



# Nashua School District

Strategic Planning Committee Meeting #1  
June 4, 2025

**Your TLA Facilitators:**

**Philip Conrad** System Strategy Consultant

**Rebecca Gosselin** Executive Director

**Cynthia Smith** Associate Director, Partnerships

# WHAT WE DO

01.

Instructional Coaching

02.

Needs Assessment

03.

Portrait of a  
Learner / Graduate

04.

Leadership Coaching

05.

HQIM Adoption &  
Implementation

06.

Strategic Plan



07.

Learning Walks

08.

Workshops &  
Institutes

# Strategic Planning Meeting #1 Agenda

- Welcome & Community Agreements
- Superintendent Vision / What are the Big Rocks?
- The Strategic Planning Process
- The Current Strategic Plan
- Analysis of Data Process
- Assessing the Mission Statement (time permitting)
- Next Steps: Meeting
  - Meeting #2 June 18, 2025
  - Meeting #3: July, 9, 2025 Data Analysis Meeting

# Who is your favorite...



Tell us **who** you are, **what** you do, **where** you do it  
and what you hope is accomplished in this process.

Nashua Strategic Planning Committee Team Grid

Who	What	Where	One Thing

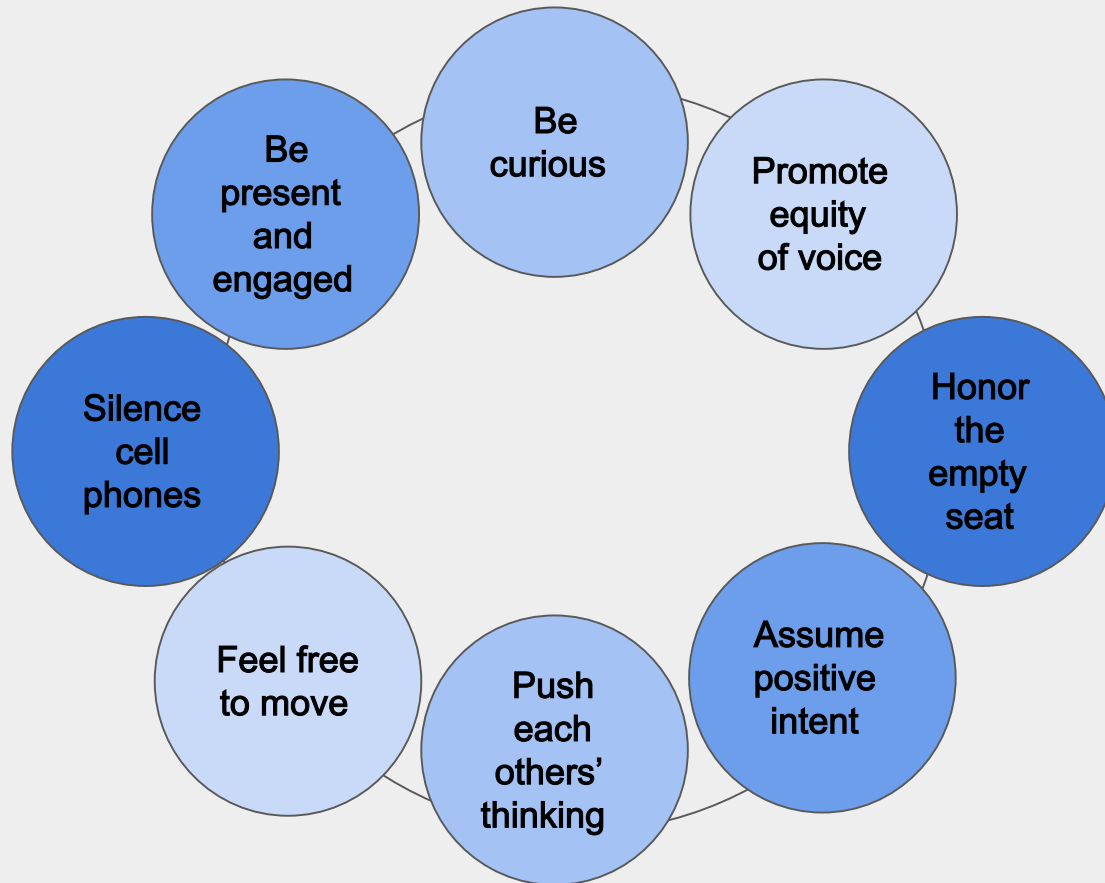
**Who?**

**What ?**

**Where?**

**1 thing you want  
to accomplish**

# Community Agreements for Working Together





# Nashua School District

## Strategic Planning and Visioning



**NASHUA**  
SCHOOL DISTRICT  
*Gateway to Opportunity*



TEACHING &  
LEARNING ALLIANCE

# Superintendent Andrade's Message





**Our Vision:** The Nashua School District will be the model for excellence in public education for our students, staff and community.

