



Spring Independent School District  
5 Year Strategic Plan  
2010-2015

# Spring Independent School District

## 5 Year Strategic Plan

2010-2015

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Superintendent of Schools

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# DECLARATION OF TRANSFORMATION

## The Core Business of Schools

The core business of schools, and therefore school districts, is to provide every staff member and student opportunities to be engaged in interesting work each day, which allows them to be contributing citizens of a democratic society.

### There is a Need for Dramatic Improvement

- There is always room for improvement
  - a. *Achievement is a journey*
  - b. *People who achieve set high standards*
  - c. *Improvement is a risk taking activity*
  - d. *Improvement requires change*
  - e. *Change without vision may lead to failure*
  - f. *The need for improvement drives the sense of urgency*
  - g. *Some needs for improvement are more important than others*
- “Change” is the concept; “dramatic” is the result.

### The Primary Customers of Schools are the Students

- Kids should have choices/options
  - Students should be a part of the process
  - Students should be acknowledged as volunteers
  - Partnerships should exist, and share a sense of commitment
- \*\*Schools should provide services that satisfy our customers

The statements above apply to ALL students

### A Changed Core Business Requires Changed Roles

All roles are interconnected to ensure change occurs that will support student success (i.e., Board, Superintendent, Central Office, School Personnel, and Support Personnel)

- Think out of the box
- Flexibility
- Facilitators of learning
- Build capacity in others
- Requires open minds
- Lots of dialogue

### Beliefs, Vision, and Results Define the System

- We believe that beliefs, vision, and results define and direct the SISD system
- There is no system-wide impact without shared beliefs and vision
- Without beliefs, there is no vision. Without a vision, there are no positive, sustained results

### Leadership is Everyone's Business

- Everyone has a sphere of influence
- Everyone has a responsibility to build relationships and to have a positive impact on others
- Leadership is not bound by power, position, or expertise
- Leaders affect a shared vision
- Leaders are willing to take risks in order to move the organization toward the shared vision
- Leaders help build capacity in others

### Capacity Building is the Key

- Continued improvement of performance requires building capacity of all stakeholders
- Clear district standards provide the framework from which assessments will monitor progress
- Capacity of all stakeholders may be demonstrated through the following attributes:
  - resilience, interdependence, adaptation, pride, continued learning, confidence, and trust

# The VISION of Spring Independent School District

By 2015 Spring Independent School District will be recognized nationally as a leader among learning organizations and known for exemplary student achievement

# The MISSION of Spring Independent School District

The principal goal of the District is to develop students who excel academically, reason and solve problems rationally, and act responsibly, displaying good character and citizenship.

## Division Missions

### *Administration*

Establish protocol and mobilize district resources to achieve the district vision

### *Curriculum and Instructional Services*

Continually advance student achievement within our learning organization

### *Financial Services*

Support the learning organization through recognized financial leadership and innovative progressive programs for resource management.

### *Human Resources*

Recruit, hire, and retain quality staff who are committed to student success.

### *Public Relations and Technology*

Promote Spring Independent School District as a nationally recognized learning organization and mobilize District resources to achieve the District vision.

# The GOALS of Spring Independent School District

**Division Key:** *AD* = Administration; *CI* = Curriculum & Instruction; *FS* = Financial Services; *HR* = Human Resources; *PR* = Public Relations

G	Goal	How will it be Measured	Contributing Divisions
G1	Spring ISD will build student learning capacity in order for students to be post-secondary ready and contributing members of a democratic society	Current budget, staffing	AD, CI, FS, PR
G2	Spring ISD will build both staff learning and leadership capacity in order for staff to positively impact others	By providing equitable opportunities for all students and student groups to be engaged in interesting work each day	AD, CI, FS, HR, PR
G3	Spring ISD will build community capacity in order to support meaningful partnerships	By providing opportunities for all stakeholders to be productively engaged with their school district	CI, FS, PR
G4	Spring ISD will ensure effective and efficient utilization and/or compliance of systems and resources in order to support the learning organization	Timely and accurate financial reporting, established timelines, budget, year end effect on fund balance, School FIRST results, bond ratings from rating agencies, energy consumption, current enrollment vs. current capacities, decreased PEIMS errors, number of audits from state and federal agencies, recognition achieved from Healthier US School Challenge. Systems are in place that support a safe and secure learning organization.	AD, CI, FS, HR, PR

