

Annual Report 2013-14

 The
Gateway
Schools

THE
GATEWAY
SCHOOL OF
MUMBAI

THE GATEWAY S.S. WOMEN'S COLLEGE FOR STUDIES



TO THE GATEWAY - MUMBAI COMMUNITY

Dear Friends, Family, Colleagues, and Supporters

Thank you for all the encouragement in helping us celebrate a successful second year of school. Here is a quick update on FY 2022 results:

- Our student body has grown by over 68% in one year, totaling 58 students at present from ages 6 to 13 yrs.
- Our team has grown by 29%, totaling 54 members (teaching and non-teaching staff).
- Our success with building team capacity has improved dramatically - anonymous feedback from staff rated the mentoring support and professional development opportunities received at 94% (page 5 for more).
- The full sq space usable by students on our campus has increased by 176%, totaling 20,000 sq. ft. (page 9 for more).
- We are moving closer to financial self-sufficiency, next year's operational deficit is expected to reduce by 47% (page 13 for more).
- Parent-School relations have grown stronger (page 3 for more).
- Outreach efforts have made dramatic headway on all fronts - conducting workshops for professionals from around India, extending therapy services to children outside Gateway, consulting and professional development for mainstream schools, and hosting professional visitors who come to see our school in action (page 11 for more).
- We have extended our own professional network to now include several special education needs schools and teacher education universities that are at the forefront of research and training in the world - from Columbia University to Winwood School in the US, among several others (page 11 for more).

But we would not and successfully overcome countless crises every day, none of the biggest challenges we are working on at present include:

- Creating synergy between teaching content and skills - increasing academic rigor without compromising our focus on foundational study skills, arts/sports, and therapy needs.
- Consolidating and translating into classroom practice - more efficiently and effectively - the vast ocean of learning that we are being flooded with, thanks to our continuous interactions with experts and institutions from around the world.
- Building mentoring capacity in our team members at a swifter pace in order to engage more of our human resources in curricular activities.

I hope you find the following pages of this brief document useful in providing you with essential details of all the above-mentioned successes and challenges. For more information, please do not hesitate to contact me directly at sohail@gatewaychodimental.org.

Sincerely,



Sohaib Zohrab
Head of School
The Gateway School of Mumbai



RUBRICS FOR SCHOOL PERFORMANCE

This document aims at assessing the performance of The Galaxy School of Mumbai during the academic term 1st August 2013 to 31st July 2014, based on qualitative and quantitative performance indicators (PIs) that measure progress towards the fulfilment of the school's founding mission and vision.



MISSION : Providing Quality Services to our Students

PTA 1. Parent-School Partnership

CREATING SPACES FOR PRODUCTIVE INTERACTIONS

a. **Curriculum Night** takes place at the start of each academic year. It is an evening where parents view syllabus presentations and also sample some activities firsthand.

"We think the Curriculum Night was excellent, superb planning and execution... It can't get better in any way!" - Parent (3-3-13)

b. **Parent Support Groups** are a space where parents come together on a monthly basis to share their challenges, concerns and successes on raising a child with disabilities, with the aim of providing emotional support and advice to one another.

100% of parents said that they found PSCs effective, as disclosed in anonymous review questionnaires.

"That was indeed a ground breaking summit. Most adults would hesitate in sharing their internal conflicts, however it is exciting to see how both of you and Team Gateway facilitates such difficult scenarios... Kudos to all of you and thank you yet again. We all are awestruck!" - Parent (14-2-14)

c. **Parent Teacher conferences and Individualized Education Plan (IEP) Meetings** are a space where parents and the school's team come together every quarter to consult over the progress of the student and jointly design his/her program for the year ahead.

90% of parents said that they found IEP meetings effective, as disclosed in anonymous review questionnaires.

