

**HCSD 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  
Virginia Abrunzo, Elementary Ed. Director  
Jay Hillman, Secondary Ed. Director

**HORSEHEADS CENTRAL SCHOOL DISTRICT  
BOARD OF EDUCATION BUSINESS MEETING  
DECEMBER 15, 2011  
6 P.M.  
GARDNER ROAD ELEMENTARY SCHOOL CAFETERIA**

**AGENDA**

**PLEDGE OF ALLEGIANCE**

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| <b>1. CALL TO ORDER</b>                                                                                                            | <b>BRIAN LYNCH, BOE PRESIDENT</b>                                                    |
| <b>2. MINUTES</b> (Business meeting of Nov. 17, 2011)                                                                              | <b>BOARD ACTION</b>                                                                  |
| <b>3. BOARD PRESIDENT'S REMARKS AND AGENDA CHANGES</b> (if any)                                                                    | <b>BRIAN LYNCH</b>                                                                   |
| <b>4. QUESTIONS AND COMMENTS</b>                                                                                                   | <b>COMMUNICATION FROM THE AUDIENCE</b>                                               |
| <b>5. AWARDS, HONORS, AND RECOGNITION</b>                                                                                          | <b>BOE, SUPT., AND/OR DISTRICT ADMINS.</b>                                           |
| <b>6. PRESENTATION</b>                                                                                                             | <b>RONALD HOLLOWAY, INTERIM PRINC., GR TEACHERS, AND STUDENTS FROM THE WGRN NEWS</b> |
| 6.1 GR SCHOOL PRESENTATION: "WE SUCCEED BECAUSE THE STARS LEAD"                                                                    | <b>MICHELLE NOE</b>                                                                  |
| 6.2 GR PTO UPDATE                                                                                                                  |                                                                                      |
| <b>7. SUPERINTENDENT'S REPORT</b>                                                                                                  | <b>RALPH MARINO, JR. BOARD ACTION</b>                                                |
| 7.1 REQUEST FROM HIGH SCHOOL BASEBALL TEAM TO PARTICIPATE IN A TOURNAMENT IN MYRTLE BEACH, APRIL 6-13, 2012                        |                                                                                      |
| 7.2 REQUEST FROM HIGH SCHOOL VARSITY SOFTBALL TEAM TO PARTICIPATE IN A NON-CONFERENCE TOURNAMENT IN MYRTLE BEACH, APRIL 8-12, 2012 | <b>BOARD ACTION</b>                                                                  |
| 7.3 CHANGE TO 2010-11 SCHOOL CALENDAR: ½ SUPT'S. CONFERENCE DAY FOR ALL STUDENTS ON DEC. 12.                                       | <b>BOARD ACTION</b>                                                                  |
| <b>8. PRESIDENT'S REPORT</b>                                                                                                       | <b>BRIAN LYNCH BOARD ACTION</b>                                                      |
| 8.1 DONATION BY THE BIG FLATS YOUTH BASKETBALL LEAGUE FOR NEW BASKETBALL BACKBOARDS AT THE BIG FLATS ELEMENTARY SCHOOL             |                                                                                      |
| 8.2 REPORT FROM MARY ANNE HOLLERAN REGARDING THE OCTOBER NYSSBA CONVENTION AND ANNUAL BUSINESS MEETING                             | <b>INFORMATION ONLY</b>                                                              |