**Our Mission:** The Nashua School District will educate the whole child to empower student success.

**Our Values:** The Nashua School District values a passion for learning and the importance of integrity, trust, respect, empathy and tenacity.

# Current Strategic Plan Links

[NASHUA SCHOOL DISTRICT 2019 – 2024 STRATEGIC PLAN  
EXECUTIVE SUMMARY](#)

[Nashua School District 2019-2024 Strategic Plan Goal  
Matrix](#)

[NSD Strategic Appendices](#)

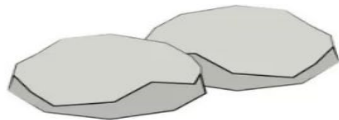
## Portrait of a Graduate

At the high school level, educators and stakeholders are developing a Portrait of a Graduate that will help us help students think about how best to apply their skills successfully to the next steps after earning a diploma.

Included in that effort is an important emphasis on relevant experiences while in high school beyond the classroom to help students discover their own aptitudes and develop their own interests in thinking about career choices and how best to prepare for that career.

# What are your Big Rocks

**If the big rocks don't go in first,**



## **BIG ROCKS**

Highest priority projects and tasks.



## **LITTLE ROCKS**

Urgent or important priority projects and tasks.



## **SAND**

Unimportant projects and tasks.

**they aren't going to fit in later.**

— Stephen R. Covey

# The Big Rock Theory

To live a more balanced existence, you have to recognize that not doing everything that comes along is okay. There's no need to overextend yourself. All it takes is realizing that it's all right to say no when necessary and then focus on your highest priorities.

-Steven Covey

**The big rocks are the highest priorities**

# The NSD Strategic Planning Process



# The Strategic Planning Process

**Phase I:**  
Building the  
Foundation

## Phase I: Building the Foundation

- An important part in **preparing** to develop the strategic plan
- Consultants and district leaders identify the process and timeline / tailored to the needs of the district
- Collection of data to inform Phase II
  - ex-post facto
  - qualitative data from forums
  - quantitative data from a survey

# The Strategic Planning Process

## Phase II: Building the Plan

### Phase II: Building the Plan

- 6 Face-to-Face meetings
- Convene the **Strategic Planning Committee**:
  - stakeholders including staff, and district, building, and community leaders, and Board of Education, etc.
- Analyze data collected in Phase I
- Clarify Mission and Core Values
- Establish the Vision
- Articulate focus areas, strategic objectives, strategic initiatives, and outcomes
- Create a Theory of Action



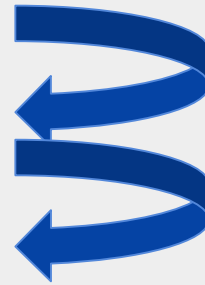
# The Strategic Planning Process

## Phase III: Implementing the Plan

### Phase III: Implementing the Plan

In Phase III, the Strategic Planning Committee will discuss how the district strategic objectives, initiatives and outcomes relate to:

- Goals-School Committee, district leaders, building leaders, and staff
- School Improvement Plans
- Administrator and Teacher Evaluation
- Achievement Outcomes



# Strategic Planning Committee Work

## Phase I: Building the Base

- Community Input / Feedback
- Collecting Data



## Phase II: Informing/Analyzing

- Reviewing the Last Plan
- Assessing the Mission & Revisiting the Core Values
- Building Vision
- Data Analysis: Developing Common Themes

## Phase III: Constructing and Implementing

- Developing Strategic Obj./ Initiatives
- Developing Theory of Action
- Implementing the Plan

Focus Groups  
Data Collection  
Survey  
TIME

### Meetings

#1: 6/4/25

#2:

6/18/25

#3: Data Mtg: 7/9/25

#4: 7/16/25

### Meetings

#5: 7/23/25

#6: 8/13/25

# Important Process Notes

- You will dictate the pace and content coverage for our meetings.
- We are a large group, so we will be engaging in smaller breakout group work.
  - TLA will synthesize the results of the breakout work and bring it back for group approval the next Strategic Planning Committee Meeting
- In this process, data matters & drives our work.
- It is important to be as collaborative and representative as possible. Collectively, you represent the different constituent groups of the school community.

