

# READY, SET, GROW NATCHITOCHES

NPSB's Plan for Excellence



#TogetherWeCan











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# A Message from the Superintendent



Dear Natchitoches residents,

Natchitoches is a beautiful parish with wonderful people, a rich history, and amazing potential. In my first 6 months as your Superintendent I have seen this first hand. I have had the privilege to speak to many of you. Your passion for this parish, our home, is obvious. You love this town and you want it to flourish.

Consistently in my conversations with you I have heard the same concerns about our schools. From businesses I have heard that they need more qualified workers coming out of our high schools. NSU has expressed the need for students who are prepared for the rigors of higher education. Civic leaders have conveyed that schools have to improve if we are to attract talented people to our area. Finally, parents have expressed their concerns for their children's wellbeing and academic futures. Ultimately, you have all articulated the same desire, a school system that you can be proud of.

You want a school system that no matter where your child attends, you know they have a qualified teacher, teaching a rigorous curriculum. You want schools where you know your child is safe, cared for, and is being prepared for a successful life upon graduation. We all want ourselves and our children to be treated fairly and with equity. These desires are not unique to Natchitoches, Louisiana, or even America; they are universal.

I want those same things for my family and I want those things for our parish. Unfortunately, it takes more than just wanting, or hoping, to move a struggling school system forward. It takes qualified, intelligent, passionate individuals pooling their resources and knowledge to make strategic long-term decisions that will positively impact student achievement. Be assured, success is never accidental. Our vision for this district is simple "Persistent Pursuit of Progress." Although short, it is powerful. Our vision means that every day, in every school, every person's goal is to improve from the day prior. We chose this vision because we believe that any organization that is not improving, not moving or not growing is stagnant and ineffective. These are two words that will never describe NPSB schools.

Within this document, you will find the combined knowledge of both in district and out of district experts who have utilized data and research to formulate a 5-year strategic plan. This plan has many goals, but its ultimate aim is to improve academic outcomes for ALL students. As we hold ourselves accountable to this plan, we ask that Parents, business leaders, school board members, civic leaders and all others hold us accountable as well. We also ask that you make yourself knowledgeable of our plan so you can help support us through this journey. It is only together that we will be successful. I look forward to achieving our goals together as a Parish. Thank you and remember, Together We Can!

Sincerely,

*Grant Eloi*

Dr. Grant Eloi  
Superintendent Natchitoches Parish Schools



**NATCHITOCHES PARISH  
SCHOOL BOARD**  
TOGETHER WE CAN





## Our Story

The Natchitoches Parish School Board meets the challenges required to raise academic standards and positively impact student achievement throughout all of Natchitoches Parish. We are committed to a policy of educating children by helping them to develop an awareness and appreciation for the achievements, problems, and aspirations of all people in our culturally diverse society.



## Our Mission

Through our persistent pursuit of progress, together we can develop college and career ready students. We are dedicated to the success of ALL through a robust curriculum and quality instruction that connects to students' lives and their futures. It is our pledge to provide a safe, supportive, and nurturing environment in an effort to achieve equity for ALL. #TOGETHERWECAN





# District Goals

1

Students enter kindergarten ready

2

Students will achieve mastery level on 3rd grade assessments and enter 4th grade prepared for grade-level content

3

Students will achieve mastery level on 8th grade assessments and enter 9th grade prepared for grade-level content

4

Students will graduate on time

5

Graduates will graduate with a college and/or career credential

6

Graduates will be eligible for a TOPS award



## Vision

Persistent  
Pursuit of  
Progress







# Framework for Success

Our Framework for Success contains eight areas of focus in which we will cultivate to ensure the district, schools and community work together to meet the needs of all students.



# ACADEMICS

## Goal #1:

Increase assessment index HS on English I/II, Algebra 1, Geometry, Biology, and US History, as measured by LEAP 2025, by 17.5 points over the period of 5 years

Action Steps		Timeline	
		Beginning	End
1. Hire and Train Teacher coaches to help improve the instructional practices and capacity of all teachers		05/2020	Ongoing
2. Expand and enrich collaborative structures that allow for teachers to participate in professional talk and development		05/2020	Ongoing
3. Focus and align professional development to ensure that teachers are continually focused on improving their practice		05/2020	Ongoing
4. Improve implementation of the Compass rubric. Provide professional development to school leaders to ensure it is being conducted in consistently throughout the district		05/2020	Ongoing
5. Define classroom expectations for all teachers, through the creation of the NPSB Framework for Effective teaching		05/2020	Ongoing
6. Train Principals as effective instructional leaders who are able to provide actionable feedback to their teachers		05/2020	Ongoing



