



GATEWAY REGIONAL SCHOOL

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William Sullivan
Principal

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Assistant Principal

Approved by GRS School Council: 5/6/25

Approved by Superintendent of Schools (Kristen Smidy): 5/7/25

Approved by Gateway School Committee: 5/14/25



Gateway Regional School District

2025-2026; 2026-2027; 2027-2028

Gateway Regional School: School Improvement Plan

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School Council Members

Name	Role
William Sullivan	Principal
Elizabeth Peloquin	Parent
Kayla Brady	Parent
Mary Plumley	Parent
	(Community Member)
Cathy Servaes	6th Grade Special Education Teacher
Kylie-blu Crawford	School Adjustment Counselor
Abbey Keeler	6-12 Health Teacher
Soleil Westley	Grade 9 Representative
Addison Green	Grade 10 Representative
Jeffrey Antonellis	Grade 11 Representative
Ben Pritchard	Grade 12 Representative

School Improvement Plan Executive Summary

Gateway Regional School, located in Huntington, Massachusetts, is a rural school that serves the towns of Huntington, Chester, Middlefield, Montgomery, Russell, and Blandford. As a combined middle and high school (grades 6–12) and Title I school, Gateway Regional is committed to delivering high-quality, equitable education to all students.

The district offers a wide range of academic and extracurricular opportunities. Athletics are available to students in grades 7–12, including soccer, basketball, baseball, softball, cross country, and wrestling. Students also benefit from a variety of clubs and organizations, such as the GSA, Student Council, Trivia Club, Jazz Band, and Drama Club.

Academically, Gateway Regional School has adopted High-Quality Instructional Materials (HQIM) to support rigorous and engaging instruction. Illustrative Math is used in grades 6 through Algebra II, while Wit & Wisdom is implemented in ELA for grades 6–8. The school is currently exploring the use of OpenSciEd for middle school science and is planning a review and selection of HQIM resources for grades 9–12 in science, ELA, and social studies. The school also offers two Chapter 74 vocational programs—Early Education and Care, and Metal Fabrication and Joining Technologies (Welding)—alongside a diverse selection of electives, including Woodshop, Art, Geology, Scientific Writing, Art History, American Government, Computer Science, and Foreign Languages. Students have access to Advanced Placement (AP) and dual-enrollment opportunities to further enhance their academic pathways.

Gateway Regional is committed to fostering a positive and inclusive school culture. The PBIS program continues to evolve, with an increasing emphasis on restorative practices. The Culture Committee, comprising students, educators, counselors, administrators, and school committee members, works collaboratively to ensure that all students feel welcome, supported, and valued.

This year, the school has focused on strategic planning to align with the district’s new instructional vision. Based on data from surveys, academic performance, and stakeholder feedback, Gateway is prioritizing personalized learning experiences that reflect the unique interests and strengths of each student. This ongoing work is guided by a commitment to excellence, equity, and innovation in teaching and learning. The school improvement plan for the next three years is a blueprint for meeting that goal.

At Gateway Regional School, students are empowered to excel in life after graduation through intentionally personalized learning pathways and opportunities, crafted to foster a future of achievement, contribution, understanding, leadership, and community impact.

Instructional Vision

Students will:

- Engage in their school community
- Recognize their strengths and areas of growth to reach their potential
- Work together to support each other as members of the learning community
- Seize opportunities and direct next steps for learning based on interests and abilities
- Push through challenging tasks with a positive attitude.
- Know what they are learning and why they are learning it.

Gateway Staff will:

- Know and reach every student
- Believe in every student's potential
- Push every student to grow as a learner and community member
- Create meaningful and personalized opportunities for all students
- Trust students to succeed after **productive struggle**
- Empower students to know what and why they are learning.

Students are empowered through **intentional design**.

