



*Building*

**BAKER**


*Forward*

**2024 - 2029**

**STRATEGIC  
PLAN**

**City of Baker School System**

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Baker, LA 70714

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[www.bakerschools.org](http://www.bakerschools.org) 



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# THANKS

*to Our Working Group*

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The City of Baker School System sincerely appreciates the support and insight of its working group members who provided their contributions in developing this strategic plan.

# STRATEGIC *Focus*

The 2024-2029 strategic plan outlines the priorities and actions created from the working group’s shared voice that aligns to dedicated commitments and actions that will drive the district’s success over the next five years. This plan serves as a blueprint to direct the district’s decisions in the priority areas with a focus on resource allocations and operational management that will result in substantial improvements across the district. The actions of all stakeholders, including our students, district and school staff, families, board members, and community partners are essential in attaining the goals outlined within this plan for the success of all students--now and in the future.

# Superintendent

**J.T. Stroder**



As the Superintendent for the City of Baker Schools, it is an honor to introduce the 2024-2029 strategic plan for the City of Baker Schools' community. Thanks to the students, district and school staff, community members, and school board members who dedicated time in planning and sharing their insights to develop this guide for the success of our students and the entire school community. I am looking forward to working alongside our team and community partners to **Build Baker Forward, Together** in each of our priority focus areas.

## Vision

**Building Baker Forward...creating a community of leaders for today and tomorrow.**

## Mission

The mission of the City of Baker Schools is to empower every student to reach his or her maximum potential through high quality, impactful instruction, safe and supportive environments, and community and family engagement.

## Our Aim

- Provide a quality education for all students
- Recruit and retain certified and highly qualified teachers
- Engage in community relationships and partnerships
- Prepare safe and comfortable environments that are conducive for students' achievement.

# WE ARE BAKER

## CORE

*Beliefs*

# WE BELIEVE...

- All students are our top priority.
- All students can learn when provided a structured, rigorous, supportive, and nurturing environment.
- All students can succeed through a collaborative effort among the schools, students, families, and community.
- All students achieve academic success by developing critical and creative thinking skills.
- All students should be provided social and emotional support to strengthen their learning and achieve overall student success.