Goal G1: Spring ISD will build student learning capacity in order for students to be post-secondary ready and contributing members of a democratic society

O	Objective	Resources	Position Reporting	Measurement	Target	Frequency	Completion Date
O1	All campuses will be rated Recognized or Exemplary by TEA standards	Current budget, staffing	Associate Superintendent for Curriculum and Instruction	Passing standards in each subject area on state assessments	Reading= $\geq 90\%$ Writing= $\geq 90\%$ Social Studies= $\geq 90\%$ Math= $\geq 80\%$ Science= $\geq 80\%$	Annually	November 2013
				Commended performance in each subject area on state assessments	Reading= $\geq 30\%$ Writing= $\geq 30\%$ Social Studies= $\geq 40\%$ Math= $\geq 25\%$ Science= $\geq 25\%$	Annually	November 2013
				Passing percentage of all tests taken	$\geq 80\%$	Annually	November 2013
				Performance difference between student groups	Reading= $\leq 5\%$ Writing= $\leq 5\%$ Social Studies= $\leq 5\%$ Math= $\leq 12\%$ Science= $\leq 12\%$	Annually	November 2013
				Kindergarten - Second grade students meeting district standards for TPRI/Tejas Lee	$\geq 70\%$	Annually	November 2013
				Schools meeting AYP	100%	Annually	November 2013
				PBMAS Indicator Level Report	CTE= 2 NCLB= 0 Special Education= 0 Bilingual/ESL=0	Annually	November 2013
				Completion Rate I	85% for Recognized & 95% for Exemplary	Annually	November 2013
				Annual Dropout Rate	$\leq 1.6\%$	Annually	November 2013
				Underreported Students	Districtwide $\leq 150$ ; Students $\leq 3\%$	Annually	November 2013

				Graduation Rate	4 year State Graduation Goal = 90%; 4 year Graduation Rate Target = 75% or Safe Harbor Target; OR Improvement Target $\geq$ 1% or 5 year Graduation Rate Target = 80%	Annually	November 2013
				Attendance Rate (for all elementary schools and middle schools)	90%	Annually	November 2013
O2	Provide a guaranteed and viable curriculum	Science Audit, Program Evaluations	Associate Superintendent for Curriculum and Instruction	Audit standards, scores, internship opportunities	Meets audit standards	Annually	August 2015
O3	Every class will provide frequent opportunities to use technology tools for student learning	Technology funds, current budget, staffing	Associate Superintendent for Public Relations and Technology	Student portal activity	Establish baseline	Annually	August 2015
O4	Provide for the improvement of college preparation, and college opportunities for all students	Current budget, staffing	Associate Superintendent for Curriculum and Instruction	SAT Average Score	$\geq 950$	Annually	February 2012
				ACT Average Score	$\geq 20$	Annually	February 2012
				Percentage of students graduating with Recommended or Distinguished Plan	$\geq 92\%$	Annually	February 2012
				Percentage of students graduating as College Ready (ELA and Math)	$\geq 32\%$	Annually	February 2012

**Goal G2: Spring ISD will build both staff learning and leadership capacity in order for staff to positively impact others**

O	Objective	Resources	Position Reporting	Measurement	Target	Frequency	Completion Date
O1	Establish a culture of coaching for the purpose of building leadership capacity through collaboration and feedback	Current budget	Area Superintendents	Goal setting, Formative Evaluation conference, Summative Evaluation conference	Leadership Matrix ratings $\geq$ Potential in Coaching dimension	Semi-annually	August 2012
O2	Increase the level of employee engagement	General funds	Associate Superintendent for Curriculum and Instruction	District Gallup report	Grand Mean $\geq$ 3.88	Annually	February 2012
O3	Establish a culture of quality	Current budget, staffing	Associate Superintendent for Public Relations and Technology	Stakeholder surveys	Establish baseline	Annually	August 2015

**Goal G3: Spring ISD will build community capacity in order to support meaningful partnerships**

O	Objective	Resources	Position Reporting	Measurement	Target	Frequency	Completion Date
O1	Build a positive image of the district	Current budget, staffing	Associate Superintendent for Public Relations and Technology	Stakeholder surveys	Establish baseline	Annually	August 2015
O2	Increase district partnerships	Current budget, staffing	Associate Superintendent for Public Relations and Technology	Number of partnerships	Establish baseline	Annually	August 2015

