



**STUDENT
OUTCOMES**



EQUITY



WELL-BEING



LEADERSHIP



OPPORTUNITIES



ENGAGEMENT



**Our Blueprint for
Excellent Equitable Outcomes**

**EVERY STUDENT
EVERY TEACHER
EVERY DAY**



Board of Trustees



Justine Durant
President



Winford Adams Jr., J.D.
Vice President



Kelly P. Hodges
Secretary



Rhonda Newhouse, M.Ed
Assistant Secretary



Deborah Jensen, Ph.D



Carmen Correa



Natasha McDaniel, M.Ed.

Table of Contents

Letter to the Community 3

About Our District 4

Our Aspirations 6

Our 2022-2027 Priorities 7

 EQUITY 8

 STUDENT OUTCOMES 9-10

 OPPORTUNITIES 11

 LEADERSHIP 12

 WELL-BEING 13

 ENGAGEMENT 14

Implementing the Plan 15



Dear Spring ISD Community,

It gives me great pleasure to introduce you, our entire Spring ISD community – including families, friends, district staff, partner organizations and businesses, and other stakeholders – to Spring ISD's strategic plan, Every Student—Every Teacher—Every Day, Our Blueprint for Excellent Equitable Outcomes.

The work done in Spring ISD the past few years in conjunction with our previous strategic plan, EveryChild2020, has helped us lay a solid foundation for the future. We've expanded access to innovative academic programs across the district; we've increased college and career readiness and connected more students to dual-credit and certification options to give them a head start on achieving their postsecondary and career goals; and we've dramatically increased our ability to give our youngest students the tools they need to succeed through our early childhood programs and the expansion of Pre-K to every Spring ISD elementary school.

These accomplishments are cause to celebrate, but it's up to us now, with this new blueprint in hand, to build on that foundation. It's up to us to move forward, in strength and with a confident sense of hope, joyfully committed to serving our amazing students and helping each of them reach their full, extraordinary potential.

Based on what we've learned since we launched EveryChild2020, the board committed last summer to six priorities that would guide us into the next stage of our work: Student Outcomes, Opportunities, Leadership, Well-Being, Engagement, and Equity. Those six priorities are the cornerstones of the plan before you now. I also want to recognize our Spring ISD community, which was also an integral part of the development of this strategic plan. Organizations and representatives such as the ACE Committee, our Ministerial Alliance and various Fine Arts families, in addition to Spring ISD principals, provided us with invaluable input that helped shape this booklet, which represents our district's path and vision for the next five years. I want to express my sincere gratitude and appreciation to those who helped develop this strategic plan.

This strategic plan is a roadmap for where we're heading as a district. It includes students and teachers in its title because we understand, as educators and as a district, that the journey of teaching and learning starts in classrooms across Spring ISD in the vital interactions between teachers and students.

Everything we do as a district, we do to support these everyday interactions and help make them as effective, impactful, inspirational and empowering as they can possibly be. Doing so is vital to our work as educators, and to our mission of preparing our students not just for graduation, but for everything that follows – for success in college, in calling, and in life.

I am incredibly excited for the opportunity to serve as your Superintendent as we move together into the next chapter of our journey as a district. Although these have been challenging times for education, they are also exciting times, and I believe they are especially exciting times for us here in Spring ISD.

In talking with members of our community, I've felt the excitement about this next phase in our development. I know many of you are so ready – ready for a new day, new possibilities, new horizons to pursue, and new opportunities to better serve students.


Lupita Hinojosa, Ed.D.
Superintendent of Schools

About Our District

Our district identity has deepened over time and is anchored in our core values, our leadership definition and our guiding principles.