Gateway Regional School Enrollment Data (as of 4/24/2025)

Grade 6: 58
Grade 7: 63
Grade 8: 57

Grade 9: 37
Grade 10: 49
Grade 11: 36

Grade 12: 30
Total: 330

Priority Area 1: Curriculum and Learning

Curriculum and Learning Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will focus on curriculum and learning by increasing student opportunities through intentionally personalized learning, high-quality instructional materials, and progress monitoring. This will include creating “Gateways” for students to learn about themselves, their futures, and their skills, while expanding their knowledge.				
Strategy	Lead	Criteria for Success	Action Steps	Completion Date
Science HQIM Curriculum Adoption \$-Financial Implications	Principal; Science Teachers	By the end of the 2027-2028 school year, GRS will be using Open Sci Ed, or another state approved HQIM in science, as the primary framework in grades 6-8 science, physics, biology, and chemistry. Implementation will include intentional connection to the instructional vision.	Year 1: -Grades 6-8 will have 50% implementation during the school year. Staff will be provided time over the summer for additional curriculum planning. -Chemistry, Physics, and Biology classes will implement one unit during the 2025-2026 school year. -Science department will conduct curriculum review; PD time and learning opportunities will be made available to staff.	June 30, 2026
			Year 2: -Grades 6-8 will utilize the HQIM as the foundational framework during the school year, with opportunities for staff autonomy. -Chemistry, Physics, and Biology classes will have 50% implementation during the 2026-2027 school year. -PD time and learning opportunities will be made available to staff.	June 30, 2027
			Year 3: -Chemistry, Physics, and Biology classes will utilize the HQIM as the foundational framework during the school year, with opportunities for staff autonomy. -PD time and learning opportunities will be made available to staff.	June 30, 2028
Illustrative Math and Wit and Wisdom Implementation \$-Financial Implications	Principal; Math Department; 6-8 ELA Teachers	By the end of the 2027-2028 school year, GRS will continue to implement Illustrative Math and Wit and Wisdom. Implementation will expand to include additional connection to the instructional vision.	Year 1, 2, and 3: -Continue full implementation of curriculum in math classrooms and ELA classrooms 6-8. -Develop opportunities for HQIM, and adjust, to connect with the instructional vision. -PD time and learning opportunities will be made available to staff.	Ongoing
New HQIM Adoption (Pre-Calculus) \$-Financial Implications	Principal; Math Department	By the end of the 2027-2028 school year, GRS will have implemented a new HQIM for Pre-Calculus that is approved by the state and connects with our instructional vision.	Year 1: -Review HQIM options that are approved by the state and connect to the instructional vision for the district. -Purchase curriculum to be utilized beginning in the fall of 2026. -PD time and learning opportunities will be made available to staff.	June 30, 2026

			Year 2: -Begin with 50% adoption of selected HQIM -PD time and learning opportunities will be made available to staff.	June 30, 2027
			Year 3: -Staff will utilize the HQIM as the foundational framework during the school year, with opportunities for staff autonomy. -PD time and learning opportunities will be made available to staff.	June 30, 2028
New HQIM Adoption (9-12 ELA); \$-Financial Implications	Principal; 9-12 ELA Department	By the end of the 2027-2028 school year, GRS will have implemented a new HQIM for 9-12 ELA that is approved by the state and connects with our instructional vision.		
			Year 2: -Review HQIM options that are approved by the state and connect to the instructional vision for the district. -Purchase curriculum to be utilized beginning in the fall of 2027. -PD time and learning opportunities will be made available to staff.	June 30, 2027
			Year 3: -Begin with 50% adoption of selected HQIM -PD time and learning opportunities will be made available to staff.	June 30, 2028
New HQIM Adoption (6-12 Social Studies) \$-Financial Implications	Principal; Social Studies Department	By the end of the 2027-2028 school year, GRS will have implemented a new HQIM for social studies instruction 6-12 that is aligned to grade level standards and connects with our instructional vision. Specifically, this will include 6-8 social studies, World History, U.S History I, and U.S. History II.		
			Year 2: -Review HQIM options that are approved by the state and connect to the instructional vision for the district. -Purchase curriculum to be utilized beginning in the fall of 2027. -PD time and learning opportunities will be made available to staff.	June 30, 2027
			Year 3: -Begin with 50% adoption of selected HQIM -PD time and learning opportunities will be made available to staff.	June 30, 2028
Creation of “Gateways” to Graduation	Principal; Academic Council	By the end of the 2027-2028 school year, GRS will have created six “Gateways.” The Gateways will be designed to provide intentionally personalized learning opportunities for students.	Year 1: -Academic Council will meet to reconfigure the connection between 6-8 exploratory periods and 9-12 courses and electives. -Sort courses into groups; groups have three or four courses that begin with exploratories; develop two “Gateways” for the 2026-2027 school year. -Develop a system for tracking completed “Gateways”, celebrating completed “Gateways” and creating new “Gateways”.	June 30, 2026
			Year 2: -Develop two additional “Gateways”. -Collaboration time for vertical alignment of “Gateways”	June 30, 2027
			Year 3: -Develop two additional “Gateways”. -Collaboration time for vertical alignment of “Gateways”	June 30, 2028

