2 members of the Planning and Development Committee.
  - Performance against Year One targets by September 30, 2011
  - Establishment of Year Two Targets by September 30, 2011
  - Report to the full Board of Education by committee representatives by January 31, 2012
  - Final Report on Year Two progress to the Board of Education by June 30, 2012

**GOAL #2**

Student Achievement

- Increase percentage of students who pass NYS Grade 3-8 student assessments by 2% over the previous year
- Increase percentage of students who pass NYS Regents exams, other than 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**

Financial Planning and Development

- Short Term Planning
  - Maintain the financial soundness of the school district
  - Continue to update the district's five-year budget and reserve forecast by 10/31/11, 1/31/12, and 4/30/12
  - A voter approved 2012-2013 budget that maintains quality programming, while being fiscally responsible to the community
  - Successfully negotiate 6 employee contracts that are fair and equitable to all stakeholders
- Long Range Planning
  - Explore opportunities to improve the District organizational structure, operation, and enhance capability

**GOAL #4**

Professional Development and District Culture

Board Development Plan—

- 100% Participation in Board Annual Retreat in August 2011
- 100% Participation in BOE Annual Mini-Retreat in January 2012
- 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:  
Board of Education

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