



# **THREE-YEAR STRATEGIC PLAN 2023-2026**



**LANCASTER  
MENNONITE**

FAITH • EDUCATION • COMMUNITY



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## SUPERINTENDENT'S LETTER

# TO THE LANCASTER MENNONITE COMMUNITY,

I want to express my heartfelt gratitude to our community of students, employees, families, churches, businesses, board members, alumni, and constituents for your ongoing support and commitment to Lancaster Mennonite School's (LM) mission to provide a high-quality, Christ-centered education.



Over the past 80 years, LM has served students emphasizing the love of Jesus and fostering a learning environment where every student feels cherished and valued. Due to our long-term commitment to educational excellence, we embarked on a collaborative journey to develop a strategic plan that embodies continuous improvement and guides our actions over the next three years.

This strategic plan is a dynamic document that outlines our strategic goals in six key standards. Through teamwork, we have developed strategic goals and Key Performance Indicators (KPIs) to ensure that our strategic plan remains vibrant and responsive to the evolving needs of a unified campus.

The strategic plan reflects and encompasses LM's mission, vision, and values, and incorporates valuable feedback from our community and other data sets. It serves as a roadmap to inspire and support every student in reaching their full potential holistically.

This document is a brief overview of the plan. We have detailed action steps for each team along with a timeline that will move us toward these practices and strategic priorities. If you are interested in getting a detailed copy, please let me know.

Please keep LM in your prayers as we embark on this transformative journey over the next three years, witnessing the realization of our strategic plan's goals. And we trust in God, in Him who is able to do immeasurably more than all we ask or imagine, according to His power that is at work within us, to Him be the glory for ever and ever (Ephesians 3:20-21)!

With gratitude and anticipation,

Dr. Michael Badriaki  
Superintendent

# MISSION

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Lancaster Mennonite School provides PreK-12th grade education in a diverse community that nurtures students to become creative and innovative learners who are prepared for college, career, and life. Centered in Christ and committed to educational excellence, students are empowered to change the world through Christ-like love, peacemaking, and service.



# VISION

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LM will be a leader in PreK-12th grade educational experiences of excellence and character. Through local and global connections in a Christ-centered community lives will be transformed and our world changed.

# CORE VALUES

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**TOGETHER WE WILL**

<b>SEEK JESUS</b> <i>Wholeheartedly</i>	<b>BUILD</b> <i>Bridges of Peace</i>	<b>NURTURE</b> <i>Curiosity &amp; Creativity</i>
<b>LIVE</b> <i>Compassionately</i>	<b>CULTIVATE</b> <i>Global Citizens</i>	<b>EMPOWER</b> <i>Lifelong Learning</i>