# AND WE BELIEVE

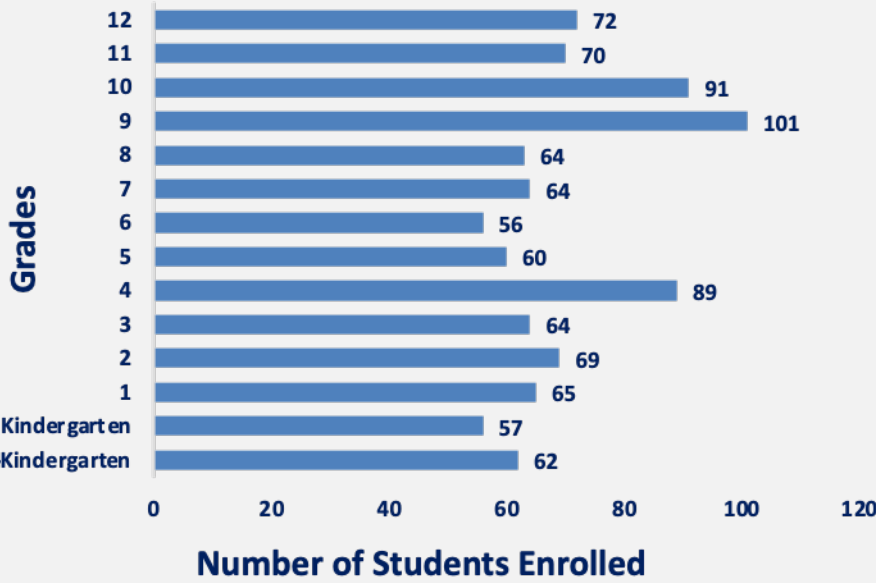
# BUILDING BAKER

## Our STUDENTS | Our SCHOOLS

984 STUDENTS - 4 SCHOOLS

### STUDENT ENROLLMENT

#### System-Wide Student Enrollment By Grade



#### Baker Heights Elementary (Pre-K-5<sup>th</sup>)



#### Park Ridge Academic Magnet (K-5<sup>th</sup>)



#### Park Ridge Academic Magnet (6<sup>th</sup> – 8<sup>th</sup>)



#### Baker Middle School (6<sup>th</sup> – 8<sup>th</sup>)



#### Baker High School (9<sup>th</sup> – 12<sup>th</sup>)



88%  
Black

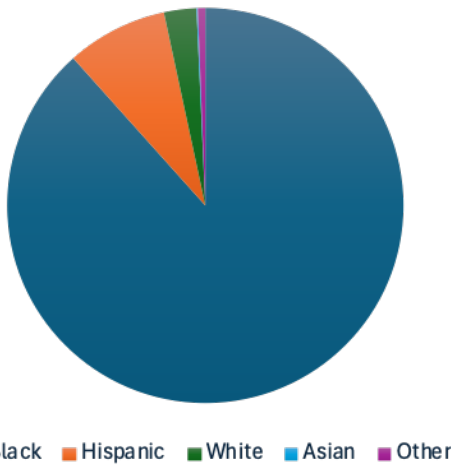
8%  
Hispanic

2%  
White

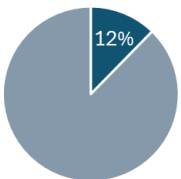
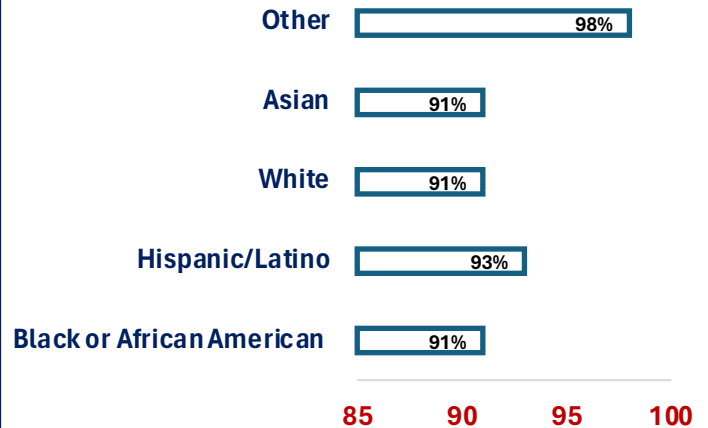
<1%  
Asian

<1%  
Other

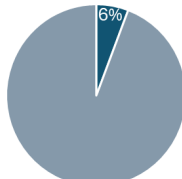
#### Our Students, Our Schools



#### Average Daily Attendance Rate



Diverse Learners: 504 Students & Students with Exceptionalities



Diverse Learners: Students with Limited English Proficiency

# WE BELIEVE

# FORWARD



## Our DISTRICT | Our GOALS

DPS – PRESENT  
**50.3 D**

DPS – 2029  
**85.0 B**

### Strength of Diploma

Present	2029
71.3%	90%

### Grad Cohort Rate

Present	2029
67.1%	85%

### High School Assessments

Present	2029
17.8%	70%

### ACT Composite

Present	2029
14.4	18

### ACT/Workkeys Index

Present	2029
24.3%	80%

### High School Progress Index

Present	2029
54%	95%

### K-8<sup>th</sup> Assessment Index

Present	2029
26.6%	65%

### K-8<sup>th</sup> Progress Index

Present	2029
77%	90%

### 3<sup>rd</sup> Grade Mastery

	Present	2029
Math	25%	50%
ELA	27%	50%

### 4<sup>th</sup> Grade Mastery

	Present	2029
Math	2%	30%
ELA	15%	35%

### 5<sup>th</sup> Grade Mastery

	Present	2029
Math	4%	30%
ELA	9%	40%

### 6<sup>th</sup> Grade Mastery

	Present	2029
Math	4%	30%
ELA	17%	45%

### 7<sup>th</sup> Grade Mastery

	Present	2029
Math	2%	30%
ELA	14%	40%

### 8<sup>th</sup> Grade Mastery

	Present	2029
Math	7%	30%
ELA	15%	40%

\*In alignment with the Louisiana Department of Education's Accountability System, goals are subject to change based upon current legislation and educational goals.

