



Michael T. Conner, Ed.D., Superintendent of Schools

September 21, 2018

Dear Middletown Public Schools Staff and Families,

On September 11, 2018, the Board of Education unanimously adopted **Middletown 2021: Keys to Innovation and Equity Strategic Operating Plan**. I am pleased to formally present our strategic operating plan that underpins three critical themes for organizational success – **innovation, equity, and continuous improvement**.

Embedded in **Middletown 2021: Keys to Innovation and Equity** are core “*practice beliefs*” that were generated by participants from the *Explore Middletown Entry Plan*. Our “*practice beliefs*” – as a collective community – will allow Middletown Public Schools to achieve the goals underscored in every strategy of the plan:

- Ensuring all three and four-year old students are ready for kindergarten;
- Closing the preparation (PreK) and achievement (K-12) gaps that are persistent in our learning community;
- Personalizing learning experiences for **ALL** students, despite academic dexterity or level;
- Leadership and teacher development, using an executive model;
- Internal and external learning experiences for leaders, teachers, and students through the power of networking;
- Steadfast focus on equity and social/emotional learning;
- Creating relevant family/community partnerships; and,
- Innovation to meet economic and societal trends.

The ideas, principles, and themes of **Middletown 2021: Keys to Innovation and Equity** represent the voices of over 1,300 community members that have a vested interest in its success. During the next month, our school-based administrative teams will be introducing the plan to their respective staff. Moreover, Middletown Public Schools will be hosting “Community Conversations” focused on disseminating, unwrapping and supporting **Middletown 2021: Keys to Innovation and Equity**. The Office of Family Engagement will be sharing final dates, sites, and times for these events on our website and through other communication outlets. I anticipate another great year of “conversations” with the Middletown community.

On behalf of the Middletown Board of Education and Middletown Public Schools, thank you for supporting our three-year strategic operating plan. Together, we will achieve the goal of becoming the *most progressive education organization in Connecticut*.

Regards,

A handwritten signature in blue ink, appearing to read 'M. Conner', is written over a light blue horizontal line.

Michael T. Conner, Ed.D.

Superintendent