

LOWER MERION SCHOOL DISTRICT

STRATEGIC PLAN

2002-2008



Mid-Point Review

September 2005

Lower Merion School District

September 2005

Strategic Plan Mid-Point Review

Introduction

Three years ago the Lower Merion School District Strategic Planning Committee developed a six-year strategic plan that described key strategic goals and actions for the Lower Merion School District through 2008. In compliance with Section 4.13 of the Pennsylvania Chapter 4 Academic Assessment and Standards Regulations the school district is required to complete a *mid-point review* of the progress and accomplishments of the strategic plan to date. The mid-point review process requires that information on progress and accomplishments, revisions of the original plan, and recommendations received from the Department of Education be presented to the Strategic Planning Committee for discussion and approval. The Strategic Plan Mid-Point Review is then forwarded to the Board of School Directors for approval. Finally, the district must submit the approved mid-point review to the Pennsylvania Department of Education by September 30, 2005.

The LMSD Strategic Planning Committee met on August 16, 2005 for the Mid-Point Review. At this meeting the accomplishments of the past three years were presented to the committee and discussed. A recommendation was made to add one more action to Strategic Goal #1. The Strategic Planning Committee then endorsed the Mid-Point Review accomplishments and recommendation.

After a presentation to the LMSD Board of School Directors and approval of the mid-point review, it will be submitted to the Pennsylvania Department of Education.

LOWER MERION SCHOOL DISTRICT

STRATEGIC GOAL NO. 1

Understand and provide for every child.

The Lower Merion School District views children as its most precious resource for the future. Their social, intellectual, emotional, and physical needs determine all aspects of our work. Through a dynamic, fluid process, we strive to understand the unique nature of each child and to provide for a diversity of needs.

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
1. Maximize student achievement through Differentiated Instruction (DI)	1) (a) Continue District-based D.I. staff development program	2002-2008	Coordinator for Individualized Instr. Asst. Superintendent	C/O C/O C/O O	<ul style="list-style-type: none"> • Provided staff development on D.I. for all professional staff. • Trained all <i>new</i> professional staff members in DI and will continue to provide this training for all newly hired teachers • Introducing “Instructional Leadership Cadre” in 2005-06 • Providing staff development opportunities through Instr. Leadership Cadre for new staff & existing staff. [c/o] • Expanded Cadre membership to cover all 10 buildings to provide on-site support. [c/o] • Created monthly “strategy cards” to highlight instructional strategies, brain research related to learning & instruction & best practices. [c/o] • Providing support through a variety of teaching & learning strategies with the use of reading/math specialists and gifted support personnel [o]
2. Know, understand and respect multicultural differences (race, religion, ethnicity, gender, disabilities)	2) (a) Develop a district-wide multicultural staff development program	2002-2008	Asst. Superintendent Building Administration	O C/O C/O	<ul style="list-style-type: none"> • Surveyed all staff about multicultural issues and topics (CARE Survey). Schools developed and implemented individual plans to address staff and school needs. • Held district-wide Diversity In-Service Day (May 2005) for instructional staff focusing on “Listening to Students’ Voices” • Provided training, conferences, and workshops for specific staff about diversity and the academic achievement gap through leadership and participation in the <i>Delaware Valley Minority Student Achievement Consortium</i> in collaboration with fifteen other school districts and the University of Pennsylvania • Offered on-going forum for discussion of diversity topics through CARE Committee • Established the cultural proficiency leadership committee to provide staff development and other opportunities to enhance understanding diversity and related issues. [c/o] • Established book study groups on these issues