## Goal G4: Spring ISD will ensure effective and efficient utilization and/or compliance of systems and resources in order to support the learning organization

O	Objective	Resources	Position Reporting	Measurement	Target	Frequency	Completion Date
O1	Ensure data integrity	Current budget, staffing	Associate Superintendent for Financial Services	Timely and accurate financial reporting	100% compliance	Quarterly	August 2012
				Compliance reports, PEIMS reports	100% compliance	Quarterly	August 2012
				Current enrollment vs. current capacities, decreased PEIMS errors, number of audits from federal and state agencies	Capacity > enrollment; 100% accurate data reporting	Annually	August 2012
O2	Develop and/or maintain systems to ensure the effective utilization of resources	Current budget, staffing	Associate Superintendent for Financial Services	Established time line	Annually	Annually	February 2012
				School FIRST (Financial Accountability Rating System of Texas)	Superior Rating	Quarterly	November 2013
				Bond Ratings	Standard & Poor's AA; Moody's Investors - Aa1	Annually	August 2015
				Reduction of budget	As necessary	Annually	November 2015
				Budget deficit	\$0	Annually	August 2012
				Fund balance	14% of appropriations	Annually	November 2013
				Energy usage per bills	10% reduction in consumption	Annually	August 2012
				Recognition achieved from Healthier US School Challenge	2 additional schools	Annually	August 2012
				Facilities Assessment	Completed Assessment	Annually	August 2015

**Goal G1: Spring ISD will build student learning capacity in order for students to be post-secondary ready and contributing members of a democratic society**

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**Objective O1: All campuses will be rated Recognized or Exemplary by TEA standards**

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Hire specialists to support secondary English Language Learners	Title III, Human Resources	Director for Bilingual, ESL and LOTE	August 2011	May 2012
S2	Track special education students at-risk of dropping out of school and provide appropriate interentions based on student need	IDEA B	Executive Director for Special Services	November 2011	August 2012
S3	Increase training opportunities and provide necessary manuals to ensure data accuracy as it relates to student data reporting	Current budget, staffing	Executive Director for Student Services	November 2011	May 2012
S4	Collect and monitor data reports from campuses that detail achievement data, attendance, discipline and failure rates	Data software	Area Superintendents	January 2012	August 2012
S5	Track incoming freshman cohorts from 2008-2009, 2009-2010, 2010-2011	Data software	High School Principals, Area Superintendents	January 2012	August 2012

**Objective O2: Provide a guaranteed and viable curriculum**

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Create a Curriculum Management Plan using the curriculum audit standards	Phi Delta Kappa training materials, science audit report	Executive Director for Curriculum Design	November 2011	May 2012

S2	Redesign existing curricula to follow a standard integrated and electronic format	Science audit report, eLearn, curricula	Executive Director for Curriculum Design	May 2012	May 2015
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## Objective O3: Every class will provide frequent opportunities to use technology tools for student learning

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Embed specific instructional technology tools and examples into all curricula	Curricula, instructional technology tools	Executive Director for Curriculum Design	May 2012	May 2015
S2	Expand student portal beyond pilot program, making it available to all students districtwide	Current budget, staffing	Executive Director of Technology, Director of Technology Services, Application Specialist	November 2011	May 2012
S3	Implement Google Apps for Education for students	Current budget, staffing	Executive Director of Technology, Director of Technology Services, Application Specialist	November 2011	May 2012
S4	Implement desktop virtualization to extend the life of existing district hardware for students	Current budget, technology funds, staffing	Director of Infrastructure, Director of Technology Services, Telecomm/Network Specialist, Application Specialist	November 2011	May 2012

