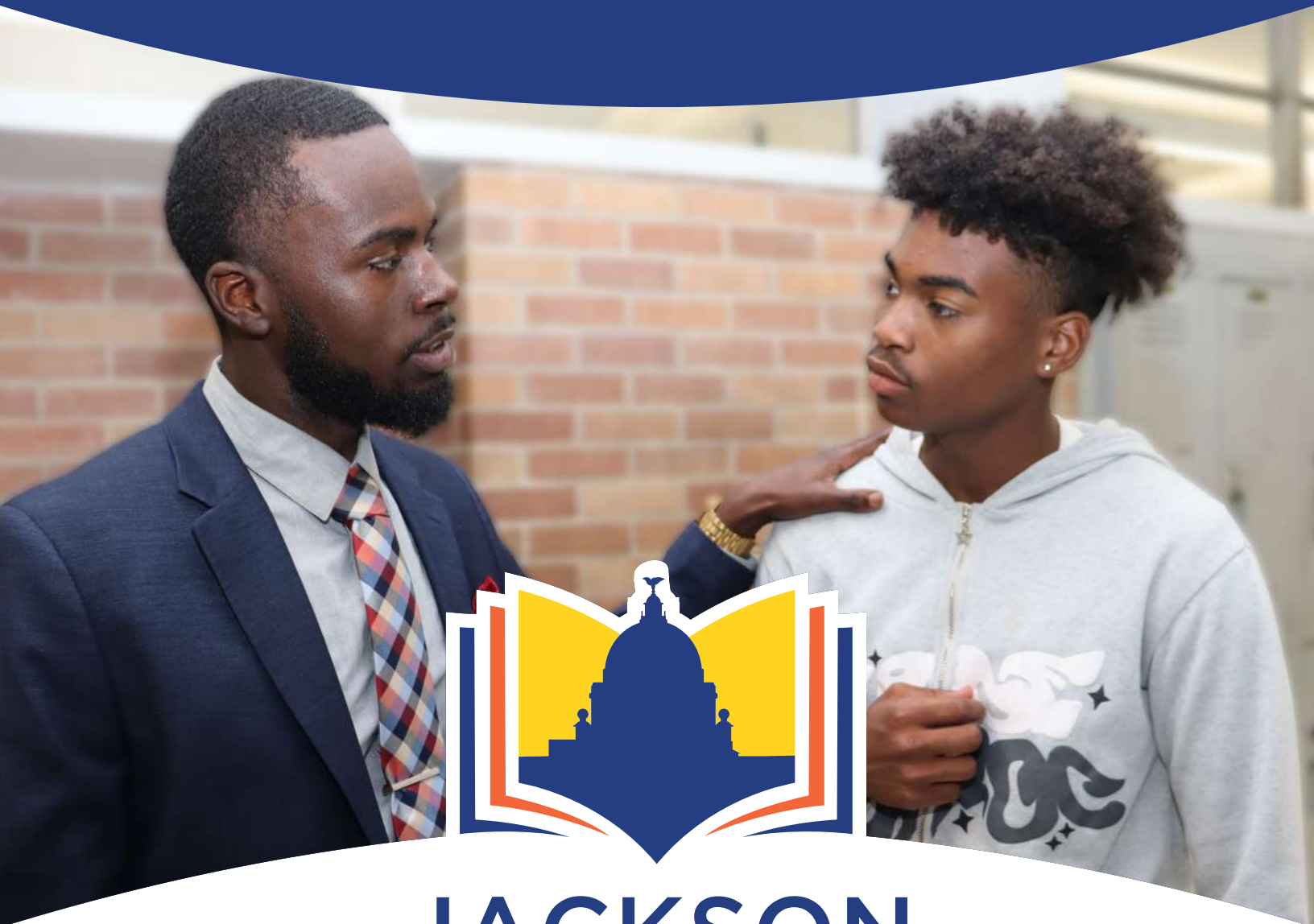


# *THE* **POWER** *OF* PEOPLE AND POSSIBILITIES



**JACKSON**  
**PUBLIC SCHOOLS**

**A FIVE-YEAR**  
**STRATEGIC PLAN**  
**2024 - 2029**

[www.jackson.k12.ms.us](http://www.jackson.k12.ms.us)



# VISION

We prepare scholars to achieve globally, to contribute locally, and to be fulfilled individually.

