

# STRATEGIC PLAN WRITING COMMITTEE

SAU #2 - Humiston Conference Room

103 Main Street, Meredith, NH

July 30, 2025

5:30 p.m. – 7:30 p.m.

## AGNEDA

**I. Welcome**

**II. [Review notes of July 23, 2025, meeting](#)**

**III. [Review draft of Purpose, Mission, and Vision](#) (Core Values will be hand carried to the meeting)**

**IV. Individual review of draft Purpose, Mission, Vision, and Core Values**

**V. Group breakout sessions to provide feedback on draft Purpose, Mission, Vision, and Core Values**

Note: After reflection, the Purpose, Mission, Vision, Core Values document is a governance document for the School Board, which is why the draft is written at a higher level than grade 8. We can discuss further at Wednesday's meeting.

**VI. Strategy Goals Brainstorm**

**VII. Other**

**VIII. Next Meeting**

Wednesday, August 6, 2025

### **Reference Materials: (make all links)**

- [Group Agreements Finalized](#)
- [Current Mission, Vision, Core Values](#)
- [Draft Vision of a Laker](#)
- [Practices, Goals, Focus Areas](#)
- [Previous Strategic Plan](#)
- [Spring 2025 Community Engagement Summary](#)

## **Strategic Plan Writing Committee**

- ❖ **Meeting Dates/Location** - 7/30 & 8/6 - 5:30 pm - 7:30 pm PLUS Homework before & after meetings; Humiston Building Conference Room.
  - [Google Meet link if needed.](#)
- ❖ **Note** - Deli sandwiches, water, "sweet treats" will be provided

### **Purpose of Strategic Plan Writing Committee:**

- ❖ Create updated draft Vision, Mission, Core Values
- ❖ Create Draft five-year strategic goals with target metrics
  - It is important that the Strategic Plan Writing Committee stay focused on the overarching goals and avoid getting into the "weeds" of how the goals will be met. Specific plans to address strategic goals and ultimately, how to reach desired target metrics will be drafted by the Administrative Team.
- ❖ Assist with presenting DRAFT materials to stakeholders for feedback, respond to feedback with revisions, if necessary, and present Final DRAFT Strategic Plan to School Board for consideration (December 2025)

**Timeline** - Draft Completed 8/6 (May adjust, if needed.)

### **Things to keep in mind:**

- ❖ This work will be an iterative process; we will brainstorm many ideas, which will be worked and reworked until we have a final cohesive draft.
- ❖ "Rabbit holes" take us off course and limit our ability to meet our goal of a draft completed by 8/06.
- ❖ Less is often more; aiming to keep things as simple as possible and avoiding language that is not understood by all will produce a better product.

**Strategic Writing Committee Notes**  
**Humiston Building – Conference Room**  
**103 Main Street, Meredith, NH**  
**July 23, 2025**  
**5:30 p.m. – 7:30 p.m.**

**Present:**

**Strategic Plan Writing Committee Members**

**Present:**

Kim Amicangioli, Parent  
Louisa Cartier, Parent  
Siobhán Connelly, School Board Member  
Sawyer Evert, Student Representative  
Jocelyn Judge, Staff Member  
Lisa Holiday, Director of Student Services  
Sarah Larrabee, Parent  
Mary Moriarty, Superintendent  
Jim Mykland, Community Member  
Kim Spencer, Parent  
Nancy Starmer, School Board Member  
Edward Twaddell III, School Board Member  
Benjamin Yolda, Parent

**Strategic Plan Writing Committee  
Members Absent (with notice):**

**I. Introductions**

Group members introduced themselves.

**II. Breakout Groups**

The Strategic Plan Writing Committee worked on brainstorming individually and in small groups: What the Inter-Lakes School District does and for whom? What the Inter-Lakes School District desires to achieve in the long run? And beliefs, philosophies and principles that drive Inter-Lakes School District.

[Click here](#) for brainstorming notes.

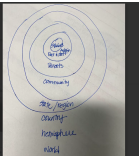
**III. Mission, Vision, and Core Values**

Mrs. Moriarty will work on drafting Mission, Vision, and Core Values for the next meeting.