## Objective O4: Provide for the improvement of college preparation and college opportunities for all students

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Develop appropriate transition plans to encourage participation in district CTE programs and graduation	IDEA B	Executive Director for Special Services	February 2012	August 2012
S2	Conduct a survey of all special education graduates one year post graduation	IDEA B	Executive Director for Special Services	August 2013	August 2015
S3	Fund a position for College and Career Readiness	Title IIA, SAT data, ACT data, Advanced Placement data, Dual Credit data	Associate Superintendent for Curriculum and Instruction	November 2011	August 2012
S4	Embed College and Career Readiness standards into all curricula	Curricula, College and Career Readiness standards	Executive Director for Curriculum Design	May 2012	May 2015
S5	Add two internship opportunities offered by Financial Services to students at Carl Wunsche Sr. High School	Current budget, staffing	Associate Superintendent for Financial Services	November 2011	August 2012
S6	Add opportunity for classes to tour the cafeteria kitchen and learn about nutrition, food safety, and interesting facts about a career in this field	Current budget, staffing	Director for Child Nutrition, Dietician, Supervisors, Managers	November 2011	August 2012
S7	Add opportunity for student interns to tour Harris County Appraisal District and a delinquent tax law firm to learn the property tax profession	Current budget, staffing	Tax Assessor Collector and staff	November 2011	August 2012
S8	Provide job skills training to Special Education students	Current budget, staffing	Executive Director for Supply Chain Services, Supervisor of Distribution Services, Director for Child Nutrition	November 2011	August 2012
S9	Participate in Wunsche Capstone project and mock interviews	Current budget, staffing	Associate Superintendent for Financial Services	February 2012	August 2012

## Goal G2: Spring ISD will build both staff learning and leadership capacity in order for staff to positively impact others

### Objective O1: Establish a culture of coaching for the purpose of building leadership capacity through collaboration and feedback

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Administer the Dr. Bernhardt Continuous Improvement Continuum to all campus administrators on Special Education programs, professional learning and technical assistance	IDEA B, survey	Executive Director for Special Services	August 2012	August 2014
S2	Develop procedures for instructional coaching rounds to increase student engagement	Walk-through data, assessment results, Gallup Student Poll results, Schlechty Center, PEAK	Executive Director for Instructional Engagement	November 2011	May 2012
S3	Develop a PEAK aligned data collection tool	PEAK consulting, <i>Teaching for Excellence</i>	Executive Director for Instructional Engagement	August 2011	November 2011
S4	Provide increased leadership application of the classroom walkthrough process and data analysis	Current budget, books	Area Superintendents	January 2012	August 2012
S5	Identify teachers by content to expand instructional capacity by coaching others for increased student engagement	C&I Directors, identified teachers, data collection tool results, assessment results, Gallup Student Poll results, PEAK, Schlechty	Executive Director for Instructional Engagement	May 2012	May 2014
S6	Increase campus coaching visits with the principal and/or leadership team in order to discuss student group data, strategies and ongoing processes	Current budget, staffing	Area Superintendents	January 2012	August 2012

S7	Provide consistent opportunities during vertical meetings for principals to collaborate, strategize and seek solutions for closing existing achievement gaps	Current budget	Area Superintendents	January 2012	August 2012
S8	Provide monitoring and coaching support related to academic achievement and attendance rates	Current budget, data software	Area Superintendents	January 2012	August 2012
S9	Provide increased leadership application of the classroom walkthrough and data analysis processes	Current budget, books, conferences, training	Area Superintendents	January 2012	August 2012
S10	Provide learning opportunities and applications related to the Texas Accountability System	"Nuts and Bolts of the Texas Accountability System", Texas Education Agency	Area Superintendents	January 2012	August 2012
S11	Ensure annual campus coaching visits with principals	General fund	Associate Superintendents	November 2011	August 2012
S12	Formalize cross-functional experience as a part of new employee orientation program	Current budget, staff	Associate Superintendent for Financial Services	November 2011	August 2012
S13	Provide consistent opportunities for beginning Spring ISD principals to participate and increase capacity through the Spring Principal Academy (SPA)	Current budget, books	Area Superintendents	January 2012	August 2012
S14	Provide targeted and consistent ongoing opportunities to increase leadership capacity for selected Spring Leadership Institute (SLI) participants	Current budget, books	Area Superintendents	January 2012	August 2012
S15	Contribute to the Spring Leadership Institute	General fund	Associate Superintendents	February 2012	May 2012
S16	Provide for increased leadership capacity in current Assistant Principals/House Principals through professional learning and collaboration	Current budget, books	Area Superintendents	January 2012	August 2012
S17	Provide coaching, mentoring and support related to providing and maintaining a safe and secure environment, as well as the use of AnComm's "Talk About It" System	Current budget	Area Superintendents	January 2012	August 2012
S18	Provide for learning opportunities through book studies, off-site meetings and strength teams	Current budget, books, conferences	Area Superintendents	January 2012	August 2012
S19	Utilize Breakthrough Coaching model	Current budget	Executive Leadership Team, Principals and Executive Directors	November 2011	August 2012

