Grand Rapids Area Schools
Operational Plan

The Operational Plan organizes the district's work by identifying long-term Strategic Directions and the priority objectives that will move the district toward those directions. Specific goals and action steps are developed by district, building, and department teams.

The Grand Rapids Area Schools Operational Plan also supports Minnesota's Comprehensive Achievement and Civic Readiness (CACR) goals. While the Operational Plan organizes district work through locally developed Strategic Directions and Objectives, these efforts collectively advance statewide priorities that all children are ready for school, achievement gaps are closed, all students graduate prepared for college and careers, and students develop the skills needed for lifelong learning and civic readiness.

Strategic Direction:	The overarching aims that guide the district's work over an extended period.
Rationale:	**Why** this strategic direction is important to our district and community.
End-in-View:	**What** it looks like when we are succeeding in our strategic direction.
Areas of Focus:	The key priorities where the district will concentrate its efforts.
Objectives:	Priority areas of work that guide the district's efforts and will be supported through specific goals and action steps.
Goals:	Specific, measurable actions developed by district, building, and department teams to accomplish the objectives.

Strategic Direction #1: Equitable Access, Representation and Outcomes		
Rationale:	Ensuring <u>all</u> students can succeed is our moral and ethical responsibility as a district and community.	
End-in-View:	*The district will provide a range of high-quality programs, services and experiences that are available and accessible to all, ensuring that access and success are not predictable by demographic measures. Barriers will be identified and eliminated so systems, processes, and opportunities for engagement are designed and made available in ways that ensure equitable access, representation, and outcomes for all.*	
Areas of Focus:	District efforts in this direction will focus on building systems for collecting and disaggregating data, strengthening staff capacity to analyze root causes, and implementing actions that improve equitable outcomes.	
Objectives:	*Objective 1.1*	Systems will be established to consistently collect and organize walkthrough and student achievement data, with clearly defined student demographic categories to support meaningful disaggregation of student achievement results.
	Objective 1.2	District leaders, building teams, and classroom teachers will build the capacity to efficiently analyze disaggregated data, identify root causes, and use these insights to inform instructional, programmatic, and systems-level decisions
	Objective 1.3	The district will implement actions informed by data analysis, community input, and recommendations of the American Indian Parent Advisory Committee (AIPAC).
	Objective 1.4	District staff will progress in their understanding and implementation of Culturally Responsive Leadership and Culturally Responsive Teaching.

Strategic Direction #2: A Culture of Trust, Engagement, and Belonging		
Rationale:	A strong culture founded on trusting relationships will increase student success, create a positive working environment, and build community confidence and pride in our school district.	
End-in-View:	*Students, families, and staff will feel safe, known, and connected here. Our culture will be one that accepts, respects, and seeks to understand others, our differences, and the histories and cultures of the communities we serve. We will build strong relationships within our schools and with our families by listening, intentional outreach, and an attitude of service.*	
Areas of Focus:	District efforts in this direction will focus on strengthening student supports, staff engagement, and partnerships with families and community.	
Objectives:	*Objective 2.1*	The district will utilize a comprehensive social emotional screening process to gather data that will inform school-wide and individualized supports for students.
	Objective 2.2	The district will establish an ongoing process to assess staff trust, engagement, and well-being, and use that information to identify concerns, develop solutions, and monitor progress over time.

Strategic Direction #3: Evidence-Based Practices and Student-Centered Learning		
Rationale:	As education, society, and learners change, it is our responsibility to adjust our practices and be responsive with our approaches so we can meet the needs of all learners.	
End-in-View:	*High quality instruction, informed by evidence-based practices, culturally responsive curriculum and approaches, and effective professional development, will enable staff to meet the unique social, emotional and academic needs of learners. Students will learn academic standards and life-long skills through a learning experience that takes into account student voice, student needs, and the unique interests, talents, skills, and abilities of each learner.*	
Areas of Focus:	District efforts in this direction will focus on clearly defining instructional expectations, supporting effective implementation, and using data to continuously improve practice.	
Objectives:	*Objective 3.1*	Clear instructional strategies, practices, and expectations are identified and staff are supported in their implementation.
	Objective 3.2	The district will implement evidence-based curriculum and instructional practices with fidelity across classrooms and establish a systematic process for monitoring implementation and impact.
	Objective 3.3	Data (student achievement, walkthrough, implementation, etc.) are routinely analyzed and used to inform coaching, professional development, and decision-making at the classroom, building, and district levels.
	Objective 3.4	The GRAS curriculum cycle and curriculum review process, aligned with the MDE standards review cycle and best practices, are revised and updated.
	Objective 3.5	MN Multi-tiered systems of support (MTSS) framework, processes, and approaches are implemented with fidelity.

