

STRATEGIC PLAN WRITING COMMITTEE

SAU #2 - Humiston Conference Room

103 Main Street, Meredith, NH

September 30, 2025

5:30 p.m. – 7:30 p.m.

AGENDA

- I. Welcome**
- II. Review Feedback**
- III. Finalize Working Draft. Purpose, Mission, Vision, and Foundational Principles**
- IV. Other**

Reference Materials:

- [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 p.m. - 7:30 p.m.
- ❖ **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.

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.



Inter-Lakes School District Teaching and Learning Practices Align to...

- Competencies, Learning Goals & Proficiency Scales
- Design Principles
- Competency-Based Instruction Learning Progression

Inter-Lakes School District Tradition

- Welcome to New School Year Family Phone Call (by September 30)

ILSD Performance Goals 2024 – 2025

- District/School Goals: This school year, our district and school goals are the same and focused on achievement *and* growth:
 - [NHED Accountability Goals](#) as measured by NH SAS (Grades 3-8 & 11), the SAT (Grade 11) and NWEA MAP Growth Spring (Grades K-2)

2025 Proficiency Goals: ELA 67.69% and Mathematics 52.70%

- 70% of learners will meet their growth target as measured by the NWEA: Spring to Spring (K-8) and pre- and post- (Grade 9)

Focus Areas 2024 – 2025

- [Foster and Strengthen Relationships](#): Cultivate new connections and reinforce existing relationships within our school and district communities.
- [Enhance Special Education and 504 Implementation](#): Meet our legal obligations for special education and 504 plans while striving for excellence in their implementation to support student success.
- [Prioritize Daily Safety](#): Adopt a proactive approach to daily safety through vigilant and consistent student supervision.
- [Explore AI Integration](#): Continue to explore and thoughtfully integrate artificial intelligence into our practices.
- [Contribute to Strategic Vision](#): Actively participate in the process of updating the Inter-Lakes School District Strategic Plan to align with our evolving goals and community needs.



INTER-LAKES SCHOOL DISTRICT STRATEGIC PLAN

The Inter-Lakes School District Strategic Plan represents the district’s pursuit and desire to accomplish impressive achievement and it serves as the district’s impetus for action for the educational future of the district. As the educational leaders of the district, achievement for students serves as our catalyst and we know that a binding commitment to these efforts is the first step to making the strategic plan an educational reality. We believe that it is essential to know what we want and where we are going. This plan is not a list of things to be checked off or items that will happen immediately, but instead a systematic blueprint for growth and achievement for the district over time. Over the next decade, the Inter-Lakes School Board will identify priorities, as outlined in the strategic plan, and take deliberative and direct steps to implement changes that will improve the educational program for students. The strategic plan is a call to action for improvement, that over time will transform the district to ensure *our students are future ready*.

“There are risks and costs to a program of action. But they are far less than the long range risks and costs of comfortable inaction.” *John F. Kennedy*

VISION

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MISSION STATEMENT

To 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...

1. *personalizing each student’s education, while focusing on effective communication and critical and creative thinking, inspires learning and maximizes success.*
2. *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.*
3. *people learn best when their intellectual, social, and physical needs are met, where students feel supported in a structured and collaborative environment.*

4. *active commitment of family, community and schools is essential for a quality learning experience.*
5. *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.*

Core Value #1
Personalized Learning

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

GOAL #1: CURRICULUM

- Blend a variety of content learning opportunities into anywhere, anytime learning, allowing students to progress (through the academic competencies) at their optimal pace.
- Develop and implement processes/procedures that allow students to progress through the competencies (educational markers that demonstrate achievement or accomplishment) at their optimal pace.
- Provide students and teachers with resources and training to participate in continuous, anywhere, anytime learning.
- Promote the use of a wide variety of rigorous learning opportunities to meet learner needs, interests and/or learning style for all students.

GOAL #2: INSTRUCTION

- Personalize/customize instruction, based on a growth model, (growth model measures the amount of students' academic progress between two points in time) with individually designed and paced learning activities to achieve high-level learning goals.
- Design/develop learning activities that provide opportunities for students to progress through curricular competencies by working individually or in flexible groups.
- Develop a mentoring system that supports students in a variety of venues.

GOAL #3: ASSESSMENT

- Aligned K - 12 student assessments are based on the demonstration of achieved competencies. Assessments identify individual strengths and weaknesses, as well as require regular student self-reflection of personalized learning and performance goals. Assessments are given at the end of the learning period, once the student has met the competency, regardless of when that achievement occurs.
- Assessments of student academic competencies include a growth model and are aligned with curriculum and instruction.
- Assessments of student personal competencies address qualitative measurement (measured by the quality of something rather than its quantity) of student work habits and accountability, both individually and as collaborative team members.
- Include individual qualities needed to complete tasks of high quality, at an optimal pace, with expectations met:
 - Productive, self-directed, active engagement with a high level of effort
 - Persistence, problem solving and resilience when obstacles arise
 - Organization of time, materials, and resources to meet timelines
 - Self-management including personal responsibility and regulating his/her responses to opportunities and challenges
 - Collaborative team member qualities include those that result in cooperative, successful work completion within a group:
 - Effective communication with group members, as a listener and as a speaker
 - Flexibility and adaptability in response to changing conditions
 - Acceptance of group members regardless of social, cultural, or personal variances
 - Demonstrated leadership in managing oneself and others effectively

CORE VALUE #2

The Arts

We believe that 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.

