

**NASHUA SCHOOL DISTRICT
2019 – 2024 STRATEGIC PLAN
EXECUTIVE SUMMARY**

**Approved by:
The Nashua Board of Education**

Adoption Date: July 29, 2019



Introduction

Superintendent Jahmal Mosley and the Nashua Board of Education, calling for a more deliberate vision of education, initiated a community-based, strategic planning process in March 2018. The intent of the development of the 2019-2024 Strategic Plan was to facilitate fundamental connections among stakeholders to chart a five-year course for the Nashua School District.

The last strategic planning process in the Nashua School District occurred with the 2009-2014 Strategic Plan. In the past five years, many factors have contributed to a present purpose for the development of the 2019-2024 Strategic Plan.

Strategic Plan Purpose and Overview of the District

In recent years, Nashua has experienced changing student demographics, infrastructure, and physical plant changes, all of which affect the complex role that education plays in our community today. These changes were also reviewed and considered within the strategic planning process.

A. Demographics

10 Year Enrollment Comparison		
	2008-2009	2018-2019
Asian/Pacific Islander	815 (6.6%)	1,050 (9.4%)
Black	479 (3.9%)	424 (3.8%)
Hispanic	1,810 (14.7%)	2,954 (26.4%)
Native American/Alaskan	43 (0.3%)	14 (0.12%)
White	9,199 (74.5%)	6,335 (56.7%)
Multi-Race	Data point not collected	385 (3.4%)
ELL (Eligible/Monitor)	828/117 (6.7%/0.9%)	1244/98 (11.1%/0.9%)*
Free & Reduced Lunch	3,604 (31.7%)	4,322 (42.9%)
Special Education	1894 (15.3%)	1,941 (17.3%)

*Data collected from X2 Student Information System in December 2018 which includes all new students (including K and Gr. 1) screened and determined eligible for services

Personnel changes that have occurred since the end the last strategic plan were also factors that influenced the direction of this strategic plan. A total of 61.6 positions that directly supported the culture that ensures academic excellence have been eliminated since 2010. This loss of personnel has been reestablished in the 2019-2024 Strategic Plan (see table on next page).

Additional factors influencing the need for this strategic plan include the establishment of a new executive leadership team, the Federal Academic, Social, and Emotional Learning Act of 2015, the release of the NH 2018 School Safety Preparedness Task Force Report, and current research on best practices that ensure successful learning outcomes. These factors present the opportunity for Nashua to revisit the mission, vision, values, and goals that will guide student academic excellence.

Nashua School District
Summary of Position Additions & Reductions
FY 2010 - FY 2015 General Operating Budgets

Position	FY 2010 Eliminated	FY 2011 Reduction	FY 2011 Addition	FY 2012 Reduction	FY 2012 Addition	FY 2013 Reduction	FY 2013 Addition	FY 2014 Reduction	FY 2014 Addition	FY 2015 Reduction	FY 2015 Addition	Net Addition or (Reduction)
Teachers - Elementary	(4.0)			(3.6)			4.0		7.0		2.0	5.4
Teachers - Middle School	(2.0)	(7.0)			1.0		1.0					(7.0)
Teachers - High School	(3.5)			(7.0)				(5.0)		(3.0)		(18.5)
Teachers - Special Education	(6.5)		1.0	(1.0)	5.5						2.0	1.0
Teachers - Other Positions	(3.0)	(1.0)			5.0	(2.0)	4.5		4.0		2.0	9.5
Subtotal - Teaching Positions	(19.0)	(8.0)	1.0	(11.6)	11.5	(2.0)	9.5	(5.0)	11.0	(3.0)	6.0	(9.6)
Phoenix Program Staff		(19.0)	12.0									(7.0)
Tech. Integration Assistants	(2.0)						1.0		1.0	(1.0)		(1.0)
Paraprofessionals/SLIs	(17.0)			(10.0)			3.0	(3.0)	1.0		4.0	(22.0)
Security Monitors		(3.0)			2.0							(1.0)
Custodial/Maintenance Staff	(1.0)	(4.0)										(5.0)
Technology Support	(1.0)			(1.0)			1.0					(1.0)
Secretaries	(3.0)	(3.0)								(2.4)		(8.4)
Administrators & Curriculum	(1.0)	(5.1)		(1.0)			2.0			(2.0)	0.5	(6.6)
Subtotal - Other Positions	(25.0)	(34.1)	12.0	(12.0)	2.0	0.0	7.0	(3.0)	2.0	(5.4)	4.5	(52.0)
TOTAL REDUCTIONS	(44.0)	(42.1)	13.0	(23.6)	13.5	(2.0)	16.5	(8.0)	13.0	(8.4)	10.5	(61.6)