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| <b>9. ASSISTANT SUPERINTENDENT'S REPORT</b>                                                                                                        | <b>ALICE LEARN</b>       |
| 9.1 IMPLEMENTATION TEAM UPDATE                                                                                                                     | INFORMATION ONLY         |
| <b>10. ACTING SCHOOL BUSINESS ADMINISTRATOR'S REPORT</b>                                                                                           | <b>RALPH MARINO, JR.</b> |
| 10.1 REVISED JULY 7, 2011, DISPOSAL OF DISTRICT PROPERTY REQUEST (MS Library Materials)                                                            | BOARD ACTION             |
| 10.2 DISPOSAL OF DISTRICT PROPERTY (District-wide Technology Equipment; MS Library Materials; IS Library Materials; Equipment from HS Weight Room) | BOARD ACTION             |
| 10.3 AGREEMENT FOR 2012-13 INITIAL REQUEST FOR FOR BOCES SERVICES                                                                                  | BOARD ACTION             |
| 10.4 AGREEMENT FOR 2012-13 BOCES COST ALLOCATION METHODOLOGY                                                                                       | BOARD ACTION             |
| 10.5 INCREASE IN APPROPRIATIONS (from CS PTO)                                                                                                      | BOARD ACTION             |
| 10.6 INCREASE IN APPROPRIATIONS (from Sprint Nextell)                                                                                              | BOARD ACTION             |
| 10.7 INCREASE IN APPROPRIATIONS (from E-Rate)                                                                                                      | BOARD ACTION             |
| 10.8 2011-12 EXTERNAL AUDIT CORRECTIVE ACTION PLAN-- FINANCIAL STATEMENTS                                                                          | BOARD ACTION             |
| 10.9 2011-12 EXTERNAL AUDIT CORRECTIVE ACTION PLAN-- MANAGEMENT LETTER                                                                             | BOARD ACTION             |
| 10.10 2011-12 EXTERNAL AUDIT CORRECTIVE ACTION PLAN-- SINGLE AUDIT REPORT                                                                          | BOARD ACTION             |
| 10.11 2011-12 EXTERNAL AUDIT CORRECTIVE ACTION PLAN-- EXTRA-CLASSROOM ACTIVITY FUNDS                                                               | BOARD ACTION             |
| 10.12 BUDGET TRANSFERS OVER \$10,000                                                                                                               | BOARD ACTION             |
| 10.13 TREASURER'S REPORT (Oct. 2011)                                                                                                               | BOARD ACTION             |
| 10.14 REVENUE & EXPENSE REPORTS (Nov. 2011)                                                                                                        | BOARD ACTION             |
| 10.15 BUDGET TRANSFER REPORTS (Nov. 2011)                                                                                                          | BOARD ACTION             |
| 10.16 MS EXTRA-CLASSROOM ACTIVITIES FUND REPORT (Oct. 2011)                                                                                        | BOARD ACTION             |
| 10.17 CASH ACCOUNTS AUTHORIZED SIGNATURES-- RALPH MARINO, JR., LINDA KLIEVONEIT, MARY ANNE BLY, AND MARTHA CLARK                                   | BOARD ACTION             |
| 10.18 CAPITAL PROJECT RESOLUTIONS                                                                                                                  | BOARD ACTION             |
| 10.19 COOPERATIVE PURCHASING FUEL BID WITH DCMO BOCES (2011-12)                                                                                    | BOARD ACTION             |
| <b>11. HUMAN RESOURCE DIRECTOR'S REPORT</b>                                                                                                        | <b>JUDY CHRISTIANSEN</b> |
| 11.1 HR SUB-COMMITTEE RECOMMENDATIONS                                                                                                              | BOARD ACTION             |
| 11.2 RATIFICATION OF THE TENTATIVE AGREEMENT BETWEEN THE DISTRICT AND THE HORSEHEADS TEACHERS' ASSOCIATION                                         | BOARD ACTION             |
| 11.3 RATIFICATION OF THE TENTATIVE AGREEMENT BETWEEN THE DISTRICT AND THE HORSEHEADS CENTRAL SCHOOL DISTRICT TRANSPORTATION UNIT                   | BOARD ACTION             |
| 11.4 APPROVAL OF CHANGES TO THE CURRENT APPR                                                                                                       | BOARD ACTION             |
| <b>12. DIRECTOR OF STUDENT SERVICES REPORT</b>                                                                                                     | <b>KIM WILLIAMS</b>      |
| 12.1 DECLASSIFIED STUDENTS: ELA/MATH STATE ASSESSMENT RESULTS                                                                                      | INFORMATION ONLY         |
| <b>13. STUDENT REPRESENTATIVE'S REPORT</b>                                                                                                         | <b>KAITLYN O'MALLEY</b>  |
| 13.1 UPDATE ON HIGH SCHOOL ACTIVITIES                                                                                                              | INFORMATION ONLY         |

