

STRATEGIC PLAN WRITING COMMITTEE

SAU #2 - Humiston Conference Room

103 Main Street, Meredith, NH

August 6, 2025

5:30 p.m. – 7:30 p.m.

AGENDA

- I. Welcome**
- II. [Review notes of July 30, 2025, meeting](#)**
- III. [Review drafts of Purpose, Mission, Vision, and Guiding Principles](#)**
- IV. Finalize Working Draft. Purpose, Mission, Vision, and Guiding Principles**
- V. Other**
- VI. Next Meeting**
To be discussed.

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** – To be discussed - 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 30, 2025
5:30 p.m. – 7:30 p.m.

Present:

Strategic Plan Writing Committee Members

Present:

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
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):**

Kim Amicangioli, Parent
Jim Mykland, Community Member

I. Welcome

II. Breakout Groups

The Strategic Plan Writing Committee worked on brainstorming individually and in small groups: to review and revise the draft Purpose, Mission, Vision, and Guiding Principles. Each breakout group shared its work with the full committee, and discussion ensued based on the feedback from the breakout sessions.

III. Mission, Vision, and Core Values

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

IV. Next Steps

Mrs. Moriarty will share revised drafts prior to the next meeting.

DRAFT PURPOSE STATEMENTS

Version I

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.

Version II

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 and engaged citizenry, a developed workforce with opportunities, and creative self-reliant thinkers.

Version III

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 and engaged citizenry, an accomplished workforce, and creative self-reliant thinkers.

Version IV (Gemini Assisted)

The Inter-Lakes School System provides a free education to the youth of Center Harbor, Meredith, and Sandwich. Our purpose is to cultivate a knowledgeable, engaged citizenry, a skilled workforce ready for opportunity, and creative, self-reliant thinkers.

DRAFT MISSION STATEMENTS

Version I

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

Version II

Inter-Lakes School District cultivates student growth so that they may pursue their own purpose in the world.

Version III (Gemini Assisted)

The Inter-Lakes School District cultivates student growth so that they may become successful citizens who can command resilience over adversity, be self-reliant thinkers, and have the ability to work with others.

Version IV (Gemini Assisted)

The Inter-Lakes School District cultivates student growth to create successful citizens who are resilient in the face of adversity, self-reliant thinkers, and effective collaborators.

Version V (Gemini Assisted)

The Inter-Lakes School District cultivates student growth to foster successful citizens who possess resilience over adversity, self-reliant thinking, and the ability to work with others.

Version VI (Gemini Assisted)

The Inter-Lakes School District cultivates student growth, empowering them to become successful citizens who are resilient in the face of adversity, self-reliant thinkers, and skilled collaborators.

DRAFT VISION STATEMENTS

Version I:

The Inter-Lakes School District strives to provide an education that focuses on mastery of academic and personal competencies, instill in its students a sense of individual excellence, and provide foundational skills to allow people to respect differing perspectives.

Version II

The Inter-Lakes School District strives to provide an education that focuses on mastery of academic and personal competencies and instills in its students, faculty, and staff a culture of excellence.

Version III (Gemini Assisted)

The Inter-Lakes School District strives to provide an education that focuses on the mastery of academic and personal competencies while instilling in its students, faculty, and staff a culture of excellence. We cultivate a community where individuals are equipped with the foundational skills to respect and learn from differing perspectives, preparing them to be thoughtful and compassionate citizens in a complex world.

Version IV (Gemini Assisted)

The Inter-Lakes School District provides an education focused on mastery of academic and personal competencies and a culture of excellence. We equip students, faculty, and staff with the skills to respect differing perspectives, preparing them to be thoughtful and compassionate citizens.

DRAFT Guiding Principles

Version I (ChatGPT assisted)

Inter-Lakes School District

Culture of Excellence

A culture of excellence is built through intentional action in our **learning, professional, interpersonal, and physical** environments.

Guiding Principles

Learning & Professional Environments

- **Recognize** that every student is unique and capable of learning.
- **Deliver** instruction that is rigorous, engaging, differentiated, and evidence-based.
- **Empower** students to take ownership of their learning and growth.
- **Embrace** challenges as opportunities to grow and build resilience.
- **Recruit and retain** high-quality faculty, administrators, and staff as the foundation of excellence.
- **Engage** educators in continuous professional learning to improve student outcomes.
- **Use** student learning data to inform and improve instructional practices and student success.

