Pembroke Central School District

# Strategic Plan 2025-2030



## Soaring Toward tomorrow!

Approved by the Pembroke Board of Education – August 26, 2025

# Mission

In partnership with the community, the Pembroke Central School District is committed to knowing each individual student's interests, needs and desires in order to prepare all students for graduation, with the knowledge, skills and attitudes necessary to lead productive lives.

# Vision

## We envision our school community:

**Unified** in its efforts to create seamless transitions for all students within all programs and between all developmental levels;

**Unified** in engaging all students in real-life learning experiences that inspire them to think, to create and to innovate;

**Unified** in nurturing a joyful, compassionate, respectful and collaborative learning environment for all students, all staff and all parents;

**Unified** in empowering all students to be leaders who selflessly serve others as they discover their personal passion in the pursuit of productive careers and meaningful lives of integrity.

# Commitments

- We will use research-based motivational, instructional and assessment strategies to ensure each student achieves at the highest possible level.
- We will actively identify student needs and use differentiated instruction to ensure individual success.
- We will participate in ongoing professional growth by sharing best practices and working collaboratively with students, staff, parents and community members.
- We will provide students with meaningful learning opportunities and engaging lessons that require higher-level thinking, problem solving and real-world applications.
- We will effectively utilize emerging technology.
- We will promote and support extra-curricular activities through ongoing recruitment of students and attendance at student events.
- We will consistently model respect and integrity through open and honest communication.
- We will actively consider different perspectives when making decisions, and we will promote positive relationships by supporting those decisions.
- We will maintain high expectations, recognize hard work, and celebrate success on a regular basis in order to promote responsibility, accountability

# Executive Summary

Dear Dragons,

For many years, our school district has proudly held a position of academic leadership in the region. This success is a testament to the dedication of our educators, families and community members. Yet, with continued success comes the responsibility to remain vigilant against "success apathy"—the tendency to become complacent in the face of achievement. To truly honor our Mission, stay grounded in our Vision, and uphold the Commitments that define our identity, we must continue to evolve with purpose and urgency.

In response to this call for continuous improvement, the Board of Education entrusted me with the responsibility of developing a comprehensive, multi-year strategic plan. Throughout the 2024–2025 school year, we engaged in an inclusive and deliberate process to gather diverse perspectives from across our school community. Faculty and staff, students and families, and school leaders all contributed valuable insights, helping us define the path forward.

This strategic plan, "Soaring Toward Tomorrow!" reflects a synthesis of those collective voices. Priorities were selected not only for their strategic significance but also for the strength and frequency with which they emerged across stakeholder groups. The result is a focused, ambitious framework that positions our district for sustained excellence and future readiness.

As we launch this next chapter, we are energized by your ongoing partnership and invite you to join us in advancing the following strategic priorities:

- **Prepare Students for Evolving Graduation Requirements**
- **Strengthen Early Intervention and Special Education Services**
- **Foster a Positive and Supportive School Climate**

Together, we will shape a future that honors our legacy of excellence while boldly pursuing new opportunities for every learner.

With appreciation,
Superintendent Calderón

# Strategic Priorities & Core Objectives

## *Priority 1: Prepare Students for Evolving Graduation Requirements*

In alignment with New York State Education Department's forward-thinking "NY Inspires" vision, we will position the district to design diverse, student-centered graduation pathways that cultivate real-world readiness, adaptability, and lifelong success.








## Core Objectives:

### *College Readiness*

- Ensure a rigorous, vertically aligned guaranteed and viable UPK-12 curriculum that positions all students to excel, including college-bound students
- Maintain and enrich Regents, Advanced Placement, college dual-enrollment, world language and elective courses to the fullest extent possible

### *Career and Life Readiness*

- Introduce students early and often to a wide array of careers and professions
- Integrate essential life skills into curriculum (e.g., budgeting, cooking, CPR, resume prep)
- Strengthen partnerships with educational agencies, local businesses and community organizations to offer practical, skill-based learning opportunities
- Expand authentic career exploration opportunities (e.g., fairs, job shadowing, internships)
- Build robust "School-to-Work" pathways for workforce-bound students

### *Music, Arts, STEM and Creative Disciplines*

- Continue to highlight the arts as a point of district pride and sustain strong investments in music and the arts as foundational components of a well-rounded education
- Expand access to dynamic STEM learning experiences across all schools
- Develop and provide engaging trade, technical, and engineering courses
- Embed creative programming and elective courses within the framework of the new graduation requirements to develop a viable graduation pathway options



# *Priority 2:*
## *Strengthen Early Intervention and Special Education Services*

Deliver timely, targeted, and inclusive support to meet the needs of all learners—especially those requiring specialized services—by enhancing early identification and bolstering system-wide resources.

### Core Objectives:

#### *Early Intervention*

- Develop and document a Multi-Tiered System of Supports (MTSS) that includes a strong Response to Intervention (RTI) component to effectively guide educators and parents in meeting unique student needs
- Ground early literacy efforts in the Science of Reading framework
- Expand early intervention supports in the primary grades, including literacy, speech, and social development
- Identify creative solutions to address emergent needs of UPK students

#### *Special Education*

- Strengthen IEP/504 services and broaden access to critical therapies
- Foster a proactive, inclusive approach to close learning gaps before they widen









# Priority 3:
## Foster a Positive and Supportive School Climate

Promote student well-being and academic success by cultivating safe, respectful, and inclusive learning environments built on shared expectations, community collaboration, and open communication.

### Core Objectives:

#### *Behavior and Wellness*

- Reinforce consistent behavior norms and clear classroom expectations
- Address disruptive conduct and unhealthy behaviors with firm, fair and transparent responses, while upholding Family Educational Rights and Privacy Act
- Prioritize physical and emotional safety while cultivating a culture of mutual respect
- Model maturity and treat each individual with dignity
- Celebrate a variety of accomplishments and achievements, including behavioral growth
- Implement the district's new cell phone plan with fidelity and adjust the plan, as permitted by law, with stakeholder input to match community values to the fullest extent possible

#### *Family and Community Engagement*

- Continue to foster a warm, welcoming and family-centered school culture
- Maintain proactive and transparent communication across all stakeholder groups
- Provide opportunities for meaningful community voice in curricular and policy decisions
- Build strong school-community partnerships that support student growth and achievement

Pembroke Central School District

# Strategic Plan 2025-2030

## Board of Education

John Cima – President
Edward Levinstein – Vice President
Jessica Edwards
Arthur Ianni
Amber Winters

## District Leadership

Matthew Calderón – Superintendent
Becca Bliemeister – School Business Manager
Ryan MacKellar – Coordinator of Technology
Lisa Haller - Coordinator of Pupil Personnel Services
James Green – Director of Facilities
Julie Lawson – Transportation Supervisor
James Tyx – BOCES Food Service Manager

## Building Leadership

Dr. Nathan Work – Junior/Senior High School Principal
Brandon Ricci - Junior/Senior High School Assistant Principal
Norman Foster – Intermediate School Principal
Patricia Zika – Primary School Principal

**Soaring Toward tomorrow!**