Dear Community Members,

On behalf of Cheltenham School District (CSD), I am pleased to present our transformative strategic plan, entitled *Five Pathways, One Destination*. The document was formally presented at the May 2016 Educational Affairs Committee Meeting and officially approved at the June 2016 public School Board Meeting. An electronic version of the *Five Pathways, One Destination* document has been prominently placed on our website (www.cheltenham.org) and will remain there for the next five years, the duration of the plan. I am proud to share the rigorous and intentional road that many have traveled to bring us here today.

*Five Pathways, One Destination* is the culmination of seventeen months of strategic collaboration. The process began with a six member Design Team, responsible for setting up a strategic system of work groups. Design Team activity led to the development of a Steering Panel of over 100 dedicated participants comprised of teachers, students, and community members. Collectively, the Steering Panel began envisioning a “New Design” for Cheltenham School District. They accepted my challenge to “Think Differently and Act Boldly.” Utilizing stakeholder data, they identified five strategic pathways: Curriculum and Instruction, Student Achievement, Professional Learning, Holistic Experiences, and Communications and Engagement. Not long after, a Strategic Plan Internal Leadership Team assembled to logistically assist the Steering Panel and integrate their work into a cohesive plan. Eventually, a second Strategic Plan Internal Leadership Team would assemble, to focus on implementation.

With five bold Strategic Pathways identified, the Steering Panel organized into Pathway Working Groups and collaborated face-to-face and virtually, utilizing a web based platform that allowed them to share information, upload an extensive amount of articles, and update planning documents around the clock. Each Pathway Working Group was directed by co-leaders, whose job was to collect and synthesize information generated during working sessions. Co-leaders and their working groups developed goals, objectives, and milestones for each pathway. In addition, each Pathway Working Group considered opportunities and impacts related to sustainability, student voice, human capital, budget, scheduling, and messaging, while remaining mindful of concurrent projects, such as the district wide Facilities Master Plan. The five pathways that organize this plan serve as guideposts, pointing us in one visionary direction where we create experiences that drive innovation, ignite passion for teaching and learning, and establish us as a model for excellence in education.

As we embrace and follow our pathways with fidelity, we move toward an exciting future, while honoring our rich history. Our strategic journey will be measured in annual milestones, with Year 1 serving as a time of exploration, research, and data gathering. We will seek out best practices, prototypes, and innovative models,
and establish baselines for the metrics by which we will measure our progress. In Years 2, 3, and 4, we will bring our pathways to life through student-centered curricular and holistic experiences, personalized professional learning opportunities that support our strategic goals, and engaging communication protocols. By Year 5, we will have landed solidly at our new destination and will see our students and staff truly flourishing in a district recognized for its leadership in delivering educational excellence.

I want to sincerely thank everyone who took part in our strategic planning process to date. A special thank you to those who completed surveys; without such comprehensive input we would not have been able to define our pathways. Thank you to our Design Team, Steering Panel, and Strategic Plan Internal Leadership Team for helping us establish a system, create a vision, and determine a destination. Thank you to our Board of School Directors for unanimously endorsing a student-centered plan that is visionary and transformative.

I am dedicated to continuously working to ensure that our plan exists as a living document and am honored to lead our community on an innovative journey through each of the five pathways that will see Cheltenham reaching one remarkable destination!

Five Pathways, One Destination

Wagner Marseille, Ed.D.
Superintendent of Schools

Strategic Plan Internal Leadership Teams

PLANNING TEAM

Gerald Aungst, Cheltenham Elementary School
Challenge Consultant
Dr. Gerry Fitzpatrick-Doria, Elkins Park School Principal
Marcy Hockfield, Cedarbrook Middle School Principal
Dr. Cheryl Horsey, Director of Student Services
Dr. Wagner Marseille, Superintendent of Schools
Timothy McCleary, Supervisor of Technology
Cara Michaels, Business Manager
Susan O’Grady, Director of Communication and Development
Karen Shaffran, Teacher on Assignment
Dan Tahaney, Myers Elementary School Principal
Lynn Trumbette, Elkins Park School Vice Principal

IMPLEMENTATION TEAM

Charlene Collins, Director of Secondary Education
Dr. Beverly Gallagher, Director of Special Education
Dr. Cheryl Horsey, Director of Student Services
Susan O’Grady, Director of Communication and Development
Iris Parker, Director of Elementary Education
Matthew Pimental, Coordinator of K-12 Gifted Services and Professional Learning
Karen Shaffran, Teacher on Assignment
Dr. Tamara Thomas-Smith, Assistant Superintendent