**IV. Draft Framework**

Mrs. Moriarty shared a draft framework for how goals and action steps may be presented. Discussion ensued.

| What does ILSD Do & for Whom?  | ILSD desired achievements in long run?   | Beliefs, Philosophies, Principles that Drive ILSD  |  |  |
|--|--|--|--|--|
| What? Provide "high quality" education in a safe environment learning environment (meets needs - intellectual, social, emotional, & physical) Who? Students & Staff (in partnership with the community).   | Measurable - X% graduation rate; attrition % (x), "magnet" idea (students & staff), academic scores (x), school ranking within NH.   | Insert skills for success here ("Picture of a Laker") by fostering resilience, critical thinking & problem solving, effective communication, collaboration & teamwork, adaptability & teamwork, adaptability & flexibility, self-regulation & time management.   |  |  |
| Whom: Students to Global Community (circle students center move out to global community).  | Culture of Excellence - attrition; retention faculty & staff.  |  |  |  |
| Anchor for the Community; Attract & retain staff; staff embody school culture; nurture potential of each child, positive learning environment; provides education for all learners; share responsibility.  | Happy place to work; create critical thinkers, students able to communicate with peers, coworkers; provides extracurricular; a desire to serve community/families around us; well-rounded engaged citizens; include citizens, parents, community in learning; *flexible/nimble with goals. | Create space for acceptance/sharing of student beliefs; All students have right/opportunity for success, feel supported; Teachers should feel daily support/care as they daily address needs/emotional & educational of students; Purpose is to create responsible/respectful learners.  |  |  |
| We are an anchor(s) for our communities; We nurture the potential in each student by providing ???, excellence, respectful...environment; We attract & retain faculty & staff who embody/have a sense of responsibility to the school culture/mission.   |  |  |  |  |
| Students - ???; Non-parent Community Members - Responsibility with funds; Parents; ILSD Employees (Teachers & Staff); Town, State, Nation, World (external "consumers" of our "product"; nurture potential each child.   | Fiscal predictability & stability; physical plan is well maintained and provides necessary capabilities; culture of excellence (students, teachers, staff); proactive (vs. reactive) staff, board, etc.  | Every student holds a unique combination of strengths and weaknesses; communication (two-way) is imperative to supporting student success; Parents, Community, School: together are the educational "force" of most effect.  |  |  |
| Safe educational environment; safe, clean, supportive, secure facilities/learning environment; Instill 6 core values; students - prepare for next stage of educational journey; skills for success; community - provide future community members with skills and values; provide opportunities for community service & engagement; reasonable school budget; graduates/alumni - pride of alma mater; staff - provide a safe, secure, and fair bonded supportive workplace; provide room for career advancement; teachers - provide a safe secure and fair bonded supportive workplace; provide continued education support and career mentoring. | Forward thinking budget; alumni succeeding in next steps; intentional and deliberate technology use; community buying/support ownership of schools; community involvement; well rounded educated engaged citizens; safe welcoming environment.   | 6 core values; 6 skills for success; competency-based teaching & learning; evidenced-based personal instruction; varied opportunities - sports and co-curriculars and work/technical career prep; teaching individuals - help everyone be a learner; safety physical and mental (supporting mental health balance); flexibility in district goals.         |  |  |
| Create the future through education serves children, families, community, country; anchor for community - nurture each child's potential.  | capable, empathetic, adults who contribute to larger society.  | hiring and sustaining highly qualified staff, encourage critical thinking, encourage failure, embrace all children & families regardless of age, sex, gender, socio-economic; evidence based curriculum; consistency; overall well-being (in conjunction with families; knows not the same for everyone); more carrots and less sticks; Vision of a Laker. |  |  |
| Fosters social, academic, and sportsmanship opportunities for the children of our communities; use evidence-based curriculum   | Through exemplary stewardship, produce, conscious stewards of the environment & community. Graciously receive all children.  | Respect each child's inherent gifts; respond to the needs of children, families, & community; continually seek engagement with it's community.   |  |  |

|   |  |   |                                  |   |
|---|--|---|----------------------------------|---|
| Offers rich experiences to drive intellectual thought; prepares and challenges our students to positively impact the human experience.  |  | Assist students to be ready to learn; Provide a supportive & safe environment; meets every student where they are; offers enriching experiences to drive intellectual thought; supports the interests and fosters new ones of our students; prepares students to engage with and support their chosen communities intellectually or physically.     | Note- we do not produce products |  |
| positive learning environment for students; infrastructure for community.   |  |   |                                  |   |
| By law, all students within an age range; special needs; community(ies); educate; prepare; safety; wellbeing.   | Well rounded, educated, engaged, citizens in a safe, learning environment.   | What is best for students: Proper staffing; safe environment; sufficient choices; different styles and types of learning; awareness of outside/bigger world; student engagement.  |                                  |   |
| Staff; Inter-Lakes provides a safe environment.   | ILSD desires to increase involvement in its community; increase enrollment.  | Proper time management is very important; perseverance is also immensely important; a learning environment should be safe and with little distractions.   |                                  |   |
| We feel that as a school district it is important to ensure a proper education to be administered to the youth whether that be via teaching life skills or emotions.  | By supplying students with quality education while maintaining a safe environment.   | We produce competent young adults who may excel in any given field they pursue, while also showing abilities in time management; enroll your child in the Inter-Lakes School District.  |                                  |   |
| Students - special education; prepare for next state of educational journey; skills for success; safe clean supportive secure facilities/learning environment; instill community agreed upon values - 6 core values; community - provide future community members with skills and values; provide opportunities for community service and engagement; reasonable school budget; graduates/alumni - pride of Alma Mater; staff - provide a safe, secure, and fair ??? supportive workplace; provide room for career advancement; teachers - provide a safe secure and fair bonded workplace supportive; provide continued education, support and career mentoring. | Well rounded, educated, engaged citizens; safe welcoming environment; forward thinking budget; alumni succeeding in next stage; intentional deliberate and explicit technology use; flexible, nimble goals; community buying/support ownership of schools - community involvement. | 6 core values & 6 skills for success personal - competency-based teaching & learning; evidence-based instruction; varied opportunities - sports and co-curriculars and work/technical career prep; teaching individuals - help everyone be a learner; safety - physical & mental (supporting mental health balance); flexibility in district goals. |                                  |   |