## Our PROGRESS | Our EXCELLENCE

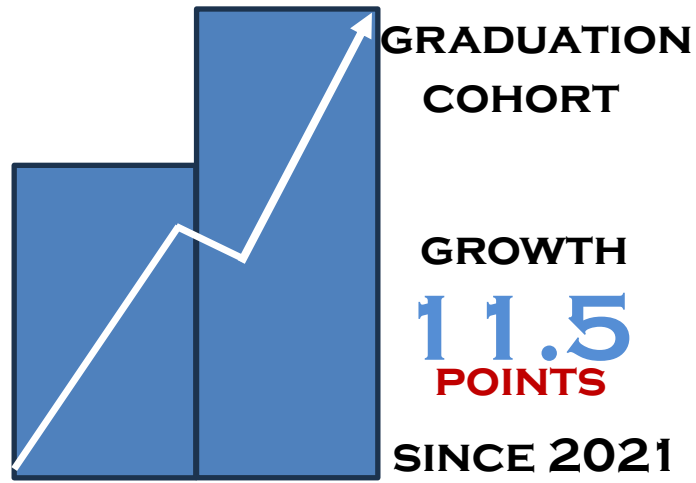
- Fifty-six percent (56%) of our 8th grade students earned a basic or above in English Language Arts.
- Our 3rd, 5th, and 6th grade students had a range of forty-three (43%) to forty-six (46%) of students achieving basic and above in English/language arts in Spring 2023.
- In Spring 2023, Park Ridge Academic Magnet students exceeded the state's percentage of Mastery in the following areas: 3<sup>rd</sup> grade - English/language arts, Science, and Social Studies; 4<sup>th</sup> grade - English/language arts; 5<sup>th</sup> - Social Studies, and 7<sup>th</sup> Grade - English/language arts.
- The Strength of Diploma Index has grown 21.3% over the past two years.
- The Graduation Cohort Index Rate has increased 11.5 points since 2021.
- The City of Baker School System's District Performance Score (DPS) increased by 1.8 points, improving by one letter grade.
- Baker High School celebrated 100 years of continuous accreditation by COGNIA.
- The City of Baker School System's teacher salary is ranked 2nd highest among districts in the southern region of Louisiana.
- Our Pre-Kindergarten program is recognized internationally for a highly proficient rating of 5.84 with the Louisiana Department of Education's CLASS observation.

*Our* **PROGRESS** | *Our* **EXCELLENCE**



**STRENGTH  
of  
DIPLOMA**

**GROWTH  
21.3%  
SINCE 2021**



**2023 DISTRICT**



**PERFORMANCE SCORE**

**2<sup>ND</sup> HIGHEST  
TEACHER SALARY**



**EARLY**

*Childhood*

**5.84**

**PRE-KINDERGARTEN**

*Class Observation*

**HIGHLY  
PROFICIENT**

**BAKER HIGH SCHOOL**

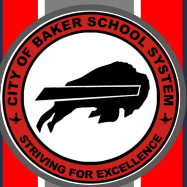


**100**

**YEARS**

**ACCREDITATION**

**COGNIA**



# ENGAGE

*all students*



# BUILD

*all students*

*for a brighter future*

# INSPIRE

*all students*

*for excellence in college, career, and service*



# Our COMMITMENTS | Our PRIORITIES

## PRIORITY #1

### High Quality Instruction

Improve student achievement outcomes by strengthening implementation of Tier I curriculum.

## PRIORITY #2

### Positive School Culture

Create an inviting and motivating culture that embraces a commitment to equity, high expectations, and shared accountability.

## PRIORITY #3

### Premiere Workforce

Recruit, develop, and retain diverse and talented teachers.

## PRIORITY #4

### Effective Operations and Resource Allocations

Ensure operations and use of resources effectively support district priorities, including high-quality facilities.

## PRIORITY #5

### Career and Technical Careers

Enhance Career and Technical Partnership to provide an Academy of CTE Training Programs for students' growth and development for industry-based opportunities, producing a modern workforce for the City of Baker.

# PRIORITY #1: HIGH QUALITY INSTRUCTION

High quality instruction is essential to students' educational success. The use of high-quality instruction through expert and talented teachers will increase student percentage of mastery in all core areas.

District support will provide professional development for school leaders and teachers to implement data-driven instruction. Teachers will consistently align tools to support Tier I curriculum that will increase the number of students reading at or above grade level. To increase parental engagement, district and school leaders will conduct parent workshops with a focus on academic achievement and educational opportunities for all students.

