



## The DCS Vision

We envision **Students** who enjoy and benefit from an educational experience of the highest quality, full of opportunity and growth

Supported by **Families** committed to their success and empowered to work in full partnership

With **Faculty** of the highest quality, who bring caring, energy and knowledge into their lives

Backed by dedicated, professional **Support Staff** who provide the structure and environment that promotes safety and excellence

All lead by a **Leadership Team** of exceptional administrators who understand their goals and are enabled

By a **Board of Education** devoted to the success of our students, who provide clear leadership and direction

In making the **Duanesburg Central School District** a source of pride for all and a school that others seek to emulate and join.

## Our Mission

We endeavor to provide students of every ability with the support, dedication and quality instruction they need as they strive for personal excellence and work to fulfill the dreams and aspirations they have for their future.

# DCS Values

## Excellence

- In what we provide for our students
- In all that we do
- As a goal for all

## Opportunity

- For every student to achieve their full potential
- For employees to flourish, enjoy their work and be proud of their contributions
- For our district to make a positive contribution to our community

## Leadership

- In supporting the vision of the district
- By empowering employees to deliver excellence
- In teaching students to be effective and constructive
- By example

## Pride

- In our students
- In our district and our community
- In our employees
- In our mission

## Respect

- For the diversity of students and individuals who make up our district
- For the opinions and beliefs of others
- For all members of our district community

## Involvement

- By building community relationships and fostering collaboration
- By improving communication and engagement
- By benefiting all members of our district

## Strengths to Grow On

- Our greatest strength? Our students! They are the product of supportive and caring families, they thrive in an atmosphere of excellence and respect and they benefit from the small-school environment provided by our district.
- Consistent academic ranking in the top 25% of approximately 90 regional schools.
- Our tax rate. Duanesburg is in the bottom third of taxes compared to regional schools.
- Historically high graduation rate.
- Employees with experience and professionalism.
- Continuous investments in, and integration of, educational technology.
- Partnership between the board, administration, faculty and staff that will benefit our students, allowing our district to be proactive in our planning and responsive to challenges.
- Our community members who support our district in every way and value the education provided to our students.
- A safe and stable small-town environment.
- Well managed finances, strong reserves and sound investments in infrastructure, personnel and technology.
- Sports programs that include a high number of scholar athletes and teams that often qualify for sectional and state competitions.
- Music and arts programs that support a large number of students who excel and receive recognition at all levels.

## Challenges

- Continued State budget cuts will affect our ability to offer the highest quality of education and choices for our students. Without restoration of New York State funding to previous levels, the district will be forced to spend reserves and balance program quality with tax burden.
- Declining enrollment affects our ability to expand course options, primarily in the high school, and forces the district to increase class sizes and make cuts to services and personnel.
- Implementation of unfunded mandates causes the district to spend time and funds which distracts from our mission.
- Ongoing cost of maintaining aging and inadequate facilities that do not meet the current and future programming needs of all students.

## Strategic Plan Target Areas

### Target Area: Education

Recognizing that students will be members of a global economy, competing with a diverse group of people, the district will provide excellence in education by:

- Continue to develop traditional opportunities (ECA, electives, AP/UHS courses, CTE, Rtl) and non-traditional opportunities (internships, work/study programs, college in the high school, etc.)
- Continue to explore and offer of professional development opportunities to keep staff updated in state-of-the-art techniques and resources.

### Target Area: Facility/Physical Plant

Implement a facilities improvement program that addresses the current and future needs of the District

- Develop a Capital Plan to address student needs and facility shortcomings.
- Address safety issues
- Improve energy efficiency, HVAC and lighting

### Target Area: Community and Communication

Make DCS a center of the community by developing innovative programs to increase student and community pride and participation in the District.

- Encourage community involvement, volunteer support and use of District facilities
- Apply for Grants for non-traditional activities
- Encourage individuals, groups and community and businesses to encourage and support school education, athletic and elective programs
- Develop an alumni organization and promote success of graduates
- Publicize and recognize achievement in the District

### Target Area: Fiscal Responsibility and Value

Ensure that DCS is a successful, sustainable model for the future of education in New York.