"It's been two days since the school has been closed for the holidays and since then my day starts much before I wake up. I have forgotten the newspaper and I start it with the IEP documents in front of me, religiously reading (lines or discussing) and pondering upon them" - Parent (1-6-14)

SUPPORTING WHOLE SCHOOL FUNCTIONING

The **Parent Teacher Association** in its first year of operation has successfully assisted with important whole-school related tasks including:

- Fundraising – Rs. 98,600 was collected towards the PTA fund
- Student Transport, centralization of services – resolved
- School Picnic – planned and executed

MISSION : Providing Quality Services to our Students

Part 1. Parent-School Partnership

PARENT EDUCATION

Parent Workshops conducted once in every 3-5 months arm parents with knowledge and strategies that they can then use to work more effectively towards their child's development. Workshops are facilitated by the school's senior staff or by visiting trainers/experts from overseas.

95% of parents said that they found parent workshops effective, as disclosed in anonymous review questionnaires.

"Each time we walk out of this place, we only feel more empowered to deal with our kids and more importantly the way we perceive them!" - Parent (29-10-13)

OPEN CHANNELS FOR COMMUNICATING

Open communication are facilitated by Bi Weekly notes from each classroom, monthly Head of School note, daily 'incident reports' from the school nurse, etc.

100% of parents said that they feel like they have easy access to staff and receive email responses to queries, as disclosed in anonymous review questionnaires.

"Many an entrepreneur myself, for over ten decades, I have been watching Team Gateway, including their communication. I can't say it has been impeccable. In fact, if you could find some like for me, I wish to come & interact with you to understand more about the way you have achieved this level of communication internally & with the parents in such a short time!" - Parent (3-6-14)



MISSION : Providing Quality Services to our Students

PE-2. Professional Capacity of Team

STRUCTURED TO SUPPORT

Gateway - Mumbai's organizational structure does not follow a vertical or horizontal hierarchy, instead it is arranged in 'circles of support'. This model reflects ideals that are at the core of our philosophy:

1. The child is at the center of all decision making processes.
2. Leaders do not monitor, they support, empower and build capacity in staff.
3. Every single member of the Gateway team is equally essential to the success of the school.

88% score, received from anonymous questionnaire to team members when asked about the extent to which 'hands on' support was provided to them by senior team members or leaders.

"(Something special about Gateway is its Open Door Policy where one can approach anyone - PDS, Director, Teacher, Admin, etc. - for any problem & is sure to get a near-instant response." - Team member, anonymous review, May 2014

Circles of Support
Gateway-Mumbai's Organizational Structure



MISSION : Providing Quality Services to our Students

PI 2. Professional Capacity of Team

PROFESSIONAL DEVELOPMENT

a. **Intensive, in-house professional development** is conducted each year for 4 full weeks during summer. Sessions are conducted by senior teachers, mentors, and school leaders, on a variety of topics connected to child development and pedagogy.

Score of 4.3 out of 5 was received from anonymous questionnaires to the team regarding the quality of the summer intensive PD in 2014.

b. **Visits by international leaders** - Tanya Pulanco, Jessie O'Neill, and Kristen DeGaur, three international veterans and pioneers in the field of Special Education and Occupational Therapy visited us from New York City for a period of 2 weeks. During this time, they conducted workshops for our team, and observed classes in action and provided feedback to teachers.

c. **International Visits** - A few of our team members had the opportunity to travel and interact with experts from around the world:

- Sneha Manu visited the Magic Years kindergarten school in Bangkok, Thailand, to learn more about international best-practices in early childhood education.
- Raafika Misquita attended and presented two research papers at the Annual IAPLD Conference (for Learning Disabilities) in Lithuania.
- Nayomi Kohari visited and observed Speech Therapy sessions conducted by Debra Hager, renowned Speech Therapist – during her travels to NYC (USA).
- Sarmack Zahedi visited special education schools and teacher education colleges that are at the forefront of learning in the field of education, during his recent travels to the US.

88% score received from anonymous questionnaires when asked to what extent to the school provided the team with opportunities for professional development through the year 2013-14.

MISSION : Providing Quality Services to our Students

PI 2. Professional Capacity of Team

OTHER FACTORS AFFECTING CAPACITY

Qualifications of Team

The team held 11 international degrees/diplomas including a Ph.D. and Master's Degree from the most prestigious and highest ranked Universities in the US, Australia, and the UK.

