



TUMWATER SCHOOL DISTRICT

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.A Increased percent of students with regular attendance (i.e., at least 90% attendance rate)
- 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 district-level 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, ever-evolving 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.

<div><div>PILLAR</div><div>A</div><div>Differentiated & Culturally Responsive Instruction</div></div> <div>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.</div>	<div><div>PILLAR</div><div>B</div><div>Strong Relationships with Families & Community</div></div> <div>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.</div>	<div><div>PILLAR</div><div>C</div><div>Shared Responsibility for Results-Focused Collaboration</div></div> <div>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.</div>	<div><div>PILLAR</div><div>D</div><div>Culture of Excellence & Accountability</div></div> <div>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 data-informed continuous improvement. We honor dedication and celebrate our progress, individually and collectively.</div>
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6,370
Students Enrolled*

(2024-2025 SY)

0.8%	American Indian/ Alaskan Native
3.5%	Asian
2.4%	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

*Enrollment and demographic data
includes New Market Skill Center

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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