- Continue to improve in academic standing in comparison to Capital Region school districts
- Develop responsible sustainable budgets and capital projects
- Continue to provide exceptional value to District taxpayers

## Goal 1

### Raise levels of student academic success through collaboration, technology and empowerment.

Initiative	Action Years			
	2013 2014	2014 2015	2015 2016	2016 2017
1. Support the use of data district wide to make informed decisions for individual student growth.	Data team is established  Yearly: Continue to evaluate data systems & needs for areas of improvement	Initial Data Team reviewed current data systems and what info they provide. Implementing new Data Dashboard in conjunction with NERIC for Teachers & Administrators, real time data in the areas of state exams- <i>Continued</i> in footer	Continue to evaluate the above data systems and needs for areas of improvement through district Data Committee	The Data Committee will utilize data from GURU and the above mentioned technologies to identify areas of improvement and determine targeted interventions.
2. Support the faculty and administration in implementing the use of higher order questioning into the core of all academic learning.		Start. / ES addressed at faculty meetings and grade level meetings/some faculty members went to common core training	Continue if data indicates need. Observation data around questioning should be what we are collecting  <ul style="list-style-type: none"> <li>• Faculty pres'n from Literacy Coach/Coach working with indiv ES, HS teachers</li> <li>• Ongoing implementation discussed at grade-level meetings</li> <li>• Addressed through pre and post conference observations</li> </ul>	Continue w/ goal w/ conginued focus on faculty, grade level, dept meetings, support from literacy coach and administrators during pre and post conferences.
3. Support the development and implementation of a document for K-12 writing across the curriculum.		Start & finish. Update manual to maintain relevancy in future yrs. Teacher reps K-12 created guidelines for On Demand Writing Protocol, created SCORE scoring rubric, suggested writing prompts, folders w/ Common Core expectations & vocabulary. On Demand expectations for all faculty. Admin oversight. Staff trained	ES purchases Zaner Bloser series that supports all writing curriculum tenets. Ongoing faculty discussions with administrators re implementing components of writing curriculum in all areas.	Continue goal to ensure alignment across all content areas, with a stronger focus on constructed responses in math curriculum.
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Initiative 1, 2014-15, continued: attendance, local assessments, discipline, grades, as well as warning indicators

- Data team decision on areas of focus Disseminating appropriate data to departments and grade levels/evaluate other systems for universal screening and/or as a local assessment (I Ready/Star Assessment, etc)/promote turnkey training to staff members in the use of data and curriculum
- Initial establishment of systems for data tracking eSchoolData/NWEA/IEP Direct/Rtl Direct

Initiative 2, 2014-15 continued: teachers at ES and Jr/Sr High

- Ongoing implementation discussed at grade level meetings
- Addressed through pre and post conference observations

Initiative	Action Years			
	2013 2014	2014 2015	2015 2016	2016 2017
<p>4. Support the use of educational technologies which have been proven effective at driving instructional practices for the promotion of 21<sup>st</sup> Century learning.</p> <ul style="list-style-type: none"> <li>- Observation of instruction includes an expectation that there is use of currently installed technologies. For example, a teacher has a Mimio then the teacher should be observed using it.</li> </ul> <p>5. The ES/HS principals and the director of instructional studies in coordination with the coordinators and teacher representatives will vertically align the curriculum K-12.</p>		<ul style="list-style-type: none"> <li>• Observation of instruction includes expectation of use of currently installed technologies, i.e., teacher w/ Mimio should be observed using it.</li> <li>Technology use part of teacher evaluation model in (2e) Organizing Physical Space. Admins observing elementary-level teachers make technology suggestions.</li> <li>• Tech support provided for any teachers "noted" as not using technology.</li> <li>Technology QueCentre ticketing system implemented to provide support on as-needed basis for quick response to classroom technology issues.</li> <li>Continued in footer.</li> </ul> <p>Yearly: Continue to evaluate and update each year.</p>	<p>Continue to evaluate and update each year.</p>	<p>Provide all teachers who are willing to use technology with a set/cart of Chromebooks for classroom use. Administration will monitor implementation, and training/support needs through monthly surveys using google forms.</p>
			<p>The alignment will begin with ELS in 2016-17.</p>	<p>The alignment of mathematics will begin.</p>

