

NASHUA
SCHOOL DISTRICT
Gateway to Opportunity

Strategic Improvement Plan

2025
2030

NASHUA
SCHOOL DISTRICT

Gateway to Opportunity

141 Ledge Street | Nashua, NH 03060
nashua.edu

Facilitated and Prepared By

TEACHING & LEARNING ALLIANCE

800 West Cummings Park, Suite 5900
Woburn, MA 01801 | 781-305-3540



Contents

4 Letter of Introduction

6 Strategic Improvement Planning Committee Members

8 Summary of the Strategic Improvement Planning Process

10 Our Mission and Vision

11 Our Core Values

12 Focus Areas and Strategic Initiatives

- 13 Focus Area #1 - Climate, Culture, and Community Engagement
- 16 Focus Area #2 - Teaching, Learning, and Leading
- 19 Focus Area #3 - Operational Efficiency and Future Planning
- 21 Focus Area #4 - Innovate, Research, and Design

23 Dashboard



Dear Nashua Community,

We are proud to introduce the Nashua School District's new Strategic Improvement Plan, a five-year roadmap that will guide our collective efforts to strengthen our systems and expand opportunities for all students.

This work represents the voices, values, and aspirations of our community. Over the course of three summer months, more than 30 dedicated committee members—representing students, families, educators, school leaders, and community partners—came together to engage in thoughtful dialogue, courageous reflection, and shared problem-solving. Their commitment, insight, and expertise laid the foundation for this plan.

Together, we developed a new Mission, Core Values, and Vision Statement that reflects who we are and where we're headed as a district. These statements are not simply words on a page; they are a call to action. They shape our priorities and define the goals we will pursue—goals focused on student achievement, equity, real-world learning, belonging, and operational excellence.
This Strategic Improvement Plan is more than a document—it's a living commitment to the students and families of Nashua. It will guide our decisions, inform our practices, and help us measure progress as we work together to ensure every learner is prepared, supported, and inspired.

Thank you for your partnership and belief in the power of public education. Together, we are opening the Gateway to Opportunity for every student in the Nashua School District.

Best,

Dr. Mario Andrade
Superintendent of Schools
Nashua School District





NASHUA SCHOOL DISTRICT
Gateway to Opportunity

Strategic Improvement **Planning Committee**

Mario Andrade
Superintendent

Matthew Poska
Assistant Superintendent

Jennifer Scarpati
Assistant Superintendent

Helayne Talbott
Director, CTE

Robert Cioppa
Director, ELL

Kerry Curtis
Asst. Director, Spec Ed

Michael Bowse
Director, Human Resources

Kristine Smith
Coordinator, Digital Learning

Lisa Gingras
Director, Athletics

Anne McCubrey
Parent

Cherrie Fulton
Director, Title I

Erin Anderson
Principal, Sunset Heights

Gabriel Falzarano
Principal, Pennichuck Middle

Nathan Burns
Principal, NHS North

Patricia Beaulieu
Principal, Charlotte Avenue

Jennifer Bishop
Board of Education

Chris Thibodeau
Board of Alderman

Gail Casey
Community - ALC

Paul Hebert
Community-Square Tail CFO

Mike Apfelberg
Community-United Way

Joseph Manzoli
Community, YMCA

Darcy Rock-O'Hara
Teacher, McCarthy Middle

Carri Burns
Teacher Coach

Kate Millette
Teacher, Dr. Crisp

Angela Bartlett
Teacher, NHS South

Brittney Effler
Teacher, Sunset Heights

Laura Short
Teacher, Mt. Pleasant; NTU Rep.

Alex Homola
Parent

Anne McCubrey
Parent

Becky Britton
Parent

Brie Colby
Parent

Gina McGillick
Parent

Sheikh Ahmeed
Student

TLA

Facilitated and Prepared by
Teaching and Learning Alliance, Inc.





Summary of the Strategic Improvement Planning Process

The strategic improvement plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents "the set of actions an organization chooses to pursue to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose." (Curtis & City, 2010, p. 20). The strategic planning process enables the district to seek feedback from constituents that comprise the school district: students, parents/guardians, staff, administrators, board of education, and the community, to best serve the educational community in the future.

Beginning in the winter of 2025, members of the Nashua Public Schools and the community came together to develop a strategic plan that would serve as a road map for improvement for the 2025-26 through 2029-30 school year. The following three-step strategic improvement planning process was employed to help guide the planning process:

1 Building the Foundation

2 Building the Plan

3 Implementing the Plan

In **Phase I**, relevant data representing the performance of the district were collected, and community input and feedback were solicited. A series of forums was conducted with parents/guardians, community leaders, the board of education, staff, and district leadership team members. Additional historic data about the schools were also collected to guide the work in Phase II of the process.