## Goal #2: Increase interest and opportunity index of all schools to 150 points

Action Steps		Timeline	
		Beginning	End
1. Increase music and arts positions at schools where they are not currently at		05/2020	Ongoing
2. Improve funding of interest and opportunities at schools (specifically at schools with highest poverty levels)		Summer 2020	Ongoing
3. Motivate Principals to create partnerships with local businesses and universities to create more interest and opportunities		Fall 2021 (Piloting currently)	Ongoing

## Goal #3: Improve leadership capacity through all leaders, departments and schools

Action Steps		Timeline	
		Beginning	End
1. Hire Director of Academics whose job is to mentor, grow and supervise principals		05/2020	Ongoing
2. Define what it means to be an effective principal through the creation of the NPSB Framework for Effective Principals		Fall 2021 (Piloting currently)	Ongoing
3. Provide QDR structure that allows for consistent feedback to principals throughout the school year		Fall 2021	Ongoing



## Goal #4:

Ensure that 75% of K-2 students are reading on or above grade level, as measured by STAR/IRLA/DIBELS. This will be over a 5 year period, 10% over each year

Action Steps		Timeline	
		Beginning	End
1. Hire and train literacy specialists, one for each school		05/2020	Ongoing
2. Implement Sondy Essentials RTI program in order to supplement k-2 curriculum		Summer 2020	Ongoing
3. 9 week progress monitoring system to immediately address deficiencies and remedy them		Fall 2021 (Piloting currently)	Ongoing
4. Create a culture of reading by implementing librarians and reading programs at every school		Fall 2020	Ongoing
5. Implement Accelerated Reader across the parish		Fall 2020	Ongoing

## Goal #5:

Ensure that 75 % of k-2 students are on or above grade level in math, as measured by FRECKLE. This will be over a 5 year period, 10% over each year

Action Steps		Timeline	
		Beginning	End
1. Supporting our Tier 1 curriculum with integrity and fidelity through consistent, strategic, and job embedded professional development		08/2021	Ongoing
2. 9 week progress monitoring system to immediately address deficiencies and remedy them		01/2021	Ongoing
3. Adopt and implement a research based RTI math program that works in conjunction with the progress monitoring initiative		08/2021	Ongoing
4. Hire a math specialist/coach for each CIR/UIR school		05/2021	Ongoing



## Goal #6:

Increase assessment index HS on English I/II, Algebra 1, Geometry, Biology, and US History, as measured by LEAP 2025, by 17.5 points over the period of 5 years

Action Steps		Timeline	
		Beginning	End
1. Provide ongoing professional development for teachers on the Tier I curriculum		01/2021	Ongoing
2. Conduct a deep dive on student testing history to determine student strengths and weaknesses		01/2021	Ongoing
3. Develop a school culture that supports increased LEAP 2025 performance (incentives, daily messages, visual representation, etc.)		10/2020	Ongoing
4. Progress monitor student performance with district and state benchmark tool (LEAP 360 and STAR 360)		01/2021	Ongoing
5. Utilize time during the school day to address student learning gaps (IB4E, remediation, etc.)		08/2021	Ongoing

## Goal #7:

Natchitoches Parish High Schools will increase the district graduation rate from 77.8 to 80 by the end of the 2020-2021 school year. The goal is for graduation rate to be at an 86 by 2024-2025

Action Steps		Timeline	
		Beginning	End
1. Maintain a tracking system to for 9th-12th grade students and monitor the data through the school leadership team meetings		01/2021	Ongoing
2. Utilize the district DEWS system to identify students at risk of dropping out of high school; monitor the data through the school leadership team meetings		01/2021	Ongoing
3. Follow-up with students who leave the school to ensure that appropriate documentation has been requested		01/2021	Ongoing
4. Provide tiered supports for students who are at-risk (behavior interventions, PBIS, after-school tutoring, etc.)		01/2021	Ongoing



## Goal #8:

Natchitoches Parish High Schools will increase the district strength of diploma index from 92.9 to 100.0 by the end of the 2020-2021 school year. The goal is for the strength of diploma index to reach 120 by 2024-2025

