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Aug, 25, 2011

**SUPERINTENDENT'S OFFICE**  
**MEMO**

TO: Board of Education

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



DATE: August 25, 2011

RE: Annual Goals and Objectives

It is important for the Superintendent of Schools to have short-term and long-term (on-going) goals and objectives. These goals and objectives need to align with the Board's goals and objectives. Therefore, below are my employment goals and objectives for the 2011-12 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 September 2011
  - Assess year two targets in June 2012
  
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;
  - Book Talk with Administrative Council, Influencer: The Power to Change Anything
  - 360 degree evaluation in March 2012
  - Formal monthly meetings
  - Informal meetings
  - Effective ongoing communication
  - Retreat (3 days) in August 2011
  - Mini-Retreat in January 2012
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;
  - Book Talk with CAT, District Leadership that Works
  - Implementation of District Initiatives (separate document)
  - Meet the goals and objectives of the 10-Year Strategic Plan's year two 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 implement Race to the Top (RTTT) Reform Initiatives
  - To implement a new Annual Professional Performance Review (APPR) System for principals and teachers
  - 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

6. Work with the Board of Education on Board development activities and policy development for improving student achievement in the district;
  - Summer 2011 Retreat
  - January 2012 Mini-Retreat
  - Possibly attend regional workshops and conferences
  - Plan Summer 2012 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 and present our 5-year Budget Forecast and Reserve Fund Forecast by 10/31/11, 1/31/12, and 4/30/12
  - Explore long-range planning opportunities to improve the district's organizational structure, operation, and enhance capability/capacity
  - Monthly reports
  - Communication with the Business Office (Acting School Business Administrator until 6/30/12)
  - 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 2012
  - Formulate the first school budget with a Property Tax Cap

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  
201112goalsobjectives

**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
  - Develop 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/capacity

**GOAL #4**

**Professional Development and District Culture**

**Board Development Plan—**

- 100% Participation in Board Annual Retreat in July 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: August 11, 2011  
Board of Education

**HORSEHEADS CENTRAL SCHOOL DISTRICT**

**Timeline for the Annual Evaluation of the Superintendent of Schools  
(Pursuant to the Employment Agreement)**

<b>DATE</b>	<b>EVALUATION OF THE SUPERINTENDENT</b>
<b>On or before, September 1 of each year</b>	The Superintendent shall provide to the Board a written statement of the annual goals and objectives which the Superintendent intends to concentrate on during the upcoming school year. The Board shall review said goals and objectives. (Contract clause #8.a.)
<b>December Board of Education Mtg. each year</b>	The Board will conduct a mid-year assessment with the Superintendent related to the Superintendent's progress towards the agreed upon goals and objectives. (Contract clause #8.b.)
<b>First of March of each year</b>	On or about March 1 of each year, the Superintendent shall notify the Board of Education of the Board's obligation to evaluate the Superintendent, determine his salary for the upcoming year, contract extension, and any other terms and conditions of employment, prior to May 31. (Contract clause #7) <b>Admin. Assistant to the Superintendent will distribute the Supts.' annual evaluation document to members of the Board of Education in March with a return deadline.</b>
<b>April Board of Education Mtg. each year</b>	The Board shall meet in Executive Session to review annual evaluation results and any contract changes (as per Contract clause #8.c.—The Board shall meet to conduct an annual evaluation of the performance of the Superintendent during each year of his Employment Agreement and shall provide the Superintendent with a written evaluation to be discussed in an executive session of the Board, no later than May 31.
<b>May Board of Education Mtg. each year</b>	The Board of Education will act upon the Superintendent's contract at the May Board of Education meeting.

RM:cmk:071211

RM:SuptAnnualEvalTimeline