# MISSION

We develop scholars through world-class learning experiences to attain an exceptional knowledge base, critical and relevant skill sets, and the necessary dispositions for great success.

# BOARD OF TRUSTEES

Dr. Edward D. Sivak Jr.  
President

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Member

# LETTER FROM THE SUPERINTENDENT



Dear JPS Community,

I am delighted to share our new strategic plan, ***The Power of People & Possibilities***, which will help to guide decision making and focused efforts in Jackson Public Schools through 2029. Reflecting on our journey since the launch of our previous plan, *Excellence For All*, I'm proud to see how far we've come in improving our district.

In 2019, faced with challenges threatening our district's autonomy and long-term viability, the

Jackson community rallied together and laid the groundwork for a transformative journey. We've achieved remarkable progress through focused and intentional improvements to teaching and learning. Our shared commitment to excellence led to our impressive rise from a state accountability rating of F to the current C rating in just a few years.

Our previous plan included critical strategies, such as adopting high-quality instructional materials, growing and improving our professional learning efforts, and implementing consistent practices to help ensure scholar success. There is no doubt that focusing our efforts on a narrowed set of strategic commitments and initiatives helped us to transform our district.

Over the past five years, we've seen unprecedented growth in scholar achievement, increased educator capacity, and continuous improvements to the overall functionality of our district offices. We surpassed our graduation rate goal and expanded high-quality pre-kindergarten programs for all four-year-olds in Jackson.

Our commitment to providing each scholar with excellent educational experiences remains steadfast. However, we are expanding our focus to include holistic development and wellness for all. We will also focus more intentionally on preparing our scholars for post-secondary success. Furthermore, we will increase the effectiveness and efficiency of our district operations and provide the necessary conditions for success.

***The Power of People & Possibilities*** emphasizes the role of all JPS community members in realizing our shared goals. By harnessing the collective will and capacity of scholars, educators, families, public officials, and community/business partners, we will continue our march towards excellence. Equally as important, we will experience greater joy in the process.

Looking ahead, I am filled with pride and optimism. Together, we have overcome many challenges and achieved remarkable progress. Although there is still much more to do, I believe in the power of the Jackson community, and I am confident that we will continue to inspire and transform lives through excellence in education.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read 'E. Greene'.