*Initiative #4, 2014-15 continued:* • Record of more teachers taking advantage of Model Schools trainings. In-house trainings provided for teachers using Mimio Teach, Mimio Vote response systems and teacher communications through websites and blogs.  
More frequent requests of technology occurring due to raised awareness of educational technology benefits to instruction.



## Goal 2

**Implement a facilities improvement program that addresses the current and future needs of our district and provides students, employees and community members with a safe, efficient and modern infrastructure.**

Initiative	Action Years			
	2013 2014	2014 2015	2015 2016	2016 2017
Update 2010 5-year Capital Plan. Use Summit responses and information from faculty, staff and students to determine if additional projects are required to address current and future District needs. <ul style="list-style-type: none"> <li>- Produce list of necessary projects appropriate for a Capital project</li> </ul>	<b>In Progress</b>	<b>Complete</b>	<b>Evaluate</b>	<b>Evaluate</b>
Prioritize Capital projects and develop a timetable for funding and implementation of projects. <ul style="list-style-type: none"> <li>- Update strategic plan with findings.</li> <li>- Produce draft Capital Plan proposal including estimates for cost and SED Building Aid</li> </ul>	<b>In Progress</b>	<b>Complete</b>	<b>Evaluate</b>	<b>Evaluate</b>
Discuss proposal with community <ul style="list-style-type: none"> <li>- Complete Communication and Feedback initiative</li> </ul>		<b>Complete</b>	<b>Evaluate</b>	<b>Evaluate</b>
Utilize input from community to finalize Capital Project proposal and take proposal to District voters <ul style="list-style-type: none"> <li>- Schedule Capital Project Vote</li> </ul>		<b>Complete</b>	<b>Evaluate</b>	<b>Evaluate</b>
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Initiative	Action Years			
	2013 2014	2014 2015	2015 2016	2016 2017
If vote is successful: Initiate Capital Project If vote is not successful: Review priority list of necessary projects and exit poll information and consider an alternative Capital project.	Info gathered from capital plan, community survey, education summit was used to	<b>Complete</b>	<b>Evaluate</b>	<b>Evaluate</b>
Update strategic plan incorporating the changes due to the progress/ completion of the Capital Project	develop the framework for a capital plan to meet the District's needs	Public meetings held at the Elem. School and HS prior to the vote in spring 2015. The Capital Project was approved and ideas from the community, administration and faculty contributed to the development of the plans for the renovation and new construction.	Elementary School and running track plans approved by the State Education Dept.; construction commenced June 2016. The plans for HS construction and renovation have been submitted to the State Education Dept. and are awaiting approval.	High School construction plans were approved by the State Education Department and the Elementary School and track construction are nearly complete. Some work including new windows in the Kindergarten wing and repairs to the exterior building insulation could not be completed due to cold weather and these projects will be completed over the summer. In the High School, asbestos abatement and construction of the new auditorium will commence as soon as the school year is complete.

"The Administration and the BOE completed the first five of six goal 2 initiatives including updating the previous elements of the 2010 Capital Plan, prioritizing elements for a new Capital Plan, presenting the proposal to the Community, finalizing the Capital proposal and holding a public vote on the plan which was successful. The sixth initiative is to update the Strategic Plan with the specific building and site work elements and then to evaluate them to determine if they successfully meet the current and future needs of the District. This initiative will be more fully developed once the design of the Capital Plan elements is completed."