Availability of teaching resources:

93% - score received from anonymous questionnaire to team members when asked about the extent to which they have been receiving resources requested for.

Establishing a positive school culture:

89% - score received from anonymous questionnaires to team members when asked about the extent to which they believe our school has established a culture of collaboration and excellence.

Job satisfaction:

87% - score received from anonymous questionnaires to team members when asked about the extent to which working at Galenway has been fulfilling for them.

Trust and confidence of Parents: From anonymous school review questionnaires, it has been seen that:

100% of the parents expressed their confidence in Galenway team's competence to support their children's development in an optimal manner.

100% of the parents expressed their confidence that the school's leadership had the capacity to meet its mission and vision.

MISSION : Providing Quality Services to our Students

PI 3. Quality of Curriculum and Programs

ACADEMICS

Cambridge University (CXCSE) Affiliation: We have been affiliated with Cambridge University Examinations Board (CXCSE) – the world's largest provider of international education programs and qualifications for 5-19 year olds. Gateway - Mumbai is the first special needs school in India to have achieved affiliation with an international board of education that is as prestigious as Cambridge University.

THERAPY AND NUTRITION PLANNING

Therapy Services: In addition to academics, our students receive Speech Therapy, Occupational Therapy, Physical Therapy, and Counseling, provided by a team of 7 experienced therapists holding 5 international advanced degrees/diplomas in their respective disciplines.

Nutrition and Health Program Planning: Kelly Davinan – veteran nutritionist and bestselling author in the US – has been providing her consultative services to the school in order to assist us with designing the students' nutritional plans. She has also been working with families individually via private telephone consultations.

ARTS AND ADAPTIVE PHYSICAL EDUCATION

A comprehensive Arts and Adaptive Physical Education program complemented the academic and therapeutic components of Gateway's educational model. Visual Arts, Music, Creative Movement, and Gym classes were offered by a team of arts-based therapists, dancers, and physical educators.

AFTER-SCHOOL ENRICHMENT PROGRAMS

Gateway introduced soccer training with Soccer Schools of Excellence (SSE) as the first offering in a developing after-school enrichment program. SSE's coaches have been conducting weekly after-school soccer training sessions for interested students. This has been providing an opportunity for our children to be exposed to specialized training in the sport of soccer for the further development of their skills, and may also allow them the experience of playing in various national/local leagues and competitions.

Teacher to student ratio at the end of the 2013-14 year was approximately 1:2, with a total of 30 teachers/therapists and 42 students on board.

85% - improvement in the quality of services provided, as expressed by parents in the annual anonymous school review questionnaire.

"Wow! My fears of low-stech academics Gateway does is as put to rest! This is a LOT of GREAT work that the kids are doing!" - Parent (12-3-11)

MISSION : Providing Quality Services to our Students

PI 4. Infrastructural Development

FACILITIES AND SPACE

In the past year, the built up space usable by students on our campus has increased by 170%, totaling 20,000 sq. ft. from merely 7000 sq. ft. in our first year. Students now enjoy the following added facilities:

- Rock climbing wall
- Additional Occupational Therapy Room
- An entire Lower School Section, indoor and outdoor playground space with soft flooring
- Outdoor playground - mulchgrass
- Indoor synthetic floor football rink
- Mini basketball court and cricket pitch
- Science Lab

100% of the parents believe that the school's infrastructure promotes joy and positivity, is safe and secure, and sufficiently spacious, as expressed in its anonymous school review questionnaires.

90% - Done given by the Gateway staff in an anonymous school review questionnaire, when asked about the extent to which the school's infrastructure and physical environment promotes joy and reflects our learning theory / philosophy.



MISSION : Raising Active Contributors to Society

PI 5. Student Contribution to Society

ANNUAL ART SHOW

The hundred plus, student - made, original pieces on display at our exhibit - 'Ways of Seeing' - were created over a span of one year. It included work in acrylic, tempers and mixed media on paper and canvas. Artistic elements like dots, lines, shapes, colors and patterns were introduced through the thematic lens of 'Looking', 'Feeling' and 'Seeking'. The exhibit attracted about 380 visitors, and the sale of our students' work totaled a net profit of around Rs. 8 lakh (₹18,000) - all of which has been donated by them very generously towards Gateway-Mumbai's need based scholarship fund.