Spring Demographics

EDUCATING
33,537
STUDENTS



49.6% HISPANIC
38.6% AFRICAN-AMERICAN
6.0% WHITE
2.3% ASIAN



43 CAMPUSES
25 ELEMENTARY SCHOOLS
9 MIDDLE SCHOOLS
6 HIGH SCHOOLS
3 NINTH-GRADE CENTERS

5,200
EMPLOYEES



FULL-DAY
PRE-K
AT EVERY ELEMENTARY



ROBERSON
MIDDLE SCHOOL
2020 NATIONAL BLUE
RIBBON SCHOOL



NATIONALLY
RECOGNIZED
PERFORMING AND
VISUAL ARTS PROGRAMS

33 CTE
PATHWAYS
14
FOCUSED
AREAS OF STUDY

\$695.5 MILLION
IN SCHOLARSHIPS
OFFERED TO SENIORS
SINCE 2014

DISTRICT OF
INNOVATION



SINCE 2017

91
DUAL-CREDIT
COURSES AVAILABLE
TOWARD ASSOCIATE DEGREES



\$40 MILLION
IN GRANTS
SECURED FOR
TRANSFORMATIONAL PROGRAMS

Spring ISD Core Values

The district serves students and families best when we live into our organization's core values, leveraging them to inform how we both approach our work and engage with each other.



We base our decisions on what is **best for our students**.



We **strive for excellence** in all we do.



We **build trust** through integrity and lead by example.



We **communicate openly**.



We **value diversity** and treat everyone with dignity and respect.



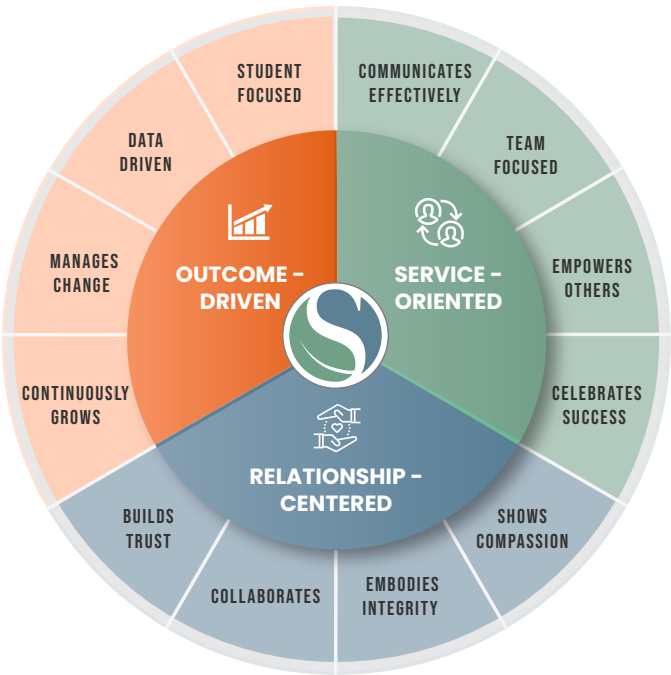
We **win as a team**.

Spring ISD Leadership Definition

The district serves students and families best when we live into our organization’s core values, leveraging them to inform how we both approach our work and engage with each other.



In Spring ISD, every staff member is a leader. Created in 2020, our Leadership Definition is designed to align our work to our core values by giving us the behaviors that we can use daily in our positions for success.



Spring ISD Guiding Principles



Updated in 2022, the district’s guiding principles are a set of assumptions or beliefs that focus the work of all leaders in the district. Any and every action outlined in the strategic plan can be traced back to these guiding principles.

- a. Every educator will hold themselves accountable to high-quality teaching and promoting a culture of literacy across all disciplines.
- b. Every employee will support students to learn in safe and affirming environments.
- c. Every school and department will strategically adapt based on results and community input.
- d. Every district resource will center on student learning with a focus on equity and accountability.



Our Aspirations

When this strategic plan is implemented successfully across every school and department in Spring ISD, the district will fulfill its mission, vision and accomplish its North Star Goal.

Spring ISD Vision



Spring Independent School District will be a district of choice for high quality academics with innovative and specialized programs that meet the needs of all students in a positive learning environment.

Spring ISD Mission



Spring Independent School District prepares students to be lifelong learners, critical thinkers and responsible citizens who display good character - ready to contribute, compete, and lead in today's global society.

Spring ISD North Star Goal



By 2027, Spring ISD will increase the percentage of students in A/B schools from 27% to 50% and decrease the number of students in D/F schools from 46% to 0%. In other words, by 2025, Spring ISD will increase the number of A/B campuses from 12 schools to 19 schools and decrease the number of schools that score D/F from 16 to 0.

Spring ISD Graduate Portrait



Every student will be ...

A lifelong learner, critical thinker and responsible citizen who displays good character - ready to contribute, compete and lead in today's global society.

