

OWEGO APALACHIN CENTRAL SCHOOL DISTRICT



2025 -2027



BLUEPRINT FOR EXCELLENCE



STRATEGIC PLAN



<https://www.oacsd.org/>



5 Sheldon Guile Boulevard
Owego, NY 13827



TABLE OF CONTENTS

3

Introduction and Overview

4

Mission/Vision/Core Values

7

Priority Areas

9

Action Plans

17

Accountability and Implementation Plan

18

Blueprint Committee Members

Dear Members of the Owego Apalachin School Community,

It has never been more important to be focused, aligned, and intentional in our work. We are proud to share an updated and refreshed version of our Blueprint for Excellence—a strategic plan that builds on our past progress and charts a clear path forward as we continue to grow and improve.

This plan reflects the collective input of our Board of Education, Leadership Team, staff, families, and community members. Drawing on feedback gathered this spring, we've worked together to revise and strengthen our priorities to ensure they meet the evolving needs of our students and school community.

Our refreshed strategic plan will serve as a guide for our daily work and long-term goals. It reinforces our commitment to meaningful connections with every child and family, and to building a stronger, more united school community. We are in this together and look forward to continuing this important work alongside you.

Thank you for your ongoing support, input, and partnership. Your involvement makes a lasting impact on our students and our district's success.

Sincerely,

Dr. Corey Green
Superintendent of Schools

Joseph Palladino
President, Board of Education



PROCESS INTRODUCTION AND OVERVIEW

Blueprint Planning is intended to:

- Involve all members of the school community and reflect their shared perspectives.
- Allow stakeholder representatives to review community feedback to clearly define the district's mission, vision and core values.
- Engage a team in defining the priorities of the district and suggesting action steps to accomplish objectives.
- Facilitate action planning focused on identifying who, when and how the work will get done.
- Provide the district with a road map that is transparent, accountable, and focused.
- Enable the district's efforts to innovate, allocate resources and continuously grow in a coordinated, thoughtful, and aligned manner.
- Be an iterative, evolving, and ongoing process that builds from one year to the next while reflecting emerging needs and changing demands.

2021-22:

Initial Community feedback gathered. Plan developed and implemented.

Spring 2025: Community team assembled, mission/vision/core values reviewed, priority areas reviewed and updated, strategies updated and new steps suggested.

Spring/Summer 2025: Revisions and review completed by the Leadership Team. Communication to the community and implementation of the plan with stakeholders.

1

2

3

4

5

Spring 2025:
New feedback gathered from the community.

Spring 2025 Action plans redesigned and updated to specifically identify what will be done to meet the objectives of each priority area and who will be responsible for leading the work.

WHO WE ARE

Our shared core purpose, aspirations and expectations are clear:

OUR MISSION

The mission of the Owego Apalachin CSD is to be a model district that provides all students with an engaging experience that prepares them for their future and ensures that they have the skills necessary to be successful, contributing adults.

OUR VISION

The Owego Apalachin CSD is a collaborative organization committed to always growing, improving, and supporting innovative approaches to meeting the needs of each individual learner. Our schools are places where each individual is cared for and supported on their pathway to excellence.

OUR CORE VALUES

1. **Love, Serve, Care**
2. **Cultivate a collaborative school community**
3. **Honor Collective Commitments at each level:**

Elementary:

Collaborative Culture

We will work together as a professional learning community, sharing ideas, best practices, common curriculum, and resources across grade levels and disciplines to support student success.

Assessment and Data

We will use common assessments and data from student learning to guide instruction, provide targeted interventions and extensions, and reflect on our teaching practices to support the growth and achievement of all learners.

Student Learning

We will provide a rigorous, engaging, and developmentally appropriate education that supports the academic and social-emotional growth of all students, builds foundational skills, fosters curiosity and is culturally responsive.

Building Relationships and Partnerships

We will create a welcoming, inclusive, and safe environment where all feel valued, respected, and engaged in the learning process.

Secondary:

Student-Centered Learning

We commit to prioritizing student needs by fostering engaging, relevant, and inclusive learning experiences that inspire active participation and growth.