S20	Provide professional development for principals regarding contract renewal	Current budget	Associate Superintendent for Human Resources	February 2012	May 2012
S21	Design team building activities to promote trusting relationships within the Division of Human Resources in response to the Gallup Survey	Current budget	Human Resources Directors	November 2011	August 2012
S22	Develop a needs assessment instrument to determine topics for training for campus administrators	Current budget	Human Resources Directors	November 2011	August 2012
S23	Design roundtable sessions for campus administrators based on needs assessment	Current budget	Human Resources Directors	November 2011	August 2012
S24	Provide professional development on the techniques of coaching within the Division of Human Resources	Current budget	Associate Superintendent for Human Resources	February 2012	August 2013
S25	Report on coaching efforts at Human Resources Leadership Team monthly meetings	Current budget	Associate Superintendent for Human Resources	February 2012	August 2012
S26	Investigate the use of "ustream" as a method of providing information	Current budget	Human Resources Directors	November 2011	August 2012
S27	Provide opportunities for directors to shadow Associate Superintendent for Human Resources to build capacity within the Division of Human Resources	Current budget	Associate Superintendent for Human Resources	November 2011	August 2012
S28	Increase learning opportunities through book studies, off-site meeting and strength teams within the Division of Human Resources	Current budget	Associate Superintendent for Human Resources	February 2012	August 2012
S29	Provide leadership training for supervisory staff within the Department of Support Services	Current budget	Support Services Directors	February 2012	August 2012
S30	Provide cross-training for all office and management positions within the Department of Transportation	Current budget	Transportation Director	November 2011	August 2012
S31	Implement ARK (Adults Relating to Kids) for Teachers program	ARK grant, current budget	Area Superintendents, Principals	January 2012	August 2012
S32	Formalize cross training process to ensure consistency, quality and coverage of roles and responsibilities	Current budget, staff	Associate Superintendent for Financial Services	January 2012	August 2012

## Objective O2: Increase the level of employee engagement

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Secure contract with Gallup for Q12 Survey	Gallup, C&I funds	Associate Superintendent for Curriculum and Instruction	November 2011	February 2012
S2	Have 70% or more of staff at each campus and department participate in the Gallup Q12 Survey	Gallup Survey	Executive Leadership Team	August 2011	February 2012
S3	Model engaging activities when professional development sessions occur	Current budget, staff	Executive Leadership Team	November 2011	August 2012
S4	Provide quarterly one day professional development in-house seminars led by consultants	Current budget, staff	Financial Services Leadership Team	August 2011	May 2012
S5	Increase staff's education opportunities through training session, one-on-one dialogue, and facility/department visits to improve their financial knowledge	Current budget, staff, calendar	Financial Services Leadership Team	November 2011	August 2012
S6	Host monthly round tables and/or learning venues to staff outside of the Financial Services Division	Current budget, staff	Financial Services Leadership Team	November 2011	August 2012
S7	Implement 4 team building events within the Department of Supply Chain Services	Current budget, staff	Executive Director for Supply Chain Services	November 2011	August 2012
S8	Design activities that promote a caring environment within the Division of Human Resources in response to the Gallup Survey	Current budget, time	Human Resources Directors	February 2012	August 2013
S9	Hold small group meetings to get informal feedback in response to the Human Resources Gallup Survey	Current budget	Human Resources Directors	November 2011	August 2012
S10	Report staff attendance as a measure of employee engagement data and provide to administrators	Current budget, report	Associate Superintendent for Human Resources, Director of Business Systems	August 2011	February 2012
S11	Compile teacher turnover as a measure of employee engagement data and provide to administrators	Current budget	Associate Superintendent for Human Resources, Human Resources Directors	August 2011	February 2012
S12	Establish a District safety committee	Current budget, staff	Safety Director	November 2011	August 2012

S13	Develop and implement a recycling program for consummable materials	Current budget	Maintenance Director	November 2011	August 2012
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## Objective O3: Establish a culture of quality