Interpersonal Environments

- **Uphold** respect and dignity for all individuals.
- **Model** the skills to resolve conflict productively.
- **Encourage** interaction and learning across differing perspectives at all levels—individual, classroom, school, and community.
- **Nurture** the social, emotional, and physical well-being of all to foster meaningful community participation.
- **Demonstrate** excellence and integrity when representing Inter-Lakes.

Physical Environment

- **Demonstrate** care and responsibility for one's environment—classroom, school, and greater community.
- **Provide** facilities that support academic, behavioral, co-curricular, and athletic learning, and ensure physical safety for all.

Collective Responsibility

- **Foster** student development through shared responsibility among students, families, faculty, administrators, coaches, advisors, school board, and community members.
- **Anchor** the connection between schools and communities through a symbiotic relationship: the community supports the schools, and students and schools give back to the community.
- **Make** thoughtful and sometimes difficult choices to balance rich student opportunities with fiscal responsibility to taxpayers.

DRAFT

DRAFT Guiding Principles

Version II (ChatGPT assisted)

Learning & Professional Environments

- **Recognize** every student as unique and capable of learning.
- **Deliver** instruction that is rigorous, engaging, differentiated, and evidence-based.
- **Empower** students to take ownership of their learning and growth.
- **Embrace** challenges as opportunities to build resilience.
- **Recruit and retain** exceptional educators and staff.
- **Engage** in continuous professional learning to improve student outcomes.
- **Use** data to inform and enhance student outcomes.

Interpersonal Environments

- **Uphold** respect and dignity for all.
- **Model** the ability to resolve conflict productively.
- **Encourage** learning through diverse perspectives across all levels—individual, classroom, school, and community.
- **Nurture** the social, emotional, and physical well-being of all.
- **Demonstrate** integrity and excellence when representing Inter-Lakes.

Physical Environment

- **Care** for learning spaces and the broader community.
- **Provide** facilities that support academic, behavioral, co-curricular, athletic, and safety needs.

Collective Responsibility

- **Foster** student success through shared responsibility among families, staff, community members, and students.
- **Anchor** the relationship between schools and the community in mutual investment—where the community supports student growth, and schools give back through service and engagement.
- **Balance** rich student opportunities with fiscal responsibility.

Inter-Lakes School District

Version III (Nancy Starmer & ChatGPT Assisted)

Nancy shared the following quote from Russell Huls, Nobel Prize in Physics:

“Excellence flows from many sources: a freedom of spirit that is open to both the old and the new; an attention to detail that shows respect for the complex nature of the world; a willingness to learn and try again; unease with things that are not right or don’t make sense; intellectual honesty. Perhaps most important, true excellence is never tainted by incivility or arrogance toward others.”

Culture of Excellence

This was generated by ChatGPT

Excellence flows from many sources: curiosity, courage, humility, and care. At Inter-Lakes, we believe a Culture of Excellence is not a destination but a shared journey—**anchored in community, nurtured through learning, and sustained by respect.**

It requires a freedom of spirit—open to tradition and innovation alike. It demands attention to detail and respect for the complexity of the world. It embraces reflection, perseverance, and the courage to try again. Most of all, it calls us to strive for greatness **without arrogance**, and to honor others through **civility, honesty, and service.**

We build this culture through intentional action and collective responsibility in our learning, interpersonal, physical, and professional environment.

Ideas generated by Nancy Starmer

Academic competencies: an attention to detail that shows respect for the complex nature of the world, a willingness to learn and try again, unease with things that aren’t right or don’t make sense, intellectual honesty.

Resilience: a freedom of spirit that is open to both the old and the new, a willingness to learn and try again.

Embrace discomfort: A willingness to learn and try again, unease with things that aren’t right or don’t make sense.

Respect and dignity for all, ability to resolve conflict respectfully: Perhaps most important, true excellence is never tainted by incivility or arrogance toward others.

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



ILSD Vision, Mission, & Core Values

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.