



MIDDLETOWN

WE Are...

**LEGACY MAKERS**

# WHY IS STRATEGIC PLANNING IMPORTANT?

Our strategic plan will drive change based on the voices of our school community. Enabling our team to align our vision, beliefs, values, and goals with that of our school community. Our plan is a five-year responsive roadmap for our District inclusive of the priorities, goals, actions, and strategies we will focus our time and energy on. The plan also includes the systems we will commit to using as we monitor and evaluate progress along the way.

## Our Strategic Plan enables us to...

- ❑ continue growing as a responsive district using the document as our guide.
- ❑ use the voice of our school community to assess District strengths and capabilities while identifying room for growth.
- ❑ provide a five-year guide for key actions to take related to District priorities
- ❑ communicate our vision and a set of initiatives where we prioritize what matters most to our school community.

# ABOUT OUR PROCESS

# 10

planning and design  
sessions



# 28

steering team  
members

*Scholars, Families, Community Leaders, Board  
of Education, Educators, Administrators, and  
District Leaders*



**500+**  
**Stakeholder Engagement**  
**Responses through focus groups,**  
**surveys, and town hall experiences**



**5**  
*years to ensure our actions*  
*shape our impact and solidify*  
*our legacy!*

# OUR VISION

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The Middletown school district strives to provide fiscally sound educational opportunities in a safe environment that continuously supports our student population.

# OUR MISSION

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Our mission is to enable all students to graduate, to reach their full potential, to become lifelong learners, and to be competitive, productive members of society.

# WE VALUE

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## Collaboration

We value diversity of ideas and viewpoints and work together towards our goals in order to achieve success.



## Trust

We commit to creating safe spaces to share our thinking and find common ground in order to do what is best for scholars.



## Growth

We celebrate and honor our journey as a team and understand that learning from success and failure shapes who we are.



## Equity

We make decisions ensuring individuals develop a strong sense of agency and empowerment for life success across race, gender, ethnicity, language, disability, family background, and/or income.

# WE ARE LEGACY MAKERS

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Our legacy is only as strong as our impact on scholars, which is a direct result of our actions. As Middletown Legacy Makers, our job is to support scholars in discovering and developing their passions and finding ways to contribute value to their school community and our world. This strategic plan serves as our compass for the next five years to ensure our actions shape our impact and solidify our legacy.

# OUR DISTRICT PRIORITIES

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Middletown has always leveraged new ideas and innovative solutions to make a difference. Over the next five years, we will launch new strategic initiatives aligned with the goals of each priority. These priorities support the mission and vision of Middletown Enlarged City School District and our values will guide progress toward achieving them. Our priorities support us in promoting access and inclusion to our school community.

WE ARE

**Human-Centered**

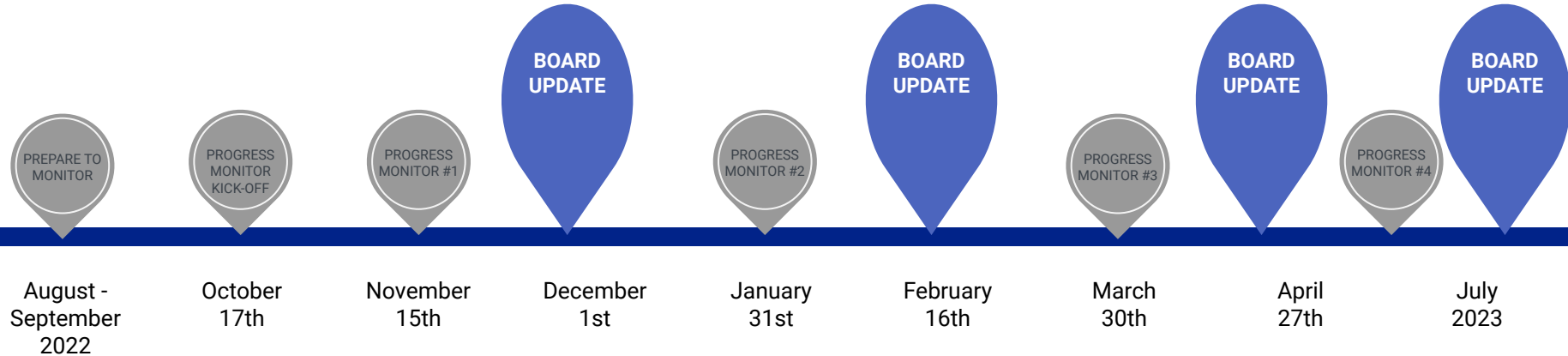
COMMITTED TO

## **Learning Experiences**

Design equitable and personalized experiences discovering and affirming our scholars' strengths and focusing on our shared humanity. Scholars of all ages contribute to their learning and voice what they need to become more self-determined and active members of our community.