Progress Codes: C – Completed O – Ongoing N – Not Yet Started

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
				C/O C/O C/O O O	<ul style="list-style-type: none"> • Implemented building level equity walks [c/o] • Supported the “Young, Black & Gifted” high school seminars. [o] • Established minority initiative in the World Language program to attract and retain minority students. [c/o] • Systemically review minority data to facilitate gifted identification. [o] • Coordinated test prep sessions in the community (at Bethel Academy) to support PSSA achievement. [o]
3. Initiate staff development programs to improve assessment and instruction	<p>3) (a) Facilitate explicit teaching methodologies through on-going content specific professional development workshops, seminars, and activities</p> <p>(b) Design & implement professional development regarding identification & programming for all gifted students</p>	<p>2002-2008</p> <p>2002-2008</p>	<p>Curriculum Services Supervisors Building Principals</p> <p>Coordinator for Individualized Instruction</p>	<p>O</p> <p>O</p> <p>O</p> <p>O</p> <p>O</p> <p>C/O</p> <p>O</p> <p>C/O</p> <p>C</p>	<ul style="list-style-type: none"> • Facilitated a wide range of in-district and out-of-district content specific workshops, seminars, conferences, and activities for professionals • Providing tiered instructional strategy workshops for the staff. [o] • Conducted professional development for administrators to lead staff in identifying formative and summative assessment processes. [o] • Conducted professional development for building staff on data driven instruction. [o] • Implemented high school Classrooms for the Future (CFF). [o] • Offered over 200 technology workshop sessions yearly. [c/o] • Piloted the <i>Nagliari</i> screening for gifted identification • Implemented IEP Writer • Taught Pre-algebra in the Elementary Schools • Planned and implemented thematic units at all levels • Created a CSE / Gifted Brochure describing identification and programming • Increased Gifted Representation of Instructional Leadership Cadre to provide focused staff development opportunities for all staff on instruction for gifted students. [c/o] • Updated Gifted brochure with new Chapter 16 information. [c]
4. Provide a comprehensive student information database	4) (a) Identify all indicators of students progress (b) Establish database (c) Develop and implement procedures to use database (d) Develop and implement a staff training program	<p>Spring 2003</p> <p>Spring 2003 Summer 2003</p> <p>2003-2004</p>	<p>Asst. Superintendent Director of Pupil Services Dir. of Technology</p> <p>Dir. of Technology Asst. Superintendent</p>	<p>O</p> <p>O</p> <p>O</p> <p>C</p> <p>C</p> <p>C/O</p>	<ul style="list-style-type: none"> • Implemented PowerSchool (K-12) student information database; indicators of student progress will be added • Utilized PowerGrade for grading • Offered PowerSchool/PowerGrade staff development both during the school day and after school • Opened PowerSchool parent portal. [c] • Extended the use of PowerSchool to the elementary schools. [c] • Implemented a data-mart, Performance Tracker, to track and monitor students’ academic portfolios. [c/o]

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
5. Develop and implement instructional and assessment programs/practices to ensure Adequate Yearly Progress (AYP) and to narrow achievement gaps					•

LOWER MERION SCHOOL DISTRICT

STRATEGIC GOAL NO. 2

Value an atmosphere in which the educational community works collaboratively to foster the growth of its members.

We create and sustain a supportive and safe educational community where learning is a collective partnership that promotes:

- intellectual growth
- social growth
- emotional well-being
- physical well-being

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
1. Identify and model behaviors for the entire school community to become collaborative, respectful, contributing citizens	1) (a) Define behavioral expectations for students, parents, teachers, administrators, Board, and community (b) Communicate expectations through District Digest, Cable TV and District Web Page, Student Handbooks, District Calendar (c) Develop and implement a plan to respond to unacceptable behaviors	2003	Superintendent Asst. Superintendent	C CC C O O O O O O o	<ul style="list-style-type: none"> • Approved Civility Policy: Board - July 21, 2003 • Communicated Civility Policy to employees, students, and the public via District Calendar, Employee Handbooks, District Website, and Student Handbooks • Incorporated civility training into staff development; Communicated on an on-going basis with LMEA regarding acceptable behavior. • Developed and implemented Administrative Regulations. Disciplinary action is taken if policy is violated. • Established a committee to increase awareness and understanding of alternative lifestyles and nontraditional family structures. [o] • Establish connections with a variety of support groups such as ADL (“No Place for Hate”), Bryson Institute, etc. [o] • Peer Mediation Program initiated fall 2008 to handle employee civility issues
2. Secure community support and partnerships of our educational programs	2) (a) Develop a formal public relations communication plan (b) Create a framework/ vehicle in which community members can become active participants	2003-2004	School and Community Relations Coordinator	CC/O O	<p><i>Strategic Communications/Media Relations</i></p> <ul style="list-style-type: none"> • Provided regular news and information updates to school community and community-at-large through website, cable channel, listserves, publications/letters, parent networks and news media contacts. Compiled nearly 500 individual press releases/advisories/ announcements in 2004-05 (most of any District in PA). • Promoted student and staff accomplishments through District and general media. Stories placed on a regular basis in local newspapers and via regional and national news media.