## Important Process Notes (continued)

- Format:
  - Levers → Objective → Initiatives → (Key Action)
- Be mindful of equity and opportunity as we engage in this work; remember our Community Agreements
- Consider what the theme might be for Nashua's new Strategic Plan. Bring some ideas to Meeting #2!

## Dynamic vs Static

- An effective Strategic Plan is dynamic in nature
  - It is adjusted when needed
  - It is monitored regularly
  - Its results are reported out to the school community
- Our final Strategic Planning Meeting will focus on plan implementation at the District and School levels

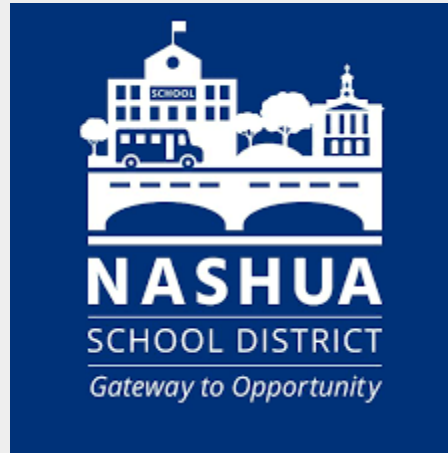
# The Strategic Plan

- Every plan is different, as it is important to design a plan that meets the working needs of your community
- A typical district Strategic Plan looks out 3 -5 years

## Typical Components

- Mission
- Core Values
- Vision
- 3-5 Priorities
- Objectives, Goals, Key Actions
- Outcomes
- Responsibility, timeline, funding and monitoring
- 1-page dashboard for public relations / communications

# Strategic Planning



**[Link to the Current NSD Strategic Plan](#)**

## Core Values

- **Core Values** are the fundamental principles and practices that shape the district culture and guide NSD decisions and actions. **Core Values support the Mission and guide the Vision.**
- What Core Value(s) do you believe **NSD** stands for?
- Add your Core Value(s)

## What You Value...



# Mission



# Mission - Core Values - Vision

- The **Mission** explains who we are and our fundamental reason for existing. **It is our purpose, our why.**
- **Core Values** are the fundamental principles and practices that shape the district culture and guide NSD decisions and actions. **Core Values support the Mission and guide the Vision.**
- The **Vision** is an aspirational description of what the district would like to see happen or what NSD hopes to achieve by carrying out the Mission. **It's what success will look like at the end of this plan.**

# Assessing the Mission

- The **Mission** statement explains who we are and our fundamental reason for existence.
- When people read the Mission statement, they should understand the core role of the district.
- The Mission creates and answers fundamental questions for any organization:
  - What is it that we do?
  - Who benefits from our work?
  - What are the results of our work?

# Sample Mission Statement #1

Together with students, families, and community, we are committed to cultivating a safe, supportive, and inclusive learning environment that empowers all students to become compassionate, informed, and contributing members of our local and global community.

(Dartmouth, MA)

## Sample Mission Statement #2

Cultivate creativity, resilience, and innovation in a safe, inclusive educational environment, empowering all learners to thrive and contribute as members of the local and global community.

(Plymouth, MA)

## Sample Mission Statement #3

We are an inclusive, student -centered learning community that fosters academic growth, resilience and achievement while ensuring that every member experiences a sense of belonging, embraces challenges, and positively impacts their world.

(Canton, MA)

## Sample Mission Statement #4

The Medfield Public Schools, in partnership with families and the community, fosters a safe, inclusive learning environment, empowering our students to meet high standards, adapt to change, and become responsible, contributing members of society.

(Medfield, MA)

## Sample Mission Statement #5

Cohasset Public Schools places students first. We provide an optimal teaching and learning environment by cultivating empathy, global citizenship, agency, inclusivity, and community engagement to empower students to realize continuous personal growth and achievement.