In **Phase II**, a Strategic Planning Committee was established to begin the important work of analyzing internal and external data to guide in establishing core values, a vision, and a mission. The current strategic plan was also assessed to inform the development of a new plan. During Phase II work, committee members identified common themes, referred to in the plan as focus areas. The Strategic Planning Committee established strategic objectives for each focus area, key actions for each objective, and identified outcomes for each strategic initiative.

In the **final phase (Phase III)** of the strategic planning process, the Strategic Planning Committee discussed how the newly developed contents of the district strategic plan could be implemented both vertically and horizontally in the organization to guide the change process over the next five years. Strategies were highlighted that would be employed to ensure that district improvement would work on the identified focus areas.



Our Mission

The Mission Statement explains who we are and highlights our fundamental belief system. When others read the mission statement, they should understand what our core role is as a school district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do?
- Who benefits from our work?
- What are the results of our work?

The Strategic Planning Committee reviewed all collected data from parents/guardians, community members, and staff, and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

The mission of the Nashua School District is

to provide personalized educational opportunities and cultivate the skills and perspectives necessary for meaningful contributions to the community.

Our Vision

A Vision Statement represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be our compass – our North Star. The vision statement should be a brief but concise statement that clearly exemplifies the district's vision for those it serves.

The Nashua School District is

a community where curiosity drives education, and every learner is valued.

Our Core Values

P	R	I	D	E
positive	respectful	inquisitive	determined	engaged

The Nashua School District's Core Values should remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others. The PRIDE set of core values was established through the Portrait of a Learner process and continues forward in the Strategic Plan:





Focus Areas and Strategic Initiatives

2025 - 2030

After developing core values, a vision, and a mission, the Plan for Success Planning Committee began the work of developing the focus areas that will serve as the core priorities of district improvement for the next five years. Each Focus Area is highlighted in our action plan that includes multiple strategic objectives and key actions for each priority, outcome, and responsibility. The following four focus areas emerged from the process:

1 Climate, Culture, and Community Engagement

2 Teaching, Learning, and Leading

3 Operational Efficiency and Future Planning

4 Innovate, Research, and Design

Focus Area 1

Climate, Culture & Community Engagement

Objective: Foster a positive, inclusive, and connected school community by building trust, promoting transparent and responsive communication, and engaging families and stakeholders as active partners in student success.

Initiative	Action Steps	Measure of Success
Establish effective/responsive communication & transparency	• **Audit current communication practices** to identify gaps and stakeholder needs. • **Develop and publish a communication plan** with clear expectations for schools and departments. • **Ensure ADA compliance and multilingual access** across all tools and materials. • **Create two-way communication channels** for stakeholder feedback and response. • **Improve and monitor communications** based on engagement metrics and annual stakeholder surveys.	• Audit completed annually; results shared publicly with action steps; 100% of schools participate • Communication plan published on website by 2026; school compliance tracked and reported • All key documents translated; 100% of district messages ADA compliant • Feedback tools embedded on website and parent portal; >75% of families report they know how to share input • 100% of school leaders trained annually; 85%+ of staff report improved clarity in communications • Annual stakeholder communication survey shows 10% improvement in clarity, trust, and responsiveness

Initiative	Action Steps	Measure of Success

Cultivate stewardship of available resources	• Map current partnerships with businesses, nonprofits, and public agencies to identify gaps and opportunities for collaboration.
	• Develop a district-wide partnership framework outlining expectations, shared goals, and support structures for long-term collaboration.
	  ◦ Launch a "Community Partner Council" to meet quarterly and co-design programs with school leaders based on district priorities.
	  ◦ Create an annual "Community Impact Report" highlighting contributions from partners and return on investment.
	  ◦ Celebrate and recognize community contributors annually at a district event or through regular communications (e.g., newsletters, website).
	  ◦ Launch parent-centered special education and ELL advisory group/council.
		• Partnership map completed and updated annually; 100% of schools contribute data
		• Framework developed by 2026; 100% of active partners onboard with shared expectations
		• Council established and meets quarterly; at least 10 active community members participate consistently
		• Annual report published on website; highlighted at board meetings and family events
		• Recognition program established; 95% of partners report feeling valued by the district
		• Advisory group established and meets quarterly; representation includes 100% of school levels (Elem-MS-HS)