Note: Above reductions exclude teaching positions transferred from Title IIA to the operating budget, a Director of Curriculum transferred from grant funds to the operating budget, and ARRA positions hired in FY 2010 and then eliminated in FY 2012.

B. Infrastructure and Physical Plants

Middle School Building Project

The Joint Special School Building Committee (JSSBC) is in the process of evaluating the Elm Street, Pennichuck, and Fairgrounds Middle School buildings. This committee is made up of members of the Nashua Board of Education and Aldermen.

An exhaustive study is underway in order to determine whether renovations will be made to Elm Street Middle School or a new school will be built on a proposed site north of Medallion Court in the southwest quadrant of Nashua. Also under consideration are potential additions/renovations to Pennichuck Middle School and renovations within the Fairgrounds footprint.

Elementary Building Project

Renovations of Main Dunstable and Birch Hill Elementary Schools are next in the queue, with possible start dates during the summers of 2024 and 2025. The JSSBC is working with the Harvey Construction Company to develop estimates for this work.

Once work on these schools has been completed, renovations at Mt. Pleasant, New Searles, Bicentennial, and Dr. Crisp Elementary Schools will be considered. If approved, this work would begin in 2027.

Deferred Maintenance

On-going upkeep of Nashua's school buildings falls under the category of Deferred Maintenance. The average annual cost of maintenance of Nashua School District buildings and grounds should be approximately \$700,000. However, the average budgeted allocation has been \$100,000 for the past five years.

School Security

School security improvements have been funded through Homeland Security grants. 20% of the cost was paid from the school capital reserve fund, and the remaining 80% from the State of New Hampshire. This year's capital improvement plan includes \$6.5 million of security enhancement projects.

Other Infrastructure Projects

The Brentwood Alternative High School relocated to a newly renovated location on Amherst Street for the 2018/2019 school year. Plans are underway to identify a permanent home for the Brentwood program when its lease expires in 2021.

Other endeavors underway are High School Energy Efficiency Audits and the repaving project at Nashua High School North.

Strategic Plan Process

In response to these factors, Superintendent Mosley set Nashua on a seven-month data-gathering process at the start of the 2018-2019 school year to complement and enhance the data previously gathered from the 2018 University of New Hampshire Climate Survey. A Strategic Plan Steering Committee, comprised of volunteers from district staff, parents, students, and community leaders, and a Strategic Plan Leadership Team were assembled by Superintendent Mosley and Board of Education Member Susan Porter.