|   |   |  |   |  |
|---|---|--|---|--|
| <p>Teach students academics and how to work together as members of a community.</p> <p>Follow student growth and achievement (push students to grow and achieve).</p> <p>Provide learning additional opportunities through co-curriculars and athletics.</p> <p>Support students socially, emotionally, behaviorally, and physically.</p> <p>Partner with appropriate entities to provide essential support for students and families.</p> <p>Partner and engage with families on working together to help their child meet their own personal best.</p> <p>Provide a productive and supportive working environment for all Educators and Staff.</p> <p>Stewards the public schools that the community provides:</p> <p>Better tomorrow than today how do you inspire them to be brighter, smarter, stronger, faster, more empathetic, more skeptical, more critical, more philosophical, globally aware and nationally proud.</p> <p>Challenge IL students to be the brightest, fastest, strongest, most empathetic and critical thinkers.</p> <p>Want them to be globally aware and nationally proud.</p> | <p>Well rounded academically proficient people who are independent thinkers and engaged citizens who are able upon graduation to enter the field of their choosing either through continued education, apprenticeship, or directly.</p>   | <p>All students can learn and teaching practices should meet the needs of the students, so they can excel.</p> <p>Physical environments support learning.</p> <p>Safety is accomplished through a strong school community culture, daily ongoing supervision, and physical enhancements.</p> <p>True growth cannot be achieved without discomfort. This discomfort creates the optimal environment to learn, practice, and model resilience.</p> <p>Academic learning is both hands-on and "book learning" - academics has to be a priority.<br/>Competitive spirit work hard; create drive.</p> <p>Better tomorrow than today how do you inspire them to be brighter, smarter, stronger, faster, more empathetic, more skeptical, more critical, more philosophical, globally aware and nationally proud.</p> <p>Challenge IL students to be the brightest, fastest, strongest, most empathetic and critical thinkers.<br/>Want them to be globally aware and nationally proud.</p> |   |  |
| <p>Staff embody school culture.</p> <p>Nurture potential of each child. Positive learning environment.</p> <p>Provides education for all learners.</p> <p>Share responsibility.</p>   | <p>Happy place to work.</p> <p>Create critical thinkers. Students are able to communicate with peers and co-workers.</p> <p>Provides extra-curricular.</p> <p>A desire to service community/families around us.</p> <p>Involve citizens, parents, and community in learning.</p> <p>Well rounded, engaged citizens.</p> | <p>All students have right/opportunity to success and feel supported.</p> <p>Teachers should feel daily support/care as they daily address the emotional and educational needs of students.</p> <p>Purpose is to create responsible/respectful learners.</p>   | <p>(Audience = average citizen)</p> <p>Encourage failure, build resilience, do we cater too much to their need?</p> <p>True growth = Discomfort experience (Anchor for community)</p> |  |

PREAMBLE (Not sure where this will go...):

Recognizing that the future is unknown, it will likely remain as true tomorrow as it is today, that successful citizens will need to command resilience over adversity, be self-reliant thinkers both on their own and with artificial intelligence, and that teamwork and cooperation will become more necessary.

PURPOSE STATEMENT:

The purpose of the Inter-Lakes School System is to ensure that the youth of Center Harbor, Meredith, and Sandwich have access to a free education, thereby fostering an informed citizenry, and a developed workforce with opportunities. This commitment is essential for a functioning body politic and a thriving economy.

Definition body politic = “the people of a nation, state, or society considered collectively as an organized group of citizens”. Oxford English Dictionary

MISSION STATEMENT:

To challenge students to cultivate their own daily growth so that they may pursue their ambitions, interests and vocations.

