

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