



Strategic Plan

2025 - 2030

OUR MISSION

Continuous Student Learning in a Caring, Engaging Environment

OUR PROMISE

Every student is known by name, strength and need, and is prepared for the future they envision.







PORTRAIT OF A TUMWATER GRADUATE

Critical Thinker

- Analyzes data, questions assumptions, and evaluates evidence
- Solves real-world, interdisciplinary problems
- Makes informed decisions and proposes creative solutions that consider diverse viewpoints, tools, and sources

Curious & Creative Innovator

- Sees creativity and innovation as a journey of gradual successes, frequent mistakes, and overcoming challenges
- Explores and connects ideas and experiences with imagination and an open mind
- Takes initiative and engages in learning through inquiry and curiosity

Responsible & Empathetic Community Member

- Demonstrates respect for diverse cultures and experiences with a spirit of curiosity
- Applies civic values such as justice and empathy to inform behavior
- Engages and contributes to the local and global community
- Acts with integrity towards self and others

Collaborative Communicator

- Communicates effectively and confidently across platforms and contexts
- Values the contributions of others, listens actively, and provides thoughtful responses
- Fosters inclusive relationships and works with others toward common goals

Resilient Risk-Taker

- Perseveres and adapts to a changing world, building and applying new knowledge and skills along the way
- Responds productively to feedback and learns from mistakes
- Embraces a lifelong habit of self-reflection and continuous growth

Goals & Measures of Student Progress

Aspirational Commitments to Student Success

GOAL 1 Strong Foundational Readiness



Every student will meet readiness criteria for a successful Prekindergarten-Grade 3 transition, demonstrating academic and social-emotional preparedness.

MEASURES OF STUDENT PROGRESS

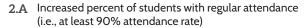
- 1.A Increased percent of kindergarteners who participated in high-quality Pre-K programs
- 1.B Increased percent of students demonstrating self-regulation and readiness skills
- 1.C Increased percent of students meeting standards in Reading, Math, and Writing by the end of Grade 3

GOAL 2 Safe, Supported, & Empowered



Every student will experience safety, a sense of belonging, timely support, and equitable involvement in decisions that directly affect them.

MEASURES OF STUDENT PROGRESS



- 2.B Increased percent of students who participate in diverse and inclusive extracurricular activities or community programs
- 2.C Increased student involvement in consequential school and districtlevel decision-making
- 2.D Increased student satisfaction with the school climate (including: safety, inclusion, student-staff relationships)
- 2.E Increased percent of students demonstrating ownership of learning and self-advocacy skills

GOAL 3 Continuous Academic Growth



Every student will demonstrate continuous growth toward meeting academic standards and will have equitable access to the supports necessary to excel.

MEASURES OF STUDENT PROGRESS

- **3.A** Increased percent of students experiencing academic growth in coursework and district assessments
- 3.B Increased percent of students meeting proficiency standards on state assessments at a pace that closes opportunity, learning, and achievement gaps
- 3.C Increased percent of students who complete advanced coursework successfully
- 3.D Increased percent of 9th graders on-track to graduate

GOAL 4 Readiness for a Changing World



Every student will graduate prepared for post-secondary success, equipped with the 21st Century skills needed to thrive in a diverse, everevolving world.

MEASURES OF STUDENT PROGRESS

- 4.A Increased percent of students meeting academic milestones, high school graduation, and post-secondary success
- 4.B Increase percent of students with a meaningful graduation pathway aligned to their *High School & Beyond Plan* goals
- 4.C Increased graduation rates
- 4.D Increased access to career-related learning experiences and supports (i.e. experiential learning, CTE, dual credit, internships, and apprenticeships opportunities)
- **4.E** Student demonstration of *Portrait of a Graduate* competencies at key transition junctures





Tumwater's Four Pillars

Building Blocks for Signature Strategies and Key Actions



The Goals and Measures of Student Progress clarify the outcomes we want for our students; the ENDS we desire for all learners.

Our Four Pillars are the "means to the ends." They are the **building blocks** for goal-directed action, data-informed decision-making, and need-based allocation of resources.

Without foundation, nothing is secure. The Four Pillars provide a durable framework for defining the **strategies** and **key actions** we must **do well** to achieve our goals for student learning, growth, and success.

PILLAR

A
Differentiated & Culturally
Responsive
Instruction

PILLAR

B Strong Relationships with Families & Community PILLAR

Shared Responsibility for Results-Focused Collaboration PILLAR

Culture of Excellence & Accountability

TEACHING & LEARNING

is the core function of our school system. We create stimulating and challenging learning experiences for all students. We deliver instructional programs that build on our students' diverse background, learning style, and preferences. We give our students voice and choice in the direction of their learning, and we provide targeted intervention in a timely manner to help them stay on-track.

Because SCHOOLS CAN'T DO IT ALONE.

we embrace families and community members as partners. We involve them in setting the direction and goals for our schools and district, consistent with our shared responsibility for student success. We sustain trust and commitment through proactive communication, mutual respect, transparency, and sound stewardship of the community's resources.

By INVESTING IN PEOPLE, we

acknowledge that student learning and growth rests on the quality of our professional practices and the effectiveness of our teachers, leaders, and staff. We offer meaningful continuous learning opportunities for our people, and promote a culture of evidence-based collaboration. We nurture safe and welcoming environments for learning and work.

With our focus on **BRINGING IT ALL** TOGETHER, we align people and programs to our goals and allocate resources equitably, based on need. We make decisions based on fact, not opinion. We promote individual and collective accountability and a culture of datainformed continuous improvement. We honor dedication and celebrate our progress, individually and collectively.









6,370 Students Enrolled*

(2024-2025 SY)

0.8%	American Indian/
	Alackan Nativo

3.5% Asian

Black or African American

16.8% Hispanic or Latino

0.7% Native Hawaiian/ Other Pacific Islander

10.7% Two or More Races

65.2% White

2.9% **Multilingual Learners**

36.2% Low-Income

15.7% Students with Disabilities

Message from the Superintendent

As Superintendent, I am proud to reaffirm our district's commitment to fostering continuous student learning in a caring and engaging environment. Our mission is reflected in every aspect of our work: through the strong foundations we build, the supportive learning environments we provide, and our unwavering focus on continuous academic growth.

We prepare students not just for success today, but for the challenges of a changing world. Together, we will fulfill our promise, knowing our students by name, strength, and need. The pathway to excellence is here, in our Strategic Plan. I'm glad you are on the journey with us.

Kevin Bogatin, Superintendent

Board of Education

Darby Kaikkonen, President

Jill Adams, Director

Ty Kuehl, Director

Casey Taylor, Vice President

Melissa Beard, Director

Our Schools

ELEMENTARY SCHOOLS

Black Lake Elementary School East Olympia Elementary School Littlerock Elementary School Michael T. Simmons Elementary School Peter G. Schmidt Elementary School Tumwater Hill Elementary School

MIDDLE SCHOOLS

George Bush Middle School Tumwater Middle School

HIGH SCHOOLS

A. G. West Black Hills High School Cascadia High School New Market High School Tumwater High School

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