GOAL #1: The arts are recognized as a vital part of the overall curriculum.

- Merge the performing, language and fine arts throughout the curriculum.
- Create a strong STEAM program for students in grades K-12, integrated and infused in the school day and throughout the curriculum. (STEAM = Science, Technology, Engineering, Art, and Mathematics)
- Sponsor an annual Arts Celebration Week that ends with a District-wide show of performance, language and fine arts.
- Reach out to area businesses, artists and organizations to form artistic partnerships that support the curriculum and student learning.

GOAL #2: Students are encouraged to develop extended learning opportunities (ELO) in the arts.

- Include information about Extended Learning Opportunities (internships) in the arts in the ILHS Program of Studies.
- Create a resources list of local and regional arts organizations in which students can participate, including scholarship information to promote participation.
- Invite area arts organizations annually, to participate in an arts fair to showcase outside opportunities in the arts.

GOAL #3: Students will develop skills and knowledge regarding character and citizenship.

- Develop an understanding of the role of democracy: government of, by and for the people, exercised through the voting process
- Show respect for and acceptance of authority: the need for and primacy of authority, including the law, in given circumstances
- Support and pursue the beliefs around equality: the right and opportunity to develop one's potential as a human being
- Understand and demonstrate tolerance for freedom of conscience and expression: the right to hold beliefs, whether religious, ethical or political, and to express one's views Justice: equal and impartial treatment under the law
- Show tolerance for others: the allowable deviation from a standard. Indulgence for beliefs or practices differing from or conflicting with one's own
- Demonstrate fairness and good sportsmanship: freedom from favoritism, self-interest or indulgence of one's likes and dislikes; abiding by the rules of a contest and accepts victory or defeat graciously

Goal #4: Students will demonstrate respect for themselves and others

- Accountability: responsibility for one's actions and their consequences
- Self-Esteem: pride and belief in oneself and in achievement of one's potential
- Work Ethic: belief that work is good and that everyone who can, should work

CORE VALUE #3

Wellness

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

GOAL #1: Promote student wellness throughout the school day.

- Instruction in wellness and health education at all educational levels.
- Instruction and substance abuse issues.
- Instruction and support in making good choices as it relates to health, wellness, and social emotional issues.

GOAL #2: Implement a multi-faceted program to address substance abuse use and prevention in the Inter-Lakes School District.

- Provide a district-wide program that addresses substance abuse.
- Provide programs and instruction on prevention programs for substance abuse.

- Connect and collaborate with community programs to support the prevention or treatment of substance abuse in families.

GOAL #3: Implement a multi-faceted program to address social interactions, bullying, and social media use in the Inter-Lakes School District.

- Provide a district-wide program that addresses bullying.
- Review of current policies and practices used to deal with bullying ensuring consistency and effectiveness K-12. Policies and procedures regarding bullying should be evaluated on a yearly basis.

GOAL #3: Implement an annual comprehensive training program to ensure a safe environment for all students and staff.

- Provide staff with annual training in the Schools' Crisis Plans
- Provide staff with annual training in supervision and positive intervention for behavioral issues.
- Provide staff with annual training in accessing and using safety equipment (fire extinguishers, AEDs, epipens, walkie talkies, intercom systems, etc.).
- Offer CPR and First Aid Trainings yearly to school staff members.

GOAL #4: Implement programs, processes, and trainings to increase social, emotional, and physical safety of the school community.

- Provide ongoing training to staff to assist students with social cognitive thinking (processing, and applying information about other people and social situations.)
- Train staff members in the use of instructional strategies that assist students with strengthening their ability social interactive with others appropriately.
- Implement appropriate social contracts with students to help them monitor and control their behavior in and out of school

GOAL #5: The Inter-Lakes School District will promote staff wellness.

- Increase staff awareness of available programs and services through the Health and Wellness Committee.
- Provide opportunities to Inter-Lakes School District staff members in increased regular physical activity that goes beyond the current Slice of Life Program.

***CORE VALUE #4
Involvement***

We believe that active commitment of family, community and schools is essential for a quality learning experience.

GOAL #1: The district will improve its efforts to build a strong connection with families as full partners in their child's learning and development.

- Develop a district "Parent Involvement Plan".
- Involve families and parents in their child's personal learning.

