



# Rockford Area Schools

## District Operational Plan (DOP)

### Goals, strategies and performance indicators

### School Year 2025-26

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This District Operational Plan is organized around the areas of strategic planning, aligned to the Superintendent goals provided by the Rockford Area Schools Board of Education and reflects both the current work and future goals of school district administration.

### The Mission of Rockford Area Schools

*In partnership with our communities and families, Rockford Area Schools provides challenging opportunities to engage, inspire, and educate globally-minded citizens.*

# Rockford Area Schools Strategic Directions

<u>Strategic Direction</u>	<u>Definition</u>	<u>Rationale</u>
<b>Student Achievement and Growth</b>	Provide high quality instruction, curriculum, and professional development for staff, to impact our students through a robust learning experience.	Through continuous improvement, provide each and every student with a comprehensive education that gives students opportunities to pursue their own personal/professional goals and aspirations.
<b>Healthy and Supportive Environment</b>	Promote respect and collaboration in order to foster secure relationships where all people feel valued and safe. Cultivating a culture to empower all to share new and innovative ideas, and advocate for their own wellbeing, as well as the wellbeing of others.	People do better when they feel better.
<b>Community, School and Family Partnerships</b>	Strengthen and grow supportive and trusting relationships through community outreach and partnerships that encourage collaboration to drive school and community growth.	Community and family engagement promotes school success and satisfaction. Partnerships based on mutual trust and support help to foster this involvement.
<b>Culture of Collective Purpose</b>	Through interconnectedness & interdependence, we create a school community where each person belongs, contributes and feels a sense of ownership.	To create a culture of connectedness where each individual understands their unique value and vital role as part of the school community.
<b>Stewardship of Resources</b>	Strategically investing our resources in a responsible and efficient way that ensures the best possible educational experience for students while also promoting sustainability and ethical financial practices.	To create systems and structures that allow our resources, for quality educational experiences, to be maximized and provide transparency and trust throughout the school community.

## Student Growth and Achievement

### Rationale

### Leader(s)

<p><i>Our purpose as a school district is to educate our students and maximize their individual gifts and talents. Providing quality programming, ensuring our teachers are trained in best practices, and partnering with students and families to offer opportunities that connect to their passions is important to overall student growth and achievement.</i></p>	<p>Dr. Jeff Ridlehoover Kathy Mattson Melissa Joseph</p>
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Goals	Strategies	Performance Indicators	Timeframe
Implementation of our new Amplify CKLA elementary literacy curriculum	<p>Continuation and enhancements related to regular and ongoing professional development aligned to the adopted curriculum</p> <p>Literacy coaching “on demand”</p> <p>Parent/family communication and engagement</p>	<p>Teacher evaluations</p> <p>Common Planning Meetings</p> <p>PLC Documentation (Overview)</p> <p>Goal Modified via Staff Feedback</p> <p>Benchmark data/literacy night 11/3, 11/6 (Slides, Literacy Math)</p>	<p>SY 2025-26</p> <p>SY 2025-26</p> <p>N/A</p> <p>SY 2025-26</p>
Engage in a comprehensive review of our middle school mathematics curriculum	Follow the RAS comprehensive curriculum review and adoption protocol	<p>Final selection of a new curriculum via data gathering and a consensus-building protocol (in progress)</p> <p>RAS Mathematics Curriculum Review Process &amp; Timeline</p>	Spring 2026
Engage in the work associated with the new/revised RAS Instructional Roadmap	<p>Professional learning and development</p> <p>The adoption of two additional</p>	<p>Roadmap</p> <p>October 15 PD Day</p>	<p>SY 2025-2026 (ongoing)</p>

Goals	Strategies	Performance Indicators	Timeframe
	professional development days	<p>November 15 PD Day</p> <p><b>INSTRUCTIONAL ROADMAP SY 25-26</b></p> <p>1. Instructional Design      2. Engagement Continuum      3. Data-driven Student Support</p> <p>STRATEGIC DIRECTION      SUPPORTED BY BILT</p> <p>Support student achievement &amp; growth, literacy</p> <p>Provided by Building Instructional Leadership Teams (BILT)</p>	
School Improvement Plans (SIP) Template 25-26 REAMS, RMS-CES, RHS	Align School Improvement Plans (SIP's) to RAS strategic directions and instructional roadmap	SIP (REAMS, RMS-CES, RHS)	SY 2025-26
Aligning our work in the areas of literacy and ADSIS intervention with a sustainable MTSS process	Increase our collective work related to interventions, utilizing a systematic approach to the MTSS framework.	<p>MTSS data collection process - Aligned MTSS process across buildings (Slides)</p> <p>Quarterly meeting overview</p> <p>Intervention menus</p> <p>Multilingual learner supports (ISRs all in Infinite Campus)</p>	SY 2025-26
Continue our work as a statewide model school district in providing students and families with high-quality Magnet programming at all levels	<p>Continued collaboration with our NWSISD partner school districts.</p> <p>Work with our NWSISD partners, Buffalo and Fridley, to revise our grant proposal for potential submission in spring 2026.</p>	<p>Student/Family Feedback</p> <p>Grant process and progress with our NWSISD partners</p> <p>REAMS: Arts Integration Activities (4 C posters)</p> <p>RMS Reflection &amp; Review (Magnet Integration Form)</p>	<p>SY 2025-26 (In Progress)</p> <p>SY 2025-26</p> <p>SY 2025-26</p> <p>SY 2025-26</p>

