

HCS D Board Members:

President Brian Lynch; Vice President Michael Buck, Ph.D.;
 Mark Brinthaupt; Warren Conklin; Mary Anne Holleran;
 James Jacobus; John Lively; Ruth Miller; Pamela Strollo; and
 Student Rep. Kaitlyn O'Malley or Alternate Claire Blaney

Central Administrative Team:

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

<p>HORSEHEADS CENTRAL SCHOOL DISTRICT BOARD OF EDUCATION BUSINESS MEETING SEPTEMBER 29, 2011 6 P.M. MULTI-MEDIA CENTER (HIGH SCHOOL SOUTH WING)</p>
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AGENDA**PLEDGE OF ALLEGIANCE**

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| 1. CALL TO ORDER | BRIAN LYNCH, BOE PRESIDENT |
| 2. MINUTES (Special Mtg. of Aug. 11, 2011 and Aug. 25, 2011) | BOARD ACTION |
| 3. BOARD PRESIDENT'S REMARKS AND AGENDA CHANGES (if any) | BRIAN LYNCH |
| 4. QUESTIONS AND COMMENTS | COMMUNICATION FROM THE AUDIENCE |
| 5. AWARDS, HONORS, AND RECOGNITION | BOE, SUPT., AND/OR DISTRICT ADMINS. |
| 6. PRESENTATION | |
| 6.1 2010-11 INTERNAL AUDIT REPORT (@ 6 p.m.) | JESSICA LAWRENCE |
| 6.2 2010-11 INDEPENDENT EXTERNAL AUDIT REPORT | BONADIO GROUP |
| 6.3 2011 SUMMER CAPITAL PROJECTS UPDATE | JAY HILLMAN |
| 7. SUPERINTENDENT'S REPORT | RALPH MARINO, JR. |
| 7.1 SENIOR CLASS TRIP TO NY CITY, MAY 19-20, 2012 | BOARD ACTION |
| 7.2 2011-12 STRATEGIC PLAN IMPLEMENTATION TEAM MEMBERSHIP LIST | BOARD ACTION |
| 8. PRESIDENT'S REPORT | BRIAN LYNCH |
| 8.1 APPOINTMENT OF VOTING DELEGATE TO THE NYSSBA ANNUAL MEETING | BOARD ACTION |
| 8.2 NYSSBA RESOLUTIONS TO BE ENACTED UPON AT THEIR ANNUAL MEETING ON OCT. 29, 2011 | DISCUSSION ONLY |
| 9. ASSISTANT SUPERINTENDENT'S REPORT | ALICE LEARN |
| 9.1 SUMMER LEARNING ACADEMY AND CHALLENGER (Michael Bostwick) | INFORMATION ONLY |
| 9.2 RACE TO THE TOP UPDATE | INFORMATION ONLY |
| 9.3 RE-AUTHORIZE THIRD-PARTY TUTORING CONTRACT | BOARD ACTION |
| 9.4 SECTION 100.2 COMMISSIONER'S REG. VARIANCE | BOARD ACTION |