Progress Codes: C – Completed O – Ongoing N – Not Yet Started

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
					<ul style="list-style-type: none"> • Launched new shared database to track and analyze media coverage. Searchable database now contains more than 400 LMSD-related news stories in digital format from the past three years. Articles/coverage compiled through weekly internal news clippings and Newswatch, a newsmedia tracking service. • Developed and strengthened relationships with media contacts through regular meetings and communication • Handled media response and developed letters/strategic communications for school-related initiatives/developments • Developed and edited all District-level crisis communications documents/letters and handled District response to crises/emergencies with local media. • Responded to all community inquiries via the info@lmsd.org and captialcomments@lmsd.org accounts <p><i>Community Partnerships/Relations</i></p> <ul style="list-style-type: none"> • Represented District at numerous school and community events • Participated in committees/organizations, including Lower Merion-Narberth Community Coalition, LM/H Alumni Association, LMT Cable Advisory Board, LMHS parking committee, Main Line Chamber of Commerce, Pennsylvania School Public Relations Association, etc. • Developed and coordinated District-wide charitable efforts, including Tsunami relief. Supported school-based charitable initiatives, from autism research to Alex's Lemonade Stand. • Organized combined meetings of HHS/LMHS student councils <p><i>LMSDtv/Channel 6</i></p> <ul style="list-style-type: none"> • Implemented SCALA operating system for LMSDtv, increasing functionality of channel and expanding programming opportunities • Expanded LMSDtv content to include original District content, student productions from new video courses and updated event info and community notices • Improved LMSDtv as outlet for promotion of student and staff achievements; utilized scroll and rotating windows to feature stories about and photos of school community members • Worked with Comcast throughout the year to seek improved broadcast quality of Channel 6. Improved clarity for digital cable subscribers. • Partnered with Technology to pilot programming of content through digital video distribution system; this system should be available for full-time use during the 05-06 school year • Partnered with Carnegie Mellon University 'C-MITES' Program to enhance higher order thinking skills. [o] • Established partnership with the Bryn Mawr Film Institute to enhance media literacy. [o]

Progress Codes: C – Completed O – Ongoing N – Not Yet Started

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
3. Foster a positive, supportive and safe environment throughout the school system	3) (a) Evaluate new instrument for student feedback (b) Create or select instruments to measure job satisfaction (c) Respond to work-related concerns	2003-2005	Dir. of Human Resources School Administrator	C N O O	<ul style="list-style-type: none"> • Reviewed Student Feedback Instrument with LMEA and incorporated into new contract without change • Action Plan no longer seen as appropriate • Engaged in discussions with LMEA and LMOSA leadership and addressed concerns as identified via formal and informal procedures • Established a committee to increase awareness and understanding of alternative lifestyles and nontraditional family structures. [o]

LOWER MERION SCHOOL DISTRICT

STRATEGIC GOAL NO. 3

Coordinate district systems to integrate education, technology, information systems, human resources, facilities, transportation, business, and food service

Lower Merion School District works collaboratively to provide efficient, high quality services, and decisions based on:

- common data
- agreed upon, innovative practices
- cutting-edge communication
- strong community stakeholder focus and accountability
- equitable access to resources

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
1. Use technology effectively and efficiently to manage the district efforts	1) (a) Identify areas where additional information data are needed to make informed decisions. (b) Initiate a system design	2004	Superintendent and Cabinet	<p style="text-align: center;">O</p> <p style="text-align: center;">C</p> <p style="text-align: center;">C</p> <p style="text-align: center;">C/O</p> <p style="text-align: center;">C/O</p> <p style="text-align: center;">O</p> <p style="text-align: center;">O</p> <p style="text-align: center;">C</p> <p style="text-align: center;">C</p>	<ul style="list-style-type: none"> • Initiated a new student information system, PowerSchool, for attendance, grading, report cards, scheduling, etc. • Initiated a new Human Resources system, KRONOS • Implemented Global Connect emergency calling system. [c] • Strategically increased student access to technology including implementation of high school one-to-one student laptops. [c/o] • Incorporated MyLearningPlan district-wide database for all staff development related activities. [c/o] • Piloted the use of online course management systems for staff development and supplementary student use (Moodle, StudyWiz, etc.) [o] • Piloted the use of online course delivery (Virtual High School). [o] • Implemented centralized security management system offering video and access control (Lenel on Guard System). System runs on District network. Hardware (camera, etc.) can be added using non-proprietary vendors. • Implemented comprehensive video monitoring of high school entrances/exits and access controls for administration
2. Improve the efficiency of administrative processes	2) (a) Identify which functions should be performed on-line (b) Establish standards requirement to use network functions such	2004	Director of Technology Director of Human Resources Superintendent Cabinet	<p style="text-align: center;">O</p> <p style="text-align: center;">O</p>	<ul style="list-style-type: none"> • Developed Web Event calendar for LMSD website • Provided shared folders for staff • Expanded district-wide use of email, calendars, meeting planner • Added on-line teacher substitute procurement system, e-boards, and on-line applications for staff participation in Technology Workshops and Summer Curriculum Workshops

