

**NASHUA  
COMMUNITY  
MUSIC SCHOOL**

# **STRATEGIC PLAN**

**Fall 2021- Summer 2026**

Prepared by:  
NCMS Vision Committee

Board Approved On:  
5/4/21



## HOW WE STARTED & Where We Landed

Covid-19 has changed the way we approach strategic planning. Prior to the pandemic, our staff and board of directors were in the middle of revising our mission, reimagining our vision, and establishing a new longterm strategic plan that focused on the spirit of musical service.

These strategy sessions were put on pause in March of 2020 when we were forced to retreat to a survival mode mentality. After fighting for several months, these sessions resumed with a vengeance to address the growing needs of our community. This new 5 year strategic plan will help define the Nashua Community Music School as a major recognized musical resource and a pillar of community arts in Greater Nashua.

## NCMS VISION COMMITTEE

Lindsay Rinaldi, ED

Tori Caruso, AD

Jacob Boyer

Annabell Hilton

Donna Kraus

Beth Libby

Cassidy Swanson

# MISSION

The mission of the Nashua Community Music School is to create innovative music programming that is accessible to all.

# VISION

NCMS envisions a world where music builds community, ignites social change, and inspires artistic expression.



# CORE VALUES

Deliver professional level music instruction

Cultivate an inclusive, creative environment

Create customized musical experiences

Collaborate with our community through music

Provide opportunities for deserving students

**We began by identifying community problems we know could be solved through music.**

## **CHOICES THAT MAKE A DIFFERENCE**

The goals and objectives to follow were a result of vision committee strategy sessions, lessons learned from our fight against Covid-19, and obstacles uncovered from city wide planning documents such as the Imagine Nashua Plan and the Nashua Arts & Culture Plan. Following each main goal are related covid concerns, which will affect the exact timeline of execution. Once the day-to-day fluidity of the Covid world is behind us, this plan will be edited to reflect a more specific actionable timeline across the 5 year period.



# ACCESSIBILITY

## Goal

Combat the physical, financial, and language barriers preventing the community from participating in our programs.

### Problem 1:

The current NCMS location is not easily physically accessible.

### How to solve it:

**1.1:** Make significant modifications to current facility or relocate the school

- **1.2:** Run more programs at alternate locations



### Problem 2:

Cost is a significant barrier for people to participate in our programs.

### How to solve it:

**2.1:** Create a fundraising plan that increases scholarship assistance to 30% of our student body

**2.2:** Seek out local populations in need and design specific programming that can be delivered at low or no cost.

### Problem 3:

NCMS is limited to offering services in English, despite 20% of the Greater Nashua population speaking a language other than English at home.

### How to solve it:

**3.1:** Translate key documents and webpages into other languages

**3.2:** Prioritize hiring bilingual faculty and staff (prioritizing Spanish)



**Covid Concerns:** Remote programs create additional technology barriers, running programs at alternate locations is not currently feasible, seniors have faced the most isolation and accessibility challenges



## Goal

Become a true 'community center' where diversity is celebrated.

# DIVERSITY

### Problem 4:

Lack of diverse events and programs in Greater Nashua fail to engage the full spectrum of its population.

### How to solve it:

**4.1:** Research music activities and programming currently happening in diverse communities and provide opportunities for artistic collaboration and expansion to wider audiences

**4.2:** Create a multicultural ambassador program by seeking out leading members of diverse communities and invite them to be a part of the NCMS outreach team.

### Problem 5:

The majority of current programs do not reflect the diversity of the Greater Nashua area.

### How to solve it:

**5.1:** Prioritize the recruitment of culturally diverse and bilingual faculty

**5.2:** Develop nontraditional programming that appeals to a more diverse audience.



**Covid Concerns:** Social distancing rules and limited in person interactions create communication challenges when trying to meet new people and facilitate collaboration.

# COMMUNITY

## Goal

Build an inclusive community from the inside out.

### Problem 6:

There is not enough qualified talent available to execute our mission in an efficient way.

### How to solve it:

**6.1:** Establish a retention plan that rewards faculty and staff for continued service

**6.2:** Create a mentoring program that attracts recent grads and talented self-taught musicians and provides them with the necessary training to become an effective NCMS teacher



### Problem 7:

NCMS is missing opportunities to serve our community by being too fiscally reliant on tuition based programs.

### How to solve it:

**7.1:** Establish a donor cultivation program that recognizes and rewards our supporters

**7.2:** Diversify our fundraising efforts beyond events & appeals

### Problem 8:

There is not enough synergy between arts organizations across Greater Nashua.

### How to solve it:

**8.1:** Develop interdisciplinary programming that encourages collaboration between arts organizations to reach a wider audience



**Covid Concerns:** The unstable job market may cause teachers to prioritize full time employment over contract jobs, many arts organizations are hibernating or limited in their activity

# AWARENESS

## Goal

Rebrand with a focus on community service to inspire conversations about our organization.

### Problem 9:

It's not always easy for prospective students to get involved.

### How to solve it:

**9.1:** Create new program options that are low-commitment and flexible

**9.2:** Address financial insecurities through a specific marketing plan that better explains scholarships and Community Fund assisted programs

**9.3:** Establish new relationships with social service organizations, counselors, and school district support staff who can recommend new student candidates

**Covid Concerns:** Traditional marketing efforts such as event participation, B2B networking, and overall community presence are limited.

### Problem 10:

The size and activity of our Board of Directors limits our community presence and impact.

### How to solve it:

**10.1:** Develop a larger network by instituting a 3 tier system of support lead by the Board of Directors



### Problem 11:

Current enrollment numbers do not warrant longterm financial sustainability.

### How to solve it:

**11.1:** Create an enrollment plan that scales capacity proportionally between tuition-based v. grant funded programs

**11.2:** Add a development director to recruit additional funding



# NEXT STEPS FOR SUCCESS

This strategic plan is set to begin in the Fall of 2021 and be completed by the Summer of 2026. An appropriate timeline and action plan specific to each goal will be added prior to executing each objective.

We will focus on the objectives that strengthen our infrastructure and develop new programs that service our hardest hit communities first so that we are poised for action once covid restrictions are lifted.

**By going beyond simply music lessons, NCMS has the power to transform lives, open doors, and connect people from all walks of life.**



# COMMUNITY PARTNERS

Established 2014-2021

It takes a village  
to make  
beautiful music...

- 21st Century After School Program
- The Boys & Girls Club of Greater Nashua
- The Boys & Girls Club of Souhegan Valley
- The Academy of Science & Design
- Fairgrounds Elementary School
- Hollis Montessori School
- Infant Jesus School
- Ledge Street Elementary School
- Microsociety Academy
- The Nature of Things
- New Searles Elementary School
- World Academy
- Great American Downtown
- Nashua Parks & Recreation
- Nashua Police Athletic League
- Nashua Children's Home
- The Rotary Club West
- SkyDive Pepperell
- The Hollis Social Library
- The Nashua Public Library
- The Rodgers Memorial Library
- City Arts Nashua
- Gateways Community Services
- Habitat for Humanity
- Marguerite's Place
- Nashua Children's Home
- Opportunity Networks
- Relay for Life
- Southern New Hampshire Services
- Symphony NH
- Greenbriar Nursing Center
- Nashua Senior Activity Center



Music Therapy at Nashua's Greeley Park