GOAL #2: The district will improve and increase the amount and type of communication with parents/community to solicit their involvement when making decisions regarding curriculum, instruction, assessment, and/or other major elements relative to the operation and programs of the school district.

- Increase the number of informational events that provide parents/community members with opportunities to become better informed about the district's educational programs and practices
- Invite parents and members of the community to serve on school district committees

GOAL #3: A district-wide program will be implemented to recruit, train, support, and recognize volunteers.

- Create a district program Volunteer Involvement Program with the goal of recruiting and training community members.
- Survey annually volunteers and staff to solicit feedback relative to their experience and to assess the quality of the support and training they received.
- Recognize all volunteers throughout the district for their participation.

GOAL #4: The district will develop activities designed to involve families and the community in learning about timely and important topics within our district (ex: parenting skills, curriculum and instruction, Common Core Standards, student services, etc.).

- Develop an inventory of current school-community partnerships, including the nature of the partnerships and

activities being conducted.

- Develop an inventory of current parent training opportunities and activities for each school.
- Collaborate with community agencies and other organizations to provide resources and training opportunities to strengthen school programs, families, and student learning.

CORE VALUE #5

Resources

We believe that 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.

GOAL #1: The Inter-Lakes School District attracts exceptional teachers that are highly qualified and passionate about education.

- Promote successful programs, along with staff and student achievement, to showcase the strengths of the district.
- Ongoing recruitment of exceptional staff.
- Interviewing process is rigorous and consistent across all schools for new hires.

GOAL #2: Inter-Lakes School District retains highly qualified staff who have high expectations for students and themselves.

- Participation for all new staff in a district mentor program that is connected to the curriculum, and uses the resources of the district.
- Experienced teachers will participate in programs that promote teacher excellence and retention.

GOAL #3: All staff embraces the importance of continuous learning and increased knowledge in subject areas.

- Developed to promote leadership and identify excellence in education in and among the staff.
- Align the district staff development plan with district initiatives to meet the needs all staff.
- Ensure the Professional Development Master Plan is current and the Professional Development Committee is active.
- Strategies to support innovation, best practices, and student achievement is aligned with district goals.
- Engage in anytime, anywhere professional development learning that is personalized for the educator.

GOAL #4: The Inter-Lakes District promotes the use of technology to enhance instruction and increase student achievement.

- Equip classrooms with current technology to enhance learning and student achievement.
- Develop and implement a technology plan which includes a vision, professional development structure for enhancing digital literacy geared towards a 1:1 computing environment, as well as develop and maintain the infrastructure to support it.
- Establish a district wide technology committee to guide technology integration in all areas of instruction.
- Recognize effective technology integration as a district initiative.

Acknowledgements

Through great dedication to the community and students of the Inter-Lakes School District, the following individuals gave time, energy, and commitment to the strategic planning process, the vision and the mission of the Inter-Lakes School District. The core values, crafted by the Steering Committee, provided the foundation on which the Strategic Plan was crafted by the those volunteers who gave of their time, effort and spirit. The following document represents a true community effort in shepherding the educational direction for the Inter-Lakes School District for years to come. It is with profound appreciation that we thank these individuals:

Steering Committee

Phil McCormack - Superintendent	Lisa Merrill - School Board	Jack Carty - School Board
Richard Hanson - School Board	Jen Brady - Student	Patti Kennelly - Administrator
Chuck Bates - Educator	Sandy Spiro - Educator	Rebecca Dowd - Educator
Mark Billings - Resident	Sandra Mucci - Resident	Justin Van Etten - Resident
Kay Anderson - Resident	John Edgar- Local Government	Miller Lovett - Local Government

Committee Members

Mark Billings - Resident/ School Board	John Edgar - Parent/community member	Erin Apostolos - Community Member
Jack Carty - School Board/Resident	Leasa Armour - District Technology	Alesia Parks - Educator
Lucy Glenday - Parent	Christina Gribbon - Administrator	Steve Roberts - Educator
Connie Ryan - Educator	John Hansen - Administrator	Kay Marini - Educator
Kathleen Hill - Administrator	Sandy Spiro - Educator	Kay Mulcahy - Administrator
Patti Kennelly - Administrator	Nancy Wiggen - Parent	Allan Hale - Administrator
Gail Ledger - Parent	Jennifer Salamanca - Educator	Chuck Yaeger - Educator
Ariane Shuffleton - Educator	Wendy Taylor - Educator	Sara Shanelaris - Parent
Lisa Hibbert - Educator	Toni Brown - Educator	Dr. Steve Kelley - Administrator
Rhoda Young - Educator	Chris Wald - Administrator	Seth Wheeler - Parent
Everett Bennett - Administrator	Angela Stutzman - Parent	Patty Browher - Educator
Emily Enyon - Educator	Chuck Bates - Educator	Chuck DiCecca - Administrator
Kay Anderson - Community Member	Johanna Halperin - Business Member	Mary Ellen Ormond - Administrator