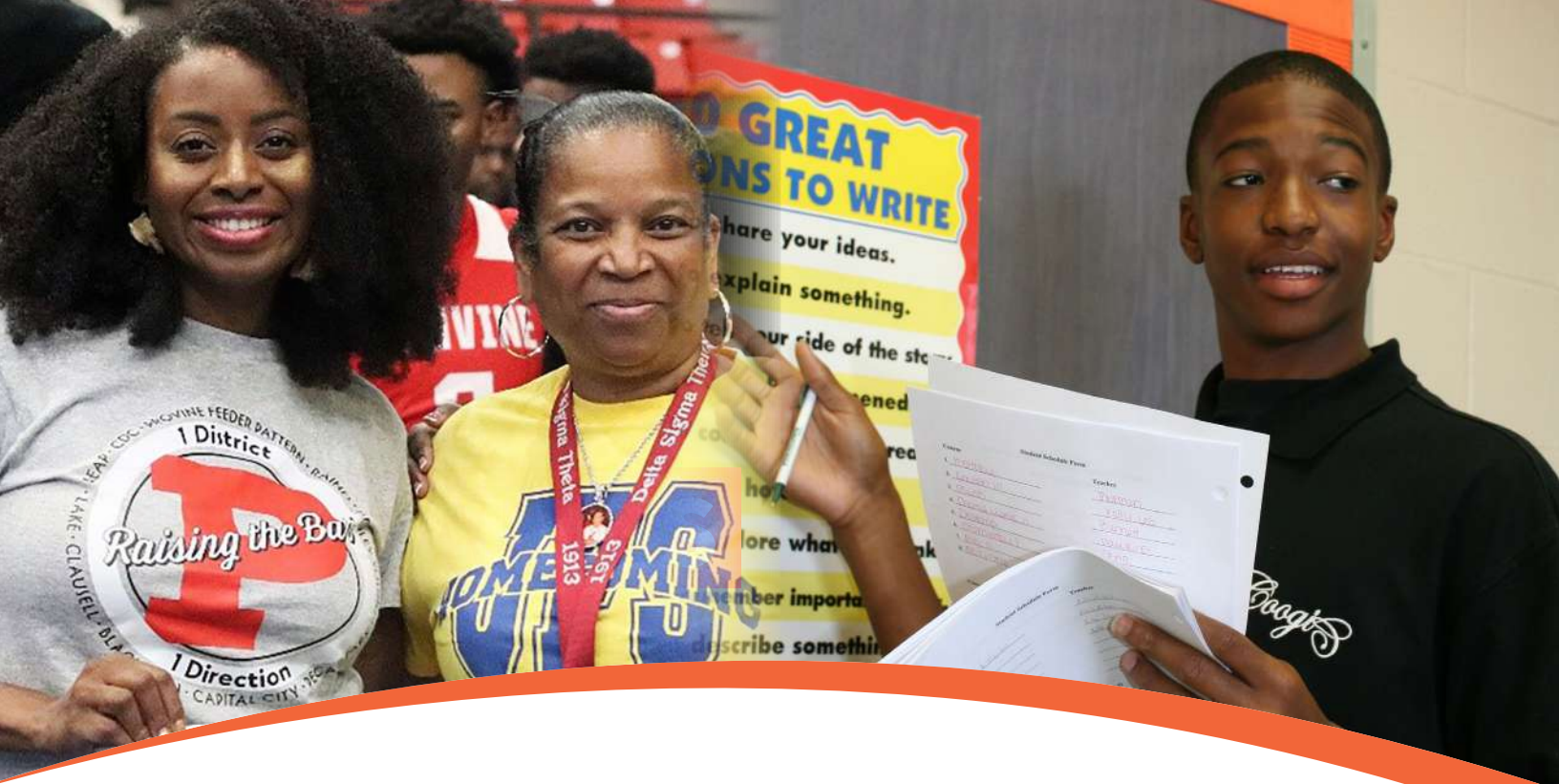
Errick L. Greene, Ed.D.  
Superintendent

# TABLE OF CONTENTS

- i Vision, Mission, and Board of Trustees**
- 1 Letter from the Superintendent**
- 2 Core Values**
- 3 Profile of a JPS Graduate**
- 4 At-a-Glance**
- 6 Commitment 1: Innovative Teaching and Learning**
- 8 Commitment 2: Talented Individuals and Teams**
- 10 Commitment 3: JPS Joy**
- 12 Commitment 4: Organizational Effectiveness**
- 14 Commitment 5: Strong Finish**
- 16 5-Year Strategic Goals**



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## EQUITY

Our vision of equity, put simply, is “all means all.” We ensure equity by celebrating each scholar’s individuality, interests, abilities, and talents; providing each scholar in each school with equitable access to high-quality instruction, courses, and resources; and holding high expectations for all scholars to graduate college-ready and career-ready. Similarly, we recognize and value the individual abilities, experiences, and talents of our staff; providing all staff with equitable access to opportunities for development and growth; and ensuring that such opportunities are provided through clear and transparent processes.

## EXCELLENCE

High expectations for our scholars help to prepare them for college and career paths. High expectations from and for all adults foster ownership, consistency, and transparency. Every member of our district performs with an attention to detail and the quality that each task demands in order to achieve great outcomes.

## GROWTH MINDSET

Our leaders –scholars and staff– thrive in environments where belief in their abilities is affirmed. Everyone in the organization embraces the idea that effort, knowledge, and perseverance lead to success.

## RELATIONSHIPS

It is essential to develop relationships through mutual respect of culture, social context, and community. This allows us to create a community of safety, trust, productive vulnerability, and genuine connection as we celebrate successes and value opportunities for constructive feedback.