Focus Area 1: Climate, Culture & Community Engagement

Initiative	Action Steps	Measure of Success
Provide equity, access & diverse learner support	• Develop a district-wide Equity & Access Framework that includes clear principles, expectations, and tools for inclusive practices and communication. • Co-design family engagement strategies with diverse communities, including advisory groups for ELL, special education, and marginalized populations. Strengthen inclusive representation in family engagement materials, district visuals, decision-making bodies, and events. • Build and monitor equity dashboards that disaggregate academic, behavioral, and engagement data by subgroup and are used to inform decisions. • Continue to develop district-wide inclusion models for special education students, ensuring access to grade-level curriculum and special education support for skill/knowledge gaps/areas.	• District media reflects all major student/family demographics; annual audit tracks inclusivity • ELL and SPED family groups established at 100% of schools by 2027; at least 3 events co-designed per year • Dashboards launched by 2027; used quarterly by district teams to inform decisions and publicly shared • Inclusion rates for students with disabilities increase by X% over 3 years; all schools demonstrate co-teaching practices
Strengthen School Climate and Culture to Support Belonging and Engagement	• Implement a district-wide school climate survey for students, staff, and families to assess experiences of belonging, safety, and connection (administered annually). • Expand student leadership and voice opportunities, including peer mentors, student-led forums, and advisory roles in school improvement.	• ≥80% student/staff/family participation; results published annually and used for action planning • All middle and high schools have active student councils or forums; student participation increases by 15%

Focus Area 2

Teaching, Learning & Leading

Objective: Promote academic growth for all students through rigorous instruction, ongoing staff development, and equitable access to high-quality, inclusive learning experiences that foster a sense of belonging.

Initiative	Action Steps	Measure of Success
Promote academic rigor & student growth	• Ensure our curriculum is both rigorous and relevant, preparing all students for post-secondary success (college, careers, military, and life). • Implement common district-wide performance assessments to measure deeper learning and growth (short, mid, long-term data). • Integrate real-world learning tasks into instructional units (e.g., PBL, capstone projects). • Expand opportunities for advanced coursework (AP, Dual Enrollment, CTE, Pathways, etc.) and targeted supports for access.	• 100% of core curriculum documents revised by 2027, ensuring alignment to college/career expectations and explicit integration of PoL competencies such as critical thinking, collaboration, and communication • District-wide performance-based assessment system implemented by 2027; ≥80% of students demonstrate growth in applying PoL-aligned skills like creativity, analysis, and problem-solving • Greater than 85% of classrooms integrate tech to support inquiry and innovation; ≥85% of students and teachers report increased engagement and readiness for future learning environments • All subjects vertically aligned to prepare students for deeper learning and personal growth aligned with PoL attributes like curiosity, resilience, and connection • 100% of schools implement at least 2 PoL-aligned common tasks annually by 2027 (e.g., presentations, portfolios, collaborative problem-solving)

Initiative	Action Steps	Measure of Success
		• All secondary schools offer project-based learning, capstones, internships, or community-connected tasks by 2028, promoting student agency and authentic application of PoL skills • 15% increase in underrepresented student enrollment in AP, Dual Enrollment, CTE, and personalized pathways by 2029, ensuring access to rigorous, interest-driven opportunities that nurture confidence and lifelong learning
Provide professional development for all staff	• Consistently provide high-quality and differentiated professional development that supports the needs of all learners.	• Staff participate in annual PD that supports inclusive Tier 1 instruction and fosters learning environments where all students can thrive as PoL graduates • Instructional walkthroughs show ≥20% improvement in Tier 1 practices that promote collaboration, belonging, and student-centered learning

Focus Area 2: Teaching, Learning and Leading

Initiative	Action Steps	Measure of Success
Provide equity, access & diverse learner support	• Ensure every student—regardless of background, language, or ability—has access to the support and opportunities they need. • Annual SPED audit completed; • Reimagine and rebuild the educational experience for students with IEPs through implementing a programmatic overhaul that integrates research-based principles and practices to best meet the needs of students requiring specialized instruction. • Improve Special Education Programs: collecting data and redesigning how we support students with IEPs using best practices	• Equity dashboard created and reviewed quarterly; ≥10% annual increase in historically underserved students participating in enrichment, leadership, or advanced coursework—ensuring every learner is empowered to develop curiosity, voice, and confidence • Redesigned special education programs implemented by 2027 • Redesigned SPED programs implemented by 2027; learning environments promote inclusion, self-advocacy, and perseverance—core to Nashua's PoL vision • Annual SPED audit completed; 100% IEP compliance maintained





Focus Area 3

Operational Efficiency & Future Planning

Objective: Design and sustain streamlined, equitable, and future-ready systems that align with long-term district priorities, ensuring all stakeholders have access to the tools, resources, and support they need.