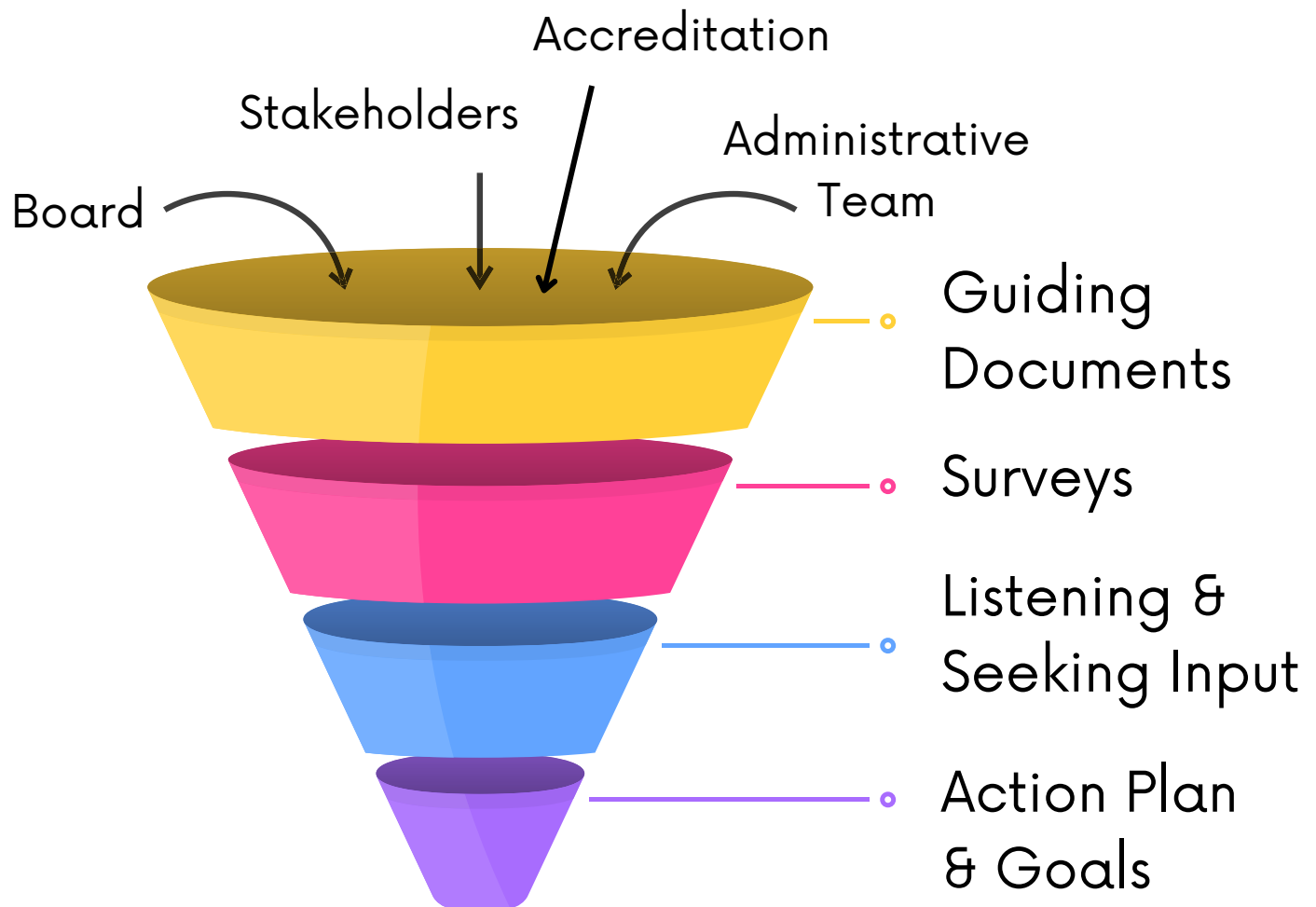
**CHANGE THE WORLD**

 **LANCASTER Mennonite**  
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# FLOW CHART

## Governance & Operations



Using the input of our Board, Stakeholders, Administrative Team, and the Accreditation process, we used data from our Guiding Documents, information gathered from Surveys and intentional listening to develop our Six Strategic Priorities as well as Action Plan and Goals.

# STRATEGIC PRIORITY #1: CULTURE OF SUCCESS



## STANDARD

In a Christ-centered approach, we will intentionally and collaboratively co-create a positive and engaging culture for students, faculty, and staff in our ongoing unification in alignment with LM's values.

## PRACTICES

- **A) Commitment to LM's Core Values:** We are committed to pursuing our mission and values in all we do.
- **B) Valuing Culture:** We are intentional about appreciating culture and creating a Culture of Care consistent with mission and values.
- **C) Communications:** We practice effective, honest, and open communication.
- **D) Conflict Resolution and Restorative Approach:** We create and value processes for consensus building and healthy conflict resolution.

**Cooresponding LM Core Value -**

**Seek Jesus Wholeheartedly**

## CULTURE OF SUCCESS COMMON ASSESSMENTS

By June 30, 2026, we will exhibit a unified, systemic, evidence-based approach to living out LM's Anabaptist values, creating safe school cultures of care and climates that provide the necessary conditions for student academic success, restorative practices, and faculty and staff positive morale.



# STRATEGIC PRIORITY #2: USE OF DATA



## STANDARD

LM uses several bases of evidence related to student learning and instruction, including standards, assessment results, and data showing growth, to inform our system-wide goals for effectiveness, student achievement, and continuous improvement.

## PRACTICES

- **A) Data-Informed Decision-Making:** We use data effectively to support evidence-based decision making, consistent with our culture of care.
- **B) Analyze Data to Identify Best Educational Practices:** We use data to inform, evaluate and modify educational practices.

**Cooresponding LM Core Value -**  
**Empower Lifelong Learning**

## USE OF DATA COMMON ASSESSMENTS

By June 30, 2026, establish a system-wide approach that standardizes and implements effective and appropriate assessments for all students aiming for LM's graduate profile and student achievement.