Visit Us Online to View the Full Strategic Plan
cheltenham.org/strategicplan
Kurt Ahrens
Mary Aiken
Denise Allen
Louis Alloro
Gerald Aungst
Susan Austin
Enid Banton
Kiara Bass
Heather Blumberg
Emily Brecker-Greenberg
David Burton
Cameron Carty
Cindy Charlton
Mark Cheramie-Walz
Crystal Clark
Cindy Edelstein
Dave Clark
Kennedy Clark
David Cohen
Marguerite Cooper
Sarah Demaria
Paul DeSipio
Jane Donohue
Laurel Doran
Gerry Fitzpatrick-Doria
Siouda Douglas
Sue Dunham
Christopher Edelstein
Bill England
Michelle Fella-
Przybylowski
Abby Fishman
Roshanna Floyd
Amy Flynn
Beverly Gallagher
Pat Gallagher
Meredith Gapsis
Dayna Gibbs-Bowser
Paula Glazier
Brian Gocial
Nina Gordon
Stephanie Gray
Khyle Griffin
Ben Hammond
Tom Hasty
Julie Haywood
Sherry Hazlewood
Nancy Hniedziejko
Marcy Hockfield
Mark Hoff
Tasha Holland
Cheryl Horsey
Mu’min Islam
Roberta Jacoby
Linda Jephson
Tracy Keeley
Terri Kelly
Beth Kenna
Paige Kytzidis
Taylor Laing
Keziah LaTorre
Scott Layer
Nissim Lebovits
Kwang Lee
Dan Levy
Will Longstreet
Brandon Lutz
Brian Malloy
Jacob Margasak
Wagner Marseille
Leah Matusow
Timothy McCleary
Abigail McMahon
Cara Michaels
Matt Moore
John Moran
Christina Morton
Sue Nathan
Napoleon Nelson
Aaron Ngo
Ray O’Brien
Susan O’Grady
Carrie Ochs-Toledo
Jenette Oddo
Tracey Oliver-Davis
Jamie Osea
Ezinne Ottih
Iris Parker
Nicolas Perez
Lilly Phung
David Rackow
Ray Realidine
Michelle Robinson
Kim Rose
Lorna Rosenberg
Anne Rubin
Angie Schell
Danielle Schueller
Carli Segal
Karen Shaffran
Jon Shina
Laurie Shirley
Barbara Shoap
Andrew Smith
Jacob Smith
Tamara Smith
Oliver Snook
Rebekah Taboada
Daniel Tahaney
James Taylor
Lynn Trumbette
Carrie Turner
Dana Walker
Nicole Warren
Jennifer Wasserman
Kathy Wasserman
Delores Wells
Danielle Witowski
Mark Woodcock
Bethel Xu
Cheltenham School District is pleased to present our five-year strategic plan: *Five Pathways, One Destination*. A strategic plan is a self-created road map to guide decisions, growth, and change. It is a living document to be regularly revisited and revised. *Five Pathways, One Destination* creates the vision and sets the course for us as a district to fulfill our promise of excellence in education for all Cheltenham students.

Guided by **KEY TENETS** and a collective **VISION**, we identified **FIVE STRATEGIC PATHWAYS** that bring our core priorities – students, educators, curriculum – into focus for the next five years. Each PATHWAY was assigned a Big Goal, SMART (Specific, Measurable, Achievable, Realistic, and Time Bound) objectives, and a set of metrics for gauging progress and success. The following five pages provide an overview of our pathways, presented in a broad and generalized fashion for the purpose of this brochure.

We invite you to read our full forty-three page strategic plan document with detailed pathway descriptions and metrics at cheltenham.org/strategicplan.
PATHWAY 1: CURRICULUM AND INSTRUCTION

Today’s curriculum and instruction must prepare students to be global citizens who make meaningful contributions to the world. To meet this challenge, we created the following BIG GOAL and SMART objectives.

**CURRICULUM AND INSTRUCTION: BIG GOAL**

By 2021, CSD will redesign its curriculum and instruction to ensure equitable learning experiences that build upon each other from grade to grade. Real world, hands on learning experiences will be emphasized to maximize student engagement.