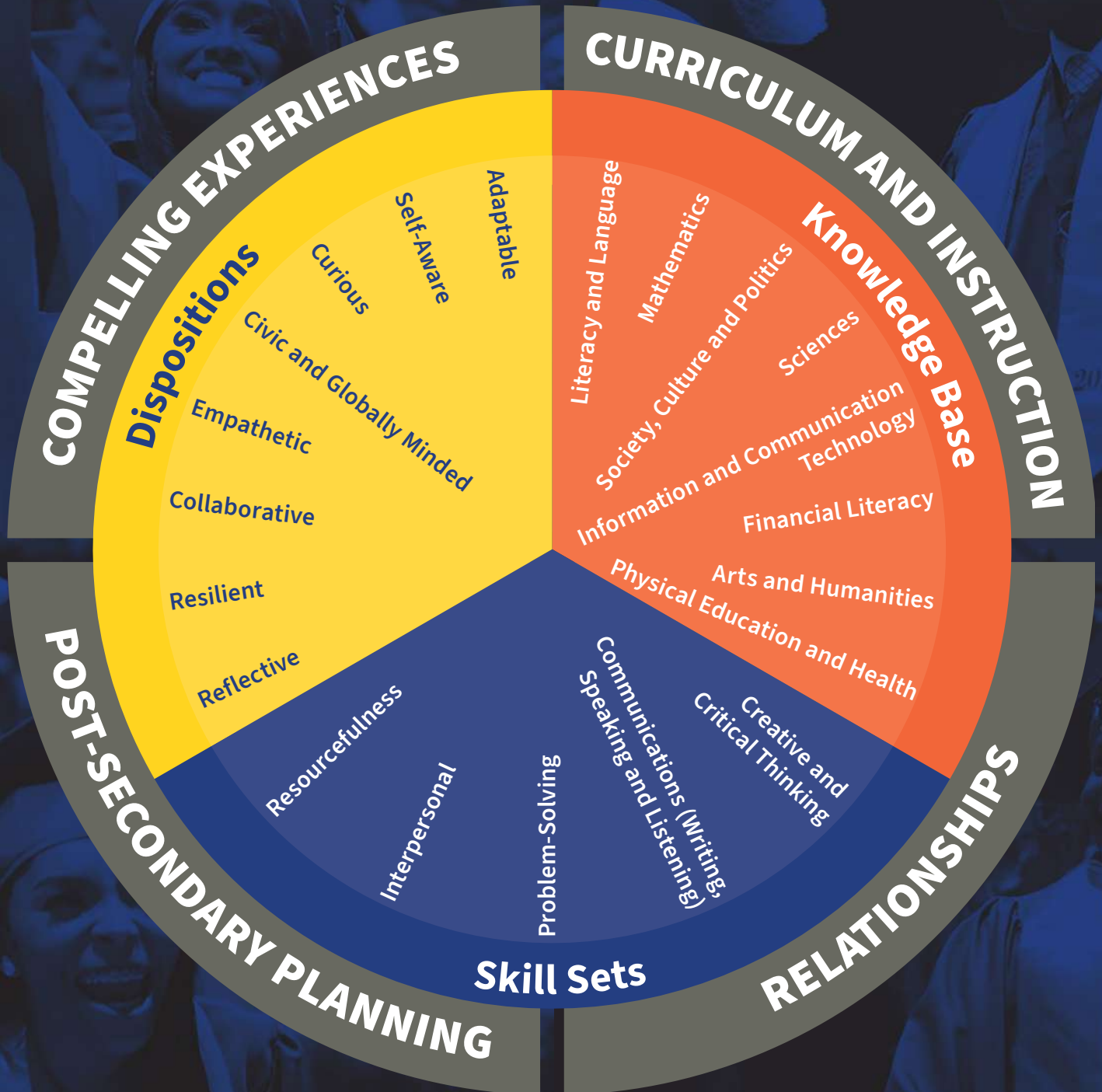
## RELEVANCE

Scholars experience relevant education that is engaging, motivating, and inspiring, leading to a lifelong commitment to learning. Our scholars must learn to connect with each other, the larger community, and the 21st-century world, ultimately developing agency to contribute to positive change in Jackson, in Mississippi, and throughout the world.

