



Strategic **PLAN**

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Learners Today, Leaders Tomorrow

MAPPING THE FUTURE FOR EVERY MARAUDER



A Message from the Superintendent

At New York Mills Union Free School District, we have long embraced a tradition of excellence while remaining focused on the future. Our Strategic Plan represents more than a roadmap — it is a shared commitment to our students, families, staff, Board of Education and community as we continue Mapping the Future for Every Marauder.



The development of this plan reflects thoughtful collaboration and purposeful reflection. Guided by our newly refined Vision, Mission, Core Beliefs and the Board of Education's three strategic pillars — Student Achievement, Fiscal Responsibility and Communication & Community — we have established a clear direction for the next five years that honors our proud history while preparing for tomorrow's opportunities. These priorities are grounded in our belief that every decision we make should place students at the center and position our District for long-term success.

As education continues to evolve, so too must our vision of what it means to prepare students for life beyond graduation. Inspired by New York State's Portrait of a Graduate initiative, New York Mills has created its own Portrait of a Marauder — a framework that defines the knowledge, skills and attributes every graduate should possess. We envision Marauders who are critical thinkers and creative innovators; effective communicators and responsible global citizens; and reflective, future-focused learners who are academically prepared to thrive in college, careers, military service and civic life. These competencies are not separate from academic achievement — they are woven into every classroom experience, extracurricular opportunity and relationship our students build throughout their educational journey.

Our Strategic Plan recognizes that excellence is never a destination, but a continuous process of growth and improvement. Over the next five years, we will strengthen instructional programs, invest responsibly in our facilities and resources, prepare for emerging opportunities and state initiatives, expand communication and partnerships with our community and ensure that every student has access to a safe, welcoming and engaging learning environment where they can achieve their full potential.

This work cannot be accomplished by one individual or one group alone. It requires the collective efforts of our dedicated faculty, staff, Board of Education, students, families, alumni and community partners. Together, we share the responsibility of preparing today's learners to become tomorrow's leaders.

As Superintendent, I am proud of what New York Mills has accomplished, but I am even more excited about where we are headed. This Strategic Plan serves as both a guide and a promise — a promise that we will continue to innovate, adapt and grow while remaining steadfast in our commitment to educational excellence and responsible stewardship.

Thank you for your continued trust, support and partnership as we work together to shape the future of our District. The road ahead is filled with opportunity, and together we will continue Mapping the Future for Every Marauder.

Michele D. LaGase
Superintendent of Schools
New York Mills Union Free School District

Our District

The New York Mills Union Free School District is comprised of a single, K-12 campus including a bus garage and athletic fields for football, baseball/softball, field hockey and track.

The District has an enrollment of approximately 565 students with 63 instructional staff, 34 support staff and two building administrators. The professional staff consists of grade level classroom teachers and certified instructors for art, music, foreign languages, physical education, library, academic intervention services, social work, psychology and speech/language services. Staff continually participate in local and regional professional development to stay current in curriculum and instruction methods. The entire school has state-of-the-art technology and the educational program of the New York Mills Union Free School District is rich in opportunities for everyone to succeed.

In addition to core academic courses, students can take a variety of electives and distance learning courses such as psychology, sociology, computer technology and American Sign Language. Learning opportunities also exist for advanced students with options including Advanced Placement and dual enrollment college courses.

The New York Mills UFSD boasts an extensive sports and extracurricular activity program with a full