**CURRICULUM AND INSTRUCTION: SMART OBJECTIVES**

1) **Aligned, 21st Century Curriculum**
   We will develop a K-12 curriculum that fosters creativity, provides ample opportunity for personalization, and develops global, 21st century skills that lead to college and career readiness.

2) **Assessments**
   We will develop common assessments that measure real-world learning and skills. We will minimize the impact of standardized testing on instructional time and adopt a system for reporting multiple measures of student growth and achievement.

3) **Instructional Strategies**
   We will utilize a variety of instructional strategies to engage our students, maximizing active learning and personalization of curriculum. Instruction will utilize technology skillfully and intentionally. We will adopt assessment, assignment, and homework policies that are aligned with best practices and support the holistic needs of students.

**PATHWAY 1: TENETS**

- Alignment
- Hands-on learning
- Personalized instruction
- 21st century skills
- College and career readiness
PATHWAY 2: STUDENT ACHIEVEMENT

Students achieve when equity, access, and opportunity are in place and they demonstrate resiliency at all levels. To meet this challenge, we created the following BIG GOAL and SMART objectives.

STUDENT ACHIEVEMENT: BIG GOAL

By 2021, CSD will deliberately focus on closing gaps in achievement to ensure that all students, without exception, grow, learn, and achieve.

STUDENT ACHIEVEMENT: SMART OBJECTIVES

1) **Academic Intervention Strategies**
   
   We will provide responsive, ongoing academic interventions that support student achievement.

2) **Measuring Holistic Student Growth**
   
   We will value multiple measures of student growth and success. Student performance will be measured and reported utilizing academic and non-academic metrics. Non-academic metrics will include such indicators as leadership, collaboration, critical thinking, communication, and resiliency.

3) **Non-Academic Intervention Strategies**
   
   We will evaluate and modify our instructional spaces so that they best suit today’s learner and focus on scheduling, intentional teaming, faculty diversity, support services, extracurricular experiences, mentoring programs, and community resources.

4) **Equity In Achievement**
   
   We will maximize student access to all academic and non-academic opportunities, experiences, and programs.

PATHWAY 2: TENETS

- Equity, access, and opportunity
- Resiliency
- Responsive interventions
- Academic success
- Non-academic performance
PATHWAY 3: PROFESSIONAL LEARNING

Meaningful professional learning is strategically planned, inclusive of all educators, and designed with the needs of an increasingly diverse student body in mind. To meet this challenge, we created the following BIG GOAL and SMART objectives.

PROFESSIONAL LEARNING: BIG GOAL

By 2021, CSD will implement a professional learning model that values ongoing learning experiences for all employees. Professional learning will align with the goals of the district and support our system of teacher evaluation.

PROFESSIONAL LEARNING: SMART OBJECTIVES

1) Professional Learning Plan
   We will offer professional learning activities that meet the individual needs of teaching and non-teaching staff. Professional learning will support staff growth, utilize and foster staff talents and skills, and align with a formal evaluation process. It will include professional learning opportunities within schools, across schools, and outside of the district.

2) Internal Capacity and Expertise
   We will identify and utilize internal knowledge and support our professionals to develop expertise in areas that align with district goals.

3) Professional Learning Communities
   We will create the cultural and structural conditions for professional learning communities (PLCs) to be fully implemented across the district, providing opportunities for all staff to serve on one or more collaborative teams.

PATHWAY 3: TENETS

- Intentional
- Inclusive
- Staff growth
- Internal expertise
- Professional learning communities
PATHWAY 4: HOLISTIC EXPERIENCES

Progressive school districts take care of the holistic needs of their internal stakeholders by tending to their health, wellness, and social-emotional needs. To meet this challenge, we created the following BIG GOAL and SMART objectives.

HOLISTIC EXPERIENCES: BIG GOAL

By September 2021, we will be an inclusive, compassionate, trusting community that utilizes principles of mindfulness and positive psychology to achieve social, emotional, and academic success.

HOLISTIC EXPERIENCES: SMART OBJECTIVES

1) Norms and Expectations
   We will adopt developmentally appropriate core values and behavioral norms and utilize positive behavioral interventions and supports (PBIS).

2) Health and Wellness
   We will prioritize the physical and social-emotional health of our students, staff, and families to support growth and achievement across all other strategic goals.

3) Social and Emotional Learning
   We will implement curriculum, assemblies, activities, and programs district-wide that support the social and emotional health of our students.