## POSITIVE AND RESPECTFUL CULTURE

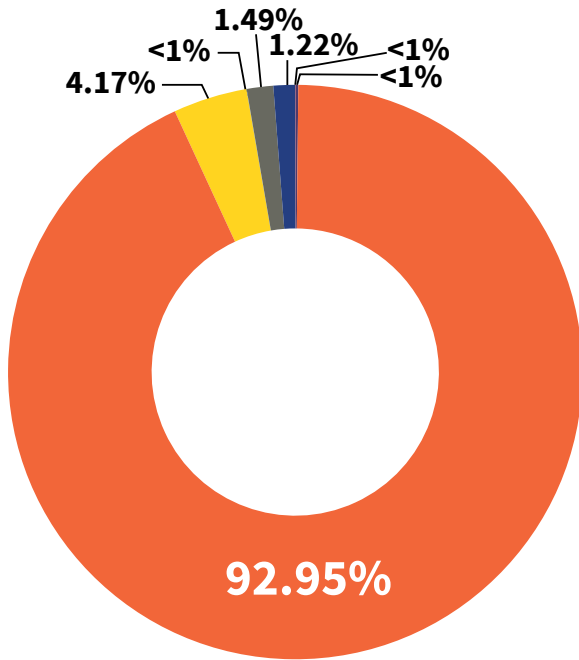
Scholars and staff thrive in learning environments where growth and achievement are the highest priorities and climates are safe, positive, and respectful. These environments engage and excite all scholars, leaving them hungry for more knowledge. All adults contribute to a positive and respectful culture allowing them to experience more productivity, increased retention, and joy at work.

# PROFILE OF A JPS GRADUATE



# AT-A-GLANCE

## Scholar Demographics



- American Indian, <1%
- Asian, <1%
- Black, 92.95%
- Hispanic, 4.17%
- Pacific Islander, <1%
- White, 1.49%
- Two or More, 1.22%

**\$434 million**

**Annual Budget**  
(includes local, state, and federal funds)

## Specialized Programs

- Career Development Center
- JPS-Tougaloo Early College
- Re-engaging in Education for All to Progress (REAP)
- JROTC
- Whole Arts
- Montessori
- Academic and Performance Arts
- Henley-Young-Patton Juvenile Justice Center
- Jackson Middle College
- Fast Track
- Capital City Alternative School
- International Baccalaureate
- JPS Virtual High School Academy

## Scholars

**18,162**

Pre-K12 Enrollment

**8,597**

Elementary Enrollment

**3,548**

Middle School Enrollment

**6,063**

High School Enrollment

**2,321**

Special Education

**591**

Limited English

## Staff

**3,076**

Full-Time

**1,861**

Administrators, Operations, and Central Office

**84**

Certified Counselors

**57**

Certified Interventionists

**38**

Certified Librarians

**1,036**

Certified Teachers

## Schools

**23**

Elementary schools

**7**

Middle schools

**6**

High schools (grades 9-12)



# STRATEGIC COMMITMENTS



**COMMITMENT 1:**  
Innovative Teaching  
and Learning



**COMMITMENT 2:**  
Talented Individuals  
and Teams



**COMMITMENT 3:**  
JPS Joy



**COMMITMENT 4:**  
Organizational  
Effectiveness



**COMMITMENT 5:**  
Strong Finish



## COMMITMENT 1

# Innovative Teaching and Learning



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Jackson Public Schools is committed to elevating scholar achievement by tailoring teaching and learning to each scholar's unique strengths, needs, cultures, interests, and aspirations. Recognizing each scholar as an individual, it is imperative that we provide equitable opportunities that nurture skills, knowledge, confidence, and individuality. This personalized approach is essential in preparing global citizens to address future challenges with innovative solutions.

To ensure effective educational practices, our approach involves continuous innovation in classrooms, schools, and beyond—during regular school hours and out-of-school times. By fostering an environment that welcomes new ideas and diverse methods of learning, we aim to transform the educational experience into one that is engaging, relevant, and directly connected to each scholar's life and future while never losing sight of the goal – scholar learning and development.