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| 14. <b>LEGISLATIVE LIAISON REPORT</b>                                                                                                                                                                                    | <b>WARREN CONKLIN, LIAISON</b>                                          |
| 15. <b>REPORT FROM THE VISITATION COMMITTEE</b><br>15.1 VISITATION OF GARDNER ROAD ELEMENTARY<br>SCHOOL ON DECEMBER 9, 2011                                                                                              | <b>WARREN CONKLIN, CHAIR</b>                                            |
| 16. <b>REPORT FROM THE ATHLETIC &amp; EXTRA-CURRICULAR<br/>COMMITTEE</b>                                                                                                                                                 | <b>MIKE BUCK, CHAIR</b>                                                 |
| 17. <b>REPORT FROM THE AUDIT COMMITTEE</b><br>17.1 MEETING MINUTES OF DECEMBER 1, 2011                                                                                                                                   | <b>PAM STROLLO, CHAIR</b><br>INFORMATION ONLY                           |
| 18. <b>REPORT FROM THE FINANCE COMMITTEE</b><br>18.1 MEETING MINUTES OF DECEMBER 5, 2011                                                                                                                                 | <b>JIM JACOBUS, CHAIR</b><br>INFORMATION ONLY                           |
| 19. <b>REPORT FROM THE OUTCOMES &amp; ASSESSMENT<br/>COMMITTEE</b><br>19.1 MEETING MINUTES OF DECEMBER 6, 2011                                                                                                           | <b>MARY ANNE HOLLERAN, CHAIR</b><br><br>INFORMATION ONLY                |
| 20. <b>REPORT FROM THE PLANNING AND DEV. COMMITTEE</b><br>20.1 MEETING MINUTES OF NOVEMBER 15, 2011                                                                                                                      | <b>JOHN LIVELY, CHAIR</b><br>INFORMATION ONLY                           |
| 21. <b>REPORT FROM THE HUMAN RESOURCES COMMITTEE</b><br>21.1 MEETING MINUTES OF DECEMBER 7, 2011                                                                                                                         | <b>MARK BRINTHAUPT, CHAIR</b><br>INFORMATION ONLY                       |
| 22. <b>REPORT FROM THE POLICY REFERRAL/REVIEW<br/>COMMITTEE</b><br>22.1 CURRENT AND PROPOSED REPLACEMENT POLICY<br>4741: CLASS RANKING<br>22.2 PROPOSED CHANGES TO CURRENT BOARD POLICY<br>5420: STUDENT HEALTH SERVICES | <b>RUTH MILLER, CHAIR</b><br><br>DISCUSSION ONLY<br><br>DISCUSSION ONLY |
| 23. <b>QUESTIONS/COMMENTS FROM BOARD MEMBERS</b>                                                                                                                                                                         |                                                                         |
| 24. <b>MOTION TO ADJOURN TO EXECUTIVE SESSION</b><br>24.1 CSE/CPSE/504 RECOMMENDATIONS<br>24.2 SUPERINTENDENT'S MID-YEAR PERFORMANCE REVIEW                                                                              |                                                                         |
| 25. <b>RECONVENE TO PUBLIC SESSION</b>                                                                                                                                                                                   |                                                                         |
| 26. <b>ADJOURNMENT</b>                                                                                                                                                                                                   |                                                                         |

**UPCOMING 2011 BOARD MEETINGS:**

BOE Retreat, Jan. 12, 4-8 p.m., Multi-Media Center  
 Business Mtg., Jan. 26, Ridge Rd. School  
 Community Budget Mtg., Feb. 9, Big Flats Com. Cntr.  
 Business Mtg., Feb. 23, Intermediate School

**UPCOMING 2011 BOARD COMMITTEE MEETINGS:**

Athletic & Extra-Curricular, Jan. 9, at 4 p.m., Supt's. Conf. Room  
 Finance, Jan. 17, at 5 p.m., Supt's. Conf. Room  
 Human Resources, Jan. 11, at 3:30 p.m., Supt's. Conf. Room  
 Outcomes & Assessment, Jan. 3, at 4 p.m., Ed Support Cntr.  
 Planning & Dev., Jan. 17, 7:30 a.m., Supt's. Conf. Room  
 Policy, Jan. 10, at 4 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**  
**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