

SUPERINTENDENT'S OFFICE

MEMO

TO: Board of Education

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



DATE: August 30, 2012

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 2012-13 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 full BOE and to the BOE Planning & Development Sub-Committee
 - Assess year two targets in September 2012
 - Assess year three targets in June 2013

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:
 - New York State School Boards Association's new 3-Rs—Reduce, Redesign, and Restructure
 - 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—Leading Every Day: 124 Actions for Effective Leadership
 - 360 degree evaluation in March 2013
 - Formal monthly meetings
 - Informal meetings
 - Effective ongoing communication
 - Retreat (3 days) in August 2012
 - Mini-Retreat in January 2013

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—A World Class Education: Learning from International Models of Excellence and Innovation
 - Implementation of District Initiatives (separate document)
 - Meet the goals and objectives of the 10-Year Strategic Plan's year three 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 2012 Retreat
 - January 2013 Mini-Retreat
 - Attend NYSSBA Convention in October 2012 with School Board Members
 - Possibly attend regional workshops and conferences
 - Plan Summer 2013 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 11/30/12, 2/28/13, and 4/30/13
 - Explore long-range planning opportunities to improve the district's organizational structure, operation, and enhance capability/capacity
 - Monthly reports
 - 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 2013

8. Work with the BOE Human Resources Sub-Committee on the development of a new evaluation for the Superintendent of Schools:
 - Draft completed by 12/31/12
 - Approved by the full BOE by 2/28/13
 - Implemented in March/April 2013

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
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