Key Initiatives	Implementation Years				
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Expand the Early Learning Collaborative network to support additional early childhood centers and providers.	I	I	R	R	R
Support educators in utilizing culturally responsive education practices and resources.	P	I	R	R	R
Provide guidance and support for educators to prioritize technology usage and integration.	I	R	R	R	R
Increase our organizational capacity to meet the needs and interests of all learners.	P	I	R	R	R
Expand elementary and middle school co-curricular and out-of-school time offerings.	P	I	R	R	R

Legend: P Planning I Implementation R Refinement



## COMMITMENT 2

# Talented Individuals and Teams



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All Jackson Public Schools team members must maintain high expectations for themselves and others. We recognize that the quality of education greatly depends on the capabilities of each team member and each team. Scholars excel when they are guided by adults who understand their unique needs and are skilled in facilitating high-quality and differentiated learning experiences. To achieve this, we will enhance our recruitment processes and increase our skills across the entire district, including our ability to maintain safe, functional, and supportive environments for all. While increasing our individual capacities is critical, it is also imperative that we increase our ability to work in cohesive and effective teams.

Key Initiatives	Implementation Years				
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Develop annual professional learning plans by assessing team needs, setting targeted goals, and implementing tailored training programs.	P	I	I	R	R
Design and enhance performance-based evaluation systems by establishing clear metrics, incorporating regular feedback, and aligning evaluations with organizational goals.	P	P	I	I	R
Establish a world-class professional learning center by integrating cutting-edge technology, expert-led training programs, and collaborative spaces, fostering continuous learning and innovation.	P	P	I	R	R
Implement diverse strategies to recognize team members, including awards, public acknowledgments, performance bonuses, and professional development opportunities.	I	I	R	R	R
Develop a retention plan by offering competitive benefits, fostering a positive work culture, providing career development opportunities, and ensuring regular recognition.	P	I	I	R	R
Ensure that all teachers are fully certified by providing comprehensive support for certification processes, including training, mentorship, and resources.	I	I	R	R	R

Legend: P Planning I Implementation R Refinement



## COMMITMENT 3

## JPS Joy



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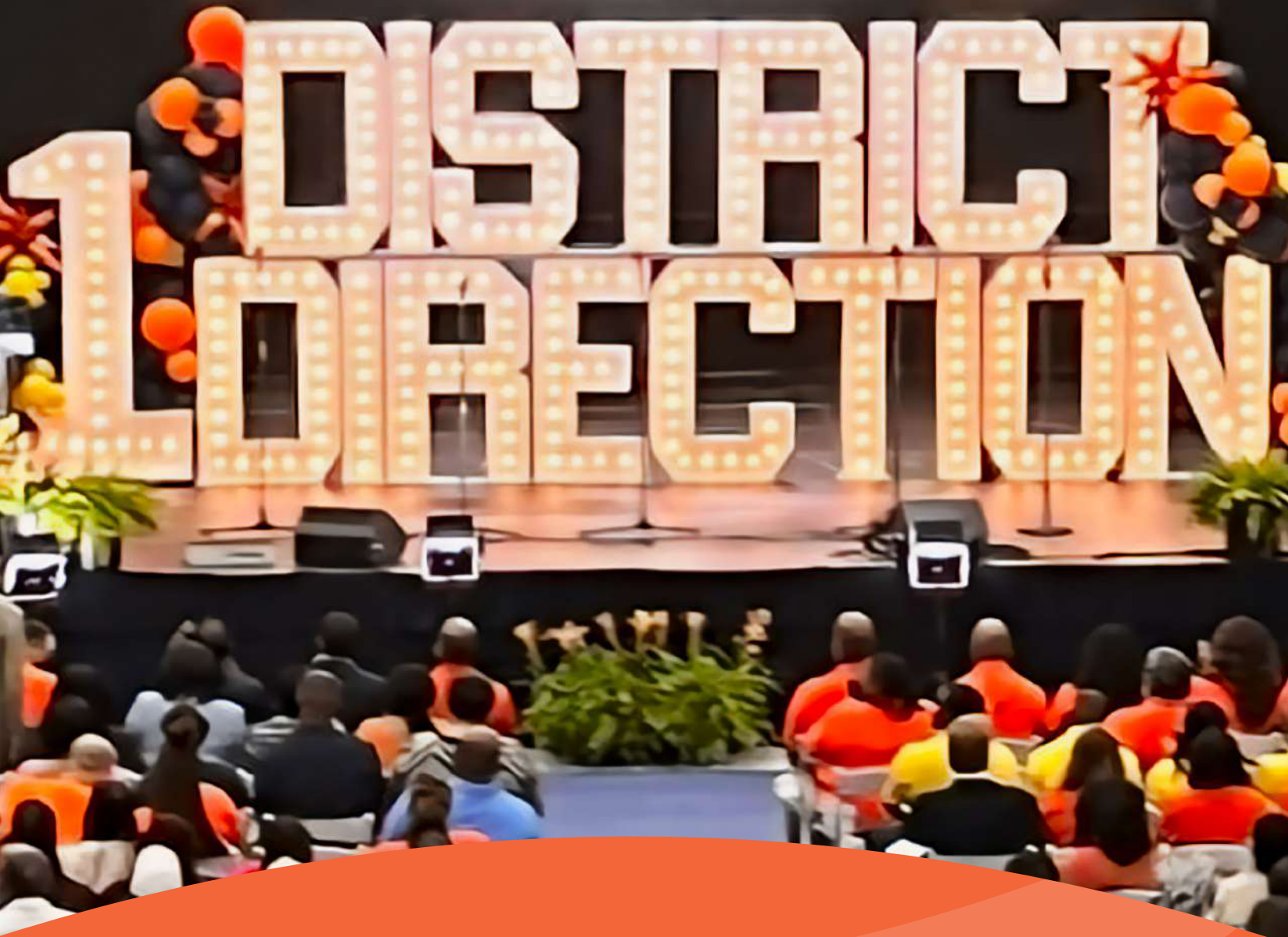


