

GATEWAY REGIONAL SCHOOL DISTRICT IMPROVEMENT/STRATEGIC PLAN			
Plan Item	% Complete	Next Steps	Notes Resources
Plan Item	% Complete	Next Steps	Notes Resources
DISTRICT BUDGETING GOALS			
1. Involve town officials and school committee in complete budget process from preliminary overview in Sept. to budget approval in June	100% [1]	3/18: Approve moved to ATM; approval by six towns under alternative assessment (6.11.18)	BUDGET
2. Provide information to all constituents throughout process - reasoning, requests, line item budgets, budget overview	100% [2]	3/18: Info shared on website/SC and during meetings	BUDGET
3. Establish and meet the timelines established for budget development on an annual basis	100% [3]	3/18: Waiting for ATM Approval; ATM approval (6.11.18)	[4]
4. Review and update capital planning	100% [5]	3/18: Updating tech replacement and extending other capital plans	
SCHOOL COMMITTEE EVALUATION GOALS			
1. Develop a set of measurable goals/objectives that the school committee is a determining factor in completing by June 30 of that fiscal year	100%	9/17: School Committee to implement	SC EVAL
2. Measure progress towards goals/objectives with the option to revise by the end of January	100%	3/18: Chair updated goals and shared with Committee	
3. Measure progress towards meeting goals by June	75%	Set to review on 6.20.18	
4. Report to community on the degree to which the goals were obtained.			
5. Use the current year's goals and evaluation to establish goals for the following year.			
6. Complete a self-assessment evaluation survey (MASC or other)	75%	Survey provided. May 23	
OUTSIDE CONSULTANT GOALS			
1. Work with outside groups (MARS, DESE, Rural Schools, MASS, MASC) to develop shared consultants for district management; reach/sign tentative agreements; develop budget to support (FY'19)	100%	Explore extending facilitated discussions.	
2. Bring in outside consultant to facilitate regional discussion on budgetary issues to include long-term capital planning; include town officials; completed in FY'18	100%	Facilitated discussion meetings held, budget adopted with town official approval, new assessment methodology developed, preschool plan	MARS will facilitate discussions
3. Develop implementation plan for shared consultants around specific leadership roles (technology, curriculum, coaching, financial operations, Sped, grants, human resources); fall 2017 (for inclusion in FY'19 budget)	100%	Developed ideas but due to budget constraints were not included in the adopted budget (other than more time for PSV)	Presentation
4. Work with outside consultants to improve the efficiency and effectiveness of the communications plan.	100%	Online meeting with CC and Sandy Cokely, SCoPE to review survey results on September 14	Met with Sandy Cokely on 9.14
TEACHING AND LEARNING GOALS			
1. Integrate student focused, inquiry-based instruction and assessment that utilize 21st century skills across grade levels	100%	HS completed & passed all 7 NEASC Self Study Reports on Curriculum, Instruction, & Assessment. MS modified current 7 period schedule to better meet student needs, and developed school-wide social/civic expectations 6-8.	Inquiry Based Integration 21st Cent. Skills
2. Measure and report on various measures of student performance - using local, state, and national academic standards, participation in whole child activities, and 21st Century skill rubrics.	100%	Complete Unannounced Observations, formative (1 year plans) & summative (2 year plans) evaluations by contractual deadlines. HS to completed NEASC Self Study report on Assessment.	Teacher Eval

GATEWAY REGIONAL SCHOOL DISTRICT IMPROVEMENT/STRATEGIC PLAN

Plan Item	% Complete	Next Steps	Notes Resources
3. Identify factors that contribute to the Achievement Gap between subsets of students including for students with disabilities; develop plans to remediate.	100%	Kurt and Principals review data on-going. Have made significant gains through the Team meeting process in modifying service delivery grids, program and placement to mitigate the achievement gap. Identified gaps in student performance in areas of literacy, prompted the Leadership Team to shift our efforts to focus more on literacy instruction and interventions. Remaining work to be completed is the implementation of the Literacy Audit findings through the Literacy consultant.	Academics Instruc. Methods
4. Engage in reflective & collaborative analysis of summative and formative assessment data used to adjust instructional practices and provide tiered supports to meet student needs.	80%	Through the Literacy Audit we are identifying areas lacking tiered supports and the need for a universal screening tool 6-12. Carryover into next year, implementation of Literacy Action Plan.	Instruc. Methods
5. Improve student achievement through the integration and implementation of technology into all areas of curriculum within the classroom and at home	75%	Continue the tech PD workshop model piloted by K-5 this year with the MS/HS next year. Expand parent portal and parent control of internet access.	
6. Provide on-going professional development opportunities to assist teachers in delivering effective, technology supported instruction to improve student learning.	80%	Continue the tech PD workshop model piloted by K-5 this year with the MS/HS next year. Expanded to include professional level workshops for Western Mass at Gateway.	
7. Support the implementation of multigrade, cross-disciplinary, integrated instruction at all grade levels.	100%	Elementary completed grades 3-5	
8. Explore potential partnerships to restore an after-school program at the Middle School.	95%	Summer meetings with hampshire and Westfield YMCA; Westfield has requested financials to study feasibility of Wellness Center; Have started specific classes with Y. Parent info out on "Y's Kids" afterschool; it is now up to parents to sign-up to meet minimum numbers to run program.	Plan to offer Y program after-school for MS students.
SAFE AND RESPECTFUL SCHOOL GOALS			
1. Implement social/emotional learning (SEL) curriculum district wide.	90%	In-district Clinical Team created a series of professional development presentations over the Summer that were delivered to all faculty during early-release dates. Unfortunately we missed our third early-release day due to snow, resulting in the need to carry-over this initiative into next SY.	Whole Child
2. Train all staff in inclusive best practice based on the research-based premise that students with disabilities make most effective progress in core content areas with instruction delivered by content certified general education staff	90%	Considerable research has been completed and is on-going. PD scheduled for all early-release dates includes SEL implementation which is part of inclusive best practice efforts. Last step is: Secondary building Administration to offer final voluntary PD over Summer to support middle school transition to full inclusion with Differentiated Instruction for faculty.	Student Focus Leadership Student Integration
3. Enhance substantially separate, self-contained programs to address the therapeutic needs of all at-risk students	100%	Sub-sep programs at both the Elementary and Secondary levels are supporting students with disabilities and students "at-risk" who do not qualify for IEPs	Student Focus Child Whole