<i>Commitments</i>	IMPLEMENTATION AND MONITORING CYCLE				
	SY 24-25	SY 25-26	SY 26-27	SY 27-28	SY 28-29
<b>A.</b> Develop teacher's instructional expertise through a consistent, collaborative system and aligned tools for data-driven instruction and student work analysis	Monitor with Support		Assess for Refinement and Monitor		Commitment Achieved
<b>B.</b> Increase the number of students reading at or above grade level	Monitor with Support				Commitment Achieved
<b>C.</b> Provide additional intensive support for EL and ESS learners		Commitment Achieved			
<b>D.</b> Provide meaningful academic enrichment after-school programs	Monitor with Refinement				Commitment Achieved
<b>E.</b> Increase student percent of mastery on state assessments in English/Language Arts, Mathematics, Science, and Social Studies	Monitor with Support	Monitor with Refinement			Commitment Achieved
<b>F.</b> Assign a Social Worker to each school	Launch		Monitor with Refinement		Commitment Achieved
<b>G.</b> Provide a system-wide literacy program by developing and implementing a standardized reading curriculum and progress monitoring tool in alignment with instructional support in all schools.	Monitor with Support	Monitor with Support		Assess for Refinement and Monitor	Commitment Achieved

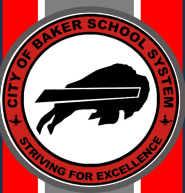


# HIGH QUALITY INSTRUCTION

<i>Commitments</i>	IMPLEMENTATION AND MONITORING CYCLE				
	SY 24-25	SY 25-26	SY 26-27	SY 27-28	SY 28-29
<b>H.</b> Strengthen the implementation of high-quality, culturally responsive social-emotional learning curriculum to develop teachers' capacity to teach effective SEL lessons	Launch	Monitor with Support		Assess for Refinement and Monitor	Monitor with Support
<b>I.</b> Increase the number of graduates eligible for TOPS awards with a qualifying ACT score by 5%, each year.	Monitor with Support	Assess for Refinement and Monitor			Monitor with Support

## *Continued Commitments*

- Increase the average ACT composite score, annually
- Incorporate virtual and on-site learning experiences
- Increase the number of students earning Industry Based Credentials (IBCs) by 10% each year : Central office leaders design and implement a plan to offer students more/ stronger career and technical education experiences
- Decrease the drop out rate by 10% each year
- Increase the number of students earning dual enrollment course credit by 5% each year : Central office leaders design and implement a plan to increase students' access to/ improve the quality of advanced learning opportunities (e.g., dual enrollment, AP and/or IB)
- Conduct an annual school culture survey to progress monitor social-emotional and behavioral improvements
- Increase the average daily attendance rate by 5%, each year
- Professional Development for School Leaders : Principals are trained and coached to be exceptional instructional leaders
- Central office leaders design and implement a model for differentiated instruction to develop teachers' capacity to provide Tier 2 and 3 support that is aligned with Tier 1 instruction
- Central office leaders re-design and implement Multi-Tiered System of Supports (MTSS) to develop teachers' capacity to identify struggling students and intervene effectively
- Create a marketing plan to increase student enrollment : Central office leaders develop and implement a plan to increase student enrollment and retention
- Create a district-wide Parent University (with an identified location): i.e., Conduct workshops for parents on attendance, instructional support for students, etc.



# PRIORITY #2: POSITIVE SCHOOL CULTURE



A positive school culture is an integral component that drives the success of our school system that includes all students, parents, school and district staff, and community. In a positive school culture, students feel safe, motivated, and high-spirited when they are supported, nurtured, and inspired. In addition, teachers are innovative and encouraging. Extensive parental involvement is visible at all grade levels and community support is vital in promoting a positive school culture. The school system is committed to achieving cultural excellence within every school with all staff through family engagement and community partnerships.