Collaboration & Professional Development

We commit to continuous improvement through team collaboration, shared best practices, and ongoing professional development to enhance student learning.

Assessment & Data-Driven Decisions

We commit to using meaningful assessments and data analysis to provide targeted feedback and improve instruction, ensuring student growth and success.

Cultural Awareness & Inclusivity

We commit to creating an inclusive, culturally responsive environment that values diverse perspectives and ensures all students feel safe, respected, and represented.

Critical Thinking & Real-World Application

We commit to equipping students with essential critical thinking and problem-solving skills that prepare them for real-world challenges and lifelong learning.

OUR DISTRICT

The Owego Apalachin Central School District, located in Owego, New York, serves approximately 1,961 students across four schools: Apalachin Elementary, Owego Elementary, Owego Apalachin Middle School, and Owego Free Academy . With a student-teacher ratio of 15:1, the district emphasizes personalized learning and academic achievement . It offers a comprehensive PreK–12 education, including advanced placement courses and a variety of extracurricular programs . Guided by its mission to be a model district, Owego Apalachin is committed to preparing all students for future success through engaging and supportive educational experiences .

OUR COMMUNITY

The Owego Apalachin Central School District is nestled within a close-knit, rural community in Tioga County, New York, encompassing the village of Owego and the hamlet of Apalachin. The area is characterized by its scenic landscapes along the Susquehanna River, a rich history, and a strong sense of civic pride, exemplified by events like Owego's annual Strawberry Festival . With a population of approximately 14,403 residents, the community features a median age of 43.6 and a predominantly white demographic . Residents value education, tradition, and collaboration, fostering a supportive environment that enhances the district's mission to prepare students for future success.

OUR LEADERSHIP

Board of Education

Joseph Palladino, Board President
Michael Aubel, Board Vice President
John Crawford
Linda Gretz
Gene Cvik
Nora Schumacher
Jessica Silvanic

Administration

Dr. Corey A. Green, Superintendent
Dr. Robert Farrell, Assistant Superintendent
Dr. Jill Bennedcum, Executive Director of Pupil Services
Heather Casterline, Director of Curriculum, Instruction and Technology
Ken Francisco, Director of Human Resources and Transportation
Ryan Hallenbeck, Director of Athletics, Physical Education and Enrichment
Mike Daly, Director of Operations, CTE & Workforce Development
Phil Schofield, Owego Free Academy Principal
Dr. Uday Mukhlis, Owego Free Academy Associate Principal
Sean Swider, Owego Apalachin Middle School Principal
Carol Ann Pawlyshyn, Owego Apalachin Middle School Associate Principal
Stacey Silvestri, Owego Elementary School Principal
Carrie Luke, Owego Elementary School Assistant Principal
Tom Beatty, Apalachin Elementary School Principal

OUR PLAN

The *Blueprint for Excellence* in the Owego Apalachin Central School District outlines a bold and student-centered mission: to be a model district that prepares all students for the future through engaging, meaningful learning experiences. At its core, the district is dedicated to ensuring every student gains the skills necessary to thrive as successful, contributing adults. This commitment to excellence drives every aspect of the district's planning, instruction, and support systems, with a clear focus on both academic achievement and personal growth.

The district's vision reflects a deep belief in continuous improvement and innovation. As a collaborative organization, Owego Apalachin prioritizes the evolving needs of individual learners, aiming to create schools where every student feels cared for and supported on their journey toward excellence. The district's emphasis on personalized learning and responsiveness underscores a culture where growth is not only expected but celebrated.

The core values of "Love, Serve, Care," cultivating a collaborative school community, and honoring collective commitments are foundational to the district's approach. These values create a climate of trust and shared responsibility, ensuring that students, staff, and families work together in pursuit of common goals. This culture of care and commitment fosters strong relationships and a deep sense of belonging across the school community.

To bring this vision to life, the *Blueprint for Excellence* identifies four strategic priority areas. The district is focused on engaging and challenging learning for all through personalized pathways that promote student agency. A culture of collaboration is reinforced by encouraging stakeholders to actively partner and support one another. Human capital is strengthened through a growth-oriented environment that values professional development and support. Finally, the district is committed to student wellness by ensuring every learner is met with safety, inclusivity, and the emotional support needed to thrive.