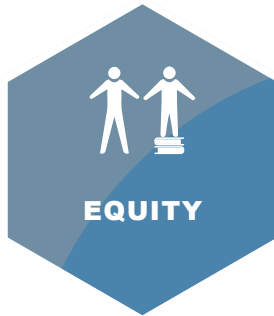
Strategic Plan Goals

- ◆ **EQUITY:** We will increase the equitable allocation of resources in order to improve equitable practices.
- ◆ **STUDENT OUTCOMES:**
 - > We will increase the percentage of students achieving growth and meeting or exceeding grade level expectations on standards-based assessments.
 - > We will increase the number of students graduating Spring ISD college and career ready.
- ◆ **OPPORTUNITIES:** We will increase the percentage of students successfully enrolling in and completing high quality specialty programs and pathways in Spring ISD.
- ◆ **LEADERSHIP:** We will increase the number of positions filled with high-quality, developed staff that are demographically representative of the student body.
- ◆ **WELL-BEING:** We will increase the percentage of staff and students that report an improved feeling of physical, emotional, and digital safety.
- ◆ **ENGAGEMENT:** We will increase the percentage of families that feel a sense of belonging in Spring ISD.

Our 2022-2027 Priorities

SIX STRATEGIC PRIORITIES

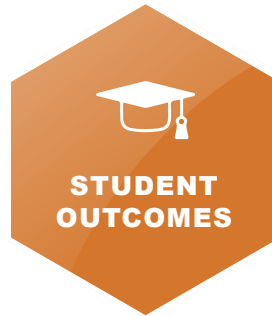
In order to achieve our North Star Goal, we have divided our work across 6 distinct priorities. We will...



Champion **Equity** explicitly and consistently in the way we serve students, design supports, and allocate resources. It is the underlying, uniting thread woven through all the work we do in Spring.

Focus Areas:

- > Equitable Practices
- > Equitable Resources



Improve **Student Outcomes** across our district through high quality curriculum, effective instruction, and focusing on a strong start and finish for every student.

Focus Areas:

- > High Quality Curriculum
- > Effective Instruction
- > Early Learning and High School Supports



Expand **Opportunities** to foster a sense of empowerment, belonging and purpose that prepares students for future college and career opportunities.

Focus Areas:

- > High Quality Specialty Pathways
- > High Interest Programming



Cultivate **Leadership** at all levels through aligned recruitment, career pathways opportunities, and retention.

Focus Areas:

- > Leadership Recruitment and Development
- > Retention of a Diverse and Effective Workforce



Promote the **Well-Being** of students and staff by focusing on physical safety, digital citizenship, and social-emotional needs in order to build a resilient educational community.

Focus Areas:

- > Physical and Digital Safety
- > Social Emotional Safety



Strengthen **Engagement** with all community stakeholders through consistent opportunities for collaboration with families, students, and staff.

Focus Areas:

- > Family and Community as Partners
- > Student and Parent Empowerment



EQUITY

We will champion **Equity** explicitly and consistently in the way we serve students, design supports, and allocate resources. It is the underlying, uniting thread woven through all the work we do in Spring.

Equitable Practices

We believe that equity begins with critical self-reflection. When we reflect on our impact on students through the lens of equity, we will meet students where they are, create affirming environments, and ultimately accelerate learning. Spring is committed to empowering our staff to examine equity gaps and opportunities by:

- Implementing equity-focused data practices to identify and address specific academic needs of student groups
- Providing professional development opportunities to strengthen culturally relevant and responsive instructional practices
- Providing professional development opportunities to facilitate honest staff reflection and understanding of implicit and explicit biases

Spring will also provide differentiated and targeted student supports, especially related to academic outcomes, attendance, and discipline. We will ensure that all students are receiving the support that they need and examine our disciplinary philosophy, policies and practices with a critical eye. Through a clarified approach to equitable practices and supports, we will achieve excellent and equitable outcomes for all students.

Equitable Resources

Every Spring campus has its own context and unique challenges. We cannot provide the same resources and expect all campuses to thrive equitably. Instead, we believe that resources must be matched and prioritized based on need. These resources include campus staff, central office support, technology, extended learning time, funding, and others that we have yet to explore. In particular, we believe that our school facilities should create a positive, inclusive learning environment that evokes pride in our students, staff, and community.

WHAT WILL BE TRUE BY 2027?

