

DR. TIFFANIE SPENCER

100-DAY REPORT





LEADING *with Heart*

Dear Mansfield ISD Community,

There is something uniquely special about serving the community that helped shape your own life.

Mansfield ISD has been part of my story since childhood. As a student, an educator, a district leader, and now superintendent, I have experienced firsthand the people, values, and opportunities that make this district extraordinary. It is both a privilege and a profound responsibility to lead the school district that has invested so much in me.

Because I already knew and loved this community, my first 100 days were never about learning Mansfield ISD. They were about listening deeply to understand where we are today, celebrating the incredible work already underway across our district, and identifying opportunities to help us build an even stronger future together.

Over the past several months, I have intentionally spent my time where the heart of our district beats—in our classrooms, on our campuses, in our departments, at board meetings, and in community gatherings. I have listened to teachers, paraprofessionals, principals, students, families, business leaders, and community partners. I have heard stories of pride, resilience, innovation, and unwavering commitment to our students. I have also heard honest conversations about the challenges we must address together.

One theme emerged consistently throughout these conversations: people want to know they are heard. They value leaders who are visible, accessible, transparent, and willing to listen before making decisions. Those conversations have already led to meaningful action, including improving communication through our Board Hub, increasing paraprofessional compensation, adding special education positions, expanding community engagement through programs like Storytime MISD, and identifying priorities that will guide our work moving forward.

Leading with H.E.A.R.T. has been more than the theme of my entry plan—it is the commitment that guides every decision I make. It means serving others with integrity, building relationships grounded in trust, communicating openly, and keeping students at the center of every conversation.

This report reflects the work accomplished during my first 100 days, but more importantly, it reflects the relationships we have strengthened and the foundation we have built together. The listening does not stop here. The feedback we gathered has already begun to shape our priorities as we continue advancing Vision 2030 and preparing for the future of Mansfield ISD.

Thank you to our Board of Trustees for your partnership, to our employees for your extraordinary dedication, and to our families and community for the trust you place in our schools each day. It is an honor to continue serving the community that has shaped so much of my own journey.

The first 100 days were about listening and learning. The work ahead is about turning what we learned into meaningful action—for every student, every employee, and every family we serve.

With gratitude,
Dr. Tiffanie Spencer
Superintendent

ENTRY GOALS

1

Ensure effective district governance by creating a collaborative, positive relationship with the Mansfield ISD Board of Trustees, ensuring a unified Board and Superintendent (Team of 8) Leadership Team.



2

Strengthen trust and confidence through consistent, purposeful communication and relationship-building, while listening broadly and deeply to diverse stakeholder voices through one-on-one conversations, leadership engagement, and community events to inform continuous improvement and shared ownership.



3

Evaluate district-wide curriculum, instructional practices, and support to drive improvements, close achievement gaps, and ensure every student has the tools and access to be college-, career-, and life-ready.



4

Assess organizational effectiveness and efficiency to ensure systems, staffing, and resources are aligned to maximize student achievement for all, and differentiated support to schools.



5

Energize the district during our final four years of Vision 2030 and build collective momentum for the next phase of planning and growth through purposeful change and continuous improvement.



100% Achieved

GOAL ONE

STRENGTHENING GOVERNANCE & TEAM OF 8

“
**STRONG
RELATIONSHIPS
CREATE THE TRUST
THAT MAKES GREAT
GOVERNANCE
POSSIBLE.**

-Dr. Spencer

STRATEGIC FOCUS

A strong partnership between the Superintendent and Board of Trustees establishes the foundation for every successful school district. During my first 100 days, I intentionally invested in building trust, establishing communication norms, and creating a collaborative governance structure centered on transparency, mutual respect, and a shared commitment to student success.

While governance is an ongoing journey, these early months focused on creating a strong Team of Eight, one that works together to serve students, staff, and the Mansfield community.

