

2016



Campaign for 21st Century Learning

Our Kids. Our Community. Our Future.

The

“The Viking Foundation is a not-for-profit organization that is dedicated to enriching the educational experience of students in the North Shore School District and securing their future.”

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Executive Summary

The Viking Foundation is a 501(c)(3) not-for-profit organization whose ultimate goal is to secure a 21st century educational environment where the students of the North Shore School District can continue to thrive and triumph. We are faced with already high property taxes, state budget deficits requiring budget cuts, shifts of state funds to underprivileged districts, a state imposed tax cap, and continuing economic challenges to the job market and family incomes. This is in direct juxtaposition and an impediment to the high standard of education we strive to maintain for our youth. Understanding the challenges that are before us, the Viking Foundation is moving forward with a campaign initiative to secure an environment befitting of our community.

Among the most pressing investment needs are facilities and educational technology that support students in developing entrepreneurial skills in the areas of innovation, problem solving, collaboration and critical and creative thinking. In the following Case for Support we will delineate what our immediate and long-term goals are, how they will be achieved and where the funding will be applied. The ultimate objective is to establish and maintain sustainable financial resources to ensure the success of our students.

As an overview, the goal of this particular campaign is to raise \$ 1.60 million with \$950,000 to assist with developing state-of-the-art 21st Century classrooms within each of the district's schools. The balance of the funds raised will go towards priority elements of the arts and technology projects. Funds that are raised beyond the campaign's goal will provide the initial investment into a permanent endowment fund, thereby creating a reliable source of funding for future needs in our schools.

For those that have enjoyed the excellence of our schools first-hand, there are very few endeavors that could be as compelling as maintaining and constantly enhancing the quality of the educational experience while helping to ensure its standards for thousands of current and future students who come from all walks of life and are looking for the caring, disciplined, learning-oriented environment they find in the schools of the District.



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The Case for Supporting This Campaign

What is the Viking Foundation?

The Viking Foundation is a 501(c)(3) not-for-profit organization formed to support the students and schools of the North Shore School District. The Foundation was established in 1995 by residents of the North Shore School District to preserve and enrich excellence in the educational experience of our community. It relies solely on the incremental financial support of business leaders and residents of the North Shore area.

Witnessing the current need for support within the community, the Viking Foundation is expanding its vision and commitment to the North Shore School District, as demonstrated by the inspired effort of our current campaign goals and our plan to bring this to fruition. The Viking Foundation is governed by a Board of Directors made up of residents of the communities within the North Shore School District and from North Shore High School parents and alumni. The Foundation works closely with and seeks advice from the North Shore School Board of Education and from residents of the communities that comprise the District.

The District is comprised of Glen Head Elementary School, Glenwood Landing Elementary School, Sea Cliff Elementary School, North Shore Middle School and North Shore High School. These five schools create a dynamic educational community with a rich mix of students whose academic performance is consistently high, enabling the District to maintain a position as one of the strongest public school systems in the nation.

The Viking Foundation is an ally to the District in realizing the mission to nurture and enrich each student's natural delight in learning.

The Viking Foundation sets out to help provide students with an environment that fosters individual attention while sustaining our community's culture of being passionately engaged in continuous growth.

Integral to providing the environment for educational success is the District's commitment to maintaining and improving all of its facilities—including those used for academics, athletics and the arts. Historically, the District has asked the community to approve budgets that reflect this commitment to our children while maintaining exacting standards of fiscal responsibility and prompt, transparent public reporting.

In today's environment of soaring property taxes and restricted State budgets, the District has sought new and innovative funding sources outside of tax revenues, including charitable contributions from the community. This is where the Viking Foundation has found its renewed vigor and why it is moving forward with, and for, the community.

To support the District and ensure that key projects are successfully achieved in a timely manner, the Viking Foundation is undertaking a capital campaign seeking private donations. The idea of this type of foundation is not new, as surrounding school districts and hundreds of school districts across the nation are now facing similar changing economic environments and utilizing this approach. As a result, our community is investing in itself and its children's future.