Goals	Strategies	Performance Indicators	Timeframe
		RHS IB Self-Study (MYP, DP/CP)	SY 2025-26
Create an early learning outdoor space that can be utilized by our Preschool, ECFE, and Galaxy programs to enhance our current alignment with our magnet programs.	Connect and collaborate with local partners to provide guidance on design and construction requirements as well as potential sources of financial support.	Successful Implementation and ready for use sometime during 26-27 SY	Multi-Year Project - Timeframe for Completion is SY 2027-28

## Healthy and Supportive Environment

### Rationale

### Leader(s)

Per the rationale established by the Board of Education, “people do better when they feel better,” our work will center on ensuring that every student and member of our staff is treated with respect and kindness. In addition, we are committed to a proactive approach of establishing clear processes to assist students, families, and staff when challenges occur.	Dr. Jeff Ridlehoover Kathy Mattson Melissa Joseph Jeff Kienitz Courtney Neibert
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Goals	Strategies	Performance Indicators	Timeframe
Profile of a RAS Graduate	Development of a comprehensive vision that accurately portraits the essential qualities and characteristics of a RAS graduate	Staff, student, parent, & community input One page overview and corresponding implementation plan	SY 2025-26 (In Progress)
Implement/Initiate our work towards a more Personalized Learning model	Construct and implement professional learning tailored toward whole group, small group, and individualized/independent	The development and implementation of common vocabulary amongst students and staff	SY 2025-26 (In Progress)

Goals	Strategies	Performance Indicators	Timeframe
	practice instructional pedagogy		
Data use to drive instruction	The utilization of data and professional learning tailored to instructional pedagogy	PD/PLC Work in alignment with testing cycles (process in progress)	SY 2025-26
Student engagement focus	Professional development to create a common E-12 language aligned to our engagement efforts  Purposeful and targeted instruction for students aligned to engagement	Professional learning materials/agendas (Inquiry & Engagement)  Classroom instruction materials/visuals connected to engagement (REAMS, Secondary)	SY 2025-26  SY 2025-26
Continued work with our Magnet school programs to enhance high quality instructional programming and an exceptional daily experience	Regular and ongoing check-ins with CICs as well as our partner schools in the NWSISD	NWSISD meeting agendas and accompanying documentation	SY 2025-26
The creation of a comprehensive E-12 curriculum review cycle	Reflect on standards implementation dates, curriculum maps to create a cycle for implementation	Review cycle document that encompasses a district-wide instructional overview--January work focus	SY 2025-26 (In Progress)

## Community, School, and Family Partnerships

### Rationale

### Leader(s)

<p><i>Students perform better when strong partnerships exist between our schools, our families, and the greater community. Clear and transparent communication as well as the solicitation of feedback from all stakeholders ensures that all voices are heard and greater understanding is gained.</i></p>	<p>Dr. Jeff Ridlehoover Melissa Joseph Jeff Kienitz Courtney Neibert</p>
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	Kathy Mattson
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Goals	Strategies	Performance Indicators	Timeframe
Rockford in 88.3 seconds	Develop a monthly video demonstrating a variety of high-impact endeavors that highlight Rockford Area Schools	2025-2026 Videos	Fall 2025 and ongoing
Through collaboration, work to ensure Rockford Area Schools is accurately branded as an E-12 school district	Work collaboratively with stakeholders as well as our internal and contracted marketing team to share information and accurately promote our programming in the area of early learning	EC E-12 Brochure  Eye Contact Media Partnership - Video  Logo enhancements  Events	Summer/Fall 2025
Increase alignment in our Preschool and Galaxy work to create consistent and supportive experiences for all children participating in both.	Share and reflect on current practices to identify approaches that support developmental continuity. Explore effective strategies as it pertains to Literacy.	Professional Development Observation by the CE Director in both programs  Implementation begins in the spring of 2026 (round 1) and round 2 will occur just prior to school starting in the fall	SY 2025-26
IB credits (Jill)	Engage IB stakeholders and legislative leaders throughout the state to draft comprehensive legislation that allows for a wider acceptance of IB credits at higher education institutions	Legislative lobbying efforts and related documentation	SY 2025-26 (In Progress)