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| 10. ACTING SCHOOL BUSINESS ADMINISTRATOR'S REPORT | RALPH MARINO, JR. |
| 10.1 INCREASE IN APPROPRIATIONS (Target to the HS) | BOARD ACTION |
| 10.2 INCREASE IN APPROPRIATIONS (E-Rate) | BOARD ACTION |
| 10.3 STUDENT TRANSPORTATION COOPERATIVE AGREEMENT WITH BOCES | BOARD ACTION |
| 10.4 WESTERN NEW YORK EDUCATIONAL SERVICE CONTRACT | BOARD ACTION |
| 10.5 UNIVERSAL PRE-K AGREEMENT WITH SUSAN UNGVARSKY | BOARD ACTION |
| 10.6 UNIVERSAL PRE-K AGREEMENT WITH THE YMCA | BOARD ACTION |
| 10.7 THE CENTER AT HORSEHEADS 2008-09 & 2009-10 TAX CERTIORARI SETTLEMENT | BOARD ACTION |
| 10.8 REPAIR RESERVE FUND TRANSFER | BOARD ACTION |
| 10.9 DEBT RETIREMENT RESOLUTION | BOARD ACTION |
| 10.10 GST BOCES COOPERATIVE BID FOR COPIER PAPER | BOARD ACTION |
| 10.11 PILOT UPDATE | INFORMATION ONLY |
| 10.12 TAX CERTIORARI UPDATE | INFORMATION ONLY |
| 10.13 DISPOSAL OF DISTRICT PROPERTY
(Items from the High School and Ridge Road School) | BOARD ACTION |
| 10.14 EARLY RETIREMENT INCENTIVE RESOLUTION | BOARD ACTION |
| 10.15 2010-11 INTERNAL AUDIT REPORT | BOARD ACTION |
| 10.16 2010-11 INDEPENDENT EXTERNAL AUDIT REPORT | BOARD ACTION |
| 10.17 2010-11 EXTRA-CLASSROOM ACTIVITY AUDIT REPORT | BOARD ACTION |
| 10.18 2010-11 SINGLE (FEDERAL) AUDIT REPORT | BOARD ACTION |
| 10.19 ATHLETIC ACCOUNTS REPORT (August 2011) | BOARD ACTION |
| 10.20 HIGH SCHOOL EXTRACLASSROOM REPORT
(June, July, and August 2011) | BOARD ACTION |
| 10.21 MIDDLE SCHOOL EXTRACLASSROOM REPORT
(July and August 2011) | BOARD ACTION |
| 10.22 TREASURER'S REPORT (July and August 2011) | BOARD ACTION |
| 10.23 CLAIMS AUDITOR REPORT (August 2011) | BOARD ACTION |
| 11. HUMAN RESOURCE DIRECTOR'S REPORT | JUDY CHRISTIANSEN |
| 11.1 HR SUB-COMMITTEE RECOMMENDATIONS | BOARD ACTION |
| 12. DIRECTOR OF STUDENT SERVICES REPORT | KIM WILLIAMS |
| 12.1 SPECIAL EDUCATION UPDATE | INFORMATION ONLY |
| 13. STUDENT REPRESENTATIVE'S REPORT | KAITLYN O'MALLEY |
| 13.1 UPDATE ON HIGH SCHOOL ACTIVITIES | INFORMATION ONLY |
| 14. LEGISLATIVE LIAISON REPORT | WARREN CONKLIN, LIAISON |
| 15. REPORT FROM THE VISITATION COMMITTEE | WARREN CONKLIN, CHAIR |
| 16. REPORT FROM THE ATHLETIC & EXTRA-CURRICULAR COMMITTEE | MIKE BUCK, CHAIR |
| 17. REPORT FROM THE AUDIT COMMITTEE | PAM STROLLO, CHAIR |
| 17.1 MEETING MINUTES OF SEPTEMBER 19, 2011 | INFORMATION ONLY |
| 18. REPORT FROM THE FINANCE COMMITTEE | JIM JACOBUS, CHAIR |
| 18.1 MEETING MINUTES OF SEPTEMBER 19, 2011 | INFORMATION ONLY |

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| <p>19. REPORT FROM THE OUTCOMES & ASSESSMENT COMMITTEE
 19.1 MEETING MINUTES OF SEPTEMBER 20, 2011</p> | <p>MARY ANNE HOLLERAN, CHAIR

 INFORMATION ONLY</p> |
| <p>20. REPORT FROM THE PLANNING AND DEV. COMMITTEE
 20.1 MEETING MINUTES OF SEPTEMBER 20, 2011</p> | <p>JOHN LIVELY, CHAIR
 INFORMATION ONLY</p> |
| <p>21. REPORT FROM THE HUMAN RESOURCES COMMITTEE
 21.1 MEETING MINUTES OF SEPTEMBER 14, 2011</p> | <p>MARK BRINTHAUPT, CHAIR
 INFORMATION ONLY</p> |
| <p>22. REPORT FROM THE POLICY REFERRAL/REVIEW COMMITTEE
 22.1 MEETING MINUTES OF SEPTEMBER 13, 2011
 22.2 PROPOSED CHANGES TO BOARD POLICY 5420:
 STUDENT HEALTH SERVICES
 22.3 PROPOSED CHANGES TO BOARD POLICY 9270.1:
 SUBSTITUTES
 22.4 CURRENT AND PROPOSED REPLACEMENT
 POLICY 2450: POLICY DISSEMINATION</p> | <p>RUTH MILLER, CHAIR

 INFORMATION ONLY
 BOARD ACTION

 DISCUSSION ONLY

 DISCUSSION ONLY</p> |
| <p>23. QUESTIONS/COMMENTS FROM BOARD MEMBERS</p> | |
| <p>24. MOTION TO ADJOURN TO EXECUTIVE SESSION
 24.1 CSE/CPSE/504 RECOMMENDATIONS</p> | |
| <p>25. RECONVENE TO PUBLIC SESSION</p> | |
| <p>26. ADJOURNMENT</p> | |

UPCOMING 2011 BOARD MEETINGS:

Business Mtg., Oct. 27, 6 p.m., Center St. School
Business Mtg., Nov. 17, 6 p.m., Big Flats School
Business Mtg., Dec. 15, 6 p.m., Gardner Rd. School

UPCOMING 2011 BOARD COMMITTEE MEETINGS:

Athletic & Extra-Curricular, Oct. 3, at 4 p.m., Supt's. Conf. Room
Outcomes & Assessment, Oct. 4, at 4 p.m., Ed Support Cntr.
Policy, Oct. 11, at 4 p.m., Supt's. Conf. Room
Human Resources, Oct. 12, at 3:30 p.m., Supt's. Conf. Room
Finance, Oct. 17, at 5 p.m., Supt's. Conf. Room
Planning & Development, Oct. 18, at 7:30 a.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
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) 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