GATEWAY REGIONAL SCHOOL DISTRICT IMPROVEMENT/STRATEGIC PLAN

Plan Item	% Complete	Next Steps	Notes Resources
4. Evaluate all staff annually, in a timely manner, using an approved evaluation tool.	100%	Kurt and Principals have developed a spreadsheet via GoogleDoc to facilitate timely evaluation process via Baseline Edge. Chris T. implement new evaluation tool for all district Paraprofessionals. Chris has successfully evaluated every Para district-wide and provided thoughtful, appropriate written feedback for all. PSV Director has reviewed , commented and signed off on all.	
5. Provide timely, quality assistance and support that maintains the student and staff learning and work environments around technology.	80% On-going	District tech committee expanding offerings to staff, state/national workshops being held in District	
6. Increase student leadership opportunities, increase student engagement with school based activities, and increase student participation in citizenship activities in and out of school.	90%	MS Student Council revived; new MS electives developed focussing on student engagement and ownership of their learning experience; MS teachers developing school-wide expectations for students focussed on community, collaboration, and shared responsibility; MS guidance developing MS ILP structure. HS developing ILP structure for 10th grade implementation next year; continuation of HS social norms campaign; Jason to meet with HS Student Council for feedback on school expectations and ILP development. At the elementary level, the fifth graders have been taking on peer leadership roles by collaborating with younger grades for STEM projects, and assisting staff with math and literacy nights.	
7. Work with outside entities to support safe schools and healthy students.	100%	Collaborative series on Positive Discipline was completed in conjunction with district early childhood staff and HFC. Series was completed and families requested continuation into next year. Work will continue at HFC next year.	Wendy to PNA data presentation on 10/16

FAMILY AND COMMUNITY ENGAGEMENT GOALS

1. Expand use of websites, PlusPortals and other methods to improve communication with parents and community	90%	Implement approved action plan from SCOPE Survey results	Engagement
2. Develop targeted events to engage stakeholder groups.	80%	MARS group; Homecoming Weekend;	Engagement
3. Develop and implement annual community workshops around educational/behavioral/SPED topics facilitated by district staff	100%	Parent's rights and responsibilities completed in Fall. Positive Discipline series in collaboration with HFC will be completed March 28. Literacy evening to be scheduled this Spring at Littleville. Family Literacy night at Chester Elementary and Family Literacy and Math Nights at Littleville completed.	Engagement Whole Child
4. Establish family outreach opportunities for students in substantially separate programs.	100%	Learning Lab has successfully piloted a comprehensive Family outreach and engagement that includes "outreach" logs documenting all communication and home visits.	Engagement Whole Child
5. Provide information that stakeholders (parents, staff and community members) need through a multi-modal communications strategy (weekly e-newsletter, mobile app and push notifications, social media, website, counter cards, autodialer, staff/committee email)	95%	Ongoing communications tasks; hoping to streamline through communications action plan	SCoPE Results; Communications Plan

