



**Middletown 2024:  
Elevating Innovation, Creativity, and Equity  
Strategic Operating Plan**

*Executive Summary and Logic Model  
Development, Construction Process, and Timeline*

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## Introduction:

### ***Middletown 2024: Elevating Innovation, Creativity, and Equity Strategic Operating Plan***

In March 2018, Middletown Public Schools started the process to develop its three-year strategic operating plan. Using the Strategic Performance Management (SPM) framework, education stakeholders, state/local officials, community members, and families participated in different activities ranging in community conversations, one-to-one interviews, professional development activities, and focus group sessions around components from the Cycle of Continuous Improvement. This process, which was five months in duration (March 2018 – August 2018), provided essential themes for our vision – *unlocking the potential in ALL students*. Thus, the development and eventual adoption of ***Middletown 2021: Keys to Innovation and Equity Strategic Operating Plan*** on September 11, 2018.

August 2020 starts the final year of the current iteration of ***Middletown 2021***. The 2020 – 2021 academic year will be utilized to create the second version of the strategic operating plan – ***Middletown 2024: Elevating Innovation, Creativity, and Equity***. Using the Strategic Performance Management (SPM) approach, community and parent feedback will be solicited for input into the design. Moreover, focus groups with education stakeholders, municipal leaders, students, and advocates will be held to provide critical information to create elements of ***Middletown 2024***. Based the achievements and advancements within ***Middletown 2021***, the district is ready to ***elevate innovation and equity*** as the strategy to *unlock the potential in ALL students*.

**Strategic Planning Activities: *Element One (Setting the Direction), Element Two (Assessing the Needs), and Element Three (Develop the Plan) from the Cycle of Continuous Improvement Model***

Using a hybrid model (i.e. on-line and face-to-face), various stakeholder groups in Middletown Public Schools and community constituents will participate in activities to develop elements for ***Middletown 2024*** (i.e. theory of action, goals, strategies, and implementation steps/milestones). The process of developing all components will be a multi-step/multi-dimensional process that includes:

1. **Interviews, Review of Data, Platform Survey, and Focus Group Sessions:** Starting in September, a comprehensive review of historical data ranging in academic performance, perception information, and implementation progress of the current strategic operating plan will be underpinned to identify essential data themes that will be replicated or expanded in ***Middletown 2024***. Concurrently, interviews and focus group meetings will occur to collect data on new opportunities and address latent needs from general observations so all voices are included in ***Middletown 2024***. To undergird innovation, a new survey platform will be launched to broaden community and student input which data will be corroborated in structured reports that will be utilized during the strategic planning process.
2. **Strategic Planning Team Composition:** Community members, education stakeholders, parents, students, and elected officials will participate in virtual/on-site meetings to analyze and interpret key data metrics to create/revise components of the strategic operating plan frame. The strategic planning team focus will be creating the language, lexicon, and content of various domains in the plan (i.e. theory of action, strategies, and implementation steps/milestones).
3. **Goal-Bucket Groups:** Four interdisciplinary teams consisting of selected community members, education stakeholders, and central office members will participate in virtual sessions using data metrics to address granular components of the strategic operating plan. The details and specifications with the development of the plan will occur in this phase.
4. **SMT/Central Office Professional Learning Sessions (Strategic Performance Management):** As a pretext to the strategic planning process, senior management team members and central office administrators will participate in professional learning sessions focused on elements of the strategic planning process. In alignment to the sessions that were conducted March 2018 – June 2018, all sessions will create a level-set to support the various structured activities within the Strategic Performance Management framework.

**Timeline/Logic Model: Middletown 2024: Elevating Innovation, Creativity, and Equity Strategic Operating Plan**

**July 2020 – August 2020:** Meeting with Innovate K12 and Ms. Julie Corbett to develop survey platform and questions for Middletown community (**Facilitators:** Dr. Michael T. Conner, Ms. Julie Corbett, and Innovate K12)

**September 2020:** Presentation of strategic planning process to Middletown Board of Education (**Facilitator:** Dr. Michael T. Conner)

**October 2020 – December 2020:** Focus group sessions, structured interviews, launch of survey platform, review of comprehensive data, and recruitment of goal-bucket/strategic planning teams (**Facilitators:** Dr. Michael T. Conner and Innovate K12)

**December 2020 – January 2021:** Analysis and corroboration of data metrics (**Facilitators:** Dr. Michael T. Conner, Ms. Julie Corbett, and Innovate K12)

**December 2020 – January 2021:** Professional learning sessions on strategic performance management/strategic planning and presentation of data metrics (**Facilitator:** Dr. Michael T. Conner)

**February 2021:** Kick-off/on-boarding session – strategic performance management/strategic planning process, review of data, and introduction of plan components (**Facilitator:** Dr. Michael T. Conner)

**March 2021 – April 2021:** Goal-bucket remote sessions (**Facilitator:** Dr. Michael T. Conner and Ms. Julie Corbett)

**April 2021 – June 2021:** Strategic planning team work sessions (**Facilitators:** Dr. Michael T. Conner and Ms. Julie Corbett)

**June 2021 – August 2021:** Finalize draft of *Middletown 2024: Elevating Innovation, Creativity, and Equity Strategic Operating Plan* and 2024 Monitoring System (**Facilitators:** Dr. Michael T. Conner and Ms. Julie Corbett)

**August 2021:** First draft of *Middletown 2024: Elevating Innovation, Creativity, and Equity Strategic Operating Plan* distributed to Middletown Board of Education for initial review (**Facilitator:** Dr. Michael T. Conner)

**September 2021:** Adoption of *Middletown 2024: Elevating Innovation, Creativity, and Equity Strategic Operating Plan* and 2024 Monitoring System (**Facilitator:** Dr. Michael T. Conner)