### Goal 3

**Extend and enhance the district's community outreach and involvement in order to maximize the benefits to our students and all members of our district community.**

Initiative	Action Years			
	2013 2014	2014 2015	2015 2016	2016 2017
<p>Initiate communications and meet with community groups who are aligned with the district's goals and determine areas of shared interest and cooperation. (responsible party: Goal 3 Committee)</p> <ul style="list-style-type: none"> <li>- Meet with Town Board to discuss community outreach, (ex. planning community events)</li> <li>- Meet with Duanesburg Business Association to discuss ways to promote the school (ex. Displays of Eagles banners or posters announcing sports/music) and internship opportunities for students</li> <li>- Advertise our student volunteer groups (community service, Leo Club, NHS, FBLA) to inform community of those student groups that have members available for community activities and internships</li> </ul>		<p>BOE members represented with Town at 250th Anniversary and Booster Club Homecoming planning committees</p> <p>DBA meeting -Fall 2014 Flyers for shows, Dburg Day displayed in businesses</p>	<p>BOE representation at Memorial Day Planning Committee</p> <p>Launch advertising student volunteer groups - Need to develop further</p>	<p>Continued BOE representation at Memorial Day Planning Committee and Parade</p> <p>HS students increased volunteer activities in community: park clean up senior citizen lunches, etc.</p>
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Initiative	Action Years			
	2013 2014	2014 2015	2015 2016	2016 2017
<p>Explore ways to increase community volunteerism and support for school programs and extracurricular activities (responsible party: Goal 3 Committee)</p> <ul style="list-style-type: none"> <li>- Determine from administrators and staff where volunteers can be of service (ex. Cafeteria, making copies, field day, job shadow opportunities, JV/V ticket sales, guest speakers for classes)</li> <li>- Create a manual to inform volunteers about requirements (i.e. background check); if running a club, provide a formalized way to take attendance, keep track of funds/fundraising, reporting to administrators, etc.</li> <li>- Determine interest for guest speakers for classes; consider advertising for community speakers on website</li> </ul>		<p>Job shadow list of professional contacts is created for sharing with guidance; plan for a story to advertise this service on the website and promote additional contacts</p>	<p>Development of community service recognition program - Committee waiting for response from administration after their meeting with guidance.</p>	<p>Community Service Recognition award for seniors – Done.</p> <p>In process of developing formalized method of recruiting community volunteers, creating a data base of volunteers and determining needs within the buildings</p>
<p>Investigate and implement possible avenues of fundraising and community outreach that support district programs, goals and services provided to students and community</p>			<p><b>Planning TBD</b></p>	<p>NA but an area to consider developing</p>
<p>Determine possibility and benefits of creating a Volunteer Coordinator position to steer the district's volunteer, community outreach and fundraising initiatives</p> <ul style="list-style-type: none"> <li>- Consider qualifications, pay reporting mechanisms, methods of developing tasks for Coordinator, etc.</li> </ul>		<p>Developing – District office personnel is assigned to this task</p>	<p>Need to re-visit with admin to follow up with the position that was created to cover this area</p>	<p>In process– coordinator position is being discussed as part of the formalized approach to recruiting and using community volunteers</p>

## Goal 4

**Improve communication at all levels in order to accomplish team building, understanding and respect within our schools and throughout our district.**

