

Gateway Regional School Committee Goals:

**District Vision: *The Gateway Regional School District will provide an exemplary education that challenges all students in an instructional setting appropriate to their needs.***

**Overarching Goal:** The Gateway Regional School District will focus on teaching and assessing those skills our students need to thrive as 21st century learners, workers and citizens. All GRSD students will be:

- Academically proficient;
- Effective communicators and collaborators;
- Globally aware, independent, responsible learners and citizens; and
- Critical and creative thinkers, innovators and problem solvers.

In order to meet this focus, staff will engage every student in meaningful, authentic and rigorous work through the use of innovative instructional practices and technologies that will motivate students to be self-directed and inquisitive lifelong learners.

## **SCHOOL COMMITTEE GOALS**

### **Goal #1      FY'18 Budget**

**Description:** The school committee shall create budgets that respect both the need for a quality local education for our young people and the financial positions of our member towns. District budgets will be predictable, reflect educational expectations, support student performance and meet student needs. *(This is a yearly goal.)*

**People Responsible:** School Committee/Administration/Business Manager/Town Officials

**Measurement:** The final measure of the yearly goal is the approval of the budget by four of our six member towns during town meetings.

### **Milestones/Objectives:**

1. Include town representatives in budget development process at least four times per year, school committee members will increase communication with town finance committees and select boards to strengthen professional relationships (September, November, January, March) *[As of 3/21, town officials have been active and present at several meetings with joint budget discussions and the school committee has passed a budget. Town officials also supported the budget and alternative assessment at all six annual town meetings resulting in a budget passed under the alternative assessment on the first pass.]*
2. General overview to school committee (September) *[completed]*

3. School committee members hear reports from administrators and meet with finance committees in each town (November)[As of 3/21, administrators and town officials were an active part of our budget discussions. Finance committees generally supported the budget and the amendment to the regional agreement.
4. Initial expense side information/line item budget given to school committee (January)[complete]
5. Initial revenue side information given to school committee (Governor's Budget Proposal - February 2018) [complete]
6. Public Hearing (March)[complete]
7. School committee approves budget (March)[complete]
8. Administrators and school committee members attend town meetings, report back to full committee on passage (May/June) (As of 6/11 - Blandford, Middlefield, Montgomery, Huntington, Chester and Russell all passed the budget and the amendment)
9. Committee continues work with towns on proposed "facilitated meeting." [As of 3/21, six MARS facilitated meetings have been held with lively discussion and community engagement. More meetings are going to be scheduled.] (Town meetings continue as of 5/18 with town officials supporting each other and speaking at meetings. New set of facilitated meetings to begin June 14.)

**Evidence:** Budget documents corresponding with above milestones.

**Scoring - Milestones/Objectives:**

1. Initial budget information presented to school committee - **Completed**
2. Line item/expense budget presented to school committee & towns - **Completed**
3. Revenue estimates provided to school committee & towns - **Completed**
4. Presentations from administrative staff and town officials - **Completed**
5. After public hearing, school committee adopts budget - **Completed**
6. Town meetings are attended by SC members and staff - **Completed**

**Goal #2      Superintendent Evaluation**

**Description:** The school committee will evaluate the superintendent using the state required survey process. The Superintendent's Evaluation sub committee will meet throughout the year and report back to the full board. The Gateway Regional superintendent will understand what's expected in order to score Proficient or higher on the survey. Two-way communication will exist between the school committee and the superintendent using a "no surprises" model. The superintendent will get regular feedback on his performance through subcommittee meetings and casual observation by the chair and subcommittee members. *(This is a yearly goal.)*

**People Responsible:** Superintendent's Evaluation Sub-committee, Superintendent

**Measurement:** The results of the state survey will be our yearly measure of this goal as well as meeting milestones described throughout.

**Milestones/Objectives:**

1. Review and approve superintendent goals (June/July)[complete]
2. The evaluation sub committee will hold regular meetings throughout the school year.[As of 3/21 we have met four times.]
3. A management meeting that takes an in depth look at progress on superintendent goals (February) with results sent on to the full committee (February or March). It is expected at this meeting to share any positive or negative feedback to the superintendent who could then consider how those recommendations could be put into practice to make adjustments through the end of the year. [complete]
4. State required survey taken by full committee (May). (complete, survey results to be discussed and given to full committee in June)
5. Results of that survey and the evaluation document written by chair shared with the full committee and shared with the public via the meeting minutes and the district website (June/July). [Complete as of June 6, 2018]

**Evidence:** The superintendent keeps a running tally of his progress on goals which is refreshed and shared with the sub committee several times during the year. Minutes from sub committee meetings, Q&A sheet from management meeting and results of the state survey are shared with the full committee.