Goals	Strategies	Performance Indicators	Timeframe
Brand and roll out Launch your future: EC and career prep	Highlight/publicize college earning credit opportunities available to students in Rockford Area Schools as well as the career pathways leading to career preparation and industry certification	Video exemplar (In Progress)  K-12 Magnet Presentation Launch Your Future Pathway	Fall 2025/Winter 2026
A commitment to enhanced communication via an increase in accessible communication in multiple languages	Training on translating routes	Language Access Plan  Translated documents, QR codes, links on district documents	SY 2025-26

## Culture of Collective Purpose

### Rationale

### Leader(s)

*Strong organizations are built on trust, collaboration, partnership, and understanding. Establishing clear direction, strong lines of internal and external communication, and a shared leadership model will provide all stakeholders with common purpose related to our individual and collective work.*

Dr. Jeff Ridlehoover  
Kathy Mattson  
Bridget Peterson  
Mike McNulty  
Melissa Joseph  
Jeff Kienitz

Goals	Strategies	Performance Indicators	Timeframe
Increase the overall effectiveness and leadership capacity of our Building Operational Leadership Teams (BILT) by utilizing our Advisor model	Collaboration related to defining the role and work given our BILT structure	BILT Advisor Evaluations (BILT eval, BILT Advisor draft)  Clear Workflow Map for Advisors	SY 2025-26  SY 2025-26

Goals	Strategies	Performance Indicators	Timeframe
I-Cab	Periodic meetings to reflect on roadmap implementation and ongoing teacher needs	Meeting agendas Responsive work/direction as a result of meetings (in progress)	SY 2025-26
BILT/BOLT Year 2	Regular meetings with clear agendas and strategies for sharing out information	Highlight work facilitated by BILT and BOLT at each site	SY 2025-26
Continued review of the RAS safety committee work	Review of protocols Handbook revisions Quarterly meetings	Agendas Safety documents	SY 2025-26
Continued review and improvement of the RAS OnBoarding and OffBoarding processes	Responsive reflection and collaboration to make sure the system is clear and provides the needed info effectively to all involved	Staff feedback	SY 2025-26
Continue our evolution in providing high quality support by reimagining support positions	Reflection Staff Input	Implementation of a restructured administrative support structure	Spring 2026
Increase the collective capacity of our building and program leaders	Book study <i>Clear Leadership</i>	Informal dialogue Increased leadership capacity	SY 2025-26 (In Progress)

### Stewardship of Resources

#### Rationale

#### Leader(s)

*As stewards of resources consisting of physical assets, human capital, and monetary reserves, it is prudent to*

Dr. Jeff Ridlehoover

<p><i>provide the public, as well as our internal stakeholders, with accurate, relevant, and timely reporting of district affairs.</i></p>	<p>Bridget Peterson Mike McNulty Melissa Joseph Jeff Kienitz Dan Pratt</p>
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Goals	Strategies	Performance Indicators	Timeframe
Review of student activity fees	Perform a comprehensive review of our activity fees that accounts for revenue versus expenses as well as comparisons of similar geographical districts as well as those similar in scope of offerings and size of school system	Final product and recommendation to the Board of Education	Spring 2026 (In Progress)  Note - With the levy passage in November 2025 we are likely to keep all fees status quo for SY 2026-27
Negotiate fair and fiscally sound employee contracts	<p>Establish financial parameters that demonstrate fair compensation packages to all employee bargaining groups while also remaining cognizant of the need to balance current and future financial constraints and obligations of RAS</p> <p>Review language in contract for clarity in fiscal, policy, and procedural accuracy</p>	<p>EMR Master Contract-Completed and Ratified November 2025</p> <p>284 Contract</p> <p>Finalized Contracts</p>	<p>Fall 2025</p> <p>Winter 2026</p> <p>SY 2024-2025</p>
Potential Levy (if approved by the Board of Education)	Clearly and transparently articulate to all stakeholders (parents / guardians/ employees / members of	District Publications Social Media	Summer/Fall 2025