A. Stakeholder Identification

Strategic Plan Steering Committee	Strategic Plan Leadership Team
Ian Atwell, <i>Principal, Elm Street Middle School</i>	Marcia Bagley, <i>Director, Special Education</i>
Nathan Burns, <i>Principal, Nashua High School North</i>	Amanda Bastoni, <i>Co-Director, Career and Technical Education</i>
The Honorable James Donchess, <i>Mayor, City of Nashua</i>	Robert Cioppa, <i>Director, Student Services and ELL</i>
Patrick Gillis, <i>2018 BOE Student Representative, Nashua HS North</i>	Daniel Donovan, <i>Chief Operating Officer</i>
Haley Goodspeed, <i>Nashua High School South Class of 2014</i>	Richard Farrenkopf, <i>Director, Technology</i>
Lori Hebert, <i>Parent, Fairgrounds Elementary, Fairgrounds Middle and South</i>	Donna Fitzpatrick, <i>Assistant Superintendent for Secondary</i>
Paul Hebert, <i>Chief Executive Officer, SquareTail</i>	Lisa Gingras, <i>Director, Athletics and Wellness</i>
Douglas Howard, <i>District Homeless Liaison/Outreach Coordinator</i>	Stacy Hynes, <i>Director, Communications</i>
Dagmar Keo, <i>Parent, Amherst Street Elementary School</i>	Garth McKinney, <i>Assistant Superintendent for Elementary</i>
Danielle Johnson, <i>Parent, Ledge Street Elementary School</i>	Michael McQuilkin, <i>Co-Director, Career and Technical Education</i>
Lucille Jordan, <i>President, Nashua Community College</i>	Dana O’Gara, <i>Director, Human Resources</i>
Mark Lucas, <i>Principal, Birch Hill Elementary School</i>	David Rauseo, <i>Director, Transportation</i>
The Honorable Latha Mangipudi, <i>Representative, NH House of Representatives</i>	Laurie Rothhaus, <i>Director, Adult and Community Education</i>
Adam Marcoux, <i>President, Nashua Teachers’ Union</i>	Shawn Smith, <i>Director, Plant Operations</i>
Paul Roberts, <i>Director, Media Relations, BAE Systems</i>	
Hailey Sweeney, <i>2018 BOE Student Representative, Nashua HS South</i>	
Suzan Travers, <i>Nashua School District Teacher</i>	
Diane Vienneau, <i>Nashua School District Peer Coach</i>	
Lynda Walsh, <i>Nashua School District Teacher</i>	
Lisa Yates, <i>Nashua School District Teacher</i>	

Superintendent Mosley and Nashua Board of Education Member Susan Porter called upon the citizens of Nashua to reflect on the educational values that inspire all students to learn to their best potential.

B. Focus Groups

Members of the Strategic Plan Steering Committee and Leadership Team, current and retired educators and staff, alumni, parents, students, civic leaders, business leaders, elected officials, and all Nashua residents had an opportunity to contribute to this important data-gathering process. With nearly 8,000 statements generated through the facilitation of 36 focus groups and more than 3,500 respondents to the Strategic Plan Survey, the co-chairs led robust discussions around important school district tenets and encouraged all respondents to think about academic priorities to support student learning.

A comprehensive analysis of this feedback and data showed that stakeholders shared common priorities.

C. Focus Groups and Survey Results

In reviewing these priorities, the Strategic Plan Steering Committee identified the following mission, vision, and values that will guide the formation of the specific goals and actions steps outlined within the 2019-2024 Strategic Plan.

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

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

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

The following five goals are at the core of Nashua’s Strategic Plan. These goals were developed with the intended purpose of squarely reflecting this vision, mission, and values, while addressing the identified stakeholder priorities. Each of these five goals features an array of action steps that will support all relevant stakeholders in ensuring the success of each goal, and the successful shift to educating the whole child.

A whole child approach to education is defined by both The Association of Supervision and Curriculum Development (ASCD) and the Centers for Disease Control (CDC) as

“policies, practices, and relationships that ensure each child, in each school, in each community, is healthy, safe, engaged, supported, and challenged. It engages all stakeholders—educators, families, policymakers, and community members—in defying the “percentage proficient” culture of too many school reform efforts, to focus on each child. And it further raises the bar of accountability beyond narrow, single-issue “improvement” strategies to efforts that reflect the broad array of factors influencing long-term success rather than short-term achievement.”

The priorities that emerged from the comprehensive data analysis during the strategic planning process reveal the opportunity for the Nashua School District to shift its mission and vision from defining student success by test scores to educating the whole child.

