

# Tacoma School District

Strategic Plan

Every Student. Every Day.



## A Message From The Board of Directors

The Tacoma School District 2011-2015 Strategic Plan is the result of our belief that all students achieve their full potential by participation in an educational experience that is relevant, challenging and individualized, an experience that shares such common values as equity, cultural understanding, accountability and leadership and was designed based on the overarching goals of achievement, innovation, instruction, collaboration, early learning, and safety for all students in all schools.

Through this Strategic Plan the Tacoma School District will gain:

- A roadmap that drives district initiatives
- Educational programs and philosophy rooted in the district's core values
- A laser-like focus on students meeting/exceeding academic standards
- System accountability for meeting the academic needs of all students
- Parent and community partnerships to meet the social, emotional and academic needs of children
- Annual budgets that reflect the district's prioritized goals and objectives



## What We Want to Accomplish: Our Goals

- ACADEMIC EXCELLENCE

All students will perform at or above grade level, and we will eliminate disparities among all groups of students.

- PARTNERSHIPS

We will fully engage our parents, community and staff in the education of our children.

- EARLY LEARNING

We will focus on early assessment and intervention at the Pre-K through third grade levels to ensure early academic success.

- SAFETY

All schools will create and maintain safe learning environments that promote excellent academic achievement.

## A Message from Dr. Art Jarvis Superintendent, Tacoma Public Schools

The need for Tacoma Public Schools to have a strategic plan was never more critical than now – a time when a revolution in public education is taking root and the educational needs of our community far outweigh the resources we anticipated before the economy’s collapse. This long-range planning, based firmly in a real understanding of the challenges and shortfalls, will help us make the right decisions at the right time for the right reasons.

You can feel confident that this is your strategic plan. We asked for your help over six months this year in multiple, comprehensive community workshops to tease out your ideas, your hopes and your expectations for our school district’s future. We heard you. We incorporated your

contributions. Thank you.

As you’ll see, our future and the success of this plan hinges on the words “community” and “collaboration.” Your school district cannot succeed alone. We need your ongoing help. The quality of education we expect for our kids depends on our ability to work together in ways we never have before. This, my friends, is our call to action. I believe we create our own futures with responsible, thoughtful action aimed at common goals with a healthy dose of accountability. Embrace this plan as the first step. Let us be your partners in the next steps toward creating schools where every student achieves their own personal and academic success.

## What We Believe In: Our Core Values

- Students first
- Results matter
- Flexible continuous improvement
- Data-driven decision making
- Effective leadership
- Parent/community partnership
- Cultural understanding
- Equity
- Quality instruction for everyone
- Rigor and relevance
- Accountability
- Transparency

## What We Want to Be: Our Vision

We will be an outstanding school district in which all students exhibit high standards of achievement and critical thinking skills, and are socially responsible, contributing members of their community.

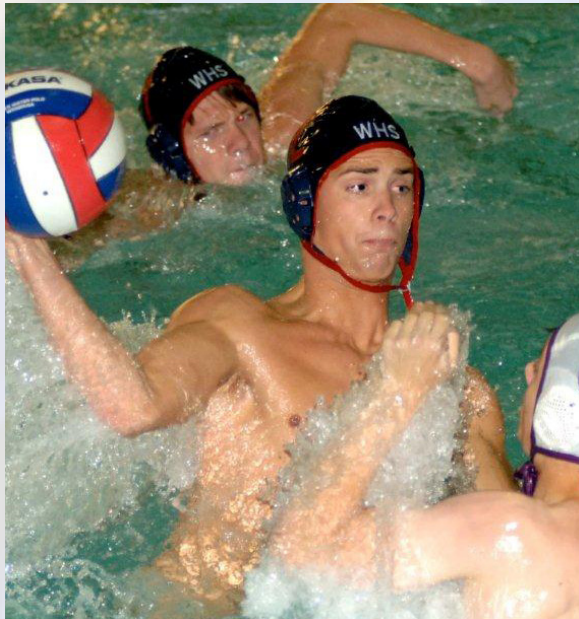
## What We Do: Our Mission & Why We Do It

In partnership with parents and community, we will provide a comprehensive educational experience that is rigorous, individualized and enables students to contribute to a changing and diverse world.

## How We Will Check Our Progress: Measurable Outcomes

We will measure, and report in a timely manner,

1. Grade-level benchmarks by groups
2. Achievement gaps among ethnic and economic groups
3. Graduation rates
4. Dropout rates
5. Enrollment in advanced coursework
6. Parent/community participation
7. Effectiveness of academic programs



# Tacoma Public Schools 2010 Accomplishments

The percentage of students eligible for free or reduced-price meals increased 1.9% from 58.8% in 2008-09 to 60.7% in fiscal year 2009-10.

Voters approved two ballot issues in February:

- Prop 1 (Maintenance & Operations Levy): 65.67%
- Prop 2 (Capital Levy to build 3 schools; multiple capital projects): 59.69%

Won a federal grant to improve four low-performing middle schools:

- Stewart & Giaudrone middle schools: (Turnaround Model) Replaced principal and more than half of the teaching staffs. Reopened Stewart with Science, Technology, and Engineering & Math focus. Reopened Giaudrone with an International Baccalaureate focus
- Jason Lee Middle School: (Transformation Model) Enhanced programs, extended learning day, AVID
- Hunt Middle School: (Closure Model) Closed temporarily and students relocated to higher performing middle schools

New math curriculum better aligned with Washington State testing standards installed in elementary and middle schools.

Tacoma Public Schools achieves equity between boys' and girls' sports opportunities and participation, which leads the federal Department of Education's Office for Civil Rights to lift a 10-year-old order to improve opportunities for female student athletes.

Launched year-long process to upgrade and expand programs for highly capable students.

Two elementary schools – Stanley, Stafford – named 2010 Schools of Achievement for improving student achievement over a five-year period.

Tacoma leads state school districts with more than 90% of eligible low-income students signed up for the Legislature's College Bound Scholars program: full-ride college scholarships for crime-free high school years, 2.0 GPA upon graduation and acceptance to a state college.

Achievement Gap Focus: District supports national Race & Pedagogy Conference in Tacoma, including Youth Summit at Lincoln High School for more than 600 high school students to discuss race and education.

Lincoln High School wins multi-year, \$1.75 million federal grant for programs to boost college readiness.

District nominates all or parts of six school district buildings to the Tacoma Register of Historic Places.

District underwrites nomination that leads to America's Promise Alliance naming Tacoma one of the nation's 100 Best Communities for Young People.

The district received a total of \$26,318,057 in American Recovery and Reinvestment Act (ARRA) grant awards. The State Fiscal Stabilization Funds portion of the ARRA grants totaled \$5,664,420. The Federal Stimulus grants totaled \$20,653,637, which included \$8,225,730 in Title I awards and \$7,565,261 in Special Education awards.

**Tacoma School District No. 10**  
P.O. Box 1357  
Tacoma, WA 98406-1357  
253-571-1000  
[www.tacomaschools.org](http://www.tacomaschools.org)

