

# Excellence in Business Awards Large Employer of the Year Nominee Bio

## Capital School District

**Address:** 198 Commerce Way, Dover, DE 19904

**Primary Contact:** Dr. Dan Shelton, Superintendent of Schools

**Telephone:** 302-857-4200



Dr. Dan Shelton, Superintendent  
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### **Describe the business:**

### **Mission/Philosophy:**

The Vision of the Capital School District is: “Educational Excellence Today for a Changing Tomorrow”

### **Mission Statement**

Capital School District, in partnership with students, families, and the community, is committed to leadership and educational excellence. We will educate all students in state-of-the-art facilities to achieve their potential by providing a safe, nurturing environment where standards are high and learning is the priority.

### **Core Values**

The vision and mission is supported by the following seven core values which will be used to guide the decisions and actions of the Capital School District.

1. **Responsiveness:** Acknowledging issues/ideas, exploring options and implementing solutions in a timely manner.
2. **Commitment:** Providing opportunities to assist students in academic achievement, staff in professional growth and parent/community support.
3. **Integrity:** Fair treatment and ethical behavior.
4. **Accountability:** Each individual assuming personal and professional responsibility for their actions.
5. **High Expectations:** Inspiring all students to achieve their full potential through staff, parent and community engagement.
6. **Collaboration:** Creating an environment for teamwork to flourish, encouraging all employees to provide recommendations in order to reach common goals.
7. **Respectfulness:** Building positive relationships through respect for all cultures, affirming self-worth and willingness to go the extra mile.

**Primary good or service provided:** The Capital School District is the Educational Institution charged with educating all students from ages 3 through High School graduation. We offer a stimulating urban-rural environment where you can help students reach their full potential in a supportive environment that is committed to cultural proficiency and inclusiveness. CSD is home to approximately 1,000 employees who shape the minds of tomorrow’s leaders through innovative practices, professional development and technology.

Each day, students are prepared for College and Career through core subjects and electives. Every student is encouraged to complete a Pathway of Study that will help prepare them. In addition, the district houses and/or runs programs to support:

- Special Education for students with disabilities
- English Language Learning
- Advanced Course work and Gifted and Talented Education
- Career and Technical Education Programming
- Wellness center and nursing care
- After school programming
- Breakfast and Lunch Daily to all students
- Summer Feeding program in the community
- Athletic programs
- Dance and Drama programs
- Band, Orchestra and Choir programs

**Number of years in business:** We have a record of minutes of meeting of the Dover Special School District as of July 1, 1919 – 98 years.

**How did your business start?** According to research done by a former Board of Education member, in 1867-1868, Dover's first public school was established on Governors Avenue between Reed and Lookerman Streets being erected on a site of what was known as the site of the old Acme building. Construction cost was \$2,600. In 1882, growth of the public school on Governors Avenue lead to purchase of land on New and Queen Streets and the construction of a school building which opened in 1883 and continued as the Dover Public School until 1925. Opening of a new school at Delaware and Pennsylvania Avenues occurred in 1925. The Capital School District now owns 12 schools and properties and leases or runs programs in an additional 3 locations.

**Number of employees:**

Full-time: 869

Part-time: 177

The District also contracts with a number of local businesses to provide direct services to our students including but not limited to: Busses and other Transportation, Therapy Services and Nursing.

**Describe the growth of your business:**

**In staffing increases:** School staffing is dictated by DE Title 14 and is almost exclusively formula driven. As you will see below, the enrollment has increased incrementally, and consequently, staffing increases come proportionally. Some special programs are funded through State and Federal Grants. There was a sharp decline in funding for these programs in 2008 such as Extra Time (after school) programs, Safe School initiatives, and Summer School. Overall staffing numbers can be seen in the table below.

	2013	2014	2015	2016	2017
Full Time	848	846	848	848	869
Part Time	157	172	172	176	177

\*Numbers are based on the 2nd March Payroll of the year indicated. Numbers do not reflect the contracted service providers.

**In Sales:** The business of serving children can best be described through the enrollment. Enrollment has seen small incremental growth consistently over the last nearly 100 years. Data recently reviewed as part of the district Strategic plan showed an increase which is expected to continue of approximately 3.53% over the next 25 years. The last 10 years enrollment can be seen in the table below.

## SCHOOL ENROLLMENT (2007-2016)

School	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
DHS	1767	1720	1801	1696	1619	1507	1489	1450	1469	1502
CMS	937	927	948	919	880	880	878	858	847	879
WHMS	872	903	930	918	952	949	949	919	866	891
BTW	281	293	304	305	292	343	363	350	381	374
East	319	310	346	337	318	319	327	323	327	331
FV	297	280	304	355	350	331	356	354	357	364
Hortly	355	351	372	387	390	402	405	387	406	377
North	391	376	387	387	390	487	410	484	394	383
South	577	571	564	503	453	313	494	381	433	432
TP	304	304	318	312	302	142	357	129	381	375
KCCS	202	221	205	196	178	68	126	80	122	117
KCSILC	90	102	82	96	86	120	78	106	71	54
Cap ILC's	131	128	104	116	128	120	87	106	107	100
<b>Total</b>	<b>6523</b>	<b>6486</b>	<b>6665</b>	<b>6527</b>	<b>6344</b>	<b>6273</b>	<b>6319</b>	<b>6250</b>	<b>6161</b>	<b>6179</b>



