



LOWER MERION
— SCHOOL DISTRICT —

2026-2031 District Strategic Plan

Presented for Approval

Board of School Directors Meeting

April 20, 2026





LOWER MERION
SCHOOL DISTRICT

Student Ambassadors

Claire Cognetti - HHS

Caroline D'Arcangelo - HHS

Gabe Newsome - LMHS

Julia Prosnitz - HHS

Ben Yovel – LMHS

All requested approval items are a culmination of the work described in the following slides



Partnership with the CCIU



Dr. Victor Shandor

Consultant & Retired
Superintendent York
County School Division,
Virginia



Dr. Megan Roberts

Instructional Initiatives
Coordinator
Chester County
Intermediate Unit



Melissa Smith

Assistant Director,
Communications,
Marketing & Engagement
Chester County
Intermediate Unit



STRATEGIC PLAN DEVELOPMENT OVERVIEW

Planning & Preparation

Preparation activities and **Community** announcement



September

Mission & Vision Review

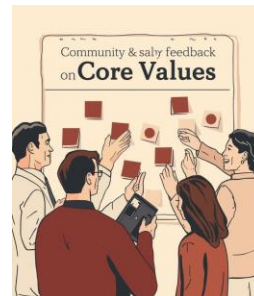
Community survey & 1st **Community** Meeting (10/29)



October - November

Core Values Exploration

1st & 2nd **Community** Meeting (11/19)



Strategic Priorities Development

2nd & 3rd **Community** Meeting (1/28)



January - February

Goal & Focus Area Affirmation

3rd & 4th **Community** Meeting (3/3)



March - April

Strategic Plan Launch

Finalize and Present Full Strategic Plan to Board and **Community** (4/20)



PROJECT OBJECTIVES

- Reaffirm LMSD's vision, mission, and values
- Identify community-aligned priorities and goals
- Ensure inclusive, transparent input
- Deliver Strategic Plan for 2026-2031





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2026-2031 Strategic Plan Development: Administration

SEPT 22, 2025





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Community Survey – October 6 – 17, 2025

1846 Total Survey Submitted – Some participants (13%) listed themselves in multiple categories

Parent/guardian of current student(s)	64% (1186)
Parent/guardian of past student(s)	8% (155)
Current student	20% (363)
Staff	14% (266)
Alumni	4% (69)
Community member without student	2% (42)
Other	1% (16)





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Presentations for Board of School Director Approval

Mission Statement – Ben Yovel

Vision Statement – Ben Yovel

Strategic Goal #1 – Gabe Newsome

Strategic Goal #2 – Claire Cognetti

Strategic Goal #3 – Caroline D’Arcangelo

Strategic Goal #4 – Julia Prosnitz





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2026-31 STRATEGIC PLAN DEVELOPMENT: MISSION, VISION & CORE VALUES

October 29, 2025



October 29, 2025 – Agenda

55 Participants

1. Table-top introductions
2. Mission Statement introduction and survey reflection exercise
3. Vision Statement introduction and survey reflection exercise
4. Core Values introduction and community input exercise
5. Mission and Vision Statements community input exercise





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2026-31 STRATEGIC PLAN DEVELOPMENT: CORE VALUES & STRATEGIC PRIORITIES

NOVEMBER 19, 2025



November 19, 2025 – Agenda

45 Participants

1. Table-top introductions
2. Core Values review and community input exercise
3. Strategic Priorities overview and community input exercise





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2026-31 STRATEGIC PLAN DEVELOPMENT: STRATEGIC PRIORITIES & AREAS OF FOCUS

JANUARY 28, 2026



January 28, 2026 – Agenda

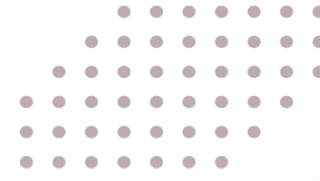
25 Participants

1. Table-top **introductions**
2. Strategic Priorities and Areas of Focus **alignment**
3. Opportunities for Improvement and Measures/Evidence of Success **community input exercise**





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2026-31 STRATEGIC PLAN DEVELOPMENT: Finalize Priorities and Review Process for Additional Input

MARCH 3, 2026



March 3, 2026 – Agenda

28 Participants

1. Table-top introductions
2. Review of Strategic Plan components and how we got to where we are
3. Reflection on planning and process





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Presentation for Approval: District Mission Statement

LMSD Mission Statement – Defines current purpose

The Lower Merion School District cultivates social and academic excellence and fosters well-being in all students by encouraging creativity, critical thinking, and kindness, preparing students to be contributing citizens and life-long learners in a rapidly changing world.