VISION STATEMENT:

Version I:

The Inter-Lakes School District will strive to provide an education that focuses on mastery of identified academic and personal competencies, instill in its students a sense of excellence, and reinforce methods that allow people of differing perspectives to be productive and harmonious together.

Version II:

The Inter-Lakes School District will therefore strive to provide an academic education that focuses on foundational skills common to all disciplines, instill in its students a sense of competition, and reinforce methods that allow people of differing perspectives to be productive and harmonious together.

## **ILSD Strategic Plan Writing Committee** **Group Agreements**

- ❖ Share airtime so everyone gets a chance to be heard.
- ❖ It's okay to disagree, but don't personalize it. Focus on the idea, not the person. If you disagree, consider asking a question rather than arguing to prove your point.
- ❖ Use "I-statements," and speak from your own perspective or noticing versus for your district or a group of people.
- ❖ We all share responsibility for making the group productive.
- ❖ If someone shares a personal story that someone shares to inform the work and it is one that the individual wants to remain private, the group will honor this request.

*\*\*Source NH Listens Group Agreements from Listening Sessions\*\**

## **VISION STATEMENT**

The Inter-Lakes School District, in partnership with its communities, will provide outstanding educational opportunities and resources for all students to achieve academic excellence in order to reach their highest potential and to succeed as responsible, contributing citizens in a global society.

## **MISSION STATEMENT**

We will inspire and sustain learning and achievement by providing:

- quality teaching practices
- student-centered learning
- a safe environment
- community connections
- access to resources

## **CORE VALUES**

We believe that...

Personalizing each student's education, while focusing on effective communication and critical and creative thinking, inspires learning and maximizes success.

The purpose of education is to produce responsible citizens through developing self-aware and self-reliant learners by extending beyond core academics to include the arts, cultural awareness, and physical, social, and emotional well-being.

People learn best when their intellectual, social, and physical needs are met, where students feel supported in a structured and collaborative environment.

Active commitment of family, community and schools is essential for a quality learning experience.

Quality learning requires the attraction and retention of exceptional teachers and staff members who are continually supported by relevant professional development and provided with necessary resources.

## **Vision of a Laker:**

A Laker graduate is someone who is well-rounded, adaptable, and prepared to contribute to a global society as they pursue their personal fulfillment. They are equipped not only with the knowledge necessary to navigate their chosen paths, but also with the mindset and emotional intelligence to make meaningful impacts in their communities and beyond. Their journey is shaped by a combination of self-awareness, resilience, and a deep sense of purpose.

## **Core Values:**

1. **Resilience** – The ability to bounce back from adversity, stay strong in the face of challenges, and maintain focus on long-term goals.
2. **Empathy** – Understanding and sharing the feelings of others, fostering compassion, and cultivating strong, supportive relationships.
3. **Integrity & Honesty** – Holding oneself to a high standard of ethical behavior and transparency in all actions.
4. **Citizenship & Community Engagement** – A strong sense of responsibility toward one's community and society, aiming to contribute positively and participate actively as informed and responsible citizens.
5. **Personal Fulfillment & Well-being** – The pursuit of happiness, mental health, and personal growth, ensuring a balanced and meaningful life.
6. **Purpose** – A sense of direction and intention that drives their actions, focusing on creating value and making an impact.

## **Six Non-Negotiable Skills for Success:**

1. **Resilience**
  - A Laker must be able to persevere through setbacks and stay focused on their goals despite challenges. The ability to learn from failure and adapt to new circumstances is key to long-term success.
2. **Critical Thinking & Problem Solving**
  - Lakers must approach problems with a curious and analytical mindset, breaking down complex issues into manageable parts and applying creative solutions to solve them. This skill is foundational for both personal and professional growth.
3. **Effective Communication**
  - Being able to articulate ideas clearly and actively listen to others is crucial in both personal and professional environments. Lakers must be able to communicate confidently, whether through writing, speaking, or digital media, and collaborate effectively with others.
4. **Collaboration & Teamwork**
  - A Laker must be able to work cooperatively with diverse teams, understanding the value of collective intelligence and shared effort. Collaboration includes respecting differing perspectives, engaging in productive dialogue, and contributing to common goals.

**5. Adaptability & Flexibility**

- In a rapidly changing world, a Laker needs to be comfortable with uncertainty and able to pivot when faced with new challenges. Adaptability is about embracing change with a positive attitude, continuously learning, and applying new skills.

**6. Self-Regulation & Time Management**

- Lakers must be able to manage their time effectively, balancing academic, professional, and personal demands. They should also have the ability to self-regulate—managing their emotions, actions, and behaviors in a way that aligns with their values and long-term objectives.