Progress Codes: C – Completed O – Ongoing N – Not Yet Started

January 8, 2009

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
	as calendar, folders, meeting planners, shared folders (c) Train administrators on functions		Director of Technology	O C/O	<ul style="list-style-type: none"> • Offered staff development both during the school day and after school • Continue to automate processes through MyLearningPlan. [c/o] • Instituted on-line application process for position vacancies which minimized letters to applicants • Instituted on-line paper screening process for professional applicants • Coordinate data between Kronos and PS • Implement key cards in administration building • Implemented ID badge/timecard system and on-line access to accruals
3. Develop budgets which have a minimal effect on local tax increases	3) (a) Evaluate budget process	2002-2003	Business Manager	C/O	<ul style="list-style-type: none"> • Prepared and adopted budgets to minimize local tax increases
4. Use the on-line Curriculum Management System	4) (a) Analyze current capabilities (b) Make recommendation for refinement (c) Train staff on system (d) Post lesson plans and/or units for intranet use	Summer 2003 Summer 2003 Fall 2003/2004 Ongoing 2002/2007	Assistant Superintendent	O N O O O	<ul style="list-style-type: none"> • Revised and entered all curriculum areas into current online curriculum management system • Piloted Curriculum Mapping and analyzing this application for future curriculum development • Provided access to lesson plans and units through eBoard and technology web pages • Edit accomplishment bullet on above to read “<i>Provided access to and ability to create lesson plans and units through CurricuPlan.com.</i>” [o] • Developing a rubric for district exemplars for district units and lesson plans. [o]
5. Provide parents & teachers with on-line access to information	5) (a) Decide what information should be available such as special event activities in school (b) Annually evaluate electronic & traditional communication vehicles and improve as needed	2004-2007	School and Community Relations Coordinator Superintendent Dir. of Technology	O O	<ul style="list-style-type: none"> • Provided access to student information for teachers and administrators through PowerSchool. A parent portal is planned. • Generated a 200% increase in web traffic/use over 2003-04 through expanded and enhanced online content. (Since 2003, web traffic is up by more than 500%). • Generated more web postings and updates than any district in the state of Pennsylvania, including the Philadelphia School District (with a communications staff of 23) during the 04-05 school year. Only District in PA to feature a new photo story online for each day of the school year. • Organized and managed a comprehensive review of website inventory, functionality and use. Partnered with/managed LMSD Webmaster and contracted design consultant to initiate website re-development. This process is ongoing and launch is expected in early 2005-06. • Worked with Technology to pilot, integrate, provide staff development for and manage new “WebEvent” online calendaring tool for entire District

Progress Codes: C – Completed O – Ongoing N – Not Yet Started

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
				C/O C/O C/O	<ul style="list-style-type: none"> • Promoted website through cross-platform opportunities (cable, print, media, etc.) • Established teacher developed webpages for parents and students to access. [c/o] • Posting online teacher resources for instruction and technology support (Cyber Center). [c/o] • Implemented redesign of district website. [c/o]
6. Implement opportunity for using video conferencing as a means of communications in addition to instruction	6) (a) Decide on pilot sites (b) Implement video pilot	2003-2007	Dir. of Technology	C C C/O	<ul style="list-style-type: none"> • Purchased video conferencing units for each building • Provided staff development for use of the videoconferencing units • Provided support through technology staff • Implementation of video conferencing has expanded to over 100 sessions per year to enhance and extend the instructional experience for all students. [c/o]

LOWER MERION SCHOOL DISTRICT STRATEGIC GOAL NO. 4

Create meaningful dynamic curriculum

We are committed to providing an education rooted in a balanced curriculum that encompasses knowledge, skills, application, real world experiences, and critical reflection. Our curriculum celebrates diversity and values student feedback and assessment. We incorporate rigorous national and state standards and use innovative instructional practices.