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Define and communicate the concept of quality	Current budget, staffing	Executive Leadership Team	February 2012	August 2013
S2	Utilize <i>Quality Without Tears</i> as a book study	Current budget, books	Executive Leadership Team	February 2012	August 2012
S3	Incorporate the pursuit of quality as part of the District brand	Current budget, staffing	Associate Superintendent of Public Relations and Technology, Communications and Community Relations Directors	February 2012	August 2013
S4	Develop "Portrait of a Spring ISD Teacher"	Current budget, time, Principals	Human Resources Directors, Principals	February 2012	August 2012
S5	Investigate professional learning opportunities to ensure a culture of quality within the C&I Division	Time, Google	Associate Superintendent for Curriculum and Instruction	February 2012	May 2012
S6	Provide additional training opportunities for new administrators as well as established administrators throughout the year that focuses on financial accountability	Current budget, staff	Financial Services Leadership Team	August 2011	August 2012
S7	Conduct an online survey that provides feedback on services received from the Division of Financial Services to improve future services	Online survey	Financial Services Leadership Team	August 2011	August 2012
S8	Increase staff education opportunities relevant to sound financial practices that are to be replicated district-wide	Current budget, staff	Financial Services Leadership Team	November 2011	August 2012
S9	Monitor the tracking of incoming freshman cohorts each year for course credit completion, credit recovery and quality of interventions	Data software systems	Area Superintendents	January 2012	August 2012

S10	Discuss expectations and standards for progressive discipline and implementation of the Discipline Management Plan (DMP) and Highpoint North (HPN) placements at a training with all administrators	Current budget	Area Superintendents	August 2011	August 2012
S11	Provide a training module for quality office protocol and etiquette for campuses	Current budget	Area Superintendents	August 2011	August 2012
S12	Provide training to campus leaders on effective and timely communications related to transfers, STEPS process, campus concerns and other key District processes and policies	Current budget	Area Superintendents	August 2011	August 2012
S13	Provide for leadership training related to the Declaration of Transformation and District's Vision Statement	Current budget	Area Superintendents	August 2011	August 2012
S14	Monitor the implementation of strategies and interventions for Leaver Program Monitoring and Interventions (PMI) Report. Review and provide coaching intervention for campuses related to dropout/leaver data	Student Services, Mizuni, Principals, Registrars, Data	Area Superintendents	August 2011	August 2012
S15	Conduct an online survey that provides feedback on services received from the Division of Human Resources	Current budget, time, Google	Associate Superintendent for Human Resources	November 2011	August 2012
S16	Train staff to use National Incident Management System (NIMS)	Current budget, time, training materials	Safety Director	February 2012	August 2012
S17	Conduct campus safety snapshot/needs assessment	Current budget	Safety Director	November 2011	August 2012
S18	Provide computer training for supervisory staff in the Department of Operations	Current budget	Operations Director	February 2012	August 2012
S19	Expand Training Program for all technical staff in the Department of Maintenance	Current budget	Maintenance Director	November 2011	August 2012

## Goal G3: Spring ISD will build community capacity in order to support meaningful partnerships

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### Objective O1: Build a positive image of the district

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Produce a new District logo that reflects the current District and its vision	Current budget, staff	Public Relations Department	August 2011	February 2012
S2	Develop a Special Education Newsletter highlighting students, staff, parents, and administrators championing Special Education programs	IDEA B Funds	Executive Director for Special Services	February 2012	August 2012
S3	Create an awareness campaign regarding the District's positive impact on the community	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012
S4	Tell stories about students that bridge the gaps between generations, classes, races, and religions to connect the community to District schools and improve the public's perception of the District	Current budget, staff	Communications Director, Electronic Media Specialist	November 2011	August 2012
S5	Work with campuses to improve communications between the campuses and their stakeholders	Current budget, staff	Communications Director, Web Specialist, Graphic Artist, Application Specialist	November 2011	August 2012
S6	Create a community email distribution list and produce and distribute an electronic community newsletter	Current budget, staff	Communications Director, Communications Secretary, Web Specialist, Graphic Artist	November 2011	August 2012
S7	Conduct surveys to establish level of customer satisfaction in the Financial Services Division	Current budget, staff	Associate Superintendent for Financial Services, Tax Assessor/Collector	November 2011	August 2012

S8	Based on results of surveys, implement steps to increase customer satisfaction in the Financial Services Division	Current budget, staff	Associate Superintendent for Financial Services, Tax Assessor/Collector	November 2011	August 2012
S9	Communicate alumni success stories	Current budget, staff	Communications Director, Electronic Media Specialist, Web Specialist	November 2011	August 2012
S10	Survey stakeholders regarding their perception of Police Department Services	Current budget, staff	Chief of Police, Communications Director, Web Specialist	November 2011	August 2012
S11	Complete the State Recognition Program for the Police Department	Current budget, staff	Chief of Police, Lieutenant	November 2011	August 2012
S12	Attend campus Health Fairs, Booster Club Meetings and Open Houses	Current budget, staff	Support Services Directors	November 2011	August 2012