VISION : Introduce and Spread International Best-practices

PI-1. Extending Reach

NETWORKING WITH THE BEST IN THE WORLD

Sankar Zareck, during his travels to the US in May '14, personally visited several special education needs schools and teacher education universities that are at the forefront of research and training in the world – including Columbia University (NYC, USA), University of Oregon (USA), Research Institute for Learning & Development (Boston, USA), Churchill School (NYC, USA), and Walden School (White Plains, USA), among others. The purpose behind these visits was to take inspiration from the unique educational approaches and practices of these schools, and also to explore collaboration opportunities for professional development with them and to explore the idea of setting up a teacher-training/professional development institute here in Mumbai with their assistance. It was truly encouraging to note that every single one of these schools, universities, and research institutes, expressed great admiration for our ambitious project and are enthusiastic about working with us!

CONDUCTING WORKSHOPS FOR PROFESSIONALS

As part of Gateway - Mumbai's Outreach Program, we conducted the first ever workshop for educators and therapists from outside our immediate professional learning community, having more than 55 participants from 3 special needs therapy centers, 2 education related NGOs, and 12 mainstream international schools from Mumbai, Thailand, Delhi, Surat, and Pune/Chennai! This is the first of many such workshops to come.

85% score was given to the workshop by its participants, through an anonymous review questionnaire.

"Thank you for sharing your expertise wholeheartedly. Great job on organizing this learning summit for the first time!" - Participant (18-4-18)

"Thank you for involving us, it was wonderful to see strategies applicable to all classrooms settings. We'll show right out of the gate! We will be back I am sure for the next one!" - Participant (18-4-18)

VISION : Introduce and Spread International Best-practices

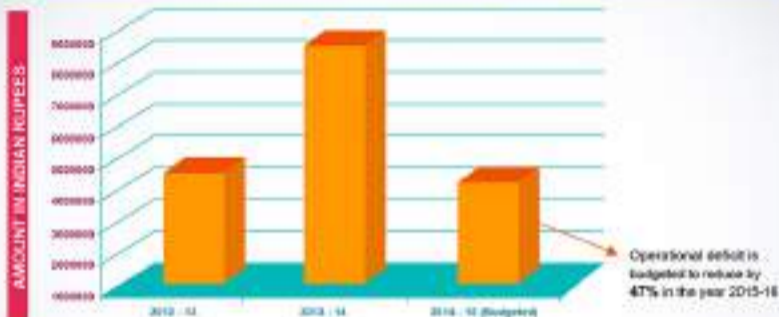
PI 1. Extending Reach

CONSULTING FOR WINGSCHESON SCHOOLS

Since 2012, The Gateway School of Mumbai has been engaged in consultation on ways and means to improve the quality of services being provided to students with special needs at Fountainhead School (Gujarat). In order to address this matter in a more systematic and comprehensive way, a core team from Gateway visited Gujarat in July '14 and has made a formal proposal for professional development services to the school. This proposal is presently in consideration, and if accepted will potentially extend the benefits of our expertise to all the 1400 students at Fountainhead School.

VISION : Introduce and Spread International Best-practices

PI 2: Attaining Financial Self Sufficiency with Operational Costs



4.5% - Operating costs reduced due to diligence measures undertaken by the accounts department.

2.3% - The variance between our budgeted expenses and actual expenses for the year. A reflection of sound financial planning.

100% of the parents believe that the school fees charged are fair, based on the results of the annual school anonymous review.

Need-based Scholarships: Till date, no family has been denied enrolment due to their inability to meet the school's suggested tuition fees. During the 2013-14 term, the school offered need based scholarships to 17 % of its students, the costs of which were being borne by IT private donors placed across the world.

*Thank you, its all because of my awesome school I have reached where I am,
I really appreciate how much effort you'll all have put in and all the support
you'll have given us I genuinely think gateway is the place any child would love to be in.
- Student, 15 yrs. (28-10-13)*



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