



GOALS AND OBJECTIVES 2007-2009

Excellence in Public Education

The Nashua School District, in partnership with the community, is committed to providing a quality education to all students in a safe, nurturing, and motivating environment dedicated to helping students become lifelong learners and responsible adults in a rapidly changing society.

Nashua School District Mission Statement (11-09-1998)

NASHUA SCHOOL DISTRICT Board of Education

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Superintendent of Schools

Christopher Hottel

Board of Education Approved: 11-20-07

Introductory Statement from the Superintendent of Schools

November 2007

Improving student achievement through community engagement is the key work of the school district. The Nashua Board of Education has established school district goals and objectives that provide a framework from which to place greater emphasis on identified action areas for the Board, the District, and the Superintendent of Schools. The goals serve as a way to communicate to the public some of the major points of emphasis in the school district. The goal setting process fulfills the Board's primary responsibility of establishing the purposes, programs, and procedures that will produce the best educational achievement needed by District students.

The Nashua Board of Education has identified five key focal areas to guide their efforts to improve student achievement in the district. The focal areas are student achievement, accountability, alignment, assessment and evaluation, and climate. The school district administration is responsible for developing strategies and measures of success for achieving educational excellence aligned to the district's goals.

The Board of Education, the Superintendent of Schools, and school district staff will be active in monitoring implementation and evaluation of District goals and objectives on a regular basis. To measure the effectiveness of our programs the district will be establishing benchmarks as a critical part of its strategic planning, which we hope will form the foundation for our success. Benchmarks will ensure that district goals are met and evaluated. Only through such an on-going review of accomplishments and challenges will the District be able to assure the highest quality of services for the children and community the District serves.

Christopher Hottel
Superintendent of Schools

Nashua School District Goals

STUDENT ACHIEVEMENT

1. To increase academic achievement for all students while recognizing the diverse needs of our students.

Supporting Statements

- ✓ To increase academic achievement of every student: SAT, NECAP, PSAT, and post-secondary activities.
- ✓ To support the achievement and diverse learning needs of all students.
- ✓ To develop ways for technology to be used to effectively support elementary school instruction.
- ✓ To establish benchmarks for gifted student services and achievement.
- ✓ To start a process that incorporates student achievement and growth into principals' evaluations.

ACCOUNTABILITY

2. To establish and communicate an accountability system to ensure that all District resources are efficiently and productively used to support student achievement.

Supporting Statements

- ✓ To ensure that all District resources are utilized efficiently and effectively: Program-Based Budgeting; classroom utilization.
- ✓ To ensure and communicate the District's appropriate, efficient, and productive use of resources (staff, facilities, materials) to support student achievement.
- ✓ To increase the use of technology for document processing, personnel, administration, and accounting to streamline and reduce cost.
- ✓ To begin to establish systems that collect, integrate, and routinely report data.

ALIGNMENT

3. To align policies, procedures, and resources with District goals and with State and federal regulations in order to promote student achievement.

Supporting Statements

- ✓ To ensure that District courses are aligned both vertically and horizontally and meet State standards: Vertically – K-12; Horizontally – School of same grade.
- ✓ To align District policies and curriculum with State and federal rules and expectations.
- ✓ To ensure policies and resources are directed toward District goals.
- ✓ To incorporate all outside action plans/goals into single set: DINI, SINI, OCR, REACH, NESDEC.

ASSESSMENT AND EVALUATION

4. To establish an assessment process that measures and reports at regular intervals on the status and the effectiveness of District programs.

Supporting Statements

- ✓ To ensure that District programs are meeting their intended purpose.
- ✓ To assess the effectiveness of District programs in ensuring equity and access to meet the diverse needs of students.
- ✓ To have a District Report Card that reflects the key measurements and status of the District.

CLIMATE

5. To provide a positive climate and a safe educational environment that supports student achievement.

Supporting Statements

- ✓ To provide safe educational environments which support diverse learning needs and character development.
- ✓ To ensure the District is providing safe, healthy, comfortable, and welcoming learning environments, including facilities: Survey, Facilities Study.
- ✓ To provide a safe instructional environment.
- ✓ To promote an atmosphere of cooperation with the necessary transparency to instill a feeling of value in all stakeholders.
- ✓ To establish a culture in which decisions are driven by data and data-for-decisions is freely available.

Nashua School District Goals and Objectives

Student Achievement

GOAL: To increase academic achievement for all students while recognizing the diverse needs of our students*

OBJECTIVES:

Dropout Rate

1. Decrease the student dropout rate for students in grades 9-12 by 10%

Graduation Rate

1. Increase the percentage of students graduating with their ninth grade peers by 1%.
2. Increase the percentage of students on track for graduation by 2%.

Norm-Referenced Tests

(Measure individual student performance compared to group performance)

1. Increase the Preliminary Scholastic Aptitude Test (PSAT) participation rate of enrolled sophomores to at least 75%
2. Increase the percentage of grade 11 and 12 students taking the Scholastic Aptitude Test 1(SAT1) exam by 5%
3. Increase the percentage of grade 11 and 12 students enrolled in Advanced Placement (AP) classes by 5%
4. Increase the percentage of grade 11 and 12 students who score 3 or above on the AP tests by 10%
5. Implement a nationally-normed assessment given to students prior to high school by the 2008-2009 school year.