How much is needed? Why?

The financial goal of this campaign is to raise at least \$1.6 million—with \$950,000 of the funds to be applied to the cost associated with developing state-of-the-art 21st Century classrooms, the balance of the funds raised will be used to fund priority elements of the arts and technology related projects.

Any funds raised beyond the \$1.6 million goal will be invested in a permanent endowment fund, the annual income from which will provide a reliable source of funding for future needs at our schools.

Today, New York State is asking our District to educate more students with fewer state dollars per pupil. To illustrate this point, 25 years ago New York State provided 24% of the District's budget whereas today we are faced with a harsh reality that forces the District to adopt a budget that includes a mere 4% of its funding from New York State! The Viking Foundation gives us the vehicle to help us counter this trend through private donations and fundraising initiatives.

In Assisting K-12 Education through the National School Foundations Association (2010), Dr. Dave Else writes:

“Schools in America are faced with increasing demands and diminishing resources. Rapid social change, increasing diversity, and demands for accountability characterize the education landscape. Schools are expected to change to meet new needs of society and the workplace. At the same time these schools have limited resources to apply to meet these new demands. Support from public sources is not likely to be sufficient to provide the resource base necessary to create and operate the schools of the future. It is, therefore, incumbent on schools throughout the nation to look for sources of funding to supplement those received from public sources...”

This campaign will help produce a lasting paradigm shift in the scope and composition of how we fund our children's education in this District.

The Board of Education and the District have spent considerable time and resources on this process and are convinced that this newly emerging funding vehicle can help enhance the quality of the overall educational experience for all the children in the District. The Viking Foundation endeavors to serve as this vehicle for growth. Today, more than ever, the active participation of current and past parents, alumni, and community residents is a necessary element of high quality of education in our community.

The Projects to be Funded

State-Of-The-Art 21st Century Classrooms \$950,000

In the academic realm, the District is interested in continuing the expanded use of new technologies and learning platforms to both support improved student achievement, as well as provide opportunities for graduates to emerge with those 21st Century skills valued in college and the world of work. We seek to develop educational settings that promote critical and creative thinking, collaboration, problem-solving, innovation, and communication. Children learn faster and can adapt to changes relatively easily. If they are provided opportunities for discovery and innovation during their early school years, they will have a better chance of developing the entrepreneurial skills so valued in today's world. We know that science, technology, engineering and math will be a part of their future, so we should introduce them to these areas as soon as it is feasible and provide ongoing opportunities for the development of crucial knowledge and skills.

According to *The Effects of Technology on Reading Performance in the Middle-School Grades: A Meta-Analysis with Recommendations for Policy*, most potentially rewarding for literacy educators is the role of technology in literacy acquisition and instruction. When students are using technology as a tool, they are in an active role rather than a passive role of recipient of information transmitted by a teacher, textbook or broadcast.

The widespread use of the internet and other digital tools among youth requires educators to supplement students' experiences with digital literacy tools in school. Research indicates that improvements in student learning occur when technology is paired with instructional strategies like project-based instruction, which actively involves students in intellectually complex work that demands higher order thinking skills.

The Viking Foundation will support the design and development of academic work-spaces that promote this kind of learning.

These are the estimated costs per classroom:

1. **Collaborative Technologies In The Classroom** – online meeting software, social networking tools, conference systems, productivity software
 - a. Estimated Cost **\$10,000**
2. **Audio Visual Solutions** – digital and video cameras, interactive whiteboards
 - a. Estimated Cost **\$10,000**
3. **Productivity Tools** – desktops, laptops, tablets, editing software, publishing software, 3-D printers
 - a. Estimated Cost **\$45,000**
4. **Assessment of Learning** – student response systems, E-portfolio
5. **Furniture** – adjustable desks, laptop/tablet charging and storage carts, dual service lecterns
 - a. Estimated Cost **\$25,000**
6. **Professional Development** – consultants to train and support teachers, curriculum work on an ongoing basis
 - a. Estimated Cost **\$5,000**