PRIORITY AREAS

Based on community feedback, the following areas were identified as priorities to be focused on in order to fulfill the mission of the district. Goals have been developed for each area.



Engaging and
Challenging
Learning for All



Culture of
Collaboration



Human Capital



Wellness and Student
Support

PRIORITY AREA GOALS

Engaging and Challenging Learning for All	Goal: We will foster student agency through personalized learning pathways.
Culture of Collaboration	Goal: We will establish an environment where stakeholders actively work together, share ideas, and support each other.
Human Capital	Goal: We will foster a supportive and growth-oriented environment.
Wellness and Student Support	Goal: We will create a safe, supportive, and inclusive school environment.

ACTION PLAN



Priority Area: Engaging and Challenging Learning for All

Goal: We will foster student agency through personalized learning pathways.

Action Steps:	Person/People Responsible:	Timeframe:
Blue Ribbon Pathways		
Strengthen collaboration among grade levels to ensure continuity and alignment in academic and developmental progression.	PLT Leads, Building Principals, Director of Curriculum, Instructional Coaches	2025-2027
Emphasize foundational skill development in elementary grades to prepare students for more complex learning and pathway exploration.	PLT Leads, Building Principals, Director of Curriculum, Primary teachers, Instructional Coaches	2025-2027
Use middle school to help students identify strengths and interests through exposure to various pathway courses.	OAMS Principal & Associate, Director of CTE/Workforce, School Counselors, Teachers	2025-2027
Design high school experiences that prepare students for college, career, and life through targeted pathway programs.	OFA Principal and Associate, Career Center Coordinator, School Counselors, Teachers	2025-2027
Integrate financial literacy instruction across grade levels to ensure all students graduate with basic money management skills. Across MS and HS	OFA&OAMS Principals, Teachers	2025-2027
Incorporate opportunities for social-emotional learning, creativity, engagement, and academic skill development.	School Counselors, Psychologists, Exec. Director of Pupil Services, Teachers	2025-2027
Establish a structured system where students complete job shadowing experiences as part of their high school journey.	Career Center Coordinator, Career Center Committee	2025-2027

ACTION PLAN



Smart Learning Environments, PLC 2.0

Design curriculum pathways that allow students to work toward individual goals based on enduring skills at their own pace.	OFA & OAMS Principals, Teachers, Director of Curriculum, Instructional Coaches, Tech Coaches	2025-2027
Incorporate digital tools and platforms to enable student choice, self-paced learning, and personalized feedback.	Director of Curriculum & Technology, Instructional Coaches, Tech Coaches, Teachers	2025-2027
Establish a dedicated time for staff to review and interpret multiple data points using AI tools and student archetypes to inform instruction.	Director of Curriculum & Technology, Instructional Coaches, Tech Coaches, Teachers	2025-2027
Use archetype data to organize students into support groups during SOAR Time, meeting regularly to promote growth and belonging.	MTSS Leads, OFA & OAMS Principals, Teachers	2025-2027

Collective Impact/STEM/Workforce Careers

Provide staff professional development and collaborative time to analyze student skill levels and adjust instruction accordingly.	Director of Curriculum & Technology, Instructional Coaches, Teachers	2025-2027
Incorporate capstone projects, internships, and co-op experiences into pathways as authentic assessments of student learning.	OFA Principal, School Counselors, Teacher, Career Coordinator, Community Partners	2025-2027
Develop a career exploration hub at the middle school level to expose students to options early and support pathway alignment.	Career Coordinator, MS Principal, School Counselors	2025-2027



ACTION PLAN



Priority Area: Culture of Collaboration

Goal: We will establish an environment where stakeholders actively work together, share ideas, and support each other.

