

# Rooted in **WISDom,** Committed to Excellence



## Waco ISD Strategic Plan 2025–2030

## LETTER FROM THE SUPERINTENDENT

Dear Waco ISD Community,  
When I joined Waco ISD in 2024, I was immediately inspired by the determination of our students, the dedication of our educators, and the deep pride this community has in its schools. It is a privilege to serve as your superintendent, and I am committed to building on Waco ISD's strong foundation while working together to shape an even brighter future.



This strategic plan represents our shared vision for the years ahead. Created in partnership with families, staff, and community members, it sets clear priorities: raising student achievement in literacy, math, and college and career readiness; supporting and retaining excellent educators and staff; strengthening family and community partnerships; and ensuring that every dollar and every resource is used wisely and effectively.

The goals outlined here are ambitious, and they should be. Our students deserve classrooms where they feel safe and supported, opportunities that challenge and inspire them, and pathways that prepare them for success beyond graduation. With the guidance of this plan, and with your partnership, we will ensure that every student is empowered to reach their highest potential.

Together, we will cultivate **WISDom**, inspire growth, and pursue excellence for every child in Waco ISD.

With gratitude and excitement for the journey ahead.

A handwritten signature in black ink, appearing to read "Tiffany Spicer". The signature is written in a cursive style and is positioned above a horizontal line.

Dr. Tiffany Spicer  
Superintendent, Waco ISD

## OUR BELIEFS IN ACTION

At Waco ISD, WISDom is more than a word—it is our guiding principle. We define WISDom as the quality of having experience, knowledge, and good judgment. It shapes how we serve our students, partner with families, and lead as a community.

- **Students** are empowered, equipped, and ready to lead with WISDom, wonder, and confidence.
- **Parents** are engaged as active partners, bringing WISDom to the shared journey of their child's growth and success.
- **Faculty & Staff** are highly skilled professionals who lead with WISDom, foster meaningful relationships, and support every student in reaching their personal best.
- **Campus Administrators** are present and accessible leaders who inspire students and staff through WISDom, encouragement, and understanding.
- **Superintendent & Central Office Staff** are driven by high expectations, leading with WISDom and a strategic vision that inspires excellence across the district.
- **Board of Trustees** leads with strategic focus and WISDom, working together as a unified team in service to Waco ISD and our community.

Together, these beliefs form the foundation of our work and the lens through which we pursue our mission and vision.

**Mission:** To cultivate WISDom, inspire growth, and pursue excellence in every student.

**Vision:** Rooted in WISDom, Committed to Excellence.

# STRATEGIC PRIORITIES 2025–2030

The Waco ISD Strategic Priorities define ambitious goals for the next five years. Each priority is built on the belief that students come first—and that strong staff, community partnerships, and operational excellence all contribute to student success.

## PRIORITY ONE: STUDENTS

### Our Commitment

Every student will graduate prepared for success in college, career, or military service.

Students are at the center of everything we do. Improving academic outcomes in reading and math, expanding opportunities for advanced coursework, and ensuring safe, supportive campuses are the keys to our long-term success.

### Why This Matters

Statewide, expectations are rising. House Bill 3 **requires measurable growth** in literacy, math, and readiness.

Waco ISD students bring incredible potential, and with the right systems in place, they can exceed state averages in achievement and readiness.



#### Reading

Raise the percentage of students meeting grade-level expectations on STAAR Reading from **32%** in 2025 to **56%** by 2030.



#### Math

Grow the percentage of students meeting grade-level expectations on STAAR Math from **21%** in 2025 to **46%** by 2030.



#### AP/Dual Credit

Expand the percentage of students successfully completing AP/dual credit courses from **24%** in 2025 to **47%** by 2030.



#### College & Career Readiness

Increase the percentage of graduates achieving College, Career, and Military Readiness (CCMR) from **62%** in 2025 to **86%** by 2030.



#### School Safety

Improve student survey ratings on safety and security from **53%** in 2025 to **85–95%** by 2030.

# PRIORITY TWO: STAFF

## Our Commitment

Every student deserves excellent teachers and staff who are supported to stay and grow in Waco ISD.

We are committed to recruiting and retaining highly qualified educators, providing meaningful professional learning, and creating pathways for future leaders.

## Why This Matters

Strong schools are built on strong educators. Teacher recruitment is highly competitive across Texas, and retaining great teachers means more stability for our students.

By investing in professional growth, workplace culture, and leadership development, Waco ISD ensures that every student benefits from skilled, supported educators who are prepared to inspire excellence.



### Instruction Quality

Raise teacher quality from **92%** highly qualified in 2025 to **96%** by 2030



### Employee Retention

Improve retention from **80%** in 2025 to **85%** by 2030, giving students more consistency in the classroom



### District Culture

Strengthen workplace culture, increasing employee satisfaction from **68%** in 2025 to **100%** by 2030



### Professional Training

Enhance professional learning, improving staff survey ratings on training effectiveness by **10%** by 2030



### Mentorship & Leadership

Support growth, with stronger onboarding, **mentorship, and leadership pathways** for staff



## Staff Spotlight

Our staff make a positive impact on students every day. Highlighting this impact is Grace Benson, our Director of ESL and Bilingual Education, who was recognized by the Texas Education Agency in 2025 as the state's Title III Symposium 2025 Leader of the Year for her exceptional commitment to her team and students.