BY THE NUMBERS

4 BOARD MEETINGS

1 GOVERNANCE RETREAT

2 LEADERSHIP CONFERENCES

1 BOARD HUB DEVELOPED



LEADING WITH HEART

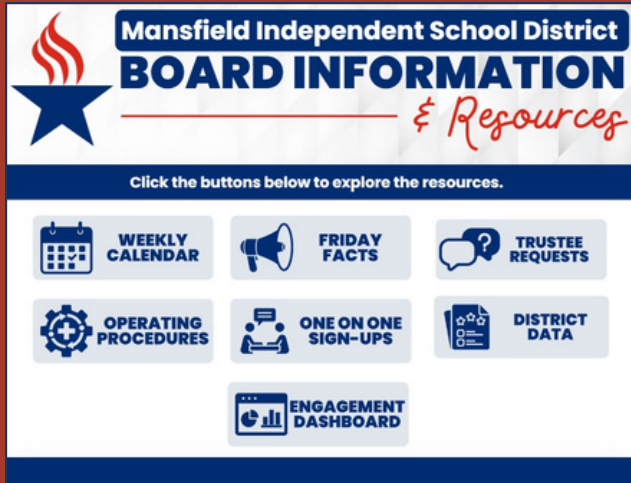
Building strong governance begins with building strong relationships.

During my first 100 days, I intentionally invested time in getting to know each trustee as an individual, listening to perspectives, understanding priorities, and establishing open lines of communication grounded in mutual respect. Those conversations helped build trust, strengthen collaboration, and reinforce our shared commitment to serving the students, staff, and families of Mansfield ISD.



41 ONE-ON-ONE MEETINGS WITH BOARD MEMBERS

"Dr. Spencer has always been a leader who insisted upon excellence while speaking directly to the hearts of those she serves!" - MISD Staff Member



KEY ACCOMPLISHMENTS

- ✓ Conducted individual meetings with each Trustee to better understand priorities, expectations, and perspectives.
- ✓ Established consistent communication through **Board Hub**, providing Trustees with timely information and increased transparency.
- ✓ Developed regular communication and meeting structures with Board leadership.
- ✓ Implemented governance expectations and collaborative decision-making processes.
- ✓ Partnered with the board to maintain focus on Vision 2030 and student success.
- ✓ Continued building a culture of trust through accessibility, responsiveness, and open communication.



LOOKING AHEAD

- Continue strengthening communication through regular board updates.
- Maintain a governance culture grounded in trust, transparency, and collaboration.
- Align board priorities with the district's strategic direction and Vision 2030.
- Keep students at the center of every decision.

EARLY IMPACT

One of the earliest improvements was expanding communication through Board Hub, providing Trustees with timely updates, supporting documents, and greater access to information. This strengthened transparency, improved communication between meetings, and enhanced the Board's ability to remain informed as decisions were made.

By establishing communication routines and creating opportunities for ongoing dialogue, we laid the groundwork for effective governance and collaborative leadership.



RELATIONSHIPS

Trust, Respect, and Open Dialogue.



COMMUNICATION

Consistent, Transparent, and Collaborative



SHARED VISION

One Purpose, Every Student, Every Decision

GOAL TWO

BUILDING TRUST THROUGH LISTENING & ENGAGEMENT



STRATEGIC FOCUS

Meaningful leadership begins with meaningful relationships. During my first 100 days, I made it a priority to engage with employees, students, families, community leaders, business partners, and civic organizations to better understand Mansfield ISD's strengths, celebrate its successes, and identify opportunities for continuous improvement.

Every conversation provided valuable insight and reinforced the importance of listening with intention, communicating with transparency, and creating shared ownership for the future of our district.



**LISTENING FIRST
CREATES STRONGER
RELATIONSHIPS, BETTER
DECISIONS, AND LASTING
TRUST.**

-Dr. Spencer

STAKEHOLDER VOICES

The following themes emerged from the over 3,691 stakeholder engagements.



**SUPPORTING &
INVESTING IN
PARAPROFESSIONALS**



**EXPANDING SERVICES
FOR SPECIAL
EDUCATION**



**ADDRESSING STAFFING
NEEDS ACROSS THE
DISTRICT**



**PROVIDING
MEANINGFUL
PROFESSIONAL
LEARNING**



**ENSURING
TECHNOLOGY
ENHANCES
INSTRUCTION**



**BALANCING
ASSESSMENT
PRACTICES TO
MAXIMIZE
INSTRUCTIONAL TIME**

These insights are helping shape district priorities and will continue to inform future decisions.