- **Every student will:**
 - > Experience differentiated and targeted supports that close achievement gaps
 - > Learn in affirming environments that celebrate their identity
 - > Have equitable access to resources that enhance their learning experiences and outcomes
- **Every teacher will:**
 - > Provide culturally relevant and responsive instruction and celebrate student identity
 - > Understand and implement district systems and practices to achieve equitable student outcomes and minimize exclusionary discipline
- **Every employee will:**
 - > Engage with training and resources to critically reflect on their personal practice and impact on students
 - > Understand the district's approach to equitable resource allocation



STUDENT OUTCOMES

We will improve **Student Outcomes** across our district through high-quality curriculum, effective instruction, and focusing on a strong start and finish for every student.

High Quality Curriculum

High Quality Curriculum that is based on research and designed to engage students learning at all levels is a cornerstone of an equitable learning experience for all students. We will continue to strengthen the implementation of a state-approved K-8 reading and math curriculum as well as begin to examine instructional materials in other core subjects such as science and social studies. Furthermore, we will explore opportunities to invest in rigorous materials in Pre-K and High School to ensure that all students have access to high-quality instructional materials throughout their entire Spring ISD experience.

Effective Instruction

We believe that educators who use high-quality instructional materials can deliver effective instruction that will accelerate student outcomes. In addition to High Quality Curriculum, Spring will provide teachers with responsive training and coaching to implement instructional materials with skill and fidelity, deepen their content knowledge and hone their craft. We commit to strengthening ongoing structures and opportunities for teachers to engage in research-based instructional strategies, lesson internalization, authentic practice, and collaboration with coaches and peers. As a result, Spring teachers will develop the ability to facilitate differentiated, engaging, and effective instruction for all students, especially our Emergent Bilingual students and students receiving Special Education services.

Early Learning and High School Supports

We commit to ensuring our students have both a strong start and strong finish to their educational experience in Spring ISD. To do this, we will reinvest in our early childhood programming and strengthen and expand high school offerings.

● For Early Learning, we will:

- > Improve the quality of Pre-K program offerings
- > Strengthen Pre-K enrollment campaigns and processes to ensure that every eligible Spring ISD Pre-K student can access a quality program

● For High Schools, we will:

- > Develop and implement a robust strategy to accelerate College, Career, and Military Readiness (CCMR) outcomes across the district
- > Expand and improve associate degree, dual credit, and advanced placement programs
- > Prepare students and parents to transition from high school to post-secondary opportunities, including planning for college and/or career, accessing scholarships, and developing financial literacy

WHAT WILL BE TRUE BY 2027?

● Every student will:

- > Engage with high-quality curriculum and/or instructional materials that make learning both rigorous and relevant
- > Develop agency and achieve academic success guided by research-based instructional strategies and supports
- > Be able to attend Pre-K for free if living in district boundaries
- > Be ready to enter and engage in college, career, or military opportunities after high school

● Every teacher will:

- > Be supported with high-quality curriculum and/or instructional materials and professional development to support mastery-based learning
- > Develop efficacy and deepen their content knowledge and use of research-based instructional strategies to improve student outcomes
- > Understand the importance of Early Learning and/or College, Career, and Military Readiness (CCMR) and essential supports

● Every employee will:

- > Understands the importance of improving student outcomes and makes every effort to strengthen the student learning experience in their daily work
- > Work strategically to positively impact student outcome goals and organizational effectiveness
- > Celebrate student outcomes as well as District accomplishments





OPPORTUNITIES

We will expand **Opportunities** to foster a sense of empowerment, belonging and purpose that prepares students for future college and career opportunities.

High Quality Specialty Pathways

We know that there is no one-size-fits-all educational program for our students. We are committed to diversifying our options in Spring to ensure that every child has the opportunity to explore their interests in our district. Over the course of a two-year period from 2019-2021, we have increased the number of specialty schools in Spring ISD from 3 to 11. We must now strengthen our specialty programs to ensure that choice equates to quality and streamline our options so that students can access aligned programming from pre-K through 12th grade. The district will enhance its comprehensive online enrollment platform to increase family usage as well as improve marketing and communications to increase internal and external awareness about Spring's choice schools and programs.