Increased Course Offerings	Principal; College, Career, and Academic Counselor; Academic Council	By the end of the 2027-2028 school year, GRS will have created additional electives for students to access. The courses will be selected and designed to provide intentionally personalized learning opportunities for students, while also connecting to the instructional vision..	Year 1: -Two new courses will be created and add to the Program of Studies	June 30, 2026
			Year 2: Two new courses will be created and add to the Program of Studies	June 30, 2027
			Year 3: -Two new courses will be created and add to the Program of Studies	June 30, 2028
Progress Monitoring Implementation	Principal; Academic Council; Students	By the end of the 2027-2027 school year, GRS will have effective progress monitoring expectations, implementation, and data review processes for students in all grades	Year 1: -Continue to revamp expectations for I-Ready in grades 6-8 to include data review for staff and buy-in from students.	June 30, 2026
			Year 2: -Continue to revamp expectations for I-Ready in grades 6-8 to include data review for staff and buy-in from students. -Create a student-led committee on how to implement a progress monitoring tool for grades 9-12 that will get student buy-in.	June 30, 2027
			Year 3: -Progress monitoring expectations, implementation, and data review process will be implemented for all students in all grades.	June 30, 2028
Expansion of 6-8 Exploratory Program	Principal; College, Career, and Academic Counselor; Exploratory Teachers	By the end of the 2027-2028 school year, GRS will expand its exploratory program to provide more personalized options to students and connect with “Gateways”	Year 1: -Expand exploratory options for students. Options will include more selections for all students 7-8, length of exploratory (quarter or semester), and grading practices and procedures.	June 30, 2026
			Year 2: -Connect exploratory programming to “Gateways”. “Gateways will begin in grades 7 and 8.	June 30, 2027
			Year 3: -Connect exploratory programming to “Gateways”. “Gateways will begin in grades 7 and 8.	June 30, 2028

Priority Area 2: Teaching and Instruction

Teaching and Instruction Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will focus on building consistency in instruction by developing common practices, assessments, and grading.

Strategy	Lead	Criteria for Success	Action Steps	Completion Date
School-based Instructional Toolkit	Principal; Academic Council	By the end of the 2027-2028 school year, GRS staff are equipped with a school-specific toolkit of thinking routines and instructional practices that are utilized consistently in the classroom, intentionally implemented to deepen and expand student thinking. The routines and practices connect directly to the instructional vision (20 total; including micro-practices during the 2024-2025 school year).	Year 1: -Determine two areas of the instructional vision for GRS to focus on and implement four micro-practices or thinking routines that deepen and expand student thinking. -Seek community and student input for implementation of practices.	June 30, 2026
			Year 2: -Determine two areas of the instructional vision for GRS to focus on and implement four micro-practices or thinking routines that deepen and expand student thinking. -Seek community and student input for implementation of practices.	June 30, 2027
			Year 3: -Continue to expand the instructional toolkit by reviewing additional micro-practices and thinking routines that deepen and expand student thinking.; led by Academic Council.	June 30, 2028
Aligning Grading Practices	Principal; Grading Committee; Academic Council	By the end of the 2027-2028 school year, GRS will have an aligned grading system that has been effectively rolled-out and implemented 6-12.	Year 1: -Create committee of teachers to review different grading strategies and models -Committee will create a proposal for the end of the school year.	June 30, 2026
			Year 2: -Staff will engage in professional development tied to the proposed grading system. -Academic Council will create process, system, and procedure for implementation. -A few teachers will pilot this during the 2026-2027 school year.	June 30, 2027
			Year 3: -Full implementation 6-12.	June 30, 2028