JOIN US FOR

**OUR SCHOOLS,
OUR CONVERSATIONS.**

Talks with *Dr. Spencer*

MAY 14 6:00 PM TO 7:00 PM
BRENDA NORWOOD ELEMENTARY

TOWN HALL MEET AND GREET EVENTS

MARCH 02, 2026

MARCH 15, 2026

MAY 14, 2026

BY THE NUMBERS



3,691 STAKEHOLDERS
ENGAGED



31 COMMUNITY &
BUSINESS MEETINGS



21 DEPARTMENT LISTENING
SESSIONS



10 COMPREHENSIVE
CAMPUS VISITS



256K+ DIGITAL
ENGAGEMENTS

KEY ACCOMPLISHMENTS



Launched Storytime MISD to strengthen connections with students and families, with 50+ preschool-age students participating.



Conducted listening sessions with district departments to better understand strengths, challenges, and opportunities.



Met with community leaders, higher education partners, civic organizations, and business leaders to strengthen partnerships.



Increased visibility through campus visits and community events.



Expanded communication through social media, videos, and digital platforms.



Used stakeholder feedback to inform district priorities and future planning.

LOOKING AHEAD

- Continue listening with intention.
- Communicate openly and consistently.
- Act on stakeholder feedback.
- Strengthen partnerships across Mansfield.
- Keep students at the center of every decision.



LEADING WITH HEART

Relationships grow when people know their voices matter.

Throughout my first 100 days, I made listening my first priority. Every campus visit, department meeting, community conversation, and stakeholder engagement was an opportunity to better understand the experiences and perspectives of those who serve and support Mansfield ISD. Those conversations strengthened relationships, built confidence, and established a foundation of trust that will continue guiding our work together.

GOAL THREE

ADVANCING TEACHING, LEARNING, & STUDENT SUCCESS



STRATEGIC FOCUS

Throughout my career in Mansfield ISD, I have been passionate about teaching, learning, and ensuring **every** student has access to exceptional educational opportunities. Stepping into the role of Superintendent has expanded that responsibility, allowing me to support our classrooms from a broader perspective while remaining grounded in the work that matters most—student success.

During my first 100 days, I remained focused on supporting educators, strengthening instructional systems, and ensuring our decisions continue to reflect the needs of students, teachers, and campuses.



**OUR GREATEST
RESPONSIBILITY IS
SERVING THOSE WHO
SERVE OUR STUDENTS
EVERY DAY.**

-Dr. Spencer





CONNECTING THROUGH STORY

The **Leading with H.E.A.R.T.** campaign allowed me to share my leadership values while celebrating the people who make Mansfield ISD special. The response affirmed that authentic relationships begin with authentic stories, with the top-performing post reaching more than 42,000 views.

KEY ACCOMPLISHMENTS

- ✓ Visited campuses to observe teaching and learning firsthand.
- ✓ Met with principals, teachers, instructional leaders, and support staff to better understand classroom successes and challenges.
- ✓ Reviewed instructional priorities to ensure alignment with Vision 2030.
- ✓ Identified opportunities to strengthen professional learning and educator support.
- ✓ Added 8 professional and 8 paraprofessional Special Ed positions to better support students and campuses.
- ✓ Increased paraprofessional compensation to recognize the essential role they play in student success.

BY THE NUMBERS

72

**STUDENTS
MET WITH DURING
MISD STUDENT
ADVISORY COMMITTEE**

22

**CAMPUSES ARE
PROJECTED TO
IMPROVE OR MAINTAIN
THEIR PERFORMANCE
RATING**

35

**CAMPUSES ARE
PROJECTED TO EARN
AN 'A' or 'B'
PERFORMANCE RATING**

100%

**PRINCIPALS & APs
WERE OFFERED
SUMMER PD ON
INSTRUCTIONAL
LEADERSHIP & DATA**

LEADING WITH HEART

Every student deserves the opportunity to excel, and every educator deserves the support to help them succeed.



Leading with H.E.A.R.T. means investing in the people who make learning possible. By listening to teachers, supporting campus leaders, and recognizing the important work of paraprofessionals and specialized staff, we are building an environment where students and educators can thrive together.

