



CASE STUDY

Jackson Public Schools: *Creating a Culture of Coaching*

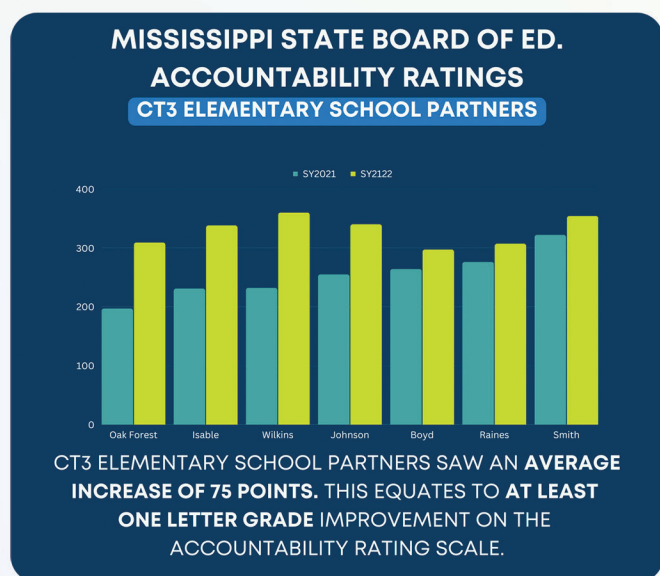


JACKSON
PUBLIC SCHOOLS

Transforming lives through
excellent education

Executive Summary

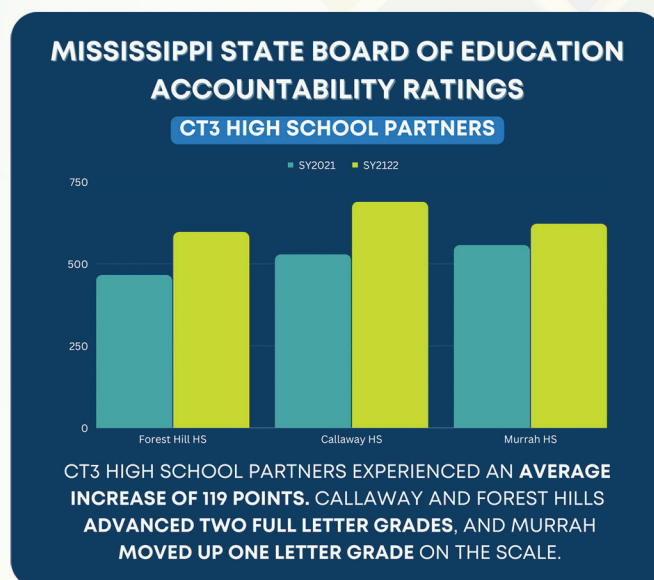
In the fall of 2016, Jackson Public Schools was placed on probation by the Mississippi Department of Education due to significant declines in the district's performance on state assessments, as well as violations of numerous state accreditation standards. In September 2017, the state board of education voted in favor of a district take over and submitted a proposed declaration of emergency to the governor. Jackson Public Schools was fully committed to increasing their schools' accountability scores. With the arrival of Superintendent Dr. Errick Greene, the district looked to CT3 to help achieve those goals.



When the Mississippi State Board of Education released their 2022 Accountability Ratings, schools partnering with CT3 showed great change. **Seven of the eight** elementary schools, **four of the five** middle schools, and **100%** of the high schools **increased scores**. Of those schools, **five moved up one letter grade**, and **seven advanced two full letter grades**. Most notably, Peeples Middle School **earned 142 points**, which took them **from an F to a B rating in just one year**. Overall, JPS succeeded, **increasing from an F to a C as a district**.

Jackson Public Schools has integrated systems and practices from CT3 across the entire district. From **pedagogical strategies** derived from the No-Nonsense Nurturer® (NNN) approach to **Real Time Teacher Coaching®**, JPS has woven CT3 procedures into the fabric of their district. Dr. Margrit Wallace, executive director at JPS, emphatically said, "CT3 is the best because of the **depth of services** that they provide. I have not seen anything that compares."

Over the course of the partnership, JPS continually increased the number of schools engaging with CT3, growing from **five pilot schools to 26 in less than four years**. CT3 dove deep into the work with **17 principals across the district** during the 2021-2022 school year.