Want to learn more? Read the full strategic plan online!

cheltenham.org/strategicplan
PATHWAY 5: COMMUNICATIONS AND ENGAGEMENT

Strong organizations effectively communicate and engage with a broad spectrum of stakeholders and partners, keeping all informed about and connected to a core vision. To meet this challenge, we created the following BIG GOAL and SMART objectives.

COMMUNICATIONS AND ENGAGEMENT: BIG GOAL

By 2021, we will develop and promote our unique brand to all community stakeholders, developing connections, relationships, and resources that support and advance our mission.

COMMUNICATIONS AND ENGAGEMENT: SMART OBJECTIVES

1) Outreach
   We will establish outreach and engagement protocols to reach all constituencies, including new residents/families, students, businesses, senior citizens, Realtors, former staff, religious and educational institutions, etc.

2) Partnerships
   We will form new strategic partnerships with organizations that support and advance the district’s mission.

3) Alumni Engagement
   We will connect with our alumni in a vibrant way, celebrating their accomplishments, supporting their needs, and utilizing them as key communicators of our brand.

4) Capital Campaign
   We will run a successful capital campaign that advances the brand and mission of the district.
WAYS TO GET INVOLVED

Stay informed…sign up for Cheltenham School District News
› cheltenham.org/e-news

Join a Parent Group
✓ United Parent Group (UPG)
✓ Special Education Advisory Committee (SEAC)
✓ Cheltenham African American Alliance (CAAA)
✓ School Based Parent-Teacher Organizations
› cheltenham.org/parentgroups

Lend Your Professional Expertise
Enter your skill information into our Potential Partner Portal
› cheltenham.org/potentialpartners

Are you a retired community member?
VOLUNTEER IN OUR SCHOOLS
› cheltenham.org/volunteer

Own, work for or belong to a local entity? Provide service learning opportunities for our students or host a senior internship experience

Let us know what you think
Take our surveys and participate as a member of our focus groups
› cheltenham.org/surveys

SUPPORT innovative programming by making a donation to the Cheltenham School District Foundation
› cheltenhamsdf.org

Help us get the good word out! Like us on Facebook and share our great news
› facebook.com/CheltenhamSD

Are you a CHS grad or do you know a grad?
Go to our Forever Panther Portal and share your amazing accomplishments
› cheltenham.org/foreverpanther

Let us know what you think
Take our surveys and participate as a member of our focus groups
› cheltenham.org/surveys

Attend our School Board Meetings on the second Tuesday of every month at the Administration Building
› cheltenham.org/schoolboard

Are you a parent? Share your students’ skills, talents, needs, and interests with their teachers

Read the full strategic plan
cheltenham.org/strategicplan
Strategic planning success is achieved through high levels of accountability. *Five Pathways, One Destination* includes the following measures to ensure plan fidelity:

- **Pathway 1:** Curriculum and Instruction
- **Pathway 2:** Student Achievement
- **Pathway 3:** Professional Learning
- **Pathway 4:** Holistic Experiences
- **Pathway 5:** Communications and Engagement

**ACCOUNTABILITY MEASURES**

- Strategic Planning Internal Leadership Team meets weekly in Year 1 to track progress
- Assistant Superintendent monitors all pathways, reconciles implementation tool monthly, and delivers weekly status reports to Superintendent
- Superintendent presents information to relevant School Board Committees, conducts annual assessment with possible modifications made, and reports on plan annually to Board
- Relevant Board Committees receive implementation updates twice annually, hear data presentation once annually, and add updates to meeting agendas as needed
- Board of School Directors receives annual status report in June
SCHOOL BOARD MEETINGS AND COMMITTEES

REGULAR LEGISLATIVE MEETING
Meeting Date: Second Tuesday of the Month
Meeting Time: 7:45 pm
Meeting Location: Administration Building, Auditorium

The Board meeting is shown live on the second Tuesday of the month and replayed on Wednesday and Sunday at 8 p.m. on Comcast Channel 42 and Verizon FIOS Channel 1960.

EDUCATIONAL AFFAIRS COMMITTEE
Meeting Date: Third Tuesday of Month
Meeting Time: 6:30 pm
Meeting Location: Administration Building, Room 119

The Educational Affairs Committee is responsible for overseeing the compliance of District educational services.