Action Steps		Timeline	
		Beginning	End
1. Create a culture that every student will leave high school with credentials greater than a basic diploma (DE, AP, CLEP, Jump Start Credentials, etc.)		TBD	TBD
2. Track the completion of DE, AP, CLEP, Jump Start Credentials, etc. for every student within the high school		TBD	TBD
3. Hold twice yearly advisory team meetings with business and industry who support CTE programs and other certifications to address the current workforce needs.		TBD	TBD
4. Ensure that all teachers are qualified and have access to credentialing exams		TBD	TBD
5. Obtain progress of students from CTE teachers (Who is on track? Who is not on track?)		TBD	TBD

## Goal #9:

Increase District SPS by 26.3 points over 5 years or a 5.26 point increase year to year

Action Steps		Timeline	
		Beginning	End
1. Improving quality of teachers through recruitment and retention efforts as well as multiple methods of teacher support. This includes partnerships with universities to increase certification		TBD	TBD
2. Utilize the district DEWS system to identify students at risk of dropping out of high school; monitor the data through the school leadership team meetings		TBD	TBD
3. Follow-up with students who leave the school to ensure that appropriate documentation has been requested		TBD	TBD
4. Provide tiered supports for students who are at-risk (behavior interventions, PBIS, after-school tutoring, etc.)		TBD	TBD

## Goal #10: Decrease CIR/UIR schools by 70% with the 30% on track to exit

Action Steps		Timeline	
		Beginning	End
1. Implemented data tracking in terms of discipline numbers		TBD	TBD
2. To increase number of certified teachers at CIR/UIR schools give targeted incentive pay for working at these locations		TBD	TBD
3. Hiring 2 teaching coaches at each UIR/CIR school		TBD	TBD
4. Adding a k-2 literacy coach to all applicable sites		TBD	TBD

## Goal #11: Improve all the aforementioned student outcomes for subgroups (students in poverty, minority students, special education) by 15% over 5 years

Action Steps		Timeline	
		Beginning	End
1. Cultural responsive awareness and training		TBD	TBD
2. Increased opportunities at schools of underserved populations		TBD	TBD
3. A focus on anterior/progressive modes of student/teacher interaction such as trauma informed discipline and conscious discipline.		TBD	TBD
4. Synergy between Principals, Curriculum team, and the DESS department		TBD	TBD
5. During QDR a specific focus on these subgroups		TBD	TBD



## Goal #12: Increase ACT average by 1.7 points over 5 years and the ACT index by 20 points over 5 years

Action Steps		Timeline	
		Beginning	End
1. Maintain a tracking system for 9th-12th grade students and monitor the data through the school leadership team meetings		01/2021	Ongoing
2. Remediate students who are not performing at least at a Silver level on Work Keys and/or a composite of 18 on the ACT		08/2021	Ongoing
3. Develop a system where all students take advantage of taking the ACT test at least the 4 times it available for free to students		08/2021	Ongoing
4. Develop a school culture that supports ACT and Work Keys (incentives, daily messages, visual representation, celebrations, etc.)		01/2021	Ongoing
5. Maintain a school level calculator that updates ACT data bi-monthly		05/2021	Ongoing
6. Administer EOY ACT practice assessments to determine student remediation needs and individual goal setting		05/2021	Ongoing
7. Enlist the support for local business and industry who support Work Keys for the purpose of virtual industry visits and interviews		01/2021	Ongoing



## Goal #1:

Increase percentage of school leaders certified in Ed leadership to 100% and increase Ed leader certified staff district wide by 30% over 5 years

Action Steps		Timeline	
		Beginning	End
1. Leadership Academy		03/2021	Ongoing
2. Hire Director of Academics		07/2020	Complete
3. Create Masters/Doctoral Cohorts at local Universities		12/2020	Ongoing
4. Assistant Principal Meetings		11/2020	Ongoing



## Goal #2: Decrease number of uncertified teachers district wide by 90% in 5 years or 18% per year

Action Steps		Timeline	
		Beginning	End
1. Partner with NSU College of Education to create a tutoring program to ensure uncertified teachers are passing the Praxis/ enrolling in a teacher certification program		Spring 2021	Ongoing
2. Clear up payroll irregularities and create fairness and transparency so that individuals are willing to come to Natchitoches		11/2020	05/2020
3. Invest money in recruiting trips to cities/states with surplus levels of teachers		Post Covid	Ongoing
4. Improve our marketing strategy by creating cohesive/focused recruitment literature that makes working in Natchitoches more attractive		09/2020	02/2021
5. Award stipends for those who teach at schools of high need or in content areas of high need		08/2020	Ongoing
6. Follow Staffing formula. In doing so we can free up money that is currently tied up in overstaffing and possibly be able to better compensate our employees		11/2020	Ongoing
7. End the hiring of those without at least a bachelors degree and increase standards for hiring. Ex. We will not hire teachers fired from other parishes for cause		Spring 2021	Ongoing