Initiative	Action Steps	Measure of Success
Workforce development	• Recruit and retain high-quality staff that reflects our student demographics.	• 10% increase in educator diversity by 2028; ≥90% retention rate of high-performing staff • ≥95% of schools fully staffed by start of year

Investigate, consolidate, and acquire technology	• Use technology to:
	  ○ enhance learning
	  ○ streamline operations
	  ○ improve communication
	• Consolidate learning systems and communication platforms district wide to reduce confusion for families and staff.
		• Technology audit completed; ≥80% reduction in redundant platforms
		• ≥90% of staff report improved clarity and ease of use

Ensure that budget planning is transparent, sustainable, and aligned with the district's strategic goals while addressing short- and long-term financial constraints.	• Establish a multi-year financial planning process that aligns budget allocations with strategic priorities, projected enrollment trends, contract obligations, and capital needs.	• Multi-year budget forecast published annually • Budget decisions aligned with priorities

Focus Area 3: Operational Efficiency & Future Planning

Initiative	Action Steps	Measure of Success
Audit the systems and structures of support for all students	• Regularly review and update systems and processes for effectiveness and efficiency. • Adjust class sizes, methods, and services to support multilingual learners and students with disabilities.	• Annual audit conducted • Student participation in alternate pathways grows annually
Strengthen Special Education infrastructure to support equitable access and services	• Special Education: Improve Special Education Programs (collecting data and redesigning how we support students with IEPs, using best practices to create stronger programs).	• SPED program redesign implemented by 2027 • 90% of students with IEPs show growth on personalized goals • 100% IEP compliance rate



Focus Area 4

Innovate, Research, and Design

Objective: Cultivate an environment of innovation that enables the district to rapidly evolve.

Initiative	Action Steps	Measure of Success
Make the Nashua School District an attractive school system for current and future families and students	• Redesign of our educational system utilizing data and community input. • Investigate and establish innovative school models within our district • Expanding in-school and out-of-school activities; increasing access to programs that help students explore their interests, develop new skills, and feel connected to their school and community.	• Increase in family satisfaction survey responses related to innovation, engagement, and academic pathways • Annual increase in enrollment or reduced outmigration to other districts • Two (2) new innovative school models or programs launched by 2028 • School-level data shows increased participation



Focus Area 4: Innovate, Research, and Design

Initiative	Action Steps	Measure of Success
Advance inclusive, innovative, and high-impact teaching and leadership to inspire learning and lifelong success.	• Embed Nashua's Portrait of a Learner into curriculum, instruction, and assessment practices. • Launch micro-pilots in innovative instructional design (e.g., interdisciplinary learning, AI-enhanced feedback, competency-based learning). • Establish "Innovation Cohorts" of teachers and leaders to test and scale new models. • Align professional development with research-based practices that support creativity, deeper learning, and real-world relevance.	• ≥85% of secondary students participate in at least one PoL-aligned learning experience per year • 100% of schools implement at least one instructional innovation pilot by 2027 • Educator PD survey shows ≥90% satisfaction with innovation-focused training • Increased student engagement metrics and performance in Portrait of a Learner tasks
Build robust research-practice partnerships and R&D capacity	• Formalize partnerships with research organizations, higher ed, and regional employers to co-design learning models and conduct improvement cycles. • Launch an internal R&D team or innovation hub to track, pilot, and scale emerging practices (AI, blended learning, SEL innovation, etc.). • Participate in national R&D networks and use data to inform district policy, programming, and redesign.	• 3–5 active research-practice partnerships by 2026 • Annual publication of a "District Learning Report" summarizing pilots, outcomes, and next steps • Evidence-based innovations scaled from pilot to district-wide use within 2 years • District recognized regionally/nationally as an innovation engine (via partnerships, case studies, grants, etc.)

NASHUA SCHOOL DISTRICT
Gateway to Opportunity

Strategic Improvement Plan 2025 2030

Our Mission

The mission of the Nashua School District is to provide personalized educational opportunities and cultivate the skills and perspectives necessary for meaningful contributions to the community.

Our Vision

The Nashua School District is a community where curiosity drives education and every learner is valued.

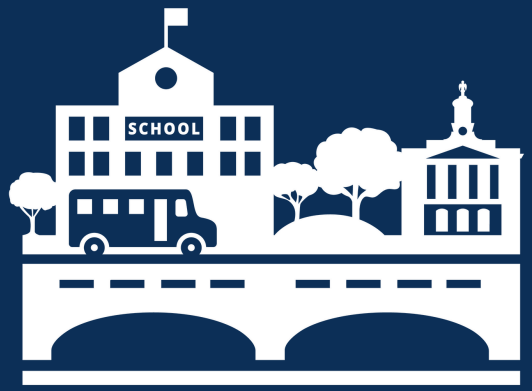


Our Strategic Focus Areas

1. Climate, Culture, and Community Engagement
2. Teaching, Learning, and Leading
3. Operational Efficiency and Future Planning
4. Innovate, Research, and Design

Our Core Values

P	R	I	D	E
positive	respectful	inquisitive	determined	engaged



NASHUA
SCHOOL DISTRICT

Gateway to Opportunity

141 Ledge Street | Nashua, NH 03060
nashua.edu