A joyful educational environment is foundational to learning and development. Likewise, JPS team members, parents, and community partners are more likely to engage fully and productively in a joyful, safe, and respectful environment. Joy in schools and across the district is cultivated through a holistic approach that prioritizes academic success and emotional well-being, creative expression, social connections, and personal fulfillment. When scholars and educators alike feel a sense of joy, the entire community thrives.

We commit to fostering a sense of belonging, nurturing trusted relationships, while promoting the kind of risk-taking, engagement, and inquiry that are vital for lifelong learning throughout the district (in classrooms, schools, athletic facilities, playgrounds, school buses, and central offices).

Key Initiatives	Implementation Years				
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Encourage and support meaningful relationship-building for all scholars and adults.	P	I	I	R	R
Ensure that all schools have functioning parent-led organizations (i.e., PTA, site councils, booster clubs, etc.).	P	I	I	R	R
Develop clear structures and practices to ensure that all scholars are connected beyond the classroom (i.e., intramural sports and co-curricular activities).	P	I	I	I	R
Establish consistent support systems for scholars and staff's social, emotional and mental health needs (i.e., SEL, curriculum and practices, individual and group counseling, and on-site mental health professionals).	P	I	I	R	R
Establish consistent practices to celebrate scholar and staff successes and achievements.	I	I	R	R	R

Legend: P Planning I Implementation R Refinement



## COMMITMENT 4

# Organizational Effectiveness



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We are dedicated to fostering a district-wide culture of accountability and excellence that aligns with our Mission, Vision, Core Values, and strategic Commitments. Achieving our goals requires that all stakeholders adhere to the highest standards of professionalism and actively support our foundational principles. This commitment will be realized through meticulous planning, consistent utilization of systems and data analysis, and an unwavering dedication to professional development. Finally, more intentional partnerships and support for scholars and families to access community resources will allow the district to focus on delivering excellence in educational experiences.

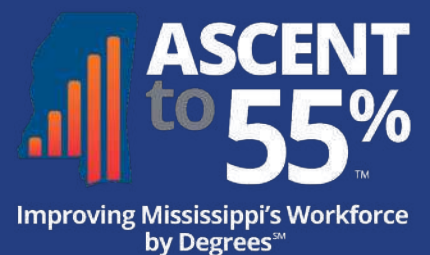
Key Initiatives	Implementation Years				
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Develop guidelines and provide ongoing training opportunities to promote best practices and dispositions for customer service.	I	I	R	R	R
Establish a process for reviewing enrollment, staffing, and facility needs to achieve excellence, efficiency & equity.	P	I	R	R	R
Develop an organizational function/department to manage the facilities' repurposing initiative.	P	I	R	R	R
Promote, cultivate, and support academic and operational innovation to ensure continuous improvement.	P	R	R	R	R
Develop structures and practices to ensure effective partnerships with community organizations and businesses.	P	I	R	R	R
Develop annual priorities for support from public officials, funders, businesses, faith-based and community organizations.	P	I	R	R	R