# STRATEGIC PRIORITY #3: HIGH EXPECTATIONS



## STANDARD

LM fosters high expectations and nurtures student potential by supporting instructional leadership, student engagement, agency, responsibility, reflective practice of achieving their holistic goals, academic excellence, discipleship, and continuous learning for faculty and staff.

## PRACTICES

- **A) Support Instructional Leadership:** We guide and support faculty and students in holistic academic achievement and continuous learning with commitment to human development through Christ-centered faith, intellect and character growth, athletics, fine arts, global and cross-cultural learning experiences.
- **B) Student Engagement:** We create a student-centered community of practice in which students thrive.
- **C) Quality of Effort and Work:** We strive for the highest quality of instruction and student accomplishment, and nurture the God-given potential of each student.

**Cooresponding LM Core Value -**  
**Nurture Curiosity & Creativity**

## HIGH EXPECTATIONS COMMON ASSESSMENTS

By June 30, 2026, establish a system-wide approach that implements consistent and effective implementation of instructional practices for learning opportunities for all students for student achievement.





# STRATEGIC PRIORITY #4: PROGRAM REVIEW



## STANDARD

LM values effective curriculum design, quality standards-based instruction, aligned curriculum, well-structured lessons, and continuous improvement while cultivating a shared mission for students that allows learning and teaching to be a transformative experience.

## PRACTICES

- **A) Program Design for Community and Individual Improvement:** We pursue a holistic process of intentional continuous improvement of both vertical and horizontal alignment.
- **B) Professional Core Foundation:** We create the conditions for faith and learning integration based on the foundation of our mission and values.
- **C) Subject Matter Content and Pedagogy:** We strive to implement the best academic content and educational methodology, interscholastic and extracurricular activities to create a competitive educational environment.

**Coresponding LM Core Value -**  
**Empower Lifelong Learning**

## PROGRAM REVIEW COMMON ASSESSMENTS

By June 30, 2026, collaboratively strengthen LM's system that ensures that faculty and administrators school-wide are using standards-aligned curriculum and assessments to monitor students' achievement.



# STRATEGIC PRIORITY #5: GROWTH



## STANDARD

Together we will promote learning and invest in growth by developing and executing effective plans, procedures, actions, and operational systems to increase enrollment, recruitment, retention, fundraising, student safety, and students' emotional, physical, social, and spiritual well-being.

## PRACTICES

- **A) Increase Enrollment:** We pursue a multi-channel approach to increased enrollment.
- **B) Effective Fundraising:** We develop effective measures to maximize resources for student programming and school operation.
- **C) Allocation and Use of Resources:** We plan for wise stewardship of all resources to meet instructional goals and support teacher needs.
- **D) Data and Feedback:** We use both data and feedback to assess the success of funding and program decisions.
- **E) Feasibility and Assets:** We design a long-range plan aligned with a completed Feasibility Study addressing LM's stewardship and sustainability.

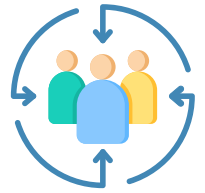
**Cooresponding LM Core Value -**  
**Cultivating Global Citizens**

## GROWTH COMMON ASSESSMENTS

By June 30, 2026, develop a strategic vision for the future which will guide LM as we seek opportunities to grow, acknowledging current trends and future challenges faced by the school in our current context.



# STRATEGIC PRIORITY #6: STAKEHOLDER ENGAGEMENT



## STANDARD

LM cultivates strong relationships by maintaining and building bridges of peace with stakeholders for the learning and achievement of all students, all faculty, staff, and the administration. Therefore, LM is committed to demonstrating gracious hospitality, aligned effective communication, partnerships with families, churches, community-based organizations, and all stakeholders in support of the school's mission and values.

## PRACTICES

- **A) Communicate Effectively and Strategically:** We plan for communication that is effective and meaningful with internal and external stakeholders.
- **B) Data:** We utilize data to create and maintain an effective digital communication system.
- **C) Public Perception:** We are mindful of creating a true and positive understanding of LM in the public arena.

**Cooresponding LM Core Value -**

**Live Compassionately & Build Bridges of Peace**

## STAKEHOLDER COMMON ASSESSMENTS

By June 30, 2026, implement stakeholder engagement activities as part of an identified road map, integrating relationships with parents, students, faculty, staff, administration, donors, and other community partners and ambassadors.







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Approved by the Board 6/28/23