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
1. Complete the five-year curriculum cycle	1) (a) Write standards based curriculum for: -ESL -Social Studies -International -World Language -Library -Music	2003 2003 2003 2004 2004 2004	Asst. Superintendent Supervisor of Humanities Dir. of Technology Supervisor of Science and Tech. Ed. Supervisor of Literacy Supervisor of Humanities	C	<ul style="list-style-type: none"> • Developed standards based curriculum for all subjects • Developed a revised secondary curriculum development cycle through 2010. This new cycle allows for increased time for curriculum study and development prior to implementation. • Began to plan for a new elementary curriculum development cycle
2. Develop & select assessments to measure student mastery of local, state, national, and international standards	2) (a) Write curriculum based assessment to measure student achievement of the districts' curriculum (b) Review standardized testing data with curriculum to inform instruction	In conjunction with the five-year curriculum cycle	Asst. Superintendent Curriculum Supervisor Principals	O O C/O	<ul style="list-style-type: none"> • Developed, selected, and implemented district-wide common assessments in literacy and mathematics • Reviewed and analyzed standardized test data, including PSSA, ERB and other standardized measures, to inform program development, classroom instruction, student supports, and summer programs • Implement 4-Sight test to inform instruction and to determine standard gaps in curriculum at key grade levels. [c/o]
3. Ensure instruction is aligned with Standards	3) (a) Develop articulated standards for classroom observation	2002-2005	Asst. Superintendent Curriculum Supervisor Building Administrators Coordinator of Individualized Instruction	O C/O C/O O	<ul style="list-style-type: none"> • Developed standards based curriculum in every subject and posted on web-site • Revised the teacher observation and evaluation process per the new LMEA contract. PDE evaluation forms will be used in the observation and evaluation process beginning in 2005-06. • Revised information relating to evaluation components for newly hired staff. [c/o] • Provided rubrics on instructional strategies as self-assessment tools. [c/o] • Established consensus mapping process to align curricula and create common assessments. [o]

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
4. Create a meaningful integrated senior culminating project	4) (a) Evaluate the effectiveness of the senior project and make appropriate recommendations (b) Implement the senior project (c) Develop rubrics aligned with subject area standards	2002 2003 2003-2004	Asst. Superintendent High School Principals Coordinators of Sr. Project	C C O	<ul style="list-style-type: none"> • Studied the effectiveness of the Senior Project through a Senior Project Study Committee that was composed of staff members from LMHS, HHS, and central office. Surveys and interviews were conducted and senior projects were evaluated. • Determined that both high schools have high quality goals for the Senior Project and have processes in place for guiding students in pursuing and completing the Senior Project. Both schools continuously are making improvements to the program to meet the needs of the students and to achieve the goals of the program. • Senior Project delivery has been adapted to provide a consistent experience at both high schools. [o]
5. Develop a 3 yr. Master district-wide staff development plan	5) (a) Coordinate staff development initiatives (b) Work collaboratively with SDC, LMEA, Building Leadership	June 2003	Asst. Superintendent Curriculum Supervisors Dir. of Technology Building Administrators	O O O	<ul style="list-style-type: none"> • Revised the Act 48 Professional Development Plan (2005-2008) in Spring 2005 for submittal to PDE in September 2005 • Continue to work to improve the coordination of staff development initiatives across the district • Created an updated professional development plan to align with the PDE 'Standards Aligned System' (SAS) and use of data informed decision-making. [o]

LOWER MERION SCHOOL DISTRICT STRATEGIC GOAL NO. 5

Cultivate additional funding and other resources to support the educational program

We are committed to developing and implementing a long-term strategy for identifying additional resources within and beyond our community to support our robust educational programs including:

- human talent
- additional funding resources
- partnerships with business, non-profits, and other educational institutions

These additional resources will enable us to improve continually our tradition of excellence in education.