Strategic Direction #4: Partnerships & Collaboration		
Rationale:	The education of our society's next generation is too important and large a task to accomplish alone. District efforts in this direction will focus on strengthening collaboration within the district and engaging families and community partners in meaningful ways.	
End-in-View:	*High levels of collaboration and cooperation within the school district will balance individual needs with collective success. Intentional efforts to engage families and the community as partners in schools and learning will lead to improved outcomes for all students. We will maintain and enhance our current community partnerships while examining new ways to collaborate with other organizations to support students and families and increase efficiency and effectiveness.*	
Areas of Focus:	District efforts in this direction will focus on strengthening collaboration within the district, engaging families and community partners in meaningful ways, and creating clear structures for gathering input and acting on stakeholder feedback.	
Objectives:	*Objective 4.1*	District & Building teams will share accountability for implementing the strategic direction objectives and monitoring their progress.
	Objective 4.2	Grand Rapids Area Schools will continue to engage in IASC and other regional collaboration opportunities to improve outcomes and opportunities for students.
	Objective 4.3	The district will review the American Indian Parent Advisory Committee (AIPAC) recommendations, make progress on achievable items, track that progress, and report the details to both the board and the AIPAC.
	Objective 4.4	A structured process for engaging the community and staff will be implemented by the board to clearly define stakeholder priorities.
	Objective 4.5	Professional development will support district priorities, lead to improved instructional practice, and increased staff collaboration.

Strategic Direction #5: Clear and Consistent Communication		
Rationale:	Effective communication is crucial to building trust, strong relationships, and effectiveness.	
End-in-View:	*We will communicate internally and externally in ways that are consistent, transparent, accurate, and clear, increasing engagement and trust at the classroom, school, and district levels with our families and community. Communication will start with listening and a commitment to seeking feedback.*	
Areas of Focus:	District efforts in this direction will focus on strengthening internal and external communication systems, establishing clear expectations for school-to-home communication, and creating consistent opportunities for listening and engagement with stakeholders.	
Objectives:	*Objective 5.1*	The district communication plan will be reviewed, updated, and implemented.
	Objective 5.2	The district will review, operationalize, and monitor school-to-home communication expectations and assess the effectiveness of this communication.
	Objective 5.3	The district Operational Plan is updated and shared with stakeholders.
	Objective 5.4	The district will strengthen systems for community outreach to increase meaningful family engagement.

Strategic Direction #6: Stewardship of Resources		
Rationale:	It is the district's responsibility to wisely use entrusted resources to effectively meet the needs of students.	
End-in-View:	*The students, staff, administration, and school board will strategically utilize time, money, facilities, and human resources to support the district mission, vision, and strategic directions. We will be transparent in sharing information regarding district finances with internal and external stakeholders and take the steps necessary to be financially strong.*	
Areas of Focus:	District efforts in this direction will focus on maintaining financial stability, strengthening transparency and public understanding of district finances, and planning responsibly for long-term facility and operational needs.	
Objectives:	*Objective 6.1*	The school board will adopt a balanced general fund budget.
	Objective 6.2	The district will maintain a general fund balance in accordance with board policy.
	Objective 6.3	The district will build community awareness, trust and confidence regarding district finances.
	Objective 6.4	School safety processes and procedures will be improved.
	Objective 6.5	Facility and operational needs will be identified and a funding plan developed if necessary.

Comprehensive Achievement and Civic Readiness (CACR) - Operational Plan Crosswalk

CACR Goal	Operational Plan Alignment
All children are ready for school	SD 3 (Evidence-Based Practices), SD 2 (Belonging), MTSS implementation (Obj. 3.5)
Achievement gaps are closed	SD 1 (Equitable Access, Representation & Outcomes)
Students are career & college ready	SD 3 (Instructional expectations, curriculum cycle), SD 4 (Partnerships & pathways)
All students graduate	SD 1 (data systems & root-cause analysis), SD 3 (implementation fidelity), SD 2 (student supports)
Students are lifelong learners	SD 3 (student-centered learning), SD 4 (community partnerships), SD 5 (family engagement)