**Scoring - Milestones/Objectives:**

1. The subcommittee reviewed goals developed by the superintendent and the school committee approved those goals for the year. - Completed
2. The subcommittee holds meetings and provides minutes to full committee - Completed
3. Management meeting takes place with provided Q/A and minutes given to entire committee. - Completed
4. Survey is completed by school committee members. - Completed 11/13 (85%)
5. Final evaluation document provided to school committee and posted to website. - School committee to adopt final evaluation on 6/20 and then it will be posted to the website

**Goal #3      Educational Offerings/Opportunities**

**Description:** The school committee will support “whole child” education, 21st century skills, project based learning and continue to build on our strong technology infrastructure. To evaluate the educational progress of our students, we will use a comprehensive grouping of classroom, district and state assessments. (*This is a long-term and ongoing goal*)

**People Responsible:** School Committee, K-12 Administrators

**Measurement:** A set of rubrics measuring progress in the implementation of activities related to the education of the 'whole child', review of the use of District Determined Measures in looking at student growth, progress in MCAS/PARCC scores/school determination.

**Milestones/Objectives:**

1. Administration provides information on measures of student progress to the school committee that includes MCAS/PARCC (October) and 'whole child' and 21st Century skills (May/June) [To be completed June 20th meeting]
2. Review school and district based improvement plans (August - October) [completed as part of adopting the district's strategic planning document]
3. Work with administration to continue and expand course offerings including the use of 'Blended' Learning, 'Online' courses, and teacher led opportunities (Ongoing).
4. Support middle/high school administration with the implementation of Understanding by Design (UBD) and experiential educational opportunities/project based learning through appropriate budgeting for staff, materials, and technology (Ongoing).
5. Support k-12 administrators in expanding 'specials' through scheduling, shared staffing, and negotiations in conjunction with superintendent (Ongoing).
6. Support administrators and school staff by supporting 'Liaison Positions' for school committee members who then visit schools/administrators routinely and attend functions throughout the year.[As of 3/21 various meetings and visits have taken place.] (As of 5/18 many members have attended meetings with various administrators as well as attended school events, they report on these at regular committee meetings.)
7. Support the transition to new classroom technology for teachers for presentations and interactive classroom activities during the replacement of aging projectors and SmartBoards through technology staffing and budgeting (Ongoing).
8. Continue supporting the implementation of the Chromebook initiative (Ongoing)

**Evidence:** Reports by the administration on implementation of rubrics and results, MCAS/PARCC performance and review of progress made, technology implementation

**Scoring - Milestones/Objectives:**

1. School committee receives update presentation on whole child/21st Century Skills
2. Improvement plans submitted to school committee [completed - strategic plan]
3. School committee receives report on online and blended learning courses
4. Budget reflects support for UBD in specific line items (online learning, supplies, technology, staffing) [completed as part of budget process]
5. Changes in contracts to support expanding student opportunities [completed with ratification of GEA contract on 6.12.18]
6. School committee 'Liaisons' visit and report back to school committee on their observations and activities as evidenced in minutes [ongoing but reported on throughout the year at meetings]

7. Line item for technology infrastructure is sufficient to continue implementing district's technology plan (capital, operating, and staffing) [completed as part of budget process although much of technology funding comes from revolving funds]
8. School committee supports the long-term capital plan for completing the implementation of a 1 to 1 program as well as a scheduled replacement of existing machines [completed for this year and next year but this is an ongoing goal]

**Goal #4**      **Community Engagement/Communications**

**Description:** The school committee and the administration will work to improve community engagement in the district. The district will reach out to more stakeholder groups in order to improve relationships with the community. This should create a better understanding of what the district provides for the community. In turn, taxpayers will become more invested in the district and will more deeply value their monetary contributions. *(This is a long term and ongoing goal.)*

**People Responsible:** School Committee, Communications Council and Grant Writer/Community Relations, Administrators

**Measurement:** Participation at town meetings and school activities, increased communication with town officials throughout budget process, results of communication council projects, strategic planning/school improvement plans shared with communities, staff, students

**Milestones/Objectives:**

1. Engage parents, grandparents, and community members in school activities and encourage participation in town meetings through:
  - a. Providing information on activities through a multi-modal communications strategy - [As of 3/21 this is ongoing on many fronts.] (ongoing as of 5/18)
    - i. Press releases to local newspapers, weekly e-newsletter
    - ii. Up-to-date website (work on ADA compliance)
    - iii. Counter Cards [ongoing]
    - iv. Gateway "App" [ongoing]
    - v. Social Media [ongoing]
    - vi. Personal interactions with community members and town officials
  - b. Support the activities of the "Communication Council" in providing opportunities for engaging the greater community in school activities through effective communications [As of 3/21 several members of staff, administration and school committee have attended monthly meetings.] (continuing as of 5/18)
  - c. Expand opportunities for community engagement through supporting: [ongoing]
    - i. Internships with local governments and businesses
    - ii. Internships with local colleges for their students at Gateway

- iii. Speakers, presenters, and volunteers in the classrooms, in student activities, and in school projects
- d. Approve, disseminate, and discuss strategic planning/school improvement plans [initially completed but an ongoing process]

**Evidence:** School committee knowledge of communication efforts (through staff updates), the number and quality of internships, volunteers, meetings of the communication council with school committee membership, participation in strategic planning/school improvement meetings, attendance at school activities and town meetings.