## *Commitments*

### IMPLEMENTATION AND MONITORING CYCLE

	IMPLEMENTATION AND MONITORING CYCLE				
	SY 24-25	SY 25-26	SY 26-27	SY 27-28	SY 28-29
<b>A.</b> Provide students, families, and the community with a positive and inclusive experience when visiting school campuses.	Assess for Refinement and Monitor			Ongoing with Monitoring	Ongoing with Monitoring
<b>B.</b> Support teachers with supporting and motivating students through Social Emotional Learning curriculum, i.e. mentoring program	Launch	Ongoing with Monitoring	Assess for Refinement and Monitor		
<b>C.</b> Engage Social Workers and other community support programs to support students' social-emotional development.	Launch	Ongoing with Monitoring	Ongoing with Refinement		Commitment Achieved
<b>D.</b> School leaders and teachers increase the frequency and quality of their communication with families, so that families feel more engaged	Ongoing with Monitoring				Ongoing with Monitoring
<b>E.</b> Create a District-Wide Parent University		Launch	Ongoing with Monitoring		Commitment Achieved
<b>F.</b> Central office leaders establish a system-wide framework and analysis for culture and academics that aligns with district policies and procedures and includes measurement opportunities that help address any performance, satisfaction, and retention barriers	Ongoing with Refinement	Ongoing with Monitoring	Assess for Refinement and Monitor	Assess for Refinement and Monitor	Ongoing with Monitoring
<b>G.</b> Create a Family Resource Center to support the needs of students and families		Launch	Ongoing with Monitoring	Ongoing with Refinement	Commitment Achieved
<b>H.</b> Increase interests and opportunities through competitive sports and extra-curricular activities.	Ongoing With Monitoring				



## PRIORITY #3: A PREMIER WORKFORCE

A Premier Workforce is essential for producing a high-performing school system. A strong system of support strengthens the effectiveness of all employees across all departments throughout the organization. Our school system is focused on the development of a comprehensive plan to attract, recruit, and retain high-quality, high impactful instructional staff. We believe the success of our students and our school system is driven by the effectiveness of our teachers as evident through high quality teaching.

<i>Commitments</i>	<b>SY 24-25</b>	<b>SY 25-26</b>	<b>SY 26-27</b>	<b>SY 27-28</b>	<b>SY 28-29</b>
<b>A.</b> Adopt a new teacher mentoring program : Design and implement (or strengthen) a teacher residency program to increase the number and effectiveness of new-to-teaching candidates	Launch	Assess for Refinement and Monitor	Ongoing with Monitoring	Ongoing with Monitoring	Commitment Achieved
<b>B.</b> Provide and maintain competitive salaries	Ongoing with Monitoring			Ongoing with Monitoring	Assess for Refinement and Monitor
<b>C.</b> Provide a comprehensive onboarding process with ongoing, continued support and professional development to enhance personnel effectiveness	Launch	Monitor with Support	Ongoing with Monitoring	Ongoing with Monitoring	Commitment Achieved
<b>D.</b> Increase the number of highly qualified, certified teachers	Monitor with Support	Monitor with Support	Ongoing with Monitoring		Commitment Achieved
<b>E.</b> Support the City of Baker School System’s secondary teachers with obtaining credentials to teach dual enrollment courses on the high school campus.	Launch	Assess for Refinement and Monitor	Assess for Refinement and Monitor	Ongoing with Monitoring	Commitment Achieved
<b>F.</b> Partner with universities, colleges, and alternative certification programs to attract and recruit teachers as well as create teacher training and professional development programs for non-certified staff to enhance teacher effectiveness	Monitor with Support	Monitor with Support	Assess for Refinement and Monitor	Monitor with Support	Commitment Achieved



## PRIORITY #4: EFFECTIVE OPERATIONS AND RESOURCE ALLOCATIONS

The City of Baker School System is committed to ensuring a safe and supportive learning environment for all students and staff. The District has developed a comprehensive management plan to address major maintenance projects, safety upgrades which includes high-definition security camera enhancements and a single entry at every school, capital improvement projects, and facility renovations and expansions. Our most notable accomplishment to begin our 2024-2029 strategic focus starts with entering our newly renovated high school during the summer of 2024. Over the next five years, the district will continue its focus on enhancing teaching and learning environments for students and staff.

