

Gateway School/Crossroads Middle School

School Improvement Plan 2023 – 2024



Carroll County Public Schools
Building the Future

School Vision and Mission

Vision Statement

Gateway/Crossroads School provides the opportunity to help students grow socially, emotionally, and intellectually while inspiring them to achieve behavioral and academic success.

Mission Statement

The Gateway/Crossroads Staff is dedicated to providing a program of study that encourages students to transition back to a comprehensive school environment and/or be college and career ready.

Carroll County Public Schools Strategic Plan 2018-2023: Building the Future

Strategic Pillars

- Provide multiple pathway opportunities for student success
- Strengthen productive family and community partnerships
- Develop and support a successful workforce
- Establish safe, secure, healthy, and modern learning environments

Strategic Actions and Goals

- Students who attend Gateway / Crossroads will have a plan in place to prepare them for a future in the workforce or for college.
- Gateway and Crossroads staff will facilitate and maintain relationships with parents, students, and members of the community to improve the perception of the school.
- Gateway / Crossroads will provide relevant professional development for staff that fits the needs of the alternative school setting.
- Gateway / Crossroads staff will facilitate safe and healthy lifestyles and promote strategies that provide access to technology-related sources.

Needs Assessment

The School Improvement Team works closely with the administration of Gateway/Crossroads and instructional leaders (ILT) regularly throughout the school year to obtain data—both factual and anecdotal—to determine the needs of a population of students that is in constant flux. The data collected is primarily from formal surveys (mid-year and end-of-year), attendance data, weekly Teaming notes and discussions, as well as information gathered at GAPS meetings that occur weekly.

Obtaining meaningful data continues to be exceedingly difficult at our school. The ever-changing population of our student body and the lack of attendance of many of the students make it challenging to obtain reliable data on math and language arts progress. In addition to that, many of the students who choose (or are transferred) to our program have gaps in education and suffer from personal issues outside of school, again, makes it exceedingly difficult for students to focus on meeting graduation requirements, let alone passing standardized tests that are still based on participation.



As a result of these obstacles, the primary focus for Gateway/Crossroads is to help fill the gaps in knowledge by putting measures in place to increase attendance and accountability of students obtaining passing grades in most of their classes.

School Improvement Goals to Target from Needs Assessment

- Provide varied opportunities for students to become college or career ready.
- Partner with local businesses and entities to obtain support and cultivate relationships that students would not normally be exposed to.
- Provide opportunities for all students to gain access to basic health and hygiene.
- Increase literacy skills as measured by content-specific summative assessments in Performance Matters (diagnostic and end-of-course assessments)—English 10
- Increase mathematical skills as measured by content-specific summative assessment in Performance Matters (midterm/final)—Alg. I
- Increase the percentage of students earning 4 credits by the end of the school year (our “wildly important goal”)
- Increase the achievement of students identified as IEP, 504 plan, EL, and FaRMS as represented by an increase of students on track for graduation. (credit count and service-learning hours)

(High) School Improvement Goal

Increase literacy skills as measured by content-specific summative assessments in Performance Matters (diagnostic and end-of-course assessments)—English 10

Strategic Actions 2023-2024	Timeline	Measures of Success/ Desired Performance Level
Encourage students to earnestly attempt to complete diagnostic assessments to identify areas in which students need additional support.	Beginning of S1 & S3	Compare English diagnostic data with that of the End-of-Course assessment; improve student scores by 5% from diagnostic to benchmark/final exam.

(High) School Improvement Goal

Increase mathematical skills as measured by content-specific summative assessment in Performance Matters (midterm/final)—Alg. I

Strategic Actions 2023-2024	Timeline	Measures of Success/ Desired Performance Level
Encourage students to earnestly attempt to complete diagnostic assessments to identify areas in which students need additional support.	Beginning of S1 & S3	Compare Algebra benchmark data with that of the benchmark/final exam; improve student scores by 5% from benchmark to benchmark/final exam. S1 Benchmark data: Algebra midterm 2023-24: 20% approaching