Initiative	Action Years			
	2013 2014	2014 2015	2015 2016	2016 2017
<p>Board of Education communications:</p> <ul style="list-style-type: none"> <li>- Formalize processes for committee reporting (ex. determine need for secretary role, etc.)</li> <li>- Develop plan for acknowledging receipt of community emails</li> <li>- Clarify procedures for requesting discussion topics for Board meetings</li> <li>- Meet with administration to develop protocols for informing families of general district information, building information and individual communications</li> </ul>		<p><b>Plan Summer Work</b></p> <p>How to increase use of parent portal, Parent opportunities – transition nights, Meet the coaches, etc.</p>	<ul style="list-style-type: none"> <li>- Committee reports by Chair continue at BOE meetings</li> <li>- Assigned Vice President to acknowledge community emails as representative of the BOE</li> <li>-Use of SNN, website, Facebook have increased</li> </ul>	<ul style="list-style-type: none"> <li>-We continue to see an increased use of SNN/FB to keep families Informed.This should continue.</li> <li>-Board sees the value of assigning the VP to respond to community emails</li> </ul>
<p>Communications with District families:</p> <ul style="list-style-type: none"> <li>- Update website contents on regular basis</li> <li>- Discuss re-design of website (consider budget constraints, out-sourcing vs. in-house design, etc.)</li> <li>- Maximize opportunity for information sharing during school-wide events (ex. Open House, sporting events, awards ceremonies, Duanesburg Day, Community Visitation Day)</li> <li>- Utilize SNNs to efficiently inform families of school events/activities</li> </ul>		<p><b>Plan</b></p> <ul style="list-style-type: none"> <li>- Done and ongoing</li> <li>- Summer work</li> <li>-Improved and Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- Increased use of SNNs, website, Faceook page to inform</li> <li>- Guidance dept. regularly schedules info nights for grade-level transitions, scheduling, college info and contemporary topics (bullying, drug use)</li> <li>- Use of Naviance computer program for families to keep track of transcripts &amp; college info for students</li> </ul>	<ul style="list-style-type: none"> <li>-Outreach to families continues through website/ Facebook/SNN. Grade level informational nights continue to be scheduled; families are encouraged to attend these events in order to gain valuable news about current/future planning and information relevant to social issues for their children.</li> </ul>
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	<b>Action Years</b>			
<b>Initiative</b>	<b>2013 2014</b>	<b>2014 2015</b>	<b>2015 2016</b>	<b>2016 2017</b>
<p>Communications with Staff:</p> <ul style="list-style-type: none"> <li>- Formalize procedures and train staff on benefits and use of SNNs</li> <li>- Discuss streamlining processes for internal communications (ex. Sharing committee reports, communications between grade levels/curriculum levels, etc.)</li> </ul>		<ul style="list-style-type: none"> <li>- Summer work</li> <li>- Summer work</li> </ul>	<p>Department chairs have developed uses for staff communications via Google Docs and other products</p>	<p>-Discussed including students on SNNs so to increase awareness of school information; continued encourage would benefit the students and District -Department chairs continue to use communication tools to streamline information sharing</p>
<p>Communications with Students:</p> <ul style="list-style-type: none"> <li>- Continue student feedback and dialog at all grade levels to gain student perspective on issues that directly affect the student population</li> <li>- Discuss use of personal communication devices and social media to streamline communications between school personnel and students (ex. Twitter accounts, school email system, cell, etc.)</li> </ul>		<p><b>Plan</b></p> <ul style="list-style-type: none"> <li>- Discuss with principals</li> <li>- Discuss with principals (do students have school emails?)</li> </ul>	<p>-All Jr/Sr HS students have emails accounts through Google to facilitate communication -All Jr/Sr HS students have Naviance accounts for transcript/college planning purposes</p>	<p>-Increased use of input from students re: developing electives -Increased exposure for electives through HS "fair" to display electives  -Increased contacts with students through gmail and other group, Remind and other group communication</p>

tools. Rationale for email use: students will do the majority of their college/work communications via email or other communication sites; we want to accustom the students to regularly check their mail

## Goal 5

**Maintain and improve the District's fiscal stability, delivering excellent educational results at a cost commensurate with the community's economic condition.**

Initiative	Action Years		
	2014 2015	2015 2016	2016 2017
Maintain 4% operating surplus to provide stability and flexibility in response to unpredicted expenses.	Completed and Ongoing		
Maintain the Districts ranking in the lower third of the cost per student among Capital Region School Districts while maintaining the Districts ranking in the top 25% of academic achievement.	Completed and Ongoing		
Maintain and improve internal controls	Completed and Ongoing		
Continue to receive positive internal and external audit reports.	Completed and Ongoing		
Ensure the most effective and efficient use of school facilities to meet the needs of the District's students.	Completed and Ongoing		