Educational excellence today for a changing tomorrow

\* Full report is available at: <http://www.capital.k12.de.us/sites/capital.k12.de.us/files/files/Strategic%20Plan%20Documents/SI-1/population.pdf>

### Describe the challenges facing your business:

- Since 2008, significant funding cuts have been made to State and Federal funding and programs. The district has spent the last 12 years operating on a revenue stream that was designed to last 5 years, and did not take into account the cuts of 2008. The District has done yeoman's work to reduce costs, cut spending, and reduce positions and programs in order to meet the financial constraints. This has taken its toll on the services and programs the Capital School District can offer.
- Over the last 20 years, there has been a significant increase in the expectations of what schools are to be providing the public beyond reading, writing and arithmetic. Coupled with decreases in funding, this places a tremendous burden on the classroom teacher, and often, the responsibility goes beyond the training they received in their college courses.
- Education is the critical component that can prepare a child for the realities of life. As we struggle in the State to tackle the problems of growing the economy, addressing poverty and homelessness, addressing the drug and gang problems are youth are dealing with and providing a citizenship that is prepared to work, Education is rightfully seen as the answer

**Describe solutions developed to address those challenges:**

- The district has spent the last 18 months developing Strategic Intent documents and a Strategic Framework to implement the work in the direction set by the board. This work has been done in a very transparent way in order to help the public better understand the goals and direction of the district.
- The district’s executive team has been meeting for several months to address the budget situation. This has included looking internally at where spending is taking place as well as communicating with Legislature and the public around plans and the impact. The team is looking at all avenues to ensure the education of our students is impacted by these cuts to the least extent possible.

**Describe a creative, imaginative or innovative process you have developed that has helped your business grow:** We used a process developed by Demosophia to create and establish the district’s Strategic Plan. This process entailed public forums with staff, parents and the Dover community to explain the process as well as involve all constituents in the actions and steps taken to achieve a strategic plan for the district. Members of all aspects of education, the district, and the community met in Co-Labs on five separate days to work through the strategic planning process and come to an agreement to establish strategic goals. Three goals were defined which were approved by the Board of Education. After approval, committees were established to work on all aspects of the three goals. As a result, working groups have been developed and meet on a regular basis to ensure the goals are in progress and make mid course corrections as necessary. A Project Management Oversight (PMOC) model of ensuring that all groups remain true to the intent of the work and within the budget and timeframes established, is a key part of the ongoing work.

**What are the goals for your business in the next three to five years?**

A copy of the entire body of work that has been part of the Strategic Planning Process, the Strategic Intents and the Implementation Frameworks are available at <http://www.capital.k12.de.us/page/3372>. Three high priority strategies resulted from the completion of the Design Phase of the Capital School District’s Strategic Planning Process. These strategies were determined by a diverse group of over forty CSD stakeholders to be high priority and have significant leverage to move CSD closer to the group’s collective vision. These strategies are:

**[Strategic Intent Number 1: Linear and streamlined district](#)**

The intent of this strategy is that Capital will become more streamlined to improve the consistency of the educational expectations and experience for students, parents and the community, to improve learning opportunities within the District as well as enabling improved communication with parents and the community, to minimize transitions where possible, and to better leverage resources from federal, state and local funds.

**[Strategic Intent Number 2: Meeting the needs of the whole child.](#)**

The intent of Strategy Number 2 is to broaden Capital’s educational mission on meeting the needs of the whole child. Reading, writing, mathematics, science, social studies and the arts are all areas that are traditionally thought of as part of the education process. Capital’s vision is to go beyond this thought. This strategy strives to communicate and consistently address the needs of the whole child, which includes behavior, mental health, social and emotional health, academic rigor/supports and entrepreneurship. This strategy ensures a coherent framework and a faithful implementation of a common language and set of expectations that support students and families.

**[Strategic Intent Number 3: Senator Pride](#)**

This intent of this strategy is to build a highly visible culture of Senator Pride evident in the behaviors, beliefs, values and symbols found within the District and across the entire community. Having a wealth of Senator Pride results in improved school safety, hiring and retaining premier teachers (educators), meeting the needs of the whole child and establishing strong partnerships with the community and families in support of their schools. This will lead to our community’s willingness to invest in an educational system they are proud to support.

**What distinguishes your business from the others?**

- Capital School District is charged with educating our children to become successful adults in our community.
- CSD has a very diverse clientele representing the entire community.
- CSD takes a very proactive approach in being fully transparent and partnering with community to fulfil its mission.
- CSD provides a team-oriented workplace that encourages personal and professional success. We offer competitive salaries, great benefits, professional support and a large portfolio of career advancement opportunities.
- Here at CSD employees don't just work, they provide a high quality education to more than 6,400 students in classrooms and campuses across the district every day. Our employees are devoted to making sure every child in our school system graduates well prepared for college, career and life in a globally competitive environment.

**What contributions have you made in the community?****Serving on boards/committees:**

- Mayor's Blue Ribbon Panel on Homelessness
- Tech Prep Board of Directors
- HomeWorks Committee
- Delaware Association of School Administrators Legislative Committee
- Vice President Delaware Dance Company Board of Directors

**Serving as a volunteer:**

- City of Dover Bike and Pedestrian Committee
- Member of Dover/ Capital City Rotary
- Coach Swimming at Wilmington Aquatic Club

**Providing in-kind services:**

- Partner with Dover Police Department's Police Athletic League
- Partner with City of Dover Parks and Recreation
- Partner with Wesley College
- Partner with DSU for 21<sup>st</sup> Century Grants