**Scoring - Milestones/Objectives:**

- 1. Engage constituents: [in progress and ongoing]
  - a. Report from Public Information Officer on communications completed throughout year (monthly) - **Completed**
  - b. School committee members serve on “Communication’s Council” - **Completed**
  - c. School administration provides overview and update on numbers and types of internships and volunteers in the schools
  - d. Gateway strategic planning/school improvement activities take place and information obtained is shared with the school committee and the public- **Completed**

**Goal #5      *Efficiencies and Sustainability***

**Description:** The school committee and the administration will continue to develop and implement operational efficiencies to make Gateway a model of educational excellence while considering the district towns’ sustainable budgetary constraints. This will include efforts to increase enrollment through offering online instruction, dual enrollment and blended learning, exploring options to become more cost efficient through operational changes, and seeking to expand student opportunities with the existing staff. The district will seek to limit the number of students who choice out of the district, while increasing the number of students who choice into Gateway. *(This is an ongoing goal with 3 to 5 year objectives)*

**People Responsible:** School Committee, Administrators, Town Officials

**Measurement:** Changes in operational efficiencies, enrollment numbers, types of educational delivery.

**Milestones/Objectives:**

- 1. Support administration in exploring steps to encourage homeschool students to become school attendees
- 2. Support the development, piloting, and implementation of blended learning, expand online instruction, explore a potential “Gateway Academy”

3. Support the expansion of efforts to “sell” the school to parents, students, and community members through different media types and advertising choice openings [As of 3/21 the school is a recognized asset to the community and is being recognized and marketed as such through efforts of the compact group and through a state grant.] (this is a continuing effort as of 5/18)
4. Follow up with implementing MARS recommendations (requested but budget constraints limit implementation)
5. Support GTAC and town officials in researching, developing, and implementing State Compact to make the towns more efficient, sustainable, and in regionalizing services [As of 3/21 much discussion on these areas has taken place through MARS facilitated meetings and in other settings that have been attended by school committee members.]

**Scoring - Milestones/Objectives:**

The school committee will receive updates on policy updates and operation changes needed to develop a program to potentially enroll homeschool students in the district over the next two fiscal years. The school committee will review and where appropriate support these changes through the adoption of policy changes and through providing fiscal resources to plan such a program.

Through the provision of budgetary and policy support, the school committee will demonstrate support of alternative learning opportunities and will be updated on the implementation of such programs, including developing a ‘Gateway Academy.’ FY18, 19 and 20.

School committee members will serve on the district “Communications Council”, serve as ‘liaisons’ to schools and administrative staff to learn about school operations so that they can share that knowledge with other school committee members and the public, and provide funding through the budget to enhance and expand communications. - Ongoing.

The school committee will support implementation of MARS recommendations as deemed appropriate for the district - Ongoing - budget limitations determine implementation schedule

The school committee and district administrators will provide suggestions, and help ‘vet’ ideas, regarding improving the sustainability of our member towns. FY’18 and 19. - Ongoing with Facilitated Discussions

**Goal #6: School Committee Policies and Procedures**

**Description:** The school committee and the administration will continue to review, modify, delete, and add policies as recommended by the Massachusetts Association of School Committees as deemed relevant to the Gateway District (*This is an ongoing goal*)

**People Responsible:** School Committee and Administrators

**Measurement:** Policy ‘Book’ is updated to reflect changes in legal requirements

**Milestones/Objectives:**

1. The policy subcommittee will meet routinely throughout the year to review and suggest updates to the school committee.[As of 3/21 we have met three times.] (ongoing as of 5/18)
2. The school committee will discuss and approve policy changes throughout the year.[As of 3/21 we have reviewed and recommended changes to numerous policies that have been approved by the full school committee, this work is ongoing.]
3. The policy changes will become part of the policy book and the online policy library. (ongoing with first several sections updated)

**Scoring - Milestones/Objectives:**

1. The school committee will receive policy updates and recommendations from the administration and MASAC. - Ongoing
2. The policy subcommittee will provide updated policies and related recommendations to the school committee. - Ongoing
3. School committee will approve changes in policies for the district following protocol. - Completed to date on policies moved forward by Policy Committee.
4. The printed and online policy manuals will be updated to reflect changes. - Ongoing but first few sections completed.