(Cohasset, MA)



## Sample Mission Statement #6

(Woonsocket, RI)

The Woonsocket learning community **provides** all learners a **safe and rigorous learning experience** that **embraces** **diversity, culture, and individuality** to **create** productive members of our global community.

**Strong action  
verbs**

**Areas of focus  
and import**

**Impact or  
outcomes**

# Nashua Mission Statement

**Our Vision:** The Nashua School District will be the model for excellence in public education for our students, staff and community.

**Our Mission:** The Nashua School District will educate the whole child to empower student success.

**Our Values:** The Nashua School District values a passion for learning and the importance of integrity, trust, respect, empathy and tenacity.

# Nashua Mission Statement

- How does the current Mission(s) reflect what NSD stands for?
- Is there anything missing from the current Mission statement(s)?
- Anything that should not be included?

# Mission - Core Values - Vision

- The **Mission** explains who we are and our fundamental reason for existing. **It is our purpose, our why.**
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# Core Values

**Core Values** are meaningful, distinctive, and enduring principles and practices that form the very core of the District.

They

- are deeply held
- define **in a broad way** why you do what you do and who you are
- permeate the fabric of the organization
- guide you in all decisions
- **are so fundamental and deeply held that they seldom change**

# Nashua Core Values

The Nashua School District values a **passion for learning** and the importance of **integrity, trust, respect, empathy,** and **tenacity** .

# Nashua Core Values

- How do the Core Values reflect what NSD stands for?
- Is there anything missing from the Core Values?  
Anything that should not be included?

## Mission : Core Values, Core Values : Mission

- What is the relationship between a Mission Statement and Core Values? How do they work together?



# Developing Mission Statement and Core Values

- In groups, develop a draft Mission statement. While developing the mission statement, if any terms, ideas or concepts also present as Core Values, make a running list of Core Values simultaneously.
- Once you have completed your draft Mission statement, move on to developing a complete list of Core Values.
- **Remember:** Refer to Nashua's present Mission statement and Core Values. The option exists to keep any or all parts of the existing Strategic Plan.

# Mission and Core Values Groups

<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>	<u>Group 5</u>
Cherrie Fulton	Dan Alexander	Helayne Talbot	Jen Scarpati	Kristine Smith
Lisa Gingras	Mario Andrade	Matt Poska	Robert Cioppa	Chris Thibodeau
Jennifer Bishop	Gail Casey	Paul Hebert	Mike Apfelberg	Joe Manzioli
Laura Short	Alex Homola	Becky Britton	Brie Colby	Gina Millette
Erin Anderson	Gabriel Falzarano	Nathan Burns	Patricia Beaulieu	Angela Bartlett
Brittany Effler	Darcy Rock-O'Hara	Diane Vienneau		

# Mission - Core Values - Vision

- The **Mission** explains who we are and our fundamental reason for existing. **It is our purpose, our why.**
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# What is the Vision for NSD for the next **5** yrs?

## What is a Vision?



# What is a Vision?

*“Think with audacity of imagination”*

-Curtis & City

- A **Vision** statement articulates the hopes and dreams of a school district expressed in a single, inspirational thought.
- Reading the Vision, people should understand in a general sense where the school district is going, and be inspired to join the movement.
- It is your compass, your North Star!

## Keep the End in Mind

- When vision is clear, all members of the organization give the same response to important questions like: **What do we want for our children?**
- Paint a **vivid picture** of the future.
- Think small in word count, and big in what is **possible!**

# Vision Examples

- Inspire and engage our learning community in the quest for excellence
- An exceptional education that develops innovative thinkers, curious and empowered learners, and compassionate citizens
- Engage the future with creativity and confidence
- Empower students to improve communities
- Embark on your journey; personal, local, global
- Inspired to learn, confident to explore, prepared to thrive
- Unparalleled opportunities leading to educational excellence and success for current and future generations
- All students will embark on a lifelong learning journey to flourish with empathy and confidence

# Developing Nashua's New Vision Statement

## Step One: Brainstorm as a group

- ❖ What are your aspirations for NSD and its students?

## Step Two: Using the brainstorm list, develop a brief vision statement

**You will have 20 minutes to develop a vision**



## Next Steps

- Strategic Planning Committee
  - Data Meeting (#2) - June 18, 2025
- Meeting #3 - July 9, 2025
  - Revisit Mission and Core Values
  - Begin or continue Vision Statement

# Thank You!!!