High Interest Programming

We believe that learning does not just happen within the traditional school day. Non-traditional learning opportunities increase a student's sense of belonging in their community by connecting them to mentors and real-world applications. We believe that students should have access and exposure to enriching experiences that help students find their educational "why" and prepare them for jobs that don't yet exist. We commit to expanding and improving the quality of extra-curricular offerings in Spring ISD. Our areas of focus include athletics, the arts, Career and Technical Education (CTE), advanced coursework, languages, and science, technology, engineering, and math (STEM).



WHAT WILL BE TRUE BY 2027?

● Every student will:

- > Realize their personal and academic goals through the pathways and programs offered in Spring ISD
- > Graduate as lifelong learners, critical thinkers, responsible citizens who display good character and are ready to contribute and lead in the global society

● Every teacher will:

- > Align instruction and identify opportunities to cultivate students' passions
- > Integrate content across disciplines and utilize student-centered, inquiry-based learning opportunities to increase opportunities for college and/or career connection and application

● Every employee will:

- > Through their field, support students to pursue their dreams and promote career opportunities throughout the community



LEADERSHIP

We will cultivate **Leadership** at all levels through aligned recruitment, career pathways opportunities, and retention.

Leadership Recruitment and Development

Districts across the country are facing recruitment challenges like never before. Spring ISD is no exception. In an effort to capitalize on the talent that already exists within our district, we believe in establishing “Grow Your Own” career pathways to develop our staff. We will align these pathways with our Leadership Definition to create a pool of “Ready Leaders” across all departments, specifically principals and teachers. Additionally, we will continue to grow and develop our associate/assistant principals through development programs. Furthermore, we will increase our efforts to recruit bilingual and special education teachers so that all students have access to educators that meet their unique needs. Finally, we will actively recruit, develop, and retain employees who reflect the diversity of the Spring ISD community, such as opportunities to build a pipeline of educators from our student body.

Retention of a Diverse and Effective Workforce

Our employees are critical to the success of our students, and we must provide them with equitable compensation accordingly. We commit to anchoring in the Texas Association of School Boards (TASB) pay study to build a competitive compensation strategy for our staff to ensure that we can recruit and retain diverse, high performing talent. Furthermore, we must embed staff recognition into the fabric of Spring culture. We will continue to expand our incentives, including Teacher Incentive Allotment (TIA) and Spring Rewards to ensure that we recognize and retain our highly effective teachers who create learning environments that lead to equitable academic outcomes for all students.



WHAT WILL BE TRUE BY 2027?

● Every student will:

- > Experience highly effective principals and teachers that relentlessly pursue excellent and equitable outcomes for all students
- > Have access to staff members that are continuously developing themselves as leaders
- > Attend schools that are led by staff members that reflect the district's diverse student population

● Every employee will:

- > Receive competitive and equitable compensation
- > Be able to pursue a career pathway that will continue their development as a leader
- > Have opportunities to receive recognition and/or incentives for excellent and equitable outcomes



WELL-BEING

We will promote the **Well-Being** of both students and staff by focusing on physical safety, digital citizenship, and social-emotional needs in order to build a resilient educational community.

Physical and Digital Safety

In Spring ISD, we believe every student has the right to experience learning in a physically and digitally safe environment. We commit to improving physical safety through the successful implementation of best-practice safety protocols and response systems. We will train on next-generation policing practices to improve relationships with peace officers, crisis response and emergency management, and consistent prevention programming. Furthermore, we will continue to implement wellness initiatives to maintain student and staff physical health. In addition, our students must be able to safely navigate learning and other experiences online. Spring is committed to developing socially-responsible students and critical digital citizens who promote respect, empathy, and safety as part of our digital literacy curriculum.

Social-Emotional Safety

We commit to providing emotionally safe learning environments for all students and staff. We will focus on improving social bonds and connectedness in our school communities which can reduce discipline and improve student-student, student-adult, and adult-adult relationships. Staff will receive comprehensive, ongoing training to develop an understanding of social-emotional strategies and resources to meet students' diverse needs. Students and staff will also learn how to build supportive, trusting relationships with their peers and each other. Furthermore, the district commits to expanding student and employee access to mental health support. As a result, Spring will be able to improve social-emotional well-being and the overall culture and climate in our schools.



WHAT WILL BE TRUE BY 2027?