Top 5 Emerging Priorities Across Adult Stakeholders

	Teachers	Staff Members	Parents	Community Members
1)	Increasing para-educator and substitute-teachers pool	Improving social or mental health resources for students	Preparing students more effectively for college/their career	Improving work-readiness programs and activities (job talks, internships, apprenticeships, etc.)
2)	Improving social or mental health resources for students	Improving school safety	Improving school safety	Improving school safety
3)	Improving school safety	Preparing students more effectively for future college/career opportunities	Addressing and preventing bullying	Improving social or mental health resources for students
4)	Decreasing classroom sizes	Improving staff recruitment and retention	Improving social or mental health resources for students	Addressing and preventing bullying
5)	Improving staff recruitment and retention	Addressing and preventing bullying	Improving academic-support measures for students (para educators, substitute teachers, etc.)	Increasing course offerings that are relevant to college/career opportunities

Goals and Actions

Goal 1: Increase and monitor students' academic growth utilizing building-based and district-wide instructional supports.

In order to achieve this goal, the strategic plan includes 11 actions steps:

- Create instructional leadership teams at each school that research and create conditions contributing to student academic success with the addition of Assistant Superintendent of Recruitment, Development, and Wellness (1.1)
- Increase educational opportunities for ELL students with the addition of five ELL teachers (1.2)
- Provide equity for all full-day kindergarten programs with the addition of four kindergarten para-educators (1.3)
- Revise district curriculum management plan to vertically align elementary, middle, high school, and CTE programs (1.4)
- Design and implement a developmentally appropriate health program PreK – 8 with the addition of 10.5 health teachers (1.5)
- Expand extended-day and summer opportunities for middle school students with the addition of three extended-day site coordinators, one assistant coordinator, and three teachers (1.6)
- Develop a technology plan that aligns to the Curriculum and Strategic Plan (1.7)
- Develop a matrix to measure student achievement based on student growth over time through the lens of the whole child with the addition of an Assistant Superintendent of Recruitment, Development, and Wellness, 10 social workers, and 4 school psychologists (1.8)
- Continue to work on building a competency-based educational system PreK-12 (1.9)
- Redesign district assessments to be purposeful and equitable for all learners (1.10)
- Coordinate and publish testing schedules (1.11)

Goal 2: Cultivate a safe and nurturing learning and working environment.

In order to achieve this goal, the strategic plan includes 9 actions steps:

- Form a task force to define, research, and review strong SEL, citizenship, and restorative practices (2.1)
- Embed SEL practices across all levels with the addition of an Executive Director of Social Emotional Learning (2.2)
- Recruit, hire, support, and retain diverse and qualified educators who will be representative of the demographics of the Nashua community (2.3)
- Form a district-wide task force to examine and recommend developmentally and culturally appropriate norms for student behavior (2.4)
- Add an assistant principal at each secondary school and ensure that each elementary school is staffed with a full-time assistant principal with the addition of 5 Secondary Assistant Principals, and one Elementary Assistant Principal (2.5)
- Prioritize work of the Middle School Steering Committee to research and implement best practices in middle school philosophy (2.6)
- Establish a task force to implement a middle school alternative program with the addition of 2 teachers, 1 social worker, and 2 para-educators (2.7)
- Partner with local law enforcement and Fire and Rescue to keep current with safety protocols (2.8)
- Practice and implement specific, site-based safety protocols in all buildings (2.9)

Goal 3: Overhaul the NSD professional development infrastructure.