Priority Area 3: Values, Identity, and Mission

Values, Identity and Mission Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will build a shared understanding of our students, staff, and school.

Strategy	Lead	Criteria for Success	Action Steps	Completion Date
Defining Portraits of Students, Staff, and the School	Principal; Staff; Students	By the end of the 2027-2028 school year, GRS will have created a student, staff, and school portrait, based on our instructional vision and goals, that will build and promote community, enhance school branding, and increase ownership of the shared mission.	Year 1: -Socialize the 10 Skills of a Gator (Habits of a Scholar); connect to graduation requirements. -Meet with a committee of students to create a student portrait.	June 30, 2026
			Year 2: -Using the student portrait as a guide, a committee of staff will create a staff portrait.	June 30, 2027
			Year 3: -Using the student and staff portrait as a guide, a committee of staff, students, and community members will create a school portrait.	June 30, 2028
Advisory Program (NEST)	Assistant Principal; Student Support Leader; Advisory Committee	By the end of the 2027-2028 school year, GRS will have a daily advisory program that focuses on social-emotional growth, community contribution and impact, leadership, and achievement.	Year 1: -Rollout of new advisory program (NEST) in grades 6-12. -Advisory curriculum includes focus on clubs, extended studies, social and emotional growth, and portfolio creation. -Creation of an advisory leadership team, led by the assistant principal to review and update advisory as needed. -Send out beginning, middle, and end of year survey to seek feedback from students and staff	June 30, 2026
			Year 2: -Review and expand advisory program based on data from surveys. -Send out beginning, middle, and end of year survey to seek feedback from students and staff	June 30, 2027
			Year 3: -Review and expand advisory program based on data from surveys. -Send out beginning, middle, and end of year survey to seek feedback from students and staff	June 30, 2028
Commitment to School Culture and Environment	Culture Committee	By the end of the 2027-2028 school year, led by the Culture Committee and SAVE, and in partnership with Sandy Hook Promise, GRS will show growth on school culture surveys with students feeling welcome, included, and seen.	Year 1: -Send out school culture surveys three times a year and take action.	June 30, 2026
			Year 2: -Send out school culture surveys three times a year and take action.	June 30, 2027
			Year 3: -Send out school culture surveys three times a year and take action.	June 30, 2028

Priority Area 4: College and Career Planning

College and Career Planning Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will commit to finding post-secondary partnerships, that students have equitable access to, that can support intentionally personalized learning pathways. This will connect directly to supporting the students in their post-secondary goals.