GATEWAY REGIONAL SCHOOL DISTRICT IMPROVEMENT/STRATEGIC PLAN			
Plan Item	% Complete	Next Steps	Notes Resources
6. Support the activities of the Communications Council in providing opportunities for engaging the greater community in school activities through effective communications	80%	Committee has held 7 monthly meetings, has developed an Action Plan from the SCoPE Survey Results and has begun implementation.	"
7. Update volunteer protocols and improve dissemination.	100%	Handbook and sign-off updated and on the website. Continued with hard copy sign-off due to CORI.	
8. Work with LTM and Administrative Assistant to recruit, screen and assign volunteers in a timely manner.	0%	There have been no requests for volunteers.	
9. Support partnerships with outside organizations that benefit Gateway students, families and schools.	90%	SHDVTF meetings are now held at Gateway; Westfield YMCA has begun offering programs at Wellness Center; SBHC/Gator Grins meet regularly with PIO.	YMCA afterschool program for MS; grant to expand SBHC, increase space
10. The Communications Council (comprised of parents, staff, administration, and school committee) will meet monthly to guide the communications efforts of the district.	80%	Committee has held 7 monthly meetings, has developed an Action Plan from the SCoPE Survey Results and has begun implementation.	
11. The Communications Council will develop measurable objectives and an action plan for the current year.	100%	Action plan completed and voted on. Implementation underway.	
12. Explore partnerships that might sustain/restore the Wellness Center.	100%	Westfield YMCA has begun programs; popular with attendees; looking to market 2nd 8-week session May/June; Not enough interest to run second session. YMCA cannot take a loss on this.	
13. Continue to develop the Gateway Education Foundation to fulfill community support for schools.	100%	Improved fundraising at 50/50; epic homecoming event; Good participation with Giving Tuesday and TL5Y; Sold 130 Thunderbirds Tickets; Starting \$50k Endowment Fund using Mass 1to1 donation; Presentation to MS/HS Staff (still need to do elementary); Fundraising training to Board.	
FISCAL RESPONSIBILITY AND COMPLIANCE GOALS			
1. Develop strategies to address suggestions/identified priorities stemming from 2025 vision planning discussions with staff and community, and incorporate these into the district strategic and building school improvement implementation plans.	100%	10/17: New Strategic/Improvement plan developed; 3/18: Priorities identified and shared but not all included in budget	Teacher Leaders Engagement Schedules Student Lead. (MS/HS)
2. Identify and implement interventions to prevent costly out of district placements	100%	Successfully augment in-district programming and train all staff and faculty in social emotional learning curriculum to prevent out of district placement. To date we have had NO OOD placements.	Engagement Whole Child Student Focus Schedules
3. Develop teacher leaders to take on a variety of leadership responsibilities	100%	Mary Lyons, Mike Forand and Chris Tamburrino are all taking on quasi-Admin roles. New definitions of roles in negotiations.	Teacher Leaders Schedules
4. Operate all PSV programs and services in compliance with state and federal laws and regulations	100% on-going	Develop Transition Program opportunities for students 16-22 placed in the LifeSkills program. Program up and running. Hired Para/Van driver to ensure 100% participation. Complete ESE self assessment by May 30 for Tiered Focused Monitoring (formerly CPR).	Schedules Academics Whole Child
5. Improve membership/participation in School Council	95%	Initial feedback and meeting attendance was strong K-12, but actual meeting attendance through-out the year has dropped off. Working with current members to find ways to engage more parents at the MS/HS level. Elementary combined both schools into a single council.	Engagement
6. Provide adequate and equitable access to current instructional technology tools and resources for students and staff.	80% on-going	Currently expanding Chromebook program, Tech Committee working with staff, updating projectors. Expand services to families/parents for controlling access and safety of students.	
7. Plan and implement marketing strategies to promote support for Gateway	90%	Via SCoPE plan, plus interventions on social media; worked with towns' economic development staff to develop and distribute marketing materials.	

GATEWAY REGIONAL SCHOOL DISTRICT IMPROVEMENT/STRATEGIC PLAN

Plan Item	% Complete	Next Steps	Notes Resources
8. Use technology to improve administration, data management and communication throughout the school system as well as to improve communication between the school system and the community.	80% on-going	Still working on mastering our SIS, expanded communications through social media, working on streamlining processes	
9. Review actions to implement innovative scheduling ideas, use of outside resources, and joint/shared opportunities for small schools			
10. Ensure district policies and procedures are relevant, up-to-date, and compliant with all requirements.	100%	3/18: Ongoing review and approval of updated policies being undertaken by school committee. Additionally, PSV completing self assessment for comprehensive ESE audit which includes all district policies, procedures and practice documentation. This goal will carry over as we have ESE on site this Fall for Coordinated Program Review.	
11. Seek, obtain and implement grants in support of district goals	90%	Applied for 6 grants for district: Title I, II, IV, Big Yellow School Bus all approved; School Nutrition Equipment Grant - unknown, presumed not approved; Teen Dating Violence Prevention (just submitted); Applied for 8 grants for Foundation: Community Foundation of Western Mass approved; United Bank Foundation - unknown; Local Cultural Councils - 5 of 6 approved. Continue efficient spending and grant amendments to optimize spending and saving for programs and services.	

[1] Budget & Facilitated Letters Sent
Budget Meetings Completed
Budget Adopted
New Assessment Plan Offered

[2] Budget presentations provided by principals, PSV and Central office. Line item budget for level services and requested budget provided to SC and town participants by Jan 10, 18.
Town Officials agreed with budget during adoption

[3] 1/10/18 - completed timeline to date
3/21/18 - timeline on track

[4] Budget Timeline

[5] Reviewed and updated for facilitated discussion in Fall - completed for this year.