Arts Education \$550,000

The District is also committed to continuing the tradition of providing a strong, effective and universal arts education program in all the schools. Over the years, we have learned that involvement in the arts is associated with gains in math, reading, cognitive ability, critical thinking, and verbal skill. Arts learning can also improve motivation, concentration, confidence, and teamwork. In fact, several recent studies have concluded that the creativity and innovation utilized in the artistic process will be highly valued by employers in the United States in the coming years as we continue to shift into a global economy.

Acting on their commitment, the District commissioned an independent professional review of the arts' programs. One hundred percent of the enrolled elementary students and over 70% of students in grades 7-12 participate in music, visual arts and theater programs. The aim of the study was to examine the entire arts education curriculum and existing facilities to determine the strongest elements of the arts programs and make recommendations for continuing the excellent standard of arts programs in the District. The study included a series of interviews with key administrators, arts teachers, parents who have been involved in supporting arts education in the District and students from each school. The consultants also offered a brief survey to all students, faculty and administrators asking for their personal experience with the arts and their view of the arts as taught in District schools.

The study found that the District's arts education facilities were used to the maximum and must be upgraded to accommodate existing and future demand. It was found that the District needed to make several investments in equipment, technology and facility upgrades to fully support the Fine & Performing Arts Department instructional programs. As a result of that study, The District has asked the Viking Foundation to support the Fine & Performing Arts Department in three key areas:

1. **The High School Theater:** The High School theatre facility functions as a district and community-wide resource. It is used by three District schools (High School, Middle School and Glen Head School) for music performances, play performances, graduations, large fundraising events and assembly programs. It is also used for Community Education programming. Accordingly, several upgrades to the HS Theatre are necessary to continue to support its function as an educational and community space.
 - a. Conventional lighting: Conventional lighting equipment including instruments, cable, lenses, miscellaneous accessories and special effects. A full stage Cyclorama to allow for lighting and visual effects (folds and stores when not in use). A full stage black sharktooth scrim to provide special effects such as concealing and revealing the onstage orchestra and other lighting effects. And, a projection screen.
 - i. Estimated Cost: \$35,000
 - b. Sound System: Updated sound system to include construction of sound booth on the audience floor, wireless microphone system, a "clearcom" system to communicate with remote stage, pit and backstage rooms, rack, speakers and amplifiers, side video monitors, side audio monitors, stage and sound booth boards, microphone splitters, stage monitor, video monitor for stage, pit, backstage rooms.
 - i. Estimated Cost: \$85,000
 - c. Box Office: While Arts Angels facilitates the on-line ticketing system, the lap top computers, software, printers and scanners necessary to support the box office are on loan and need to be purchased.
 - i. Estimated Cost: \$6,000
 - d. Redesign Needs for Performing Arts Wing: Adjustable pipe draping, dressing room mirrors, sewing machines, lightweight display boards, inventory software (for costume collection) will allow the construction of temporary dressing rooms, makeup and hair stations, inventory control and increased flexibility in space utilization.
 - i. Estimated Cost: \$8,000

- e. Scene Shop: Additional decked level for storage, dust handling system, lumber racks, locked cages, power tool kit with safety compliance, labor, materials and equipment.
 - i. Estimated Cost: \$50,000
- f. Theater Storage: Additional backstage storage could be created by building decked levels of platforms accessible by stairs up to ceiling in existing storage areas. This could be a Buildings & Grounds project (including labor and materials).
 - i. Estimated Cost: \$20,000
- g. Hydraulic Pit: Allow for raising and lowering pit floor; extend stage.
 - i. Estimated Cost: \$10,000
- h. Alternative to the “Black Box” Theater: The Arts Review recommendations called for the construction of a Black Box Theatre to provide additional performance opportunities for secondary music and theatre students, as well as the possibility of adding a dance program. Because the current economic climate does not foster new construction, it is proposed that an investment be made in a portable seated riser system that can be set-up in any large room space, including cafeterias, gymnasiums, and all-purpose rooms. This multi-use system is designed to be portable, flexible, and safe. Stage boxes for rehearsal and final performance purposes.
 - i. Estimated Cost: \$35,000