# EARLY CHILDHOOD



## Goal #1:

By the end of the 2023 - 2024 academic year we will increase knowledge about and support for high-quality early childhood care and education within the Natchitoches community

Action Steps		Timeline	
		Beginning	End
1. Create opportunities to demonstrate knowledge and support of the Early Childhood Network		TBD	TBD
2. Develop and disseminate resources, data, relevant and pertinent early childhood information to support school readiness		TBD	TBD
3. Meet with diverse perspectives to generate new knowledge and understanding of issues affecting early childhood development and education of children and their families		TBD	TBD
4. Identify stakeholders who will assist Ready Start Natchitoches to secure additional funds		TBD	TBD



## Goal #2:

Increase birth - 3-year-old seats from 29% TO 59% by 2024-2025 school year to ensure families have access to affordable, high-quality child care and education

Action Steps		Timeline	
		Beginning	End
1. Find innovative ways to assist parents with childcare costs in an effort to serve more birth-3-year-old children		TBD	TBD
2. Increase exposure to the importance of early childhood education within the community		TBD	TBD
3. Develop an effective partnership with all program partners. Leverage existing and secure new funds		TBD	TBD
4. Use data from needs assessment to make informed decisions		TBD	TBD

## Goal #3:

Achieve and maintain retention rates among birth- 3-year-old child care professionals of at least 50% by 2023-2024

Action Steps		Timeline	
		Beginning	End
1. Provide ongoing training, professional development, and technical assistance to directors, administrators, coaches, and educators		TBD	TBD
2. Offer career ladder and performance incentives to key providers and/or mentor leaders		TBD	TBD
3. Equip teachers with the resources they need to provide high-quality instruction		TBD	TBD
4. Equip child care directors to effectively support teachers		TBD	TBD

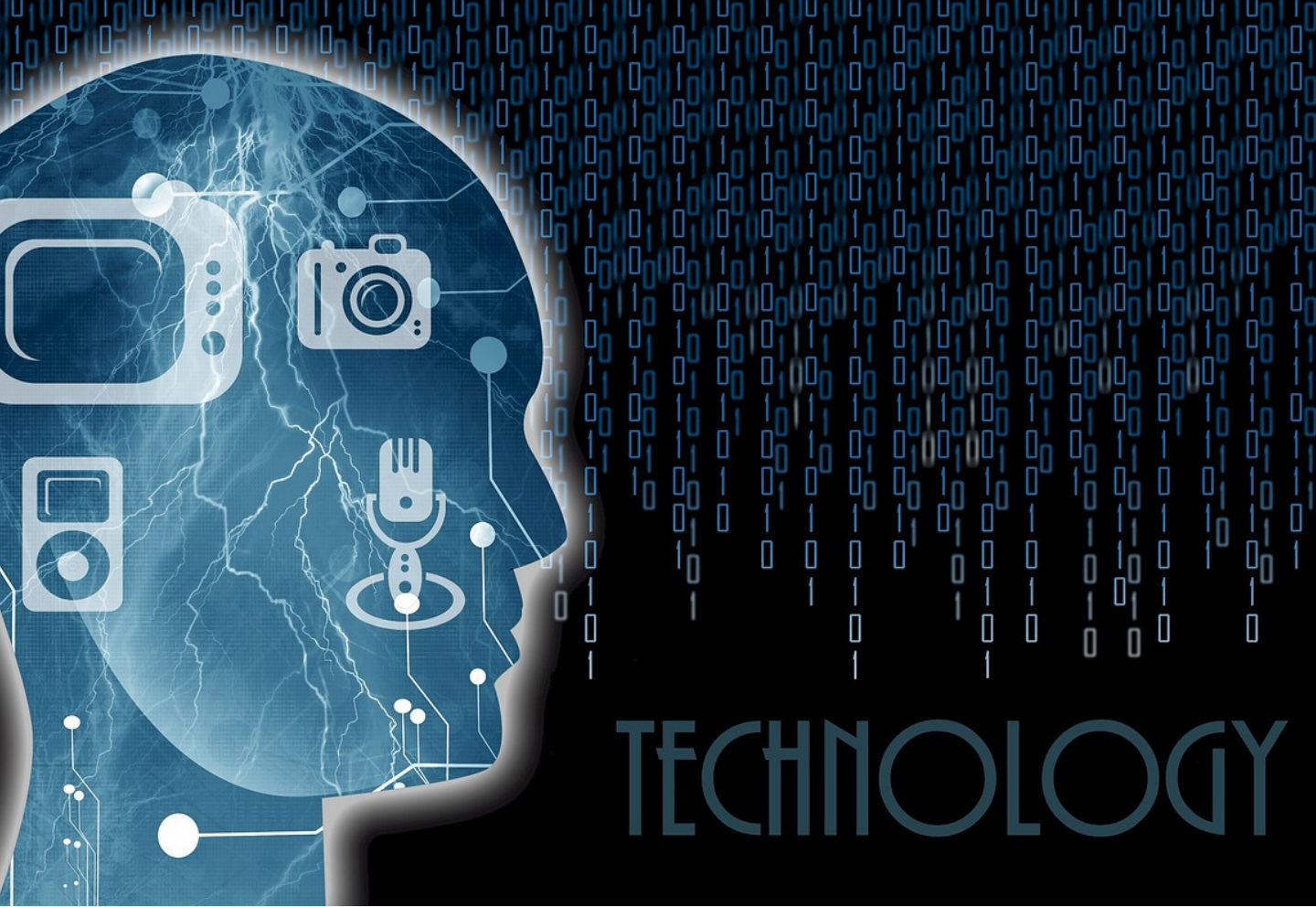
## Goal #4:

By August 2022, Child care centers are sharing resources and services to lower expenses, increase support and eliminate duplication

Action Steps		Timeline	
		Beginning	End
1. Leverage all available resources and services, including external experts		TBD	TBD
2. Blend and/or braid funds to increase stakeholder collaboration while maintaining accountability that ensures program integrity to enhance program outcomes		TBD	TBD
3. Provide cost-saving support		TBD	TBD
4. Equip child care center directors to leverage existing available resources and services		TBD	TBD







# TECHNOLOGY

## Goal #1:

Maintain 1 to 1 Student devices as well as other areas of our tech capacity

Action Steps		Timeline	
		Beginning	End
1. Develop and maintain an IPAD refresh cycle by utilizing Title 1 funds in a strategic manner in order to replace lost/broken devices and allow for upgrades		07/2021	06/2025
2. Fill Gaps in Wifi Infrastructure in all schools		07/2021	06/2022
3. Transition all classrooms away from desktop machines		07/2024	06/2025
4. Switch upgrades across district to cloud managed Aruba switches		07/2022	06/2023

## Goal #2: Maintain Network Security with no intrusions or breaches of data

Action Steps		Timeline	
		Beginning	End
1. Streamline cord management at all network racks across district		07/2024	06/2025
2. School domain controller hardware updates		07/2022	06/2023
3. Migrate all server 2012r2 servers to latest Server OS		07/2023	10/2023

## Goal #3: Ensure that all classroom and office networks and systems operate properly while also expanding connectivity districtwide

Action Steps		Timeline	
		Beginning	End
1. Completion of Network Natchitoches		07/2020	06/2021
2. Upgrade WAN uplink to 3 Gbs		07/2020	06/2021
3. Utilize E-Rate to upgrade district to 5 GBS internet		07/2021	06/2022
4. Expand Fiber Optics to Goldonna		07/2021	06/2022



## Goal #4: Improve technical support availability to all NPSB staff, parents and students

Action Steps		Timeline	
		Beginning	End
1. Create a physical location where parents and staff can bring mobile devices for onsite support, anytime during office hours without an appointment.		TBD	TBD
2. Introduce the option for staff to submit work orders over the phone instead of only on the website.		TBD	TBD
3. Create Apple. Service account and offer in house repairs to reduce cost of damage to devices that could be charged to parents.		04/2021	Ongoing
4. Promote the use of customer satisfaction surveys to highlight areas that need improvement and take needed action to address those concerns.		TBD	TBD



**Goal #1:** Create a culture of Literacy/Numeracy, Equity, High expectations, and data/research based decision making

Action Steps		Timeline	
		Beginning	End
1. Literacy/Numeracy – Ensure all CIR/UIR schools have literacy/numeracy coaches and librarians		TBD	TBD
2. Equity – Enact Cultural diversity initiatives, including long term job embedded professional development		TBD	TBD
3. High Expectations – create district wide goals that are ambitious and rigorous and hold school leaders and teachers accountable for those goals through Quarterly Data Reviews (QDR)		TBD	TBD
4. Data/Research Based decision making. Implement District and school level data meetings along with the district data dashboard and QDRs		TBD	TBD