In order to achieve this goal, the strategic plan includes 5 actions steps:

- Conduct a SWOT analysis of the current PD structure of the district and make recommendations for improvements (3.1)
- Develop, implement, and track core PD/orientations/on-going workshops for all administrators, teachers, custodians, cafeteria staff, secretaries, para-educators, and other staff new to the district with the addition of an Assistant Superintendent of Recruitment, Development, and Wellness (3.2)

- Review, revise, and consistently implement process/tools used by Superintendent and Asst. Superintendents to evaluate building and district administrators in curriculum, leadership, and tenets highlighted in the Nashua School District 2019-2024 Strategic Plan (3.3)
- Ensure consistent implementation of the teacher evaluation instrument used by administration to evaluate teachers; provide training for new administrators and ongoing PD for all administrators (3.4)
- Work to align all bargaining unit contracts to ensure success of PD overhaul (3.5)

Goal 4: Increase frequency of strategic partnerships and community communications.

In order to achieve this goal, the strategic plan includes 8 actions steps:

- Hold building-based teacher/parent/community forums twice a year. These forums include Central Office personnel (4.1)
- Strengthen existing partnerships with organizations in the Nashua community and develop new partnerships that foster CTE internships, social work, parent, and health outreach with the addition of a Community Outreach Director (4.2)
- Devise district communication systems to give the public updates on the progress of the Nashua School District 2019-2024 Strategic Plan with the addition of a part-time (0.2) Communications Director (4.3)
- Improve district and school websites to increase communication to staff, families, and community (4.4)
- Hold leadership meetings quarterly to track and report on the Nashua School District 2019-2024 Strategic Plan's goal progress (4.5)
- Partner with outside organizations to create family resources to ensure all families are provided necessary information related to the Nashua School District 2019-2024 Strategic Plan's goals (4.6)
- Improve and properly structure the governance system between the BOE and school administration. This system will improve the chain of command, roles and responsibilities, citizenship, and productivity (4.7)
- Provide the BOE with periodic progress reports using feedback from stakeholders on the action steps contained in the Nashua School District 2019-2024 Strategic Plan (4.8)

Goal 5: Create a budget matrix that aligns district-wide priorities with future budget cycles.

In order to achieve this goal, the strategic plan includes 5 actions steps:

- Design a capital improvement plan to improve school buildings' infrastructures to address facility safety/security concerns (5.1)
- Design a proposal that addresses Special Education out-of-district costs and other endeavors with the addition a Liaison/Consultant to develop an out-of-district collaborative (5.2)
- Allocate financial resources to align with Nashua bargaining units that will ensure competitive salaries for NSD staff (5.3)
- Continue to work on capital improvements within the NSD, per the city's capital improvements plan and the deferred maintenance plan (5.4)
- Allocate resources for facility improvements to ensure the safety of students and staff connected with the district/city capital improvements plan(5.5)

The vision of the Nashua School District is to be the model for excellence in public education for our students, staff, and community. The feedback received from the community-based focus groups, the UNH climate survey, the Strategic Plan survey, federal legislation, and the NH 2018 School Safety Preparedness Task Force Report echoes the research and best practices that ensure student safety, motivation, engagement, and success.

The Nashua School District is proud to model excellence by presenting the following strategic plan that celebrates the shift in educational practices that will educate the whole child and empower student success.

Appendices

- A. Flowchart: Phases of the Strategic Planning Development Process
- B. 2018 University of New Hampshire School Climate Survey
- C. Strategic Plan Focus Group Themes
- D. 2019 University of New Hampshire Strategic Planning Survey
- E. New England Association of Schools and Colleges (NEASC) Recommendation letter to Nashua High School South
- F. 2006 Nashua School District Organizational Chart
- G. 2018 Nashua School District Organizational Chart
- H. Strategic Plan 2019-2024 Human Capital Cost By Goal
- I. Strategic Plan 2019-2024 Human Capital Cost By Fiscal Year
- J. Strategic Plan 2019-2024 Task Force and Committee Descriptions
- K. Strategic Plan 2019-2024 Human Capital Impact Descriptions
- L. Strategic Plan 2019-2024 Fiscal and School Year Breakdown of Human Capital and Action Steps
- M. Social Emotional Learning Overview