Strategy	Lead	Criteria for Success	Action Steps	Completion Date
Dual-Enrollment, Certificate Programs, and Early College Partnerships \$-Financial Implications	Principal, College, Career, and Academic Counselor	By the end of the 2027-2028 school year, GRS will have created partnerships with at least one community college and four-year college, to increase access to certificate programs, dual-enrollment, concurrent enrollment, or early college options.	Year 1: -Meet with colleges and universities across Massachusetts to find partnerships that will increase opportunities for students. -Create plan for rollout and implementation for the 2026-2027 school year.	June 30, 2026
			Year 2: -Rollout partnerships to students in grades 11-12.	June 30, 2027
			Year 3: -Continue rollout partnerships to students in grades 11-12 (expand by 10% from previous year). -Continue to expand and market programs.	June 30, 2028
Internships and Work Study Programs \$-Financial Implications	Principal, College, Career, and Academic Counselor	By the end of the 2027-2028 school year, GRS will have created partnerships with local businesses, organizations, and community leaders to provide internships and work study options to students.	Year 1: Stipend position created to meet (Barr) with local businesses, organizations, and community leaders across the district to find partnerships that will increase opportunities for students. -Create plan for rollout and implementation for the 2026-2027 school year.	June 30, 2026
			Year 2: -Rollout partnerships to students in grades 11-12.	June 30, 2027
			Year 3: -Continue rollout partnerships to students in grades 11-12 (expand by 10% from previous year). -Continue to expand and market programs.	June 30, 2028
Increasing Access for all Students	Principal, College, Career, and Academic Counselor	By the end of the 2027-2028 school year, GRS will have removed some financial and transportation barriers for students to access college courses, work study programs, and internships	Year 1: -Find partnerships with colleges and universities that are willing to remove financial barriers for our students. -Explore a Driver's Education program that could be taught as a course during the school year.	June 30, 2026
			Year 2: -Budget accordingly to remove additional barriers for students. -Begin Driver's Education program.	June 30, 2027
			Year 3: -Monitor progress and identify any potential barriers to access.	June 30, 2028

Priority Area 5: Operational Efficiency

Operational Efficiency Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will have systems and structures in place to operate efficiently by reviewing current practices and revising to best meet the needs of the students.

Strategy	Lead	Criteria for Success	Action Steps	Completion Date
Honors and CP	Principal; Academic Council	By the end of the 2027-2028 school year, GRS students will have increased access to higher level course work through extended studies and intentional design. Increase the number of students who earn Honors credit by 30%	Year 1: -Pilot new Honors and CP program in which students can opt-in to an Honors credit. -Provide time during advisory to work on extended studies for students.	June 30, 2026
			Year 2: -Review and refine process for extended studies to earn Honors credit.	June 30, 2027
			Year 3: -Review and refine process for extended studies to earn Honors credit.	June 30, 2028
New Graduation Requirement Rollout	Principal; Academic Council	By the end of the 2027-2028 school year, GRS will have fully implemented new graduation requirements.	Year 1: -Rollout of scaffolded graduation requirements for the Class of 2026, 2027, and 2028. -Rollout of new graduation requirements for the Class of 2029, 2030, 2031, and 2032. -Creation of a “Demonstration of Learning” and implement with the Class of 2028	June 30, 2026
			Year 2: -Rollout of Habits of a Gator, as they relate to the student portrait, as a graduation requirement. -Refine “Demonstration of Learning”; begin preparing in earlier grades.	June 30, 2027
			Year 3: -Refine “Demonstration of Learning”	June 30, 2028
Credits, Credit Recovery, and Intensives	Principal; Academic Council	By the end of the 2027-2028 school year, GRS will provide additional credit recovery options for students through intensives and intentional design.	Year 1: -Schedule one week of intensives for all students in grades 6-12. -Proposal for credit recovery and credits being based on quarters instead of the overall grade.	June 30, 2026
			Year 2: -Schedule two weeks of intensives for all students in grades 6-12. -Rollout new credit recovery program; tie to intensives	June 30, 2027
			Year 3: -Schedule two weeks of intensives for all students in grades 6-12.	June 30, 2028

Priority Area 6: Community Engagement

Community Engagement Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will have increased its branding through media and marketing, as well as community involvement from our students.