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
1. Create a comprehensive development plan through which a permanent and increasing endowment will provide supplemental funding	1) (a) Establish methods for raising funds to supplement the operating expenses of the district and to offset costs for capital expenditures (b) Secure restricted and/or unrestricted gifts (c) Determine staffing needs	2002-2003	Superintendent	C	<ul style="list-style-type: none"> • Reviewed and identified model school foundations and provided recommendations for foundation development to Board Development committee • Identified and contracted with development consultant (Bob New & Associates) to initiate foundation launch
2. To establish an educational foundation to oversee and manage the development activities in the district	2) (a) Establish by-laws of the educational foundation (b) Plan methods of educating district stakeholders (c) Establish and select a foundation board	2002-2003 2002-2003	Superintendent	O O	<ul style="list-style-type: none"> • Formally engaged in creation of by-laws for new foundation • Coordinated Foundation Board search process • Initiated foundation development and worked with legal consultant to file for 501c3 status
3. Encourage individuals or groups to contribute to program or capital needs	3) (a) Secure restricted or unrestricted gifts	2002-2007	Superintendent	N	

Progress Codes: C – Completed O – Ongoing N – Not Yet Started

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
4. Increase the district's partnerships with business, non-profits and other educational institutions	4) (a) Publicize the districts interest in increasing partnerships (b) Establish clear criteria for purposes and intended outcomes	2002-2007	Superintendent Asst. Superintendent District Administration	<p>O</p> <p>O</p> <p>C/O</p> <p>C</p>	<ul style="list-style-type: none"> • Promoted LMSD as “film-friendly” venue/destination for production companies through registry with the Greater Philadelphia Film Office. Generated nearly \$5K for District in 2005 through use of facilities for TV advertisement and feature film location shoots. • Explored and identified e-commerce solution for District website. With re-launch of the site, lmsd.org will feature online commerce functionality, enabling an online store, payment and fee collection services, etc. • Generated \$10,000 in funds for LMSD technology/communications projects through successful application for PA House grants. New equipment will bolster high school TV studios and District production capabilities. • Applied for, received and implemented Classrooms for the Future grant (over \$700,000). [c/o?] • Applied, received and implemented Verizon grant (\$10,000) to establish and support computers and local network for tutorial purposes at Bethel Academy. [c]

LOWER MERION SCHOOL DISTRICT

STRATEGIC GOAL NO. 6

Provide facilities to ensure high quality educational programs

High quality facilities are necessary to support a high quality educational program. The facilities are designed to be flexible, with form following function. A state-of-art network infrastructure is an integral component of the buildings. The facilities provide a comfort level as well as a secure, healthy learning environment. Ongoing capital improvement and maintenance programs reflect our commitment to deliver the best educational program in the most conducive environment.

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
1. Evaluate the ability of district facilities to accommodate change and provide for optimal learning environments	1) (a) Prepare an inventory of available space for all existing facilities (b) Develop a long term redistricting plan to maintain enrollment balances at the elementary schools. Determine and report annually to the School Board on the need to redistrict.	2003-2007	Dir. of Operations Superintendent Asst. Superintendent High School Principals Dir. of Operations Business Manager Dir. of Technology	C N O C/O	<ul style="list-style-type: none"> • Began creating inventory of spaces. Approximately 50% complete. Now completed – was used in preparing for redistricting ▪ Not an active goal until 2005-06 • Provide input to effectively plan and design new high school facilities for instructional purposes. [o] ▪ Created music labs for both middle schools and plan for high school to follow. [c/o]
2. Complete the current Capital Program	2) (a) Continue the program to design and construct improvements to GL, PV, MR, HH and LM (b) Continue and refine processes to receive community input	Start GL, PV, MR Sept. 03 Continuous throughout program	School Board, Superintendent, Business Manager, and Dir. of Operations	C O O O	<ul style="list-style-type: none"> • Closely monitored the design, bidding, and construction for the three elementary schools (GL, MR, PV) to insure educational requirements were met while controlling change orders. Projects have been completed mostly on schedule and are currently on budget. The Operations Department has devoted thousands of man-hours of work to support phase changes and September school openings in 2003 and 2004 to insure students and staff had fully functioning spaces. • Supported efforts to upgrade facilities for the high schools. The CAC recommendation for two new schools of equal size has been approved, the educational specifications have been developed, designs have begun and a favorable zoning code change was obtained to facilitate constructing state of the art schools to meet our educational requirements. District committed to creating High Performing Schools, using LEED certification as a benchmark for success. • Actively seeking sites to relocate Operations Department activities away from the two high schools • Continued to seek community input throughout the process by means of special public meetings and the formation of Building Advisory Groups for each school