# OUR PLAN FOR IMPLEMENTATION

<b>Manager</b>  Assigns responsibility and holds owner accountable. Makes suggestions, asks hard questions, reviews progress, serves as a resource, and intervenes if the work is off-track.	<b>Owner</b>  Has overall responsibility for the success or failure of the implementation of this priority for Year 1. Ensures that all the work gets done (directly or with helpers) and that others are involved appropriately.	<b>Consultant</b>  Should be asked for feedback/input/gut check or needs to be brought into the project.	<b>Helper</b>  Assists with or does some of the work and helps shape the overall experience.	<b>Approver</b>  Signs off on decisions before they're final. May be the manager, though might also be the executive director, external partner, or board chair.
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# What our work already looks like...

## Culture of Academic Growth

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- Restructuring the High School into a system of Cohorts where there is a Cohort Ecosystem supporting each year (Cohort 2018 - Grade 9, etc.)
- Creation and utilization of Instructional Leaders as instructional supports at all levels emphasizing vertical and horizontal alignment across subjects.
- Back to the basics - Literacy and Math focus
- Being intentional about the types of assessments we are using and the ways in which we leverage assessment data to drive instructional programming. (Shift from QTRLYS to Nationally Normed Assessments)
- Professional growth opportunities for educators and administrators to build capacity to leverage assessment data to drive instruction (PL Fellowship, Data Cycles, Feedback and Coaching)

# What our work already looks like...

## Culture of Responsiveness

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- District cabinet will leverage the responsive practices leadership training to support the efficacy of implementation of the strategic plan
- Second administration of Tripod survey to school community (November-December)
- Administrators' and Student Support Facilitators (SSF) will leverage responsive practices and our Attendance with Impact work to monitor and address the challenges in order to increase scholar attendance
- Finalize the new Code of Conduct
- Communication in multiple platforms (letters, website, Facebook, call, etc.)

# What our work already looks like...

## Culture of Humanity

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- Admin teams engage with families each quarter (Quarterly Town Halls, Parent Engagement Workshops, STEM and Humanities Family Nights)
- Create professional learning experiences for educators, administrators, and staff around resource linking (mental health first aid, responding to crisis,)
- Carve out specific time to focus on supporting scholars with development and utilization of social-emotional skills (quarterly reset and refresh days, once weekly advisory period)
- Creation of (12) Social Worker positions across the District
- Wednesday Respite Sessions for Special Education Families & Talk About it Tuesday for Community
- Open Office Hours with the Superintendent (for educators and staff)
- Listen and Learn Sessions with the Board of Education (for community)

# What our work already looks like...

## Culture of Growth

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- Collaboration with the District's Human Resources Department to recruit, develop, support, retain and celebrate high quality educators
- Increase the representation of educators and administrators in our District to be more reflective of our school community
- Provide continued support for employee wellness including comprehensive benefit programs, wellness events and Employee Assistance Programs (Calm)
- Review and enhance benefit and compensation structures
- Continue to work collaboratively with the District's collective bargaining units
- Create consistent hiring practices across the District

# What our work already looks like...

## Culture of Financial Responsiveness

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- Monitoring the SY 2022-2023 budget making responsible scholars centered fiscal choices with efficacy to the voter-approved budget
- Create experiences to cultivate increased stakeholder engagement and community support for the annual budget (sessions started this month)
- Increase fiscal awareness by creating clear communication pathways for stakeholders throughout the budget cycle (email address for budget questions - [budget@ecsdm.org](mailto:budget@ecsdm.org))
- Develop a clear budget timeline and communicate the budget timeline to the Board and school community (available for publication tonight)
- Comply with all NYSED requirements on budget reporting, inclusive of the new requirements under ESSA