Action Steps:	Person/People Responsible:	Timeframe:
Communication		
Streamline communication by consolidating messaging tools into one platform for consistency and ease of use.	Director of Curriculum & Technology, Public Relations	2025-2027
Regularly encourage and direct users back to central platforms for all school-related information. Develop quick links to platforms like Canvas or Rooms on the website's main page.	Public Relations	2025-2026
Develop simple, accessible tutorials for parents to learn how to navigate digital platforms and school tools.	Director of Curriculum & Technology, Tech Coaches	2025-2026
Offer live or recorded sessions to help families better understand school procedures, technology, and resources.	Director of Curriculum & Technology, Tech Coaches, Public Relations	2025-2026
Host events that showcase student learning, school improvements, or new programs to foster pride and transparency.	Principals, Career Coordinator, Director of Curriculum & Technology	2025-2027
Encourage community and parent engagement by promoting the use of the Let's Talk! platform for questions and feedback.	Principals, Director of Curriculum & Technology, All Staff	2025-2027
Use student friendly media platforms to inform changes and events.	Principals, Public Relations, Marketing teacher	2025-2026
Keep athletic displays current by recognizing recent student-athlete achievements and team successes.	Director of Athletics, Public Relations, Marketing Teachers	2025-2027
Host orientation-style nights to familiarize parents with available academic expectations, programs, and support.	Principals, Teachers	2025-2027

ACTION PLAN



Shared Decision Making

Gather input from families, students, and staff to guide planning and improve attendance at school events.	Principals, Teachers, Public Relations, Thought Exchange, Let's Talk	2025-2027
Ensure feedback mechanisms capture diverse perspectives by actively including all stakeholder groups in surveys and forums.	Principals, Public Relations, Thought Exchange, Let's Talk	2025-2027
Communicate clear academic and developmental goals to parents, outlining what students should achieve by specific times.	Principals, Teachers, Director of Curriculum & Technology	2025-2027
To promote transparency and collaboration, inform parents of their child's placement in intervention or enrichment and the rationale behind those decisions.	Principals, Teachers	2025-2026

Parent Involvement and Engagement

Offer a variety of ways for parents to participate in school events, both during and outside of school hours.	Principals, Teachers	2025-2027
Send consistent messages highlighting the importance and impact of parent involvement in student success.	Principals, Teachers, Public Relations	2025-2026
Organize regular info sessions that explain how parents can get involved and contribute to student success.	Principals, Teachers, Director of Curriculum & Technology	2025-2026



ACTION PLAN



Priority Area: Human Capital

Goal: We will foster a supportive and growth-oriented environment.

Action Steps:	Person/People Responsible:	Timeframe:
Staff Recruitment and Retention		
Create an onboarding process where experienced staff help new employees acclimate through mentorship and guidance.	Principals, Teachers, Director of Curriculum & Technology, Director of Human Resources	2025-2027
Broaden recruitment efforts to include diverse geographic and professional networks to attract a wider pool of candidates.	Director of Human Resources	2025-2027
Encourage teaching candidates to conduct a lesson during the interview process to assess instructional skills and student engagement.	Director of Human Resources, Principals, Director of Curriculum & Technology	2025-2027
Adapt workplace culture, communication, and professional development to align with the values and needs of newer generations of staff.	Director of Human Resources, Principals, Director of Curriculum & Technology	2025-2027



ACTION PLAN



Professional Development

Maintain mentorship programs for new staff beyond the first year to build confidence, connection, and professional growth.	Director of Human Resources, Principals, Director of Curriculum & Technology, Mentor Coordinator	2025-2026
Provide ongoing, high-quality training for support staff who work closely with students to ensure they are well-equipped and valued.	Director of Human Resources, Principals, Director of Curriculum & Technology	2025-2027

Positive and Supportive Environment

Ensure fair treatment and recognition of support staff contributions, including addressing pay equity concerns.	Director of Human Resources, Principals	2025-2027
Include support staff in all relevant meetings to foster a more inclusive school culture and shared decision-making.	Principals	2025-2026
Provide ongoing, high-quality training for support staff who work closely with students to ensure they are well-equipped and valued.	Director of Human Resources, Principals, Director of Curriculum & Technology	2025-2027



ACTION PLAN



Priority Area: Wellness and Student Support

Goal: We will create a safe, supportive, and inclusive school environment.