Legend: P Planning I Implementation R Refinement



## COMMITMENT 5

# Strong Finish





Scholars thrive when they can connect what they do in school to their hopes and dreams for life after high school. Jackson Public Schools is committed to putting every scholar on a pathway to post-secondary success, ensuring that they graduate college-ready and career-minded. The district endorses the state's post-secondary attainment goal, Ascent to 55%, which supports efforts to increase the number of Mississippians with a degree, credential, or industry certification earned beyond high school. Through the strategic initiatives below, we will help all scholars identify and pursue pathways that align with their goals and interests, help them earn valuable credentials, and prepare them for success in education, employment, or enlistment.

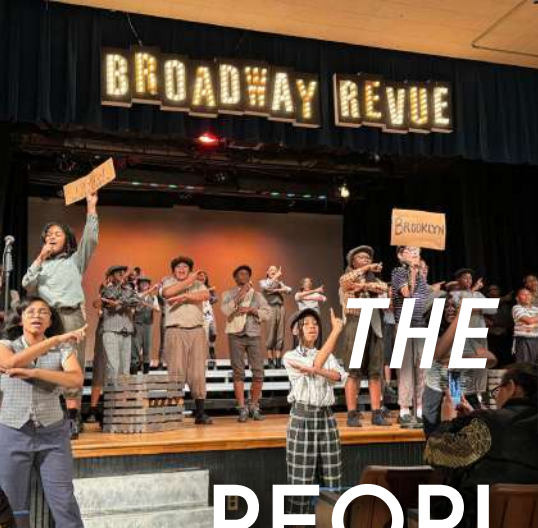
Key Initiatives	Implementation Years				
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Create a post-secondary success dashboard and goals aligned to the Mississippi Economic Council's Ascent to 55% campaign.	P	I	I	I	R
Ensure that all pathways have clear course sequences that incorporate opportunities for scholars to earn early college credit or credentials with labor market value.	I	I	R	R	R
Develop and implement a Grades 6-12 post-secondary advising framework to help all scholars identify their interests, discover potential careers, and enroll in aligned post-secondary education.	P	I	I	R	R
Increase access to college exposure and work-based learning opportunities.	I	I	I	R	R
Implement college transition supports, including near-peer advising and college partnerships.	I	I	I	R	R
Develop and implement a tailored transition support program to address the unique needs of scholars with disabilities and provide the resources and guidance necessary to help them successfully navigate post-secondary education and launch meaningful careers.	P	I	I	I	R
Launch a Family Post-secondary Academy that helps families understand and support college and career options for their scholars.	P	I	R	R	R

Legend: P Planning I Implementation R Refinement



# 5-YEAR STRATEGIC GOALS

GOALS	5-YEAR STRATEGIC GOALS	
	Base Year	Goal
	2023	2029
50% or more JPS scholars will perform proficiently in Reading across grades 3-8 and English II	34.3%	50%
50% or more JPS scholars will perform proficiently in Mathematics across grades 3- 8 and Algebra I	30.4%	50%
50% or more of JPS scholars will perform proficiently in Science (Grades 5, 8, and Biology I)	40.0%	50%
Increase the average Junior composite score on the ACT to 19 or above	15.4	19
90% or more JPS scholars will graduate in 4 years	84.1%	90%
80% or more JPS scholars expressing and demonstrating pro-social, emotional, and behavioral patterns	67.3%	80%
Decrease the rate of chronic absenteeism to 20% or fewer scholars	28.7%	20%
95% or more of stakeholders express overall satisfaction with Jackson Public Schools	84.3%	95%
50% or more of JPS high school scholars participate in co-curricular activities	28.0%	50%
80% of JPS Kindergarten scholars will earn a score of 681 or above on the Kindergarten Readiness Assessment at the end of Kindergarten	49.3%	80%



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