2. Music Department

- a. Large Instruments: Instrumental students currently rent smaller instruments from local area music stores. To ensure balanced ensembles, the District provides rentals at a reduced fee of large instruments for students to practice at home and use in school. While the District maintains a small inventory of these larger instruments, we must rent many from local music stores to satisfy the large number of students involved in the instrumental program District-wide. Faced with decreasing budget support for rental instruments, the District needs to purchase additional large instruments for District-wide use, including string basses, tubas, French horns, euphonium, bass clarinets, tenor saxophones, baritone saxophones, and bass clarinets.
 - i. Estimated Cost: \$100,000
- b. Percussion Equipment: The Drumline, implemented six years ago, is one of the most popular ensembles at the High School level, and is open by audition to all music students. Obsolete Drumline equipment needs to be replaced. (\$2,000) The elementary band programs require Timpani and Concert Toms. (\$10,000) Sea Cliff School is in need of a Bass xylophone. The baby grand piano in the Glenwood Landing School needs replacement. (\$21,500)
 - i. Estimated Cost: \$33,500
- c. Flip Form System for Elementary General Music Studios: Flexible, interactive instructional equipment to allow for a variety of instructional purposes, including tiered seating, standing risers and as a stage for performers. Easy folding, moving and storage.
 - i. Estimated Cost: \$10,000
- d. Replacement risers for Sea Cliff and Glenwood Landing Elementary Schools’ Choral Programs.
 - i. Estimated Cost: \$6,500
- e. Replacement baffles for High School stage.
 - i. Estimated Cost: \$36,000

3. Visual Arts Programs

- a. Mac Mini-Labs: The Arts Review report indicates that the District should install Mac platform mini-labs for grades K-12 to allow the upgrading of the visual art curriculum that will provide opportunities for students to use digital visual literacy and graphic design skills. Students would be able to work on real-life design projects, including posters, banners and other graphic materials used by the school community. A 4-station Mac mini-lab with appropriate software, printers, and scanners is recommended for each art studio.
 - i. Estimated Cost: \$32,000
- b. Document camera patches into the District’s Smart Boards, allowing students to watch teacher demonstrations as well as projections of completed art work for peer critique.
 - i. Estimated Cost: \$4,000
- c. Digital Camera Class Sets for the Middle and High Schools: 120 cameras (20/class).
 - i. Estimated Cost: \$24,000
- d. Large-Format Color Printer for High School Art Department: A shared large format color printer will allow the printing of large scale works of art for exhibition and archiving. Posters can be printed for theatre, music and visual art events.
 - i. Estimated Cost: \$6,000
- e. Photo Lab Upgrade: A photo lab upgrade will include a film scanner, photo printer, and 3 digital SLR cameras.
 - i. Estimated Cost: \$9,000
- f. District-wide Art Gallery Space: An exhibition area at the Middle and Elementary schools would allow student work to be displayed on an on-going basis. A central space in the building will be identified in each building to install a Walker Hanging System, display cubes and cabinets, and ceiling track lighting. This could be a project by Buildings & Grounds. Cost includes labor and materials.
 - i. Estimated Cost: \$40,000

Viking Foundation Victorian Studio..... \$100,000

In addition to the needs described above, The Viking Foundation has been instrumental in providing the initial construction funding for the **Victorian House** at the front entrance of the High School. This 'house' will provide a permanent space for the new Television and Production Studio. In conjunction with *The Campaign for Our Schools*, the Viking Foundation will also fund the purchase and installation of the equipment and technology necessary to complete the house as a state-of-the-art digital media production studio including:

- Editing room
 - Counters/chairs
 - Storage cabinets
 - Studio audio/video monitors and student monitoring
 - 12 iMac computers with appropriate software
 - Printer/Scanner
 - 3 lap tops
 - Laptop charging station
- Control Room
 - Lighting console
 - 19" standard racks, effects module
 - Mixing consoles
 - Counters/chairs
 - Studio audio/video monitors for security and student monitoring
 - 1 iMac computer with appropriate software
 - Storage cabinets
- Production Studio
 - LED lighting system, grid suspended from ceiling
 - 3 Cameras, including pedestals
 - Cyclorama
 - Light blocking window coverings
 - Storage
 - Wireless access point
 - Studio audio/video monitors for security and student monitoring
 - Tall storage capacity
- Utility Closet
 - Network switch
 - Network cabinet
 - Fiber press box
 - Dimmer
 - Media server
 - Patch panel
 - Uninterruptable power supply

Your Impact

The success of this campaign will depend on the receipt of many charitable gifts and pledges from members of the community, graduates of North Shore Schools, parents, local businesses, charitable foundations and other sources. It will truly require a total community effort to succeed and to set the standard for future generations. For those that have experienced the excellence of our schools first-hand, there are very few endeavors that could be as compelling. Maintaining and constantly enhancing the quality of the already high quality of the educational experience for thousands of current and future North Shore students is a noble venture.

You can demonstrate your support for the campaign in many ways, with each method having particular benefits and/or distinct tax advantages. You can choose from any of the following methods to make your contribution or, should it suit you better, you may combine methods:

- **Pledges:** The most popular form of commitment (and the method we encourage our donors to seriously consider), pledges may enable you to make a more generous commitment than you might have otherwise, as the payments can be spread over as many as five years. Essentially, pledging your support allows you to manage your giving over a period of time to better suit your budget.
- **Cash:** Cash contributions (including down payments on pledges) enable you to take advantage of the tax benefits associated with charitable gifts made in a particular tax year. Contributions of cash are also the most direct and immediate way to help the District fund these important capital improvement projects.
- **Gifts of Securities:** Gifts of securities or other marketable assets are always welcome (either as payments on long-term pledges or as one-time contributions). Such gifts—in the form of publicly traded securities or from private companies—can provide significant tax advantages when compared to cash donations. You can deduct the current “fair-market” value of the donated securities as a charitable gift and be exempt from capital gains taxes on any appreciation that may have occurred. Unless you request otherwise, marketable assets will be liquidated to ensure your gift delivers the most immediate benefits to our schools.

As you consider your support for this important campaign, please keep in mind:

- The Viking Foundation is a fully recognized 501(c) (3) tax-exempt organization. All gifts are tax deductible as provided by law. You should consult your financial advisor to ensure you take full advantage of the tax benefits.
- Gifts may be made in memory of a loved one or in honor of someone special. All such gifts will be recognized in accordance with the donor’s wishes (as appropriate).
- Pledges can be made payable over a period of up to five years. Payments on pledges may be made in annual, semi-annual, quarterly or monthly installments. All gifts and payments will be officially acknowledged—with the acknowledgement also serving as a receipt for tax purposes. A 10% initial payment on your pledge is not required but preferred.
- Donations may be restricted for a specific project at the donor’s request, although unrestricted gifts are preferred since they provide more flexibility in addressing all the needs outlined here.

Remember, your pledge to this campaign can be made payable over a five-year period, thereby giving you much greater flexibility when planning a budget. You can also plan for your gift to utilize life-income trust agreements, allowing you to maximize the impact of your donation while still maintaining or increasing your annual income, enjoying a tax deduction, and possibly receiving favorable treatment on capital gains. Regardless of how you choose to make your gift, however, and regardless of the amount, Viking Foundation leaders are available to discuss how arrangements can be tailored to suit your needs.

So please give as thoughtfully and as generously as you possibly can. Help make the *Campaign for 21st Century Learning* a real triumph—**for our kids**. *The future is in our hands.*