Major CT3 Partner School Accomplishments:

13 schools
increased
accountability
scores

7 schools
advanced 2
letter
grades

5 schools
advanced 1
letter grade

higher
state testing
proficiency %
than pre-
pandemic
year

100% retention
of Real Time
Leadership
Coaching
participants

experienced a
4% decrease in
suspension
rates

"CT3 has been a staunch supporter of all our initiatives here in the district. The work CT3 has done is outstanding, and we are truly thankful to have them as part of the team in Jackson Public Schools."

- Assistant Superintendent, Laketia Marshall-Thomas

District at a Glance

Jackson Public Schools is the second-largest school district in Mississippi, with nearly 19,000 scholars spread across 31 elementary schools, 10 middle schools, seven high schools, and four special program schools. District enrollment demographics show the following: 95% Black, 2.4% Hispanic/Latinx, 1.3% White, 1.2% two or more races, and 0.1% Asian or Asian/Pacific Islander.

~19K
SCHOLARS
ENROLLED

52
SCHOOL SITES

21
SCHOOLS
ADVANCED ONE
LETTER GRADE

74%
STUDENTS
RECEIVE FREE OR
REDUCED LUNCH



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2021-2022 School Year



In fall 2022, CT3 expanded to **17 schools**.



31 coaches conducted Real Time Teacher Coaching with **151 teachers**.



More than **130 educators** attended the full-day No-Nonsense Nurturer Workshop.



17 principals received Real Time Leadership Coaching.

CT3's No-Nonsense Nurturer® Workshop

No-Nonsense Nurturer is a two-fold approach to establishing a positive and academically rich classroom culture. In this professional learning experience, educators become No-Nonsense Nurturers through implementation of the Four-Step Model to engage **100% of scholars, 100% of the time** in the classroom. This work has supported thousands of teachers at all grade levels in promoting the academic and social emotional success of their students. The approach constitutes the foundation of our work and is the stepping stone toward solidifying a culture of coaching in a classroom and across a school. Before teachers and school leaders can engage in real time coaching, they must first become No-Nonsense Nurturers.

No-Nonsense Nurturer Workshops

2021-2022



In fall 2021, CT3 provided No-Nonsense Nurturer professional learning workshops for **more than 130 JPS educators** across **17 schools**.

97%

97% of participants rated the workshop as Effective or Highly Effective.

99%

99% of participants said CT3 strategies help address issues of inequity in the classroom.



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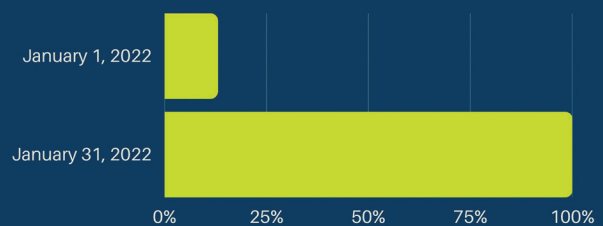
Real Time Teacher Coaching

Real Time Teacher Coaching is a cutting-edge, gradual release model where teachers receive immediate, nondisruptive feedback and coaching from district or school-appointed coaches via headsets during actual instruction. This feedback supports a teacher's effective implementation of the No-Nonsense Nurturer philosophy, regardless of subject area or content specialization. CT3 **trains instructional coaches** and other leaders to use RTTC to support teachers in implementing the NNN philosophy as they execute pedagogical strategies.

Joneaset Mitchell, a school-based coach at Whitten Middle School, began conducting observations and RTTC coaching cycles in January 2022.

Over the course of **one month**, Ms. Mitchell conducted three coaching cycles with her teacher mentee. The intentional real time coaching yielded an **87% increase in student engagement**. Ms. Mitchell shared: "With the CT3 strategies, I have **developed some dynamic teachers** and also helped **minimize behaviors** in many classrooms. If you coach consistently and with fidelity, you can **expect remarkable results!**"

STUDENT ENGAGEMENT INCREASE IN JUST ONE MONTH



OBSERVED AN **87% INCREASE** IN STUDENT ENGAGEMENT AFTER **THREE REAL TIME TEACHER COACHING CYCLES**

*FROM WHITTEN MIDDLE SCHOOL RTTC BASELINE OBSERVATION DATA

Real Time Leadership Coaching

Just as teachers can expect immediate, impactful results with Real Time Teacher Coaching, school administrators have the opportunity to experience instant, powerful transformations with Real Time Leadership Coaching (RTLc). All principals are executives, and principals who receive executive coaching are more likely to stay in their role. CT3 supports and coaches school leaders to be No-Nonsense Nurturers utilizing **research-based tools** to design a comprehensive plan to move academic outcomes.