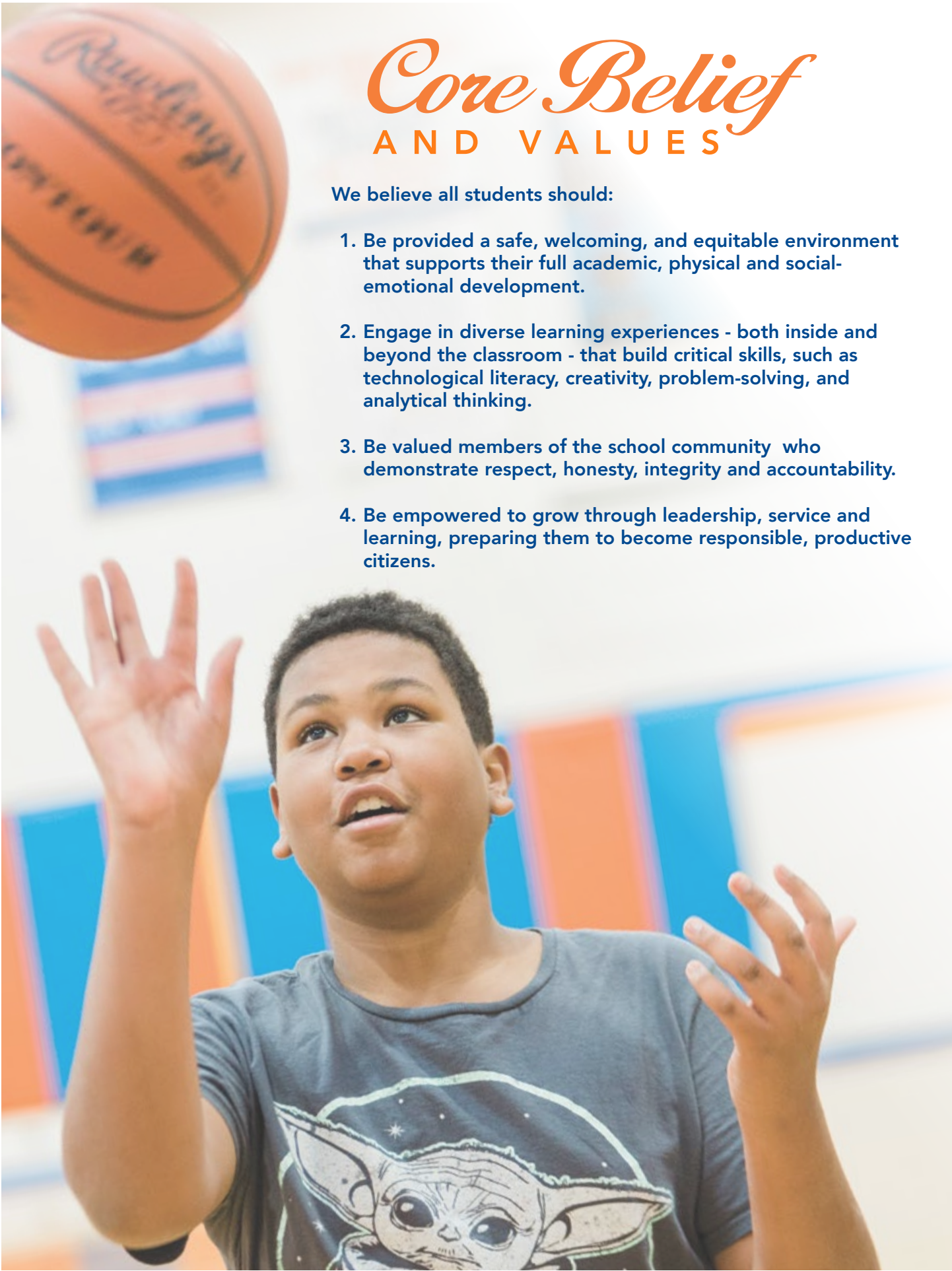
complement of interscholastic teams, intramural activities and co-curricular clubs available. Numerous athletic teams qualify for state scholar-athlete awards annually.

The District's music and art programs are very successful and provide excellent opportunities for all students K-12, including band, chorus and drama.

The District is currently completing a \$5.5 million Capital Improvement Project, which includes significant upgrades to the Jr./Sr. high school gymnasium and locker rooms, auditorium, student bathroom facilities, attendance kiosk and front entrance, where our School Resource Officer will be located.

The strength of New York Mills lies in its close-knit community, where a long-standing tradition of local pride and active involvement continues to empower and enrich our schools.



A young boy with short dark hair is looking up and reaching his hands towards a basketball. He is wearing a dark grey t-shirt with a graphic of Yoda's head. The basketball is orange with black lines and the word "Rawlings" is visible. The background is slightly blurred, showing a blue and white striped flag and some colorful geometric shapes.

Core Belief AND VALUES

We believe all students should:

1. Be provided a safe, welcoming, and equitable environment that supports their full academic, physical and social-emotional development.
2. Engage in diverse learning experiences - both inside and beyond the classroom - that build critical skills, such as technological literacy, creativity, problem-solving, and analytical thinking.
3. Be valued members of the school community who demonstrate respect, honesty, integrity and accountability.
4. Be empowered to grow through leadership, service and learning, preparing them to become responsible, productive citizens.

Vision

S T A T E M E N T

Our vision is to create a K-12 school district that is recognized for academic excellence and strong partnerships - where shared pride and commitment to our community lead to meaningful opportunities and successful outcomes for every student.

Mission

S T A T E M E N T

In partnership with students, staff, families and the community, our mission is to create an educational environment that inspires confidence, builds character, and fosters respect - empowering every student with the knowledge to become a productive, responsible citizen.



The Pillars

The New York Mills Union Free School District's Board of Education has developed three essential Board goals to support our District's vision, mission and core beliefs. Together, they represent the District's most critical priorities and long-term commitments, and will serve as the foundation for the District's work over the next five years.

1

Pillar 1

STUDENT ACHIEVEMENT

The New York Mills Union Free School District is committed to upholding the tradition of academic excellence while providing a safe learning environment, in order for students to reach their full potential.

2

Pillar 2

FISCAL RESPONSIBILITY

The New York Mills Union Free School District is committed to developing, maintaining and improving the efficient, transparent and effective use of taxpayer resources.

3

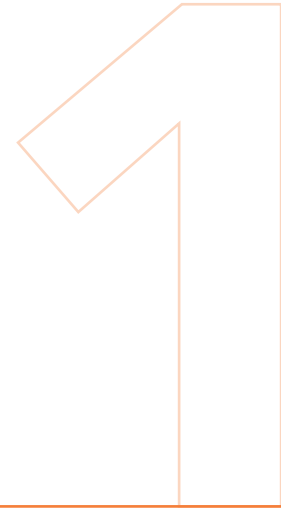
Pillar 3

COMMUNICATION & COMMUNITY

The New York Mills Union Free School District is committed to building and sustaining positive relationships through open communication and engagement with families and the community.