<i>Commitments</i>	SY 24-25	SY 25-26	SY 26-27	SY 27-28	SY 28-29
<b>A.</b> Implement a District Facilities Management Plan to monitor and maintain safe, well-kept facilities	Ongoing with Monitoring	Monitor with Refinement			Ongoing with Monitoring
<b>B.</b> Maintain district wide policies, procedures, and trainings to ensure the safety of all students and staff	Ongoing with Monitoring				Ongoing with Monitoring
<b>C.</b> Assess, monitor, and maintain facilities and equipment	Ongoing with Monitoring		Monitor with Refinement		Ongoing with Monitoring
<b>D.</b> Central office leaders consider infrastructure needs (e.g., Internet) and facilities challenges and develop an infrastructure/facilities master plan that addresses urgent needs	Ongoing with Monitoring	Ongoing with Monitoring	Ongoing with Monitoring	Ongoing with Monitoring	Ongoing with Monitoring
<b>E.</b> Monitor and maintain a budget that supports the strategic plan.	Ongoing with Monitoring	Assess for Refinement and Monitor	Ongoing With Monitoring		Ongoing with Monitoring



## PRIORITY #5: HIGH QUALITY CAREER TECH PROGRAMS

The City of Baker School System will provide high-quality career technical programs with a rigorous curriculum that will support workforce development in the City of Baker and surrounding municipalities. Our goal is to produce citizens who can compete and contribute effectively in society. Our district will employ career and technical education professionals who are skilled in their respective areas to teach and train our students through professional and classroom experiences with opportunities for students to earn industry-based credentials. District and school leaders will expand career and technical education Jumpstart pathways through community partnerships that will provide our students opportunities to obtain high demand, high wage employment within a growing workforce.

<i>Commitments</i>	SY 24-25	SY 25-26	SY 26-27	SY 27-28	SY 28-29
<b>A.</b> Increase the number of students earning Industry Based Credentials (IBCs) by 10% each year	Ongoing with Monitoring	Assess for Refinement and Monitor			Commitment Achieved
<b>B.</b> Expand Career and Technical Education community partnerships	Ongoing with Monitoring	Assess for Refinement and Monitor	Ongoing With Monitoring		Ongoing with Monitoring
<b>C.</b> Expand course offerings and industry-based credentials	Ongoing with Monitoring			Ongoing with Monitoring	Ongoing with Monitoring
<b>D.</b> Enhance Career and Tech Education Curriculum and Career Technical Education Programs.	Ongoing with Monitoring	Ongoing with Monitoring	Assess for Refinement and Monitor		Commitment Achieved
<b>E.</b> Ensure all students have opportunities to explore industry-based careers.	Ongoing with Monitoring		Assess for Refinement and Monitor		Ongoing with Monitoring
<b>F.</b> Build a facility to support Career Pathways in high demand industries that will allow greater opportunities for students to graduate high school prepared to enter the workforce in high focused areas.			Launch	Assess for Refinement and Monitor	Ongoing with Monitoring



# BAKER BUFFALOES

## Members of the 2024-2029 Strategic Plan Development Working Group

**Dr. Lisa Hayes-Smothers**

Supervisor of Accountability, Assessments, Evaluations, Data, and Instruction  
Strategic Plan Facilitator and Designer

<b>Joyce Burges</b> Board President	<b>James T. Stroder</b> Superintendent	<b>Admon McCastle</b> Community Member
<b>Dr. Candance A. Russell</b> High School Principal	<b>Candace Bailey</b> Supervisor of Federal Programs, Early Childhood, and Transportation	<b>Lynette Mack</b> Community Member
<b>Dr. Shekeitra Matthews</b> Middle School Principal	<b>Dr. Tammy Armant-Hill</b> Supervisor of Child Welfare and Attendance and School Food Nutrition	<b>Laura O'Dell</b> Elementary Teacher
<b>LaQuisha Comeaux</b> Elementary Principal	<b>John Arrasmith</b> Supervisor of Exceptional Student Services	<b>Tory Williams</b> Middle School Teacher and Band Director
<b>Sidney Stewart</b> Business Manager	<b>Rodney Craig</b> Supervisor of Facilities and Maintenance	<b>Kelly Hayes</b> High School Instructional Coach

## CITY OF BAKER SCHOOL SYSTEM BOARD OF DIRECTORS

Linda B. Perkins, Member

**District 1**

Alteen Profit, Member

**District 2**

Joyce M. Burges, President

**District 3**

Ms. Monique Butler, Vice President

**District 4**

Ms. Clara Joseph, Member

**District 5**