# COMMUNITY

**Goal #1:** Create higher level of parent and community engagement

Action Steps		Timeline	
		Beginning	End
1. Create MOUs and partnerships with local education institutions such as NSU and CLTCC		11/2020	Ongoing
2. Create a deeper partnership with local business/chamber of commerce through the A plus coalition		01/2021	Ongoing
3. Ensure every school has monthly parent/community engagement activities. Including activities that take place outside of the school and in the neighborhoods		08/2021	Ongoing
4. Improve our marketing strategy by creating cohesive/focused recruitment literature that makes working in Natchitoches more attractive		01/2021	Ongoing
5. Create a local foundation that helps to fund the district through the community		10/2020	08/2021
6. Create student, parent, and teacher advisory boards		12/2020	01/2021



**Goal #1:** Develop a marketing strategy to progress the reputation of NPSB's brand and increase community engagement

Action Steps				Timeline	
				Beginning	End
1.	Establish social media platforms and increase traffic on all platforms by 15%			07/2020	07/2021
2.	Provide professional development for school social media managers to create quality content that informs and engages parents (5-6 posts per week)			08/2021	Ongoing
3.	Encourage parental and community support of Natchitoches parish schools through a variety of targeted media			01/2021	Ongoing
4.	Provide opportunities for parent, teacher, and community involvement to help better NPSB's brand			01/2021	Ongoing
5.	Improve NPSB brand in order to attract more qualified/talented applicants for the school system			10/2020	Ongoing



# Business Operations

**Goal #1:** Create financial efficiency in order to provide the most efficient use of our funding thus freeing up general funding for other services not currently being implemented

Action Steps		Timeline	
		Beginning	End
1. Complete mastery of financials and budgeting within department.		09/2020	07/2021
2. Effective communication with school board and Superintendent.		09/2020	Ongoing
3. Improve the culture of service to the employees of the district to create a better working environment.		10/2020	Ongoing
4. Training of Leaders on BRE/Facilities preservation management		01/2021	Ongoing
5. Improve policies of compliance and modernization		12/2020	Ongoing

## Goal #2:

Review and evaluate the student teacher ratio as well as administrative costs and overhead per school and at central office to create a balance between money spent on personnel and children served

Action Steps		Timeline	
		Beginning	End
1. Reviewing the staffing formula versus current practice		11/2020	Ongoing
2. Investigate our current salary schedule and establish regular reviews of personnel for evaluation		11/2020	08/2021

## Goal #3:

Increase the general fund balance from it's current level of 6.7 million to 10 million by end of year 2023

Action Steps		Timeline	
		Beginning	End
1. Standardization of items such as AC units, plumbing hardware, lighting etc.		01/2021	2025
2. Reviewing Staffing formula and adhering to its demands		11/2020	Ongoing

## Goal #4:

Improve the maintenance and preservation of existing facilities to a high standard, providing proper facilities for the teaching of our children

Action Steps		Timeline	
		Beginning	End
1. Standardization of items such as AC units, plumbing hardware, lighting etc.		01/2021	2025
2. Educate Principals on how to effectively maintain their facilities		03/2021	Ongoing
3. Creating controls on spending		Current	Ongoing





# School Board Members

Rhonda Guidroz, District 1  
Tan'Keia Palmer, District 2  
Dorothy McGaskey, District 3  
Billy Benefield Jr., District 4  
Katrina Willis, District 5  
Reba Phelps, VP, District 6

Eugene Garner, District 7  
Steven Harris, Pres., District 8  
Beverly Broadway, District 9  
Russell E. Danzy, District 10  
Emile Metoyer, District 11

## Schools

East Natchitoches Elementary School  
Fairview Alpha Elementary School  
Goldonna Elementary/Jr. High School  
L.P. Vaughn Elementary School  
M.R. Weaver Elementary School  
Marthaville Elementary/Jr. High School  
NSU Elementary Lab School  
Natchitoches Magnet School  
Provencal Elementary/Jr. High School  
NSU Middle Lab School  
Natchitoches Jr. High-Frankie Ray Jackson School  
Lakeview High School  
Natchitoches Central High School  
Natchitoches Parish Technical and Career Center



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SCHOOL BOARD**  
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