LOOKING AHEAD



**SUPPORT
OUTSTANDING
TEACHING & LEARNING**



**INVEST IN THE
PEOPLE CLOSEST TO
STUDENTS**



**STRENGTHEN
INSTRUCTIONAL
SYSTEMS & SUPPORTS**



**EXPAND
OPPORTUNITIES FOR
EVERY LEARNER**



**KEEP STUDENTS
AT THE HEART OF
EVERY DECISION**

GOAL FOUR

FOSTERING ORGANIZATIONAL EFFECTIVENESS



DR. SPENCER DOES A GREAT JOB OF SETTING HIGH PROFESSIONAL EXPECTATIONS WHILE TRULY TRYING TO UNDERSTAND WHO YOU ARE PERSONALLY.

-MISD Staff Member

STRATEGIC FOCUS

Strong schools require strong systems. During my first 100 days, I intentionally evaluated our organizational effectiveness by engaging with department teams, reviewing district processes, and identifying opportunities to better align staffing, resources, and support with our campuses' needs. My goal was to build on the many strengths already in place while identifying opportunities to improve efficiency, strengthen collaboration, and ensure our systems are positioned to support every student and every school.

BY THE NUMBERS

24

**CAMPUSES
RECEIVED
RENOVATIONS**

\$1.5M

**SAVINGS BY RETURNING
SUBSTITUTE TEACHERS TO
MISD EMPLOYMENT**

\$545K

**ANNUAL
INSURANCE
PREMIUM SAVINGS**

50%

**REDUCTION IN BUS
ACCIDENTS**

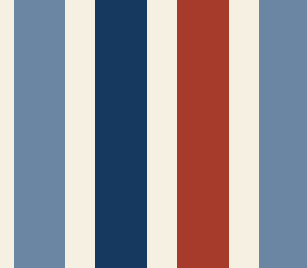
FINANCIAL STEWARDSHIP

Responsible stewardship means making difficult decisions without losing sight of what matters most. While adopting a budget with a \$19.6 million deficit, we prioritized investments in our people through a 5% midpoint raise for paraprofessionals, a 2% midpoint raise for all other employees, 16 additional Special Education positions, and enhanced employee benefits. By carefully aligning resources with district priorities, we reinforced our commitment to transparency, responsible stewardship, and student success.





Mansfield ISD earned both the **Certificate of Excellence in Financial Reporting** from ASBO International and the **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association, reflecting the district's continued commitment to transparency, accuracy, and responsible stewardship.



KEY ACCOMPLISHMENTS

- ✓ Audited district expenditures and developed a plan for addressing the district's budget deficit.
- ✓ Evaluated 2024 Bond projects, capital budgets, and facility maintenance schedules.
- ✓ Began defining district-wide expectations for exceptional service from central administration.
- ✓ Analyzed enrollment trends, transfer patterns, and Special Education paraprofessional compensation structures.
- ✓ Evaluated systems and processes to improve efficiency and reduce barriers for campuses.
- ✓ Reinforced a culture of continuous improvement and shared accountability across all departments.
- ✓ Implemented a Strategic Attrition Process, generating an estimated \$1.2 million in savings.
- ✓ Hosted a spring teacher job fair that resulted in 380 participants, demonstrating the strong interest in MISD.



LEADING WITH HEART

Leading with H.E.A.R.T. means recognizing that every role in Mansfield ISD contributes to student success.

Throughout my first 100 days, I intentionally spent time with the people who keep Mansfield ISD running every day because understanding their work is essential to helping operations run smoothly and efficiently. By listening, asking questions, and evaluating how our systems support campuses, I gained valuable insight into our strengths and opportunities. That work is helping us build an organization that serves our schools well, embraces continuous improvement, and keeps students at the center of every decision.



LOOKING AHEAD

- Continue aligning staffing and organizational structures with district priorities.
- Refine district processes to improve efficiency and consistency across departments.
- Strengthen service expectations between central administration and campuses.
- Use stakeholder feedback to guide continuous improvement efforts.
- Align resources to support long-term financial sustainability and student success.