RTLc **empowers school leaders** to focus on proven behaviors and actions to rapidly **build and sustain learning communities** with

% OF RETURNING RTLc PRINCIPAL PARTICIPANTS



ALL 17 JPS PRINCIPALS CHOSE TO CONTINUE THEIR WORK WITH CT3 IN THE FOLLOWING SCHOOL YEAR.

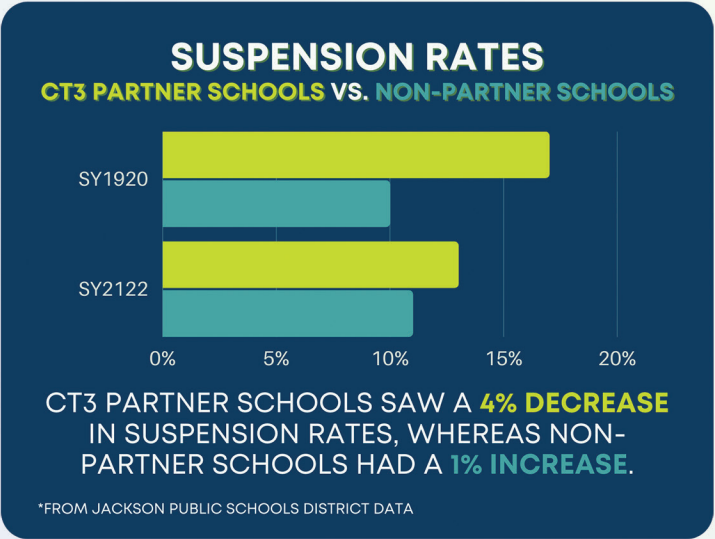


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long-lasting results. In 2021, JPS started with 17 principals receiving Real Time Leadership Coaching. **All 17 principals returned the following school year** and elected to continue receiving CT3’s executive coaching support, with nine more joining the cohort.

The comprehensive support of Real Time Leadership Coaching shifted mindsets and **improved school cultures**. Laketia Marshall-Thomas, assistant superintendent of High Schools, witnessed firsthand the effects of executive coaching. “The greatest long-term impact of CT3’s partnership is the ability to **build the capacity of our teachers and school leaders.**” She went on to say, “**Every school leader should have the opportunity to experience Real Time Leadership Coaching.**”

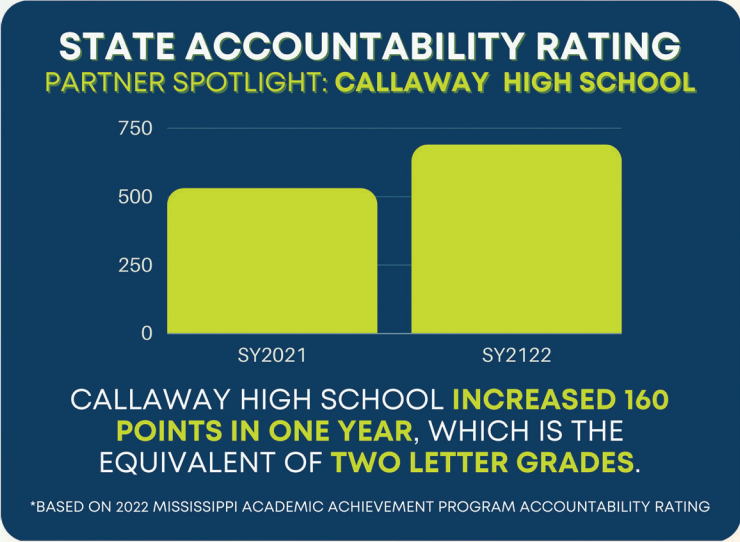


Leaders were continuously supported in reaching their goals with in-person service days as well as virtual coaching. One common goal set for all the principals centered around lowering suspension rates. CT3 partner schools saw a **4% decrease in suspension rates** in comparison to the 1% that non-partner schools experienced.