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Presentation for Approval: District Vision Statement

Vision Statement – Outlines long-term goals

Together, we will create a learning community where academic excellence, inclusive values, and innovative thinking converge to develop students of strong character who are equipped to thrive and make a positive impact in a rapidly evolving world.





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Strategic Goal #1 – Gabe Newsome

Strategic Goal 1: Academic Excellence and Growth

Advance academic excellence by cultivating inclusive, relevant, and rigorous learning experiences that deepen understanding, build transferable future-ready skills, and ensure meaningful growth for every student.

Strategic Goal Objectives

1. Innovate and Align Curriculum for Future-Ready Learning

Deliver a dynamic, inclusive, and rigorous K-12 curriculum that connects across disciplines, reflects real-world contexts, and strengthens durable skills such as critical thinking, creativity, collaboration, adaptability, and ethical decision-making.

2. Measure, Communicate, and Act on Student Growth (Beyond Proficiency)

Implement clear, consistent, and equitable academic systems - curriculum alignment, grading practices, and progress reporting that use multiple measures to track annual growth for all students, and clearly communicate learning and progress to students, families, and staff.





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Strategic Goal #1 (Continued)

3. Close Achievement Gaps Through Access, High-Quality Instruction, and Early Support

Reduce disparities by ensuring equitable access to rigorous coursework and high-quality instruction, identifying needs early, providing timely targeted interventions and enrichment, and monitoring outcomes across race, socioeconomic status, language, and learning needs.

4. Strengthen and Support Student Pathways Beyond Graduation

Ensure every student graduates with a well-developed post-secondary plan by expanding awareness, access, and preparation for college, career, military, workforce training, and other pathways using early individualized supports.





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Strategic Goal #2 – Claire Cognetti

Strategic Goal 2: Safe, Supportive, and Inclusive Schools

Enhance school environments where students feel safe and supported. Focus on safety, fostering trust, belonging, and well-being so every learner can engage fully and confidently in their education.

Strategic Goal Objectives

1. Foster a Culture of Respect, Belonging, and Inclusion

Create learning environments where every student feels seen, heard, and valued by promoting inclusive practices, reinforcing shared norms, and responding swiftly, consistently, and transparently to harassing, bullying, or discriminatory behavior.

2. Ensure Trusted Adult Connections for Every Student

Intentionally structure and monitor student support systems so every learner can identify at least one trusted adult in school.





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Strategic Goal #2 (Continued)

3. Strengthen Physical Safety and Improve Emergency Preparedness

Maintain secure facilities and continuously improve campus safety measures. Continue to practice clear, districtwide emergency protocols and training for multiple scenarios, ensuring consistent implementation across schools while balancing safety with timely communication and attention to student and staff emotional well-being before, during, and after incidents.

4. Strengthen Digital Safety Systems

Continue to build strong digital safety infrastructure and increase student capacity to navigate the digital world responsibly through clear expectations, instruction, and age-appropriate digital safety education.





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Strategic Goal #3 – Caroline D’Arcangelo

Strategic Goal 3: Engagement and Connected Community

Strengthen meaningful engagement and connection among students, families, and the community - cultivating belonging, student voice, and strong partnerships so every learner has opportunities to participate and contribute within and beyond the classroom.

Strategic Goal Objectives

1. Elevate Student Voice, Leadership, and Agency

Embed authentic, ongoing roles for students to provide feedback, lead initiatives, and help shape learning experiences - ensuring student input is valued.

2. Expand Access and Participation in Advanced Academics and Activities

Increase participation in advanced academics, clubs, athletics, arts, and service by reducing barriers, proactively identifying non-participating students, and providing targeted outreach and supports to sustain academic growth and engagement.





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Strategic Goal #3 (Continued)

3. Strengthen Family and Community Partnerships Through Clear, Two-Way Communication

Build inclusive collaboration among schools and families, through predictable messaging methods and structures (events, advisory groups, partnerships), and transparent communication that supports shared responsibility for the success of all students.

4. Build Belonging

Create welcoming school environment and accessible opportunities that help every student recognize their unique strengths, feel included, and develop a sense of connection and positive identity within the school community.