	<p>the community) the need for additional financial resources to both support and enhance the educational experience of all RAS students</p>	<p>Direct Mail or Electronic Mail</p> <p>Staff Presentations</p> <p>Community Presentations</p>	
Finalize the expenditures of Bond funds	<p>Complete all major and minor projects related to the bond monies associated with the RAS capital improvement projects</p>	<p>Track resurface REAMS Parking Lot</p> <p>REAMS Carpet</p> <p>DO Carpet</p> <p>Final Bond Fund Projects</p>	Fall 2025
Maximize and align our technology vision with resources via a comprehensive assessment	<p>Conduct an annual technology inventory and needs assessment to identify underused assets and opportunities for repurposing</p> <p>Implement lifecycle management practices including proactive maintenance, scheduled refresh cycles, and surplus device reallocation</p> <p>Align new purchases with curriculum, safety, and infrastructure goals as outlined in the district's strategic and technology plans</p>	<p>Update Technology Plan to 2025-2026 school year</p> <p>Annual cost savings or value recaptured through reallocation and optimized procurement</p> <p>Identify reductions in technology procurement and programs to fit reduced budget allocations</p> <p>Write 1:1 Handbooks and Technology Plan</p>	<p>Summer/Fall 2025 (In Progress)</p> <p>SY 2025-26 (In Progress)</p> <p>SY 2025-26 (In Progress)</p> <p>SY 2025-26 (In Progress)</p>
Leverage grant funding to maximize current software	Identify eligible local, state, and federal grant opportunities (e.g.,	Number and dollar value of software licenses funded through	SY 2025-26 (In Progress)

licenses	<p>E-rate, Title I/IV, cybersecurity, or workforce readiness)</p> <p>Prioritize grant applications that support renewal, expansion, or integration of high-impact instructional or operational software</p> <p>Work with department leaders to align grant requests with current license usage data, renewal timelines, and identified instructional/operational needs</p> <p>Track software usage analytics to justify continued funding and avoid paying for unused licenses</p>	<p>grants</p> <p>Percentage reduction in general fund spending on software</p> <p>Number of software tools retained or expanded due to grant support</p> <p>Alignment of licensed software with curriculum and district strategic priorities (as documented in annual tech reports or audits)</p>	
Strengthen our cyber training modules to assist in the detection and responsiveness related to cyber security threats	Expand the scope of cybersecurity training to include real-world phishing simulations, role-based modules (e.g., admin, teachers, tech staff), and emerging threat scenarios	<p>Completion rate of required cybersecurity training modules (goal: 100% annually)</p> <p>Measured reduction in staff phishing test failure rate (e.g., decrease by 25% over 12 months)</p>	<p>Summer/Fall2025 (In Progress)</p> <p>To date: Training was set up in Vector for 25-26. Phishing rates have been monitored via knowBe4 software and is on track. Working to revise and submit the cybersecurity policies to the auditor in Feb2026 for compliance with MN Statute 16E.03. Working with our insurance liaison in building</p>

	<p>Partner with a cybersecurity awareness provider (e.g., KnowBe4 or similar) to deliver interactive, trackable modules tailored to K-12 environments</p> <p>Implement a tiered training model based on user access levels and data sensitivity</p> <p>Incorporate cybersecurity expectations and response protocols into annual mandatory training and onboarding procedures for key staff</p>	<p>Increase in number of reported phishing attempts or suspicious activity via internal reporting tools</p> <p>Audit compliance with Minnesota Statute 16E.03 and cyber insurance requirements</p> <p>Review and publish protocols relating to CyberSecurity</p>	<p>documentation for compliance. Also working with CISA, MN State University, Homeland Security, and insurance in maintaining compliance.</p> <p>Winter 2025</p> <p>SY 2025-26</p> <p>SY 2025-26</p>
<p>Strengthen and enhance our infrastructure resource inventory protocols</p>	<p>Improve the current inventory system and review existing data</p> <p>Implement standardized naming conventions, asset tagging, and regular audit schedules across all buildings.</p> <p>Develop and maintain a digital infrastructure map documenting</p>	<p>Conduct a comprehensive audit of technology assets.</p> <p>100% of infrastructure assets logged with location, status, and lifecycle metadata</p> <p>Completion of infrastructure audits with discrepancies reduced</p>	<p>Fall 2025 (In Progress)</p> <p>SY 2025-26 (In Progress)</p> <p>SY 2025-26 (In Progress)</p>

	<p>physical locations, connections, lifecycle status, and dependencies.</p> <p>Align inventory records with cybersecurity asset management practices and procurement/retirement processes.</p>	<p>by 90% within 12 months</p> <p>Improve Inventory system integration with procurement and maintenance logs</p>	<p>SY 2025-26 (In Progress)</p>
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