(High) School Improvement Goal		
<p><i>Increase the percentage of students earning 4 credits by the end of the school year</i> WIG: <i>Increase the overall number of students who earn 4 credits (i.e., pass 4 out of 5 of their scheduled classes) to 80% by the end of the school year 2024.</i></p>		
Strategic Actions 2023 - 2024	Timeline	Measures of Success/ Desired Performance Level
All teachers will identify students who are below 60% on a daily basis to request those students for Flex	Ongoing	Flex data to be displayed in Teaming document weekly
All teachers will identify students who are not meeting academic goals (below 60%) and recommend those students see the in-house tutor/intervention teacher	Ongoing	In-house tutor/intervention teacher utilized for 2023-24 school year
(Middle) School Improvement Goal		
<p><i>Improve the overall attendance percentage of our middle school students, focusing exclusively on unexcused absences.</i> WIG #1: <i>Achieve an overall average attendance percentage for our middle school students of 78% for Q1 (9/5/23-11/7/23), focusing exclusively on unexcused absences.</i> WIG #2: <i>Increase the overall attendance percentage for our middle school students from 78% (data from the end of Q1) to 82% by the end of Q2 (1/26/24), focusing exclusively on unexcused absences.</i> WIG #3: <i>Increase the overall attendance percentage for our middle school students from 82% (data from the end of Q2) to 84% by the end of Q3 (4/9/24), focusing exclusively on unexcused absences.</i> WIG #4: <i>Increase the overall attendance percentage for our middle school students from 84% (data from the end of Q3) to 86% by the end of Q4 (6/7/24), focusing exclusively on unexcused absences.</i></p>		
Strategic Actions 2023 - 2024	Timeline	Measures of Success/ Desired Performance Level
<ul style="list-style-type: none"> -Implement new Attendance Tracker sheets, to be completed weekly and goals to be set monthly -Implement new monthly attendance rewards for students who meet or exceed their monthly attendance goals -Consult students on types of rewards they would be most likely to work towards 	Ongoing	Increase the overall attendance percentage based on the individual quarter goals above.



Pillar I—LEARNER: Pathways Opportunities for Student Success

Objective I: CCPS provides access to a well-rounded, varied, and rigorous curriculum for all students.

School Improvement Goal: Provide varied opportunities for students to advance toward college and career readiness.

Strategic Actions 2023 - 2024	Timeline	Measures of Success/ Desired Performance Level
Allow students to meet graduation requirements who attend CCCTC, create more options for students to meet graduation requirements such as Dual Enrollment, and incentivize students to attend school regularly on-time.	Ongoing	Academic classes during mod 1 high school Mod 1 teachers are also the Flex teachers Middle school specials Teachers and counselors evaluate the success of students enrolled in academic classes during the mod 1 time slot by looking at the percentages of passing grades in these classes
Encourage students to earnestly attempt to complete assessments to assess areas in which students need additional support.	Ongoing	Analyze Algebra benchmark data and improve student scores by 5% from mid-year to end-of-year benchmark; Analyze English diagnostic data and improve student scores by 5% from diagnostic to benchmark/final exam.

Pillar II—COMMUNITY: Family and Community Partnerships

Objective II: CCPS partners with local government, businesses, and agencies, to support learning.

School Improvement Goal: Gateway/Crossroads will partner with local businesses to obtain support and cultivate relationships to allow students opportunities that they would not normally be exposed to.

Strategic Actions 2023 - 2024	Timeline	Measures of Success/ Desired Performance Level
Teachers, staff, and students will identify needs within the school and those enrolled at Gateway/Crossroads to enhance or enrich academics and enrichment activities.	Ongoing	Once needs are established, teachers/staff will contact local businesses to partner with to enrich school activities.

Pillar III—WORKFORCE: Successful Workforce



Objective III: CCPS recruits and retains highly qualified and diverse employees reflective of our school system community.

School Improvement Goal: Maintain counseling positions currently held at Gateway/Crossroads and continue to advocate for additional counseling/mental health services/counselors.

Strategic Actions 2023 - 2024	Timeline	Measures of Success/ Desired Performance Level
Continue to encourage the current staff to utilize the school tutor/intervention teacher to assist students in academic achievement with a focus on those who are working on credit recovery in order to graduate traditionally.	2023-24 SY	Assess data gathered from end-of-year SIT survey to determine the helpfulness and availability of the tutor/intervention teacher position Utilize tutor/intervention teacher

Pillar IV—ENVIRONMENT: Safe and Secure Environment

Objective IV: CCPS collaborates internally and with community agencies to support students' health and well-being.

School Improvement Goal: Provide opportunities for all students to gain access to basic health and hygiene.

Strategic Actions 2023 - 2024	Timeline	Measures of Success/ Desired Performance Level
Continue to provide students with opportunities to have basic needs met (haircuts, access to Maryland Food Bank and toiletries, etc.). Assist any students who would like to participate in corollary activities with obtaining a sports physical possibly at a reduced rate or free of charge at school.	Ongoing	Staff will refer students to counselors for needs that are not being met and provide access to these opportunities regularly and to all students. Smile Program 2023-2024 Holiday Closet (ongoing) CCCTC visits Finding a community physician who is willing to provide sports physicals to students at the school possibly at a reduced rate or free of charge.