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Strategic Goal #4 – Julia Prosnitz

Strategic Goal 4: Talent Development and Retention

Optimize a talented, dedicated workforce by cultivating a positive, supportive culture, strengthening professional growth and leadership pathways, and building shared ownership and accountability in service of every student.

Strategic Goal Objectives

1. Cultivate a Positive, Supportive, and Accountable Work Culture

Strengthen working conditions across all roles so staff feel valued, respected, and supported to do their best work - grounded in clear expectations, collaboration, well-being, and shared responsibility for student success.

2. Recruit and Retain a Diverse, High-Quality Workforce

Maintain low turnover and build a strong talent pipeline by enhancing recruitment strategies, onboarding, mentoring, and retention supports - prioritizing a workforce that reflects the community and meets evolving student needs.





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Strategic Goal #4 (Continued)

3. Invest in Meaningful Professional Learning and Leadership Pathways

Provide robust, job-embedded professional learning that builds knowledge and skills over time, strengthens collaboration, and creates pathways and opportunities for career advancement and leadership development across positions.

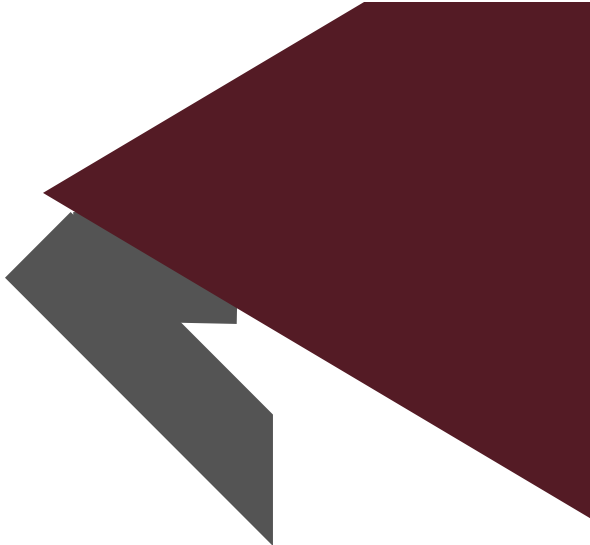
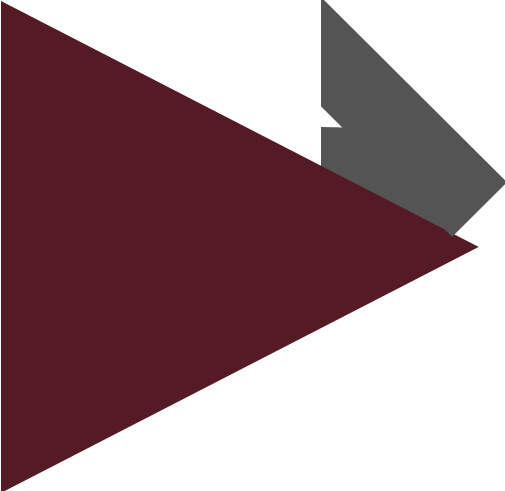
4. Strengthen Recognition, Feedback, and Staff Voice in Decision-Making

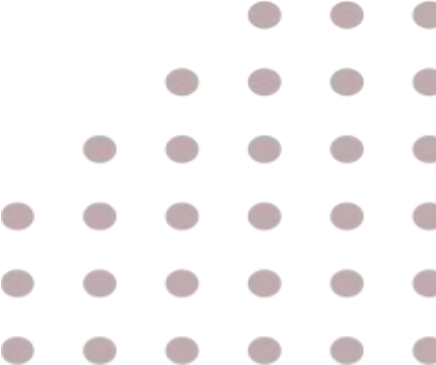
Establish consistent systems to celebrate excellence, gather student and staff input, and provide actionable feedback resulting in follow-through, collaboration, and trust building.





GOALS: NEXT STEPS



- **What is next in the process?**
 - **How will the Strategic Goals be communicated?**
 - **Who will this drive the work during the five-year period?**
 - **What happens if our needs change during the next five years?**
 - **How can we make sure these goals reach the students?**
- 



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How can we make sure these goals reach our students?

Strategic Plan – Goals (5 Year Period)



District Goals (Every Year) – June



School Goals (Every Year) - August



Board Goals (Every Year)





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Thank You for Participating

Students

Community

Staff

Administrators

Board of School Directors





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Thank You!