FACILITIES COMMITTEE
Meeting Date: First Tuesday of Month
Meeting Time: 7:00 pm
Meeting Location: Administration Building, Room 119

The Facilities Committee is responsible for overseeing the compliance of District facility services.

FINANCIAL AFFAIRS COMMITTEE
Meeting Date: First Tuesday of Month
Meeting Time: Immediately Following Facilities
Meeting Location: Administration Building, Room 119

The Financial Affairs Committee is responsible for overseeing the compliance of District financial services.

LIAISON COMMITTEE
Meeting Date: Third Monday of Month
Meeting Time: 8:00 am
Meeting Location: SDCT Administration Building and Township Administration Building, Alternating

The Liaison Committee is a joint committee between the School District and Township designed to address and fulfill the organizational needs of each entity and the community at large which both serve.

PERSONNEL COMMITTEE
Meeting Time: Ad hoc
Meeting Location: Administration Building, Room 119

The Personnel Committee is responsible for reviewing/discussing salary structure data and strategies, employee benefit information and trends, draft personnel agenda items, recruitment processes, and confidential personnel matters appropriate for Board consideration. It may act as Level III Grievance/Complaint Committee.

POLICY COMMITTEE
Meeting Time: Ad hoc
Meeting Location: Administration Building, Room 119

The Policy Committee is responsible for developing and maintaining policies that are specific to school district needs and ensuring compliance with state and federal law.
Cheltenham Township is an engaged community that has a long and proud tradition of supporting public education. Widespread input in our school district’s recent strategic planning process demonstrated that Cheltenham residents still collectively believe in and support quality teaching and learning in our community.

The Board of School Directors unanimously adopted the 2016-2021 Strategic Plan during our May School Board meeting. It is our shared belief that *Five Pathways, One Destination* provides a clear road map. In following it, Cheltenham School District undergoes an audacious journey, towards strengthening the quality of education for each and every student it serves, both present and future. Our school district cannot take this exciting journey alone. Active parents/guardians and community members must join them. With all stakeholders engaged in the work ahead, we will all arrive at a destination much stronger than today. This work will not always be easy, but worth every bit of the effort required to move Cheltenham School District into the future.

Please plan to remain actively involved as this Strategic Plan is fully implemented over the coming years. The community will receive annual updates on progress in meeting the goals and objectives outlined herein. We are confident about both the journey we are embarking on and the end result.

Sincerely Yours,

Bill England
President, Board of School Directors
CHELTENHAM SCHOOL DISTRICT
CONTACT INFORMATION

ADMINISTRATION BUILDING
215-886-9500
2000 Ashbourne Road
Elkins Park, PA 19027

CEDARBROOK CENTRAL
215-881-6427
500 Rices Mill Road
Wyncote, PA 19095

CEDARBROOK EAST
215-881-6427
7631 Waters Rd
Cheltenham, PA 19012

CEDARBROOK WEST
215-881-6427
1331 Ivy Hill Road
Wyndmoor, PA 19150

CHELTENHAM ELEMENTARY
215-635-7415
7853 Front Street
Cheltenham, PA 19012

CHELTENHAM HIGH SCHOOL
215-517-3700
500 Rices Mill Road
Wyncote, PA 19095

ELKINS PARK SCHOOL
215-881-4941
8149 New Second Street
Elkins Park, PA 19027

MYERS ELEMENTARY
215-517-4540
7609 Montgomery Ave
Elkins Park, PA 19027

WYNCOTE ELEMENTARY
215-881-6410
333 Rices Mill Road
Wyncote, PA 19095

CHELTENHAM SCHOOL DISTRICT
CONTACT INFORMATION

GLENSTONE ELEMENTARY
215-881-6440
400 Harrison Avenue
Glenside, PA 19038

About the Strategic Plan Cartoonist: Terry LaBan

Terry LaBan, a longtime Cheltenham resident and father of two Cheltenham High School students, is an alternative/underground cartoonist and newspaper comic strip artist. He is known for his comic book series Cud, and his syndicated strip Edge City, created with his wife, Patty LaBan. Terry was invited to collaborate with the school district to depict Cheltenham’s vision, goals and objectives in an accessible, inviting, and engaging way. The result of which are the colorful cartoons that appear throughout this brochure. According to Mr. LaBan, “Cartoons are one of the best ways to reach an audience — it’s impossible for most people to resist reading them, and they’re easy to share.”
Five Pathways, One Destination