Action Steps:	Person/People Responsible:	Timeframe:
Mental Health		
Adopt a universal screener to assess student mental health regularly to identify early intervention.	Principals, Executive Director of Pupil Services	2025-2026
Create a check-in and check-out system where students consistently interact with a trusted adult for support.	Principals, School Counselors, Teachers, Support Staff	2025-2027
Establish informal mentoring opportunities to strengthen student-staff relationships.	Principals & Associates	2025-2027
Provide all staff training in trauma-informed practices and de-escalation techniques to better support students.	Human Resources and Director of Curriculum & Technology	2025-2027
Develop a shared understanding and agreement among staff and students to keep cell phones away during instructional time using pouches.	Principal, Teachers	2025-2026
Implement a sustained professional development series that deepens teacher understanding of student mental health.	Director of Curriculum & Technology, Executive Director of Pupil Services, School Counselors, Psychologists	2025-2027
Offer wellness-focused activities and book studies for all staff throughout the year.	Director of Athletics and Physical Education & Enrichment	2025-2027
Provide ongoing professional development to support staff and students facing grief, trauma, or significant life changes.	Director of Curriculum & Technology, Executive Director of Pupil Services, School Counselors, Psychologists	2025-2027

ACTION PLAN



Safety

Research a system where students use ID badges for building access, along with tracking school and bus attendance, and enhancing security.	Human Resources and Director of Curriculum & Technology, Principal, SROs	2025-2027
Consider bathroom/locker room construction and layout for safety, supervision, and accessibility improvements.	Superintendent & Assistant Superintendent, Director of Operations	2025-2027

Access to Resources and Programs

Establish an on-site food pantry managed by students to support needy families and build community engagement.	Teacher Leaders	2025-2027
Research potential laundry facilities at the secondary level to support students with limited access.	Principles, Director of Operations	2025-2027
Maintain and grow the backpack program for students identified.	Teacher Leaders	2025-2026
Provide students with devices that meet their academic needs, such as laptops/iPads	Director of Curriculum & Technology, Principals	2025-2027



OUR NEXT STEPS AND ACCOUNTABILITY

Timeframe	Activity	Who
August-September 2025	1. Blueprint Plan Presented to the Community and Adopted by the BOE. 2. Blueprint Plan “unpacked” and shared with the faculty and staff. 3. Blueprint Plan unpacked with smaller groups.	Superintendent Board of Education Superintendent Principals
2025-27 Quarterly	Blueprint Updates provided to the BOE, Community and Staff	Superintendent Administrators
February-March 2026	Blueprint Budget Recommendations Made Blueprint Expenditures Finalized	Superintendent Administrators
June 2026	Final Report Blueprint Updates provided to the BOE, Community and Staff	Superintendent Administrators
July 2026	Blueprint Planning Day Held Plan Updated for 26-27	Board of Education Superintendent Administrators Staff Community Members
Spring 2027	Strategic Plan Refresh Conducted	Board of Education Superintendent Leadership Team Staff Community Members
Spring 2029	Strategic Plan Phase 2 Developed	Board of Education Superintendent Leadership Team Staff Community Members

2024-25 Blueprint Team

Ken Francisco
Uday Mukhlis
Sean Swider
Heather Casterline
John Crawford
Corey Green
Carol Ann Pawlyshyn
Phil Schofield
Ryan Hallenbeck
Tom Beatty
Jill Bennedum
Bob Farrell
Mike Daly
Nora Schumacher
Jessica Silvanic
Stacey Silvestri
Kristin Hodges
Mike Bartlow
Rebecca Bouyea
Brittney Dodge
Michelle Gatto
Marissa Dunham

Keith Casterline
Katie Spatola
Allison Casterline
Kristy Lakomec
Stephanie Reynolds
Laura Riley
Donna Striley
Graham Strolin
Kaelyn Katchuk
Lindsey Williams
Sara Brunette
Erica Andrews
Brianna Balmer
Carrie Waite
Ryan Cirbus
Hannah Kelley
Michelle Matolka
Luke Kaczynski
Brianna Prince
Amanda Schumacher
Luci Taylor



2025-2027

BLUEPRINT FOR
EXCELLENCE



STRATEGIC PLAN



<https://www.oacsd.org/>



5 Sheldon Guile Boulevard
Owego, NY 13827