## Objective O2: Increase district partnerships

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Increase communication regarding opportunities for parent and community involvement in the District	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012
S2	Create and communicate a parent volunteer pathway from elementary school, to middle school, to high school that will strengthen parental connections to the students and district	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012
S3	Expand recognition of district volunteers and partnerships	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012
S4	Work with campuses to improve recognition of parent and community volunteers/partnerships	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012
S5	Enhance staff customer service training to improve quality of interaction with parents and community members	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012

S6	Solicit and communicate community volunteer opportunities to students and staff	Title IA	Communications and Community Relations Directors	November 2011	August 2012
S7	Communicate the parental involvement policy	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012
S8	Recognize students and staff who are exemplary community volunteers on behalf of the District	Current budget, staff	Communications and Community Relations Directors	November 2011	August 2012
S9	Create an awareness campaign regarding the District's volunteer/giving impact on the community	Current budget, staff	Chief of Police, Lieutenant	November 2011	August 2012
S10	Implement Adults Relating to Kids (ARK) for Parents program	Current budget, staff	Director for Community Relations	January 2012	August 2012
S11	Embed opportunities for community involvement within identified curricula	Current budget, staff	Executive Director for Curriculum Design	August 2011	August 2012
S12	Provide an opportunity for an intern in the Finance Department. Provide the intern with the opportunity to learn the financial operations of an Independent School District. Create a survey for interns to complete allowing for feedback on ways to improve the learning experience.	Current budget, staff	Executive Director for Finance	November 2011	August 2013
S13	Maintain active relationships in collaboration with area law enforcement agencies, first responders and other criminal justice stakeholders for crisis management preparations	Current budget, staff	Chief of Police, Lieutenant	November 2011	August 2012
S14	Extend outreach from the Police Department for relationship opportunities with the community, churches and other service organizations	Current budget, staff	Chief of Police, Lieutenant	November 2011	August 2012

# Goal G4: Spring ISD will ensure effective and efficient utilization and/or compliance of systems and resources in order to support the learning organization

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## Objective O1: Ensure data quality

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Facilitate alignment between Finance, Student Services and Accountability	Campus, District, State and Federal data	Executive Directors for Systems Accountability, Student Services, and Finance	November 2011	August 2012
S2	Provide professional learning aligned with Needs Assessments	Title IIA	Executive Director for Systems Accountability	November 2011	August 2012
S3	Provide equitable allocation of High School Allotment funds	High School Allotment	Executive Director for Systems Accountability	November 2011	August 2012
S4	Provide equitable allocation of Compensatory Education funds	Compensatory Education funds	Executive Director for Systems Accountability	November 2011	August 2012
S5	Provide for effective Title IA program	Title IA funds	Executive Director for Systems Accountability	August 2011	May 2012
S6	Establish requirements for instructional data reporting	Calendar, time lines, training manuals	Executive Director for Systems Accountability	November 2011	May 2012
S7	Create a Program Assessment Framework	Science audit report, programs	Executive Director for Systems Accountability	February 2012	May 2012
S8	Ensure compliance with grant financial reporting	Current budget, staff	Executive Director for Finance	August 2011	August 2012

S9	Consistently monitor and provide coaching/intervention for campus financial processes and decision making related to attendance, transfers, substitute budgets, fundraising, overtime, and audit findings	Financial reports and forms	Area Superintendents, Financial Services Leadership Team	February 2012	August 2012
S10	Update enrollment data in order to ensure current school boundaries are appropriate	Current budget, staff	Associate Superintendent for Financial Services, Executive Director for Student Services	August 2011	August 2012
S11	Increase training opportunities specific to PEIMS reporting	Current budget, staff	Executive Director for Student Services	November 2011	August 2012
S12	Evaluate weekly processes concerning student enrollment and attendance coding	Current budget, staff	Associate Superintendent for Financial Services, Executive Director for Student Services	November 2011	August 2012
S13	Convert Police Department Records Management System (RMS) to new version with improved security, features, and District platform compatibility	Current budget, staff	Chief of Police, Director of Infrastructure, Communications Sergeant	November 2011	February 2012
S14	Collect and/or monitor data reports from campuses	Data software, reports	Area Superintendents, Principals	February 2012	August 2012
S15	Monitor data reports related to dropouts/leavers	Data software, reports	Area Superintendents, Principals	February 2012	August 2012
S16	Complete "Highly Qualified" report and meet 100% requirement	Current budget, staff	Human Resource Directors	February 2012	August 2012