GOAL FIVE

GAINING MOMENTUM FOR THE FUTURE

BY THE NUMBERS

83.5%

**STAFF SATISFACTION RATING
(7.5% IMPROVEMENT)**

85.6%

**TEACHER RETENTION
(1.6% IMPROVEMENT)**

ACCEPTED

**APPLICATION FOR THE TEACHER
INCENTIVE ALLOTMENT**

STRATEGIC FOCUS

My first 100 days were about creating a strong foundation for the work ahead. By listening to stakeholders, strengthening relationships, evaluating our systems, and celebrating the many strengths of Mansfield ISD, I gained valuable insight that will help guide our next steps. Those insights are already informing district priorities, organizational planning, and the continued implementation of Vision 2030. As we move forward, my focus is on building collective momentum, aligning our work with Vision 2030, and leading purposeful change that improves outcomes for every student.



LEADING WITH HEART

Leading with H.E.A.R.T. means honoring the work already accomplished while inspiring others to move confidently toward what comes next. Throughout my first 100 days, I intentionally focused on building relationships, listening with purpose, and understanding our community's hopes for Mansfield ISD. Those conversations affirmed that our district has an incredibly strong foundation.

As we move into the next phase of Vision 2030, I am committed to building on that momentum, embracing continuous improvement, and ensuring every decision reflects our shared commitment to students.





CONTINUOUS IMPROVEMENT BEGINS BY BUILDING ON OUR STRENGTHS TOGETHER.

-Dr. Spencer



"MISD is so fortunate to have Dr. Spencer leading the way for years to come."

- MISD Parent

KEY ACCOMPLISHMENTS



Reinforced the district's commitment to the final four years of Vision 2030.



Built shared ownership by engaging employees, families, students, business leaders, and community partners.



Identified district strengths and opportunities to inform future strategic priorities.



Established a foundation for continuous improvement through meaningful stakeholder feedback.



Began aligning future work around student achievement, organizational effectiveness, and long-term financial sustainability.



LOOKING AHEAD



CONTINUE ADVANCING THE GOALS AND PRIORITIES OF VISION 2030



BUILD LEADERSHIP CAPACITY ACROSS THE DISTRICT



MAINTAIN A RELENTLESS FOCUS ON STUDENT ACHIEVEMENT FOR ALL



TRANSLATE STAKEHOLDER FEEDBACK INTO MEASURABLE ACTIONS

THE ROAD AHEAD: NEXT 12 MONTHS

The first 100 days were about listening, learning, and building relationships. As we move forward together, I am committed to turning what we heard into meaningful action that strengthens our schools, supports our employees, and creates even greater opportunities for every student. The six priorities that follow will help guide our work as we continue building the future of Mansfield ISD.



We are Mansfield
ONE DISTRICT ♥ ONE MISSION ♥ ONE HEART



STRENGTHEN OUR FINANCIAL FUTURE

Establish a Financial Future Planning Committee that engages employees, families, and community members in developing long-term strategies to address budget challenges while protecting student opportunities.



REIMAGINE SPECIAL EDUCATION

Launch a long-range Special Education Planning Committee to evaluate programs, staffing, and student needs, and identify innovative ways to strengthen services for every learner.



STRENGTHEN EARLY LEARNING & LITERACY

Expand access to high-quality early learning through PK-3 and Head Start partnerships while implementing a districtwide focus on ensuring every student reads on grade level by the end of third grade.



GROW CHOICE & INNOVATION

Expand educational opportunities by exploring additional choice programs, including a Mansfield ISD virtual school, to better meet the diverse needs of students and families.



STRENGTHEN LEGISLATIVE ADVOCACY

Build stronger relationships with local and state leaders to advocate for Mansfield ISD, champion public education, and advance legislative priorities that support students, educators, and schools.



CONTINUE LISTENING & ENGAGING

Broaden opportunities for meaningful stakeholder engagement by creating additional avenues for employees, families, students, and community members to help shape the future of Mansfield ISD.



**"LEADING WITH H.E.A.R.T. IS MORE THAN A THEME—IT IS MY
COMMITMENT TO EVERY STUDENT, EVERY EMPLOYEE,
EVERY FAMILY, AND EVERY SCHOOL. THANK YOU FOR YOUR
TRUST AS WE CONTINUE BUILDING THE FUTURE OF
MANSFIELD ISD TOGETHER."**

— Dr. Tiffanie Spencer