Strategy	Lead	Criteria for Success	Action Steps	Completion Date
Gateway Free and Sustainable Store	Principal; Assistant Principal	By the end of the 2027-2028 school year, GRS will have grown the Gateway Free and Sustainable Store, in partnership with the Village Closet, to include additional options for families and a wider focus on sustainability.	Year 1: -Continue to grow GFSS through marketing, grants (ie. cold storage), and other community partners.	June 30, 2026
			Year 2 and 3: -Continue to grow GFSS through marketing, grants (ie. cold storage), and other community partners. -Explore additional sustainability options to explore (ie. composting, energy, etc.)	June 30, 2028
Community Involvement and Family Engagement	Principal; Assistant Principal; Counselors	By the end of the 2027-2028 school year, GRS will engage with the community by welcoming the community into GRS, providing students with opportunities to support the community, and building safe and trusting relationships with families.	Year 1: -Provide additional options for community engagement through Open House, assemblies, etc. -Ensure community service is a graduation requirement component beginning with the Class of 2027. -Counselors will have one positive contact with every caregiver.	June 30, 2026
			Year 2 and 3: Provide additional options for community engagement through Open House, assemblies, etc.	June 30, 2028
Media and Marketing	Principal; Assistant Principal	By the end of the 2027-2028 school year, GRS will improve its media and marketing through social media, local news, webpages, etc.	Year 1, 2, and 3: -Create social media pages, update and improve websites, and build relationships with local news organizations.	Ongoing

Priority Area 7: Student Development and Support

Student Development and Support Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will lead and respond to student behavior through restorative practices, social justice, and PBIS, leading to a decrease in suspensions and chronic absenteeism.

Strategy	Lead	Criteria for Success	Action Steps	Completion Date
Restorative Practices	Assistant Principal; Student Support Leader	By the end of the 2027-2028 school year, GRS will have a restorative practice and social justice program that is applicable at the individual student, classroom, grade, and whole school level.	Year 1: -Utilize restorative practices as part of alternatives to traditional consequences. -Additional training on SWIS related to major and minor behaviors -Provide preliminary training for staff on restorative practice	June 30, 2026
			Year 2: -Utilize restorative practices as part of alternatives to traditional consequences. -Provide training for staff on restorative practice. -Begin implementing at the classroom level (ie. restorative circles)	June 30, 2027
			Year 3: -Utilize restorative practices as part of alternatives to traditional consequences. -Create a peer mediation program and/or a youth council	June 30, 2028
Improve Attendance	Assistant Principal; Student Support Leader	By the end of the 2027-2028 school year, GRS will have a decrease in chronic absenteeism and unexcused absences by 50%.	Year 1, 2, and 3: -Rollout new attendance program designed to improve daily attendance for students; revise each year. -Discuss with students at an individual, grade, and school level on the importance of attendance.	June 30, 2028
Decrease in Suspensions	Assistant Principal; Student Support Leader	By the end of the 2027-2028 school year, GRS will have a decrease in suspensions by 50%	Year 1, 2 and 3: -Rollout restorative practices 6-12 as an alternative to traditional consequences. -Utilize suspension hearings and re-entry meetings as a method to avoid repeat behaviors.	June 30, 2028
PBIS Implementation	Assistant Principal; Student Support Leader; PBIS Committee	By the end of the 2027-2028 school year, GRS will implement PBIS 6-12 effectively by having celebrations, programming, and consistent expectations.	Year 1: -Expand PBIS in grades 6-8. -Create a panel of 9-12 grade students to improve PBIS engagement.	June 30, 2026
			Year 2 and 3: -Implement and expand PBIS in grades 6-12.	June 30, 2028

Priority Area 8: School Environment

School Environment Goal: During the 2025-2026, 2026-2027, and 2027-2028 school year, Gateway Regional School will ensure students and staff are safe at school and update and modernize the library to make it the center of teaching and learning.

Strategy	Lead	Criteria for Success	Action Steps	Completion Date
Library Project \$-Financial Implications	Principal; District Librarian	By the end of the 2027-2028 school year, the library in GRS will be the hub of learning for the school. It will be updated and modernized with technology, seating, and aesthetics.	Year 1: -Craft a plan to redo the library in a systematic way over the course of the next three years. -Budget for updates based on the crafted plan.	June 30, 2026
			Year 2: -Implement updates identified in plan. -Budget for updates based on the crafted plan.	June 30, 2027
			Year 3: -Implement updates identified in plan. -Budget for updates based on the crafted plan.	June 30, 2028

\$-Financial Implications: There could be an associated cost with this part of the School Improvement Plan that would need consideration when budgeting.