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
3. Establish an on-going preventative maintenance plan and capital improvement program	3) (a) Implement a maintenance management system (CMMS) (School Dude) (b) Conduct periodic facility assessments and incorporate the results into a 5 Year Plan (c) Prepare and recommend projects for inclusion each year from operating & capital budget	Dec. 03 FY 04	Dir. of Operations Business Manager	C O O C/O O O O O	<ul style="list-style-type: none"> • Began to use computerized maintenance management tool (SchoolDude) but have not made full use to schedule and accomplish preventive maintenance. Have made more use of School Dude - refinements continuously on-going • Engaged in more preventive maintenance. Have accomplished roof cleaning and inspections in fall 04 and spring 05 for almost all buildings. • Planned Summer Maintenance Schedule-- for 2005 includes detailed planning for boiler maintenance, HVAC filter changes, fire alarm/smoke systems, fire sprinkler systems, flush of domestic water systems, and kitchen equipment. • Have recommended and implemented projects each year. • Created position (through attrition) exclusively devoted to HVAC PM work. All filters are now changed regularly and units are cleaned, lubricated, etc. Vast improvement. • Other preventive maintenance activities have been improved – boilers (summer), kitchen equipment, fire suppression systems • Significant improvements remain to be made in rood inspection and cleaning, storm sewer cleaning and more • Have produced a 5 year plan (2006) but did not update in 2007/208. Plan to update for 09/10 budget cycle. Have done little in the way of periodic systematic facility assessments. Projects are developed based on known deficiencies – or as outlined in reports by consultants engaged to investigate problems. Also driven by curriculum changes.

LOWER MERION SCHOOL DISTRICT

STRATEGIC GOAL NO. 7

Establish flexible use of the members of the learning community: “Tapping all Talents”

All members of Lower Merion School District’s community bring a wealth of diverse expertise, knowledge, culture, and resources to the school experience.

The fluid and interchangeable use of talents, skills, and experiences enhance the growth and fulfillment of all.

Roles and responsibilities are dynamic and ever-evolving to meet the needs of everyone in the learning community.

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
1. Develop a system to recruit, retain, develop and evaluate high quality staff	1) (a) Identify a school-based and community cultural profile (b) Develop a plan for alternative career paths for teachers	2003-2005	Dir. of Human Resources Superintendent	O O C	<ul style="list-style-type: none"> • Created profile of “highly qualified teacher” • Implemented recruitment system – the Virtual Employment Center was initiated in January 2004; print, radio, and internet used to recruit passive as well as active job seekers. Increased use of technology for recruitment. • Targeted recruitment for increasing diversity: Minority Recruitment Fairs, targeted advertising; networking key contacts; targeted print ads • Evaluation plans for professional, support, LMOSA revised – new plans implemented • Eliminated this Goal and language from LMEA contract by mutual agreement
2. Encourage and provide opportunities and support for staff members to reach beyond their defined roles	2) (a) Provide new opportunities for teacher leaders (b) Develop a plan for support staff involvement beyond traditional roles	2002-2007	Superintendent Asst. Superintendent Directors, Principals and Supervisors	O N O C/O O	<ul style="list-style-type: none"> • Added and expanded positions that promote teacher leadership including: Tech Mentor Program; Tech Facilitator Program; Teacher on Special Assignment positions: Math Specialists (5), Education Technology Facilitators (2), Special Education Out-of-District Students (1), Individualized Instruction/DI Specialist (1) • Instructional Leadership Program (Level I) initiated September 2005; Level II was initiated September 2007 • Aspiring Leader Program will be implemented Spring 2009 • Support staff have been employed as coaches, activity sponsors, mentors • Increased participation in the instructional leadership cadre with gifted support and special education staff participating along with regular education staff to better meet needs of district professionals at all levels. [c/o] • Added Level II Tech Mentors to provide additional leadership for Tech Mentor program. Level II mentors present at PETE & C each year. [o]

Progress Codes: C – Completed O – Ongoing N – Not Yet Started

Objectives/ Action Plans	Activities/ Action Steps	Timeline	Person(s) Responsible	Progress Code	Accomplishments
				C C	<ul style="list-style-type: none"> • Increased technology curriculum support position to full time at both high schools. [c] • Additional math specialists to create one at each school. [c]
3. Create opportunities for all learning community members to interact in non-traditional ways	3) (a) Identify and communicate opportunities through district web page, cable and District Digest	2003-2007	Superintendent Dir. Of Human Resources	O	<ul style="list-style-type: none"> • Opportunities for employees communicated via email, website, and postings