"As educators, our hearts are driven to serve and this award reaffirmed my belief that everything is possible for our Emergent Bilingual students when they are provided with a high quality education that meets their academic and linguistic needs," Benson said. "I represent many of our students who, just like me, learned English as a second language. Just as we do for our students, my teachers believed in me and my potential, and saw beyond my language barrier."

# PRIORITY THREE: COMMUNITY

## Our Commitment

Families and community partners are essential to student success.

Waco ISD is committed to engaging parents as active partners, building strong industry and higher education connections, and sharing our story with transparency and pride.

## Why This Matters

Students thrive when families, educators, and the community work together. Parent engagement strengthens learning at home and on campus, while local partnerships give students real-world experiences that prepare them for future careers.

Clear, consistent communication builds trust and ensures our community sees the great things happening in Waco ISD.



### Parent Participation

Ensure that every campus has an **active parent organization** by 2030



### Safety & Engagement

Increase parent survey satisfaction ratings on safety and engagement from **74%** in 2025 to **88-95%** by 2030



### Student Internships

Expand the number of student internships from **22** in 2025 to **44** by 2030



### Teacher Externships

Grow the number of teacher externships from **22** in 2025 to **35** by 2030



### Community Outreach

Share more school success stories in the media, **increasing the community's exposure** to Waco ISD's achievements each year



## Student Spotlight

Nevaeh Dowd, a Waco High School sophomore, thought it was a long shot when she submitted her creative writing piece in the 2025 I Am Texas Writing and Art Contest. She was thrilled to hear she was a semi-finalist, news she heard on her birthday of all days!

Nevaeh's piece, titled "The Silver Fields", was selected to be displayed at the Bryan Museum in Galveston in the Student Art Expo from September 27 – November 23, 2025. Nevaeh will have her work published in the 2025 I Am Texas Historian's Journal, which will become part of The Bryan Museum's permanent library collection.

"That was so exciting to hear!" Nevaeh said. "I made a difference in history." The Bryan Museum features one of the world's largest collections of historical artifacts, documents, and artwork related to Texas and the American West.

# PRIORITY FOUR: FINANCIAL & OPERATIONAL EXCELLENCE

## Our Commitment

Waco ISD is committed to being a responsible steward of taxpayer resources while ensuring that our schools have the technology, facilities, and operational support needed for students to succeed.

We will manage every dollar with transparency and purpose so that students and staff have the tools and environments they need to excel.

## Why This Matters

Students thrive when families, educators, and the community work together. Parent engagement strengthens learning at home and on campus, while local partnerships give students real-world experiences that prepare them for future careers.

Clear, consistent communication builds trust and ensures our community sees the great things happening in Waco ISD.



### Classroom Technology

Strengthen classroom learning through technology, increasing teacher satisfaction with technology training from **4.0** in 2025 to **4.5** by 2030 so students benefit from engaging, modern instruction



### District Accountability

Maintain strong financial health, raising the district's FIRST accountability rating from **92** in 2025 to **98** by 2030, ensuring taxpayer dollars are managed wisely



### Increasing Revenue

Bring in more resources for students, growing non-traditional revenue such as grants and partnerships from **\$1.6 million** in 2025 to **\$2.1 million** by 2030



### Reducing Energy Usage

Save money and protect resources, reducing energy usage by **5%** each year through 2030 and reinvesting those savings into classrooms

## LOOKING AHEAD

The Waco ISD Strategic Plan is designed to keep students at the center while building the support systems around them. Over the next five years, families and community members can expect to see progress in four key areas:

- **Student Success:** Higher achievement in reading and math, more students prepared for college and careers, and safer, more supportive schools where every child can thrive.
- **Staff Excellence:** A stronger pipeline of highly qualified teachers and leaders, better support for new educators, and a workplace culture that helps great staff stay in Waco ISD.
- **Community Partnerships:** Increased parent involvement at every campus, more real-world opportunities for students through internships and college partnerships, and stronger connections with local businesses and organizations.
- **Financial & Operational Stewardship:** Responsible use of taxpayer dollars, growth in outside funding and partnerships, modernized classrooms with integrated technology, and efficient facilities that support learning.

This plan is ambitious, but it reflects the belief that every Waco ISD student deserves the very best. With a clear roadmap and transparent measures of progress, we are building a stronger district—and a stronger future—for Waco.

***“In Waco ISD, our mission is simple and powerful: to cultivate WISDom, inspire growth, and pursue excellence in every student.”***





**WACO**  
**INDEPENDENT**  
**SCHOOL DISTRICT**