● Every student will:

- > Understand and have the ability to implement safety standards based on their grade level
- > Experience learning on a safe and secure campus through innovative resources, highly trained staff, and strong protocols
- > Engage in social-emotional learning and have access to mental health supports
- > Feel connected and safe in their school environment

● Every teacher will:

- > Provide social-emotional instruction and resources for students
- > Feel connected and safe in their school environment

● Every employee will:

- > Understand and have the ability to implement safety standards to promote safe environments
- > Have access to improved and/or innovative safety systems to improve the adaptive capacity of students and staff
- > Have supportive relationships and an increased perception of safety in their respective work areas
- > Have access to mental health supports for themselves



ENGAGEMENT

We will strengthen Engagement with all community stakeholders through consistent opportunities for collaboration with families, students, and staff.

Families and Community as Partners

We believe that families are a student's primary educators and that our community plays a major role in the educational trajectory of students in Spring ISD. District staff and families must work together to understand students' strengths and areas for growth in order to help students achieve their goals. We will design outreach based on parents' needs and focus on two-way communication and authentic engagement between district and school staff and families. Aligned to family feedback, we will expand the number of learning opportunities and resources available to families. We will also explore and cultivate deeper community relationships to provide services and experiences for our students and families. By increasing awareness around the various opportunities and positive outcomes in Spring ISD, we will be able to reinvest family and community members into our district.

Student and Parent Empowerment

We believe that our vision as a district must be aligned with our community's vision for our district. As part of this focus area, we must provide opportunities to hear from students and parents and build mutual trust. We must also understand our students' and parents' perspective on challenges and potential solutions to our district's most pressing issues. We believe that students and parents should be at the table to inform decisions that will impact their educational experiences. We commit to growing and investing students and parents as advocates in their education and the success of the district and its community. We will continue to cultivate student and parent advisory councils that live out our Leadership Definition and engage regularly with senior district leaders. We will also explore opportunities for input and feedback and student and parent organizations at every campus.

WHAT WILL BE TRUE BY 2027?

● Every student and family will:

- > Feel welcomed and supported to access student and parent education opportunities and resources
- > Understand student performance and goals and how to support students at home
- > Have open lines of communication to elevate concerns and potential solutions with Spring ISD
- > Have opportunities to voice input and feedback on decisions affecting their education and experiences in the district

● Every employee will:

- > Partner with students and parents to develop them into leaders of their education
- > Identify and break down barriers that inhibit the school, parent, community partnership through engagement activities that will maximize participation both in school facilities and in community locations

● Every community member will:

- > Serve as an advocate for the success of Spring ISD students, families, teachers, and employees

Implementing the Plan

In order to implement this plan successfully, it is imperative that every employee in Spring ISD sees themselves in the plan and commits to leveraging this plan to guide our work every day. We commit to monitoring and sharing progress against our anchor goals with our community. Progress monitoring includes both quantitative measures of student growth as well as continual student, family, community, and staff engagement. Most importantly, we commit to using data to inform how we may need to adapt this plan over the course of the next five years so that we may ultimately reach our North Star Goal as a district.

Strategic Plan Goals

- **EQUITY:** We will increase the equitable allocation of resources in order to improve equitable practices.
- **STUDENT OUTCOMES:**
 - >We will increase the percentage of students achieving growth and meeting or exceeding grade level expectations on standards-based assessments.
 - >We will increase the number of students graduating Spring ISD college and career ready.
- **OPPORTUNITIES:** We will increase the percentage of students successfully enrolling in and completing high quality specialty programs and pathways in Spring ISD.
- **LEADERSHIP:** We will increase the number of positions filled with high-quality, developed staff that are demographically representative of the student body.
- **WELL-BEING:** We will increase the percentage of staff and students that report an improved feeling of physical, emotional, and digital safety.
- **ENGAGEMENT:** We will increase the percentage of families that feel a sense of belonging in Spring ISD.

Strategic Plan Progress Updates

UPDATE TYPE	WHEN	HOW
MOY Progress Update	February (annually)	Board Meeting Website Updates Town Hall Meetings
Preliminary EOY Progress Update	June (annually)	Board Meeting Website Updates Town Hall Meetings
Official EOY Progress Update	August (annually)	Board Meeting Website Updates Town Hall Meetings



16717 Ella Boulevard
Houston, Texas 77090-4213
281-891-6000 • Fax 281-891-6006