Criterion-Referenced Tests**

(Measure individual student performance against state curriculum standards)

1. Increase the percentage of Grade 3-8 students district-wide who are exceeding the New England Common Assessment Program (NECAP) performance targets in reading by 2.5% in all reporting categories.
2. Increase the percentage of Grade 3-8 students district-wide who are meeting the NECAP performance targets in mathematics by 2.5% in all reporting categories.
3. Increase the percentage of Grade 5 and 8 students district-wide who are meeting the NECAP performance targets in writing by 2.5% in all reporting categories.

* All reporting results for the Goal will be disaggregated by the following groups: race/ethnicity; socio-economically disadvantaged; educational disability; gifted/talented; and English Language Learner (ELL)

** Tracking mode for all NECAP tests will be done longitudinally by grade level, using the current State reporting criteria and longitudinally by cohort group of students (i.e. follow this year's 3rd to next year's 4th)

Nashua School District Goals and Objectives

Student Achievement (Continued)

Additional Measures

1. Increase the student completion rate of the two-year high school Career and Technical Education (CTE) programs by 5%
2. Increase the percentage of English Language Learner (ELL) students achieving proficiency by moving out of ELL Monitoring Status to Exit Status by 5%.
3. Verify that 95% of special education students achieve all their Individualized Education Plan (IEP) goals.
4. Increase the percentage of seniors going to some form of post-secondary schooling by 5%.
5. Increase the percentage of under- represented populations of students participating in the Recognizing Extraordinary Abilities in Children (REACH) program by 5%
6. Increase the percentage of REACH students clustered by domain at the elementary and middle schools by 2%.
7. Reduce the caseload of REACH specialists to 50 or less.
8. Track the REACH enrollment by comprehensive categories of intelligences (i.e., Howard Gardner's multiple intelligence domains).
9. Increase the percentage of students who complete above grade level course work in grades 1-12.

Accountability

GOAL: To establish and communicate an accountability system to ensure that all District resources are efficiently and productively used to support student achievement.

OBJECTIVES:

1. Establish a transparent Board approved accountability process with measurable criteria and ensure an annual review with the Board of Education in the following areas:
 - a. Student Achievement
 - b. Finance and Financial Processes
 - c. Operations and Facilities Support
 - d. Administrators' accountability for district goals and job performance
2. Ensure that the accountability processes are transparent, written and communicated to the public in an annual report that will include but not be limited to highlights of the district report card.

Nashua School District Goals and Objectives

Alignment

GOAL: To align policies, procedures, and resources with District goals and with State and federal regulations in order to promote student achievement.

OBJECTIVES:

1. Align district curriculum both horizontally and vertically to meet or exceed State standards by the deadline set by the State.
2. Align federal and state entitlement program goals (e.g., Title I, Individuals with Disabilities Education Act—IDEA, District In Need of Improvement—DINI, School In Need of Improvement—SINI) with District goals.
3. Align local program initiatives (e.g., REACH; Follow the Child; District and School Safety Plans) with District goals.
4. Initiate a strategic plan supporting district goals and facilities development.
5. Implement corrective action plans required by the US Office of Civil Rights; and the NH Department of Education Special Education Bureau.

Assessment and Evaluation

GOAL: To establish an assessment process that measures and reports at regular intervals on the status and the effectiveness of District programs.

OBJECTIVES:

1. Establish a multi-faceted student assessment program including:
 - a. criterion referenced tests (e.g., NECAP)
 - b. standardized, norm-referenced tests (e.g., Iowa Tests of Basic Skills—ITBS, Northwest Evaluation Association Assessment—NWEA, TerraNova Test, SAT)
 - c. qualitative measures (e.g., *My Aspirations Survey*, *Life Track Survey*)
 - d. individual student growth assessment tool

Nashua School District Goals and Objectives

Assessment and Evaluation (Continued)

2. Establish a comparable evaluation process for Fine and Performing Arts, Foreign Languages, and Career and Technical Education.
3. Establish data teams in each building to focus on understanding student achievement.
4. Establish a task force to recommend to the Board an updated and improved District Report Card.
5. Implement a performance evaluation component as part of the budgeting process (e.g., Transportation, Food Services, Plant Operations, Student Services, Extra-Curricular, Technology)

Climate

GOAL: To provide a positive climate and a safe educational environment that supports student achievement.

OBJECTIVES:

1. Increase the percentage of students answering positively on the *My Aspirations Survey*.
2. Ensure class room size and student to staff ratios are conducive to a quality learning environment.
3. Implement the recommendations of the District safety plan.
4. Ensure maximum cleanliness of all rooms in all buildings.
5. Recognize achievement of individuals and groups.
6. Increase recruitment of qualified staff from different ethnic and racial groups.
7. Establish a web portal for communication with parents.
8. Develop procedures for bottom-up communication.
9. Develop a plan to make the Nashua School District the most desirable place to work.
10. Provide professional development opportunities that support District goals and further staff personal development.
11. Determine the feasibility of intramural sports at the middle schools and high schools and recommend action to the Board within a year.
12. Develop a comprehensive process for the district to communicate to parents and visa versa.