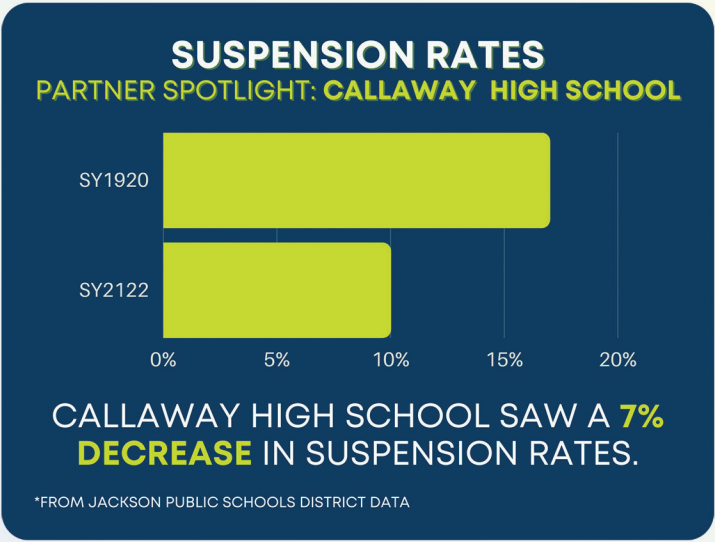
At Callaway High School, Dr. Shameka McClung, principal, quickly integrated consistent campus walk throughs and employed CT3’s feedback techniques to **establish a culture of coaching**.

Dr. McClung’s school experienced a **7% decrease in suspension rates** between the 2019-2020 and 2021-2022 school years. That translates to 94 scholars who were able to continue learning in the building because of the effective protocols and procedures put into place with CT3’s executive coaching.

According to the 2022 Mississippi Academic Achievement Program, along with lowered suspension rates, Callaway celebrated **increasing two full letter grades**. The **160 point increase in one year** was a testament



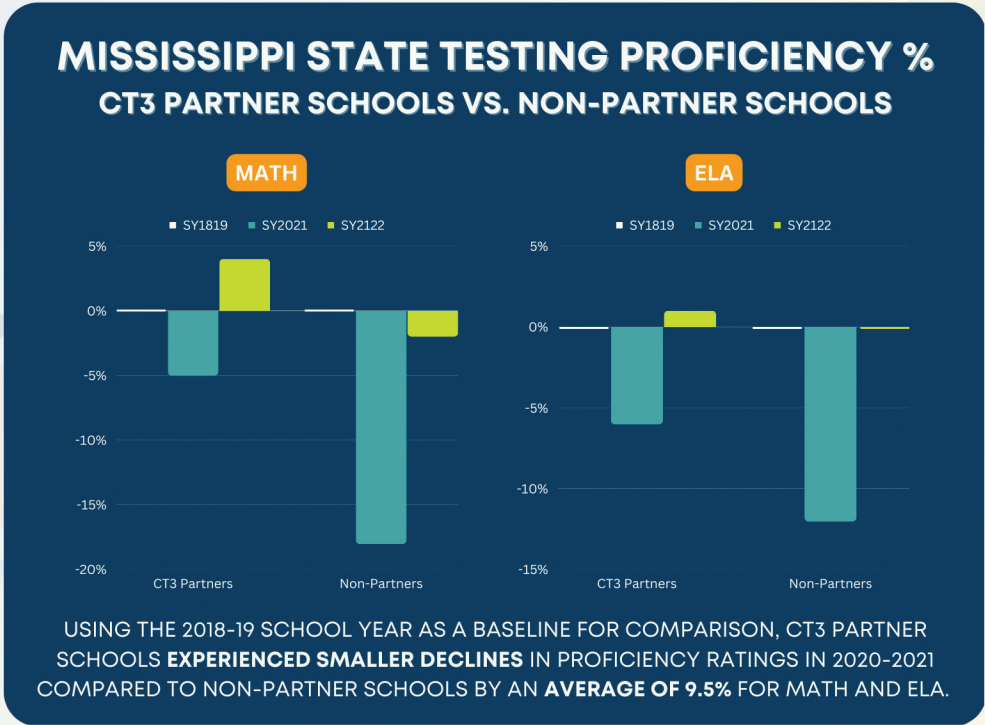
to the intentional work the school’s leadership did to build out robust programming and support for students and staff throughout the school.