## Objective O2: Develop and/or maintain systems to ensure the effective and efficient utilization of resources

S	Strategy	Resources	Positions Involved	Formative Assessment	Summative Assessment
S1	Restructure the Division of C&I to focus on curriculum design, instructional engagement, and quality control for systems accountability	C&I staff	Associate Superintendent for Curriculum and Instruction	November 2011	May 2012

S2	Analyze and revise job descriptions to reflect C&I restructure	Job descriptions	Associate Superintendent for Curriculum and Instruction	November 2011	May 2012
S3	Communicate all Curriculum and Instruction Division staff restructured responsibilities	Communication plan	Associate Superintendent for Curriculum and Instruction	August 2011	February 2012
S4	Create a manual detailing federal and state program requirements	Rules, Requirements specified by USDE and TEA	Executive Director for Systems Accountability	November 2011	February 2012
S5	Implement the Region IV program evaluation recommendations	IDEA B funds	Executive Director for Special Services	August 2012	August 2015
S6	Reduce the number of contracted services personnel working in the area of special education and hire district employees to fill the positions	IDEA B funds, Human Resources	Executive Director for Special Services	November 2011	August 2013
S7	Conduct a comprehensive needs assessment that allows for a plan and evaluation of all federal and state funds	Current budget, staff	Executive Director for Systems Accountability	November 2011	February 2012
S8	Provide for Even Start Program	Current budget, staff	Executive Director for Systems Accountability	November 2010	August 2012
S9	Establish time line for reviewing current financial services software system and possible replacement	Current budget, staff	Executive Director for Finance, Supply Chain Services, and Student Services	November 2010	August 2012
S10	Implement contract management software to accurately track the status of District vendor agreements	Current budget, staff	Executive Director for Supply Chain Services	August 2011	November 2012
S11	Develop a records management database to manage all records archived in Supply Chain Services	Current budget, staff	Executive Director for Supply Chain Services	August 2011	November 2012
S12	Achieve and maintain General Operating fund balance of at least 14%	Current budget, staff	Associate Superintendent for Financial Services, Executive Director for Finance	August 2011	February 2015
S13	Achieve a superior rating from School FIRST	Current budget, staff	Associate Superintendent for Financial Services, Executive Director for Finance	November 2011	November 2012

S14	Improve underlying bond rating from Moody's Investor Services and Standard & Poor's Corporation	Current budget, staff	Associate Superintendent for Financial Services, Executive Director for Finance	November 2011	August 2012
S15	Identify strategic opportunities for revenue generation and budget savings	Current budget, staff	Financial Leadership Team	August 2011	November 2012
S16	Reduce the per square foot cost for energy consumption	Current budget, staff	Director of Construction and Energy	February 2012	August 2012
S17	Establish a building use policy	Current budget, staff	Director of Construction and Energy	November 2011	August 2012
S18	Budget to increase fund balance	Current budget, staff	Associate Superintendent for Financial Services, Executive Director for Finance	November 2011	August 2012
S19	Achieve recognition for the Spring ISD Police by participating in the recognition/accreditation program sponsored by the Texas Police Chiefs Association	Current budget, staff	Chief of Police, Lieutenant, TPCA Recognition Program Administrators	August 2011	August 2012
S20	Perform facilities needs assessment and, if needed, develop time line for bond authorization	Current budget, staff	Associate Superintendent for Financial Services, Director of Construction and Energy	November 2011	August 2013
S21	Participate in State and District audit Police Department to ensure highest standards and best practices to serve as a model for other Texas ISD Police Departments	Current budget, staff	Chief of Police, Lieutenant, TPCA Recognition Program Administrators	August 2011	August 2012
S22	Monitor the substitute budget	Substitute Budget Report	Area Superintendents	November 2011	August 2012
S23	Achieve recognition for two additional elementary schools in the United States Department of Agriculture sponsored by Heathier US School Challenge	Current budget, staff	Director of Child Nutrition	November 2011	August 2012
S24	Implement warehouse management system	Current budget, staff	Executive Director for Supply Chain Services	January 2011	November 2012



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