

SUPERINTENDENT'S OFFICE

MEMO

TO: Board of Education

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



DATE: August 28, 2014

RE: 2014-15 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 2014-15 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 four targets in September 2014
 - Assess year five targets in June 2015
 - Explore long-range planning opportunities to improve the district's programs, services, organizational structure, operation, and enhance capability/capacity (Facilities Utilization and Grade Configuration Study, as well as the Elmira Heights Consolidation Feasibility Study)

2. Work alongside stakeholder groups regarding how we, as a district, increase the capacity and proficiency of students, teachers, administrators, and other staff:
 - Expand the district's regional involvement and relationship with the International Center for Leadership in Education (Dr. Bill Daggett)
 - Implementation of the Board of Regents' reform initiatives
 - Implementation of District Initiatives (separate document)
 - New York State School Boards Association's new 3-Rs—Reduce, Redesign, and Restructure
 - 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
 - Explore long-range planning opportunities to improve the district’s programs, services, organizational structure, operation, and enhance capability/capacity (Facilities Utilization and Grade Configuration Study, as well as the Elmira Heights Consolidation Feasibility Study)
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—Strengths Based Leadership: Great Leaders, Teams, and Why People Follow
 - 360 degree evaluation in March 2015
 - Formal monthly meetings
 - Informal meetings
 - Effective ongoing communication
 - Retreat (3 days) in July 2014
 - Mini-Retreat in January 2015
 - Plan Retreat (3 days) for July 2015
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—The Loss of Solitude in Schools and Culture: Republic of Noise
 - Implementation of District Initiatives (separate document)
 - Meet the goals and objectives of the 10-Year Strategic Plan’s year five 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:
- Continue to implement Board of Regents’ reform initiatives
 - Continue to implement the Annual Professional Performance Review (APPR) System for principals and teachers (Year 3)
 - 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 2014 Retreat
 - January 2015 Mini-Retreat
 - Attend regional workshops, conferences, and webinars
 - Plan Summer 2015 Retreat
 - Work closely with the BOE Sub-Committees
 - Work alongside the BOE regarding long-range planning opportunities to improve the district's programs, services, organizational structure, operation, and enhance capability/capacity (Facilities Utilization and Grade Configuration Study, as well as the Elmira Heights Consolidation Feasibility Study)
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 10/31/14, 1/31/15, and 4/30/15
 - Explore long-range planning opportunities to improve the district's programs, services, organizational structure, operation, and enhance capability/capacity (Facilities Utilization and Grade Configuration Study, as well as the Elmira Heights Consolidation Feasibility Study)
 - 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 2015

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:cms
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