Real Time Leadership Coaching not only **enhances the individual leader’s capabilities** but also ultimately **elevates the entire school climate..** From lowering suspension rates to increasing state test scores, CT3’s executive coaching positions school leaders to be true catalysts for change in a school building.

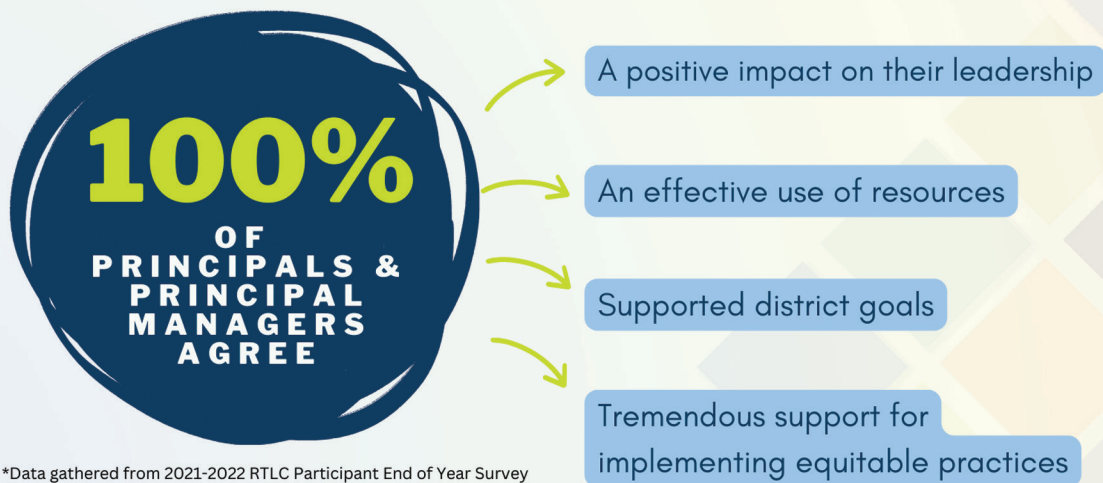
State testing results from the school year prior to COVID (2018-2019) were used as a baseline for academic performance. Schools partnering with CT3 experienced a significantly smaller decline in academic performance during the 2020-2021 school year

compared to the non-partner schools. In math, **CT3 partner schools performed 13% higher** than non-partner schools. In the 2021-2022 school year, **CT3 partner schools surpassed the 2018-2019 baseline** and were performing better than they had prior to COVID in both math and ELA.



Dr. Kathleen Grigsby, assistant superintendent of Division 1 Elementary Schools, commented, “When a principal is truly receptive to coaching and following the process, [we see] **major positive climate shifts** in the school building and the relationships between the principal, staff and students.” The **unprecedented support a CT3 associate provides** builds the capacity of the leader and their team to ensure sustainability and have a greater impact on students.

Benefits of Real Time Leadership Coaching



Onward and Upward

Mrs. Dionne Woody is the assistant superintendent of Division II Elementary Schools. She said, “This has been a real partnership with CT3 to develop goals and strategies to help schools be successful. We use systems and processes we’ve learned from CT3 across the whole district. We’ve seen [them] work, and we all agree that **increasing student achievement** is the bottom line. The professional learning that’s been provided by CT3 has been **highly impactful** in our district.”

In the span of four years, the partnership between CT3 and Jackson Public Schools has expanded significantly. Some of the strategies CT3 has provided have become cornerstones for how the district operates in order to solidify their culture of coaching across all schools, whether or not they are one of the 26 CT3 partner schools. With high levels of efficacy in implementation, CT3 processes regarding real time feedback and accountability systems have transformed how staff operates at school and at the district level. Dr. Greene and Team JPS are determined to close the mere 30-point gap to become a B-rated district, and CT3 is dedicated to supporting their efforts to reach that threshold.



“CT3 has been an invaluable partner. Their team has provided Team JPS with additional resources and expertise to properly embed a culture of coaching, among our educators, that is district-wide and sustainable.”

- Superintendent, Dr. Errick L. Greene



For more than a decade, CT3 has partnered with hundreds of schools nationwide to increase student engagement and achievement.

To transform the quality and culture of education for the youth in your schools, get started at

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