Pillar 1

STUDENT ACHIEVEMENT



Uphold the tradition of academic excellence while providing a safe learning environment, in order for students to reach their full potential.

STRATEGIC OBJECTIVE	OUTCOME
1.1 Deliver high quality, standards-based instruction that meets the needs of all students.	<i>Every student will experience rigorous, engaging and standards-aligned instruction in every classroom, supported by evidence-based instructional practices, differentiated learning opportunities and access to the resources necessary for academic success.</i>
1.2 Increase student proficiency in ELA, math and science to meet/exceed New York State standards.	<i>Students will demonstrate the knowledge and skills necessary to achieve proficiency in English Language Arts, mathematics and science, meeting or exceeding New York State standards while narrowing achievement gaps.</i>
1.3 Strengthen Social-Emotional Learning (SEL) programs and supports.	<i>Students will develop the social-emotional competencies, resilience and sense of belonging necessary to thrive academically and personally, build positive relationships and contribute meaningfully to their school and community.</i>

Pillar 2

FISCAL RESPONSIBILITY



Develop, maintain and improve the efficient, transparent and effective use of taxpayer resources.

STRATEGIC OBJECTIVE	OUTCOME
2.1 Align financial resources with the District's mission and strategic priorities to ensure long-term fiscal sustainability and maximize student success.	<i>District staffing, programs, materials and resources are aligned with identified needs and the District's strategic goals, ensuring responsible stewardship of taxpayer resources while supporting student success.</i>
2.2 Implement a comprehensive multi-year financial and capital-planning process that sustains District facilities, strengthens fiscal reserves and positions the District for future needs.	<i>The District maintains long-term financial stability and sustainability through proactive financial planning, successful completion of capital improvement initiatives, well-maintained facilities and adequate reserve fund balances.</i>
2.3 Strengthen organizational effectiveness by utilizing data-informed decision-making to improve operational efficiency, resource allocation and continuous improvement.	<i>Data-informed decision-making results in efficient operations, effective resource allocation, increased organizational operation and a culture of continuous improvement.</i>

Pillar 3

COMMUNICATION & COMMUNITY



Build and sustain positive relationships through open communication and engagement with families and the community.

STRATEGIC OBJECTIVE	OUTCOME
3.1 Continue to foster meaningful partnerships with families, community organizations and stakeholders to support student success and strengthen community engagement.	<i>Families, community members and stakeholders actively support the District's mission and strategic objectives through meaningful engagement and support for District initiatives and future planning.</i>
3.2 Establish a unified District communication framework that delivers clear, consistent and coordinated messaging across all communication platforms.	<i>District communication is accessible, consistent and effective; enabling families and community members to stay informed and connected through the communication platforms that best meet their needs.</i>
3.3 Promote awareness of District achievements, programs, opportunities and strategic initiatives to celebrate success, strengthen pride and inspire community engagement.	<i>The District is recognized for its commitment to academic excellence, student achievement, innovation and Marauder Pride.</i>

PORTRAIT OF A MARAUDER



THINKING & LEARNING

This category represents the intellectual foundation and cognitive agility that empower our students to adapt, solve problems and create in diverse contexts.

Critical Thinker

New York Mills graduates are able to thoughtfully analyze information from multiple sources, weigh evidence and form reasoned conclusions. They identify patterns and connections across disciplines, apply logic and insight to complex challenges and make informed decisions in academic, professional and personal settings.

Creative Innovator

New York Mills graduates harness curiosity, imagination, and flexible thinking to explore possibilities and design innovative solutions. They take calculated risks, embrace challenges, and adapt fluidly to new circumstances, using creativity not just for self-expression but as a means to improve systems, processes, and communities.

COMMUNICATION & UNDERSTANDING

This category focuses on the essential skills of expression, empathy and cross-cultural understanding needed to thrive in a global, interconnected society.

Effective Communicator

New York Mills graduates articulate ideas with clarity, confidence and purpose in both spoken and written forms, as well as through digital and visual media. They engage actively in listening, adjust communication styles for different audiences and seek understanding.

Global Citizen

New York Mills graduates understand and respect diverse perspectives and cultures. They act responsibly and ethically in local, national and international contexts, applying civic knowledge and skills to promote sustainability, equity and positive change in their communities and the wider world.

GROWTH & COLLABORATION

This category reflects the personal and interpersonal skills that sustain lifelong growth, resilience and the ability to work effectively with others.

Reflective and Future-Focused

New York Mills graduates are self-aware learners who reflect on their strengths and areas for improvement. They set meaningful personal and academic goals, cultivate resilience and prioritize their social, emotional, and mental well-being while preparing for the challenges and opportunities of the future.

Academically Prepared

Students complete their K-12 journey with a strong mastery of the New York State Learning Standards, equipped for success in college, careers, civic engagement and life. They possess both the academic knowledge and the adaptive skills to continue learning beyond formal education.





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