

ANNUAL REPORT 2014-15

A little over 5 years ago, early in the year 2010, the Bodani family visited The Gateway Schools in New York to sign a formal agreement for collaboration. Immediately upon their return, they appointed Gateway-Mumbai's first few team members, and over the next two years our slowly growing team was deeply engaged in preparation for the school's inaugural academic term. We were busy working with architects and contractors on the design of the building, engaging in intensive professional development - making visits to Gateway-NY and also hosting their team here in Mumbai, conceptualizing our curriculum,

Mumbai and New York team members each year. We have also increased our network of experts and world-class institutions in the US, from just Gateway to now more than 15 institutions - including schools, research centres, and teacher education universities. The insights gained and capacity built in our team members, because of interactions with this rich network and from the many structured learning experiences described earlier, is allowing us to move closer and closer to fulfilling our mission more successfully each year. Also, the systematic documentation of this learning has allowed us to disseminate effective

few years promise to be just as exciting! We are gearing ourselves to enrol more children, and our first group of students attempting the IGCSE Exams (Grade 10 Cambridge University) are expect-



FROM THE HEAD OF SCHOOL

initiating student admissions, and meeting with dozens and dozens of interested parents. Those two years were characterized by a pattern of crises followed by victories, and Gateway-Mumbai finally opened its doors to students in August 2012.

The next three years were action packed, to say the least! They were filled with many 'firsts' that have now become integral components of Gateway-Mumbai's culture and calendar. Also, we have grown - **our student population and faculty has doubled** in this period! But, most importantly, we have captured a tremendous amount of learning through professional development opportunities that have included regular training visits made by Mumbai team members to schools and professionals in the US, regular attendance by team members at national and international conferences, and around **200 hours of intensive in-house training through workshops conducted by**

instructional approaches, methods, and tools to educators and clinicians outside Gateway-Mumbai, taking us a few steps closer to fulfilling our ambitious vision of transforming the quality of educational practices in India. To this end, **we have been able to reach out to and support more than 750 professionals**, including about 100 professionals who have worked directly at Gateway for a period of time, approximately 400 professionals who have visited our school to observe classrooms and learn about how we do what we do, more than 300 attendees at Gateway-designed and facilitated workshops, and a handful of interns. We are also currently contracted towards providing a general education school with structured professional development support to improve reading instruction and learning outcomes for its entire student population of 1800 diverse learners.

While the past three years might have been action-packed, the next

ed to graduate in 2016, followed by our first group of students attempting the NIOS Exams (Grade 10, National Institute for Open Schooling) in 2017. We are also hopeful that construction on our design-ready five-storey building commences soon (if we are able to make headway with government permissions) as this will allow us to increase the number of students we can serve to 100. Over the next few years, we also look forward to having our outreach efforts make significant progress in the areas of research generation and publication, supporting general and special education institutions with professional development for their team members, and designing and delivering pre-service and in-service teacher education through Gateway and other recognized local universities and colleges. We will keep you posted on these developments, and look forward to your support too!

- Siamack Zahedi

**Siamack
meets
founders**

2009

**Contract is signed
with Gateway-NY**

**First 10 team
members join**

**First presentation to
prospective parents**

**First visit by
Gateway-NY
mentoring team
(Jossie O'Neill,
Tonya Pulanco, Bob
Cunningham)**

Construction begins

**First visit to NY by
Gateway-Mumbai team**

2011

2010

2012

August-School begins

First Parent Support Group

Cambridge IGCSE affiliation

First Annual Art Show

First Annual Sports Day

First End-of-term Celebration

PTA is formed

**Carolyn appointed as Gateway-NY's
new 'Head of School'**

Lower School is ready

After-school services commence

2013

2014

First Outreach Workshop

**Extended our expert
support network in the US**

First Middle School exams

**Our beloved founder
Mr. Anil Bodani passes away**

**Four new outdoor play
areas created**

First Grandparents' Day

**First Advisory
Board meeting**

NIOS is introduced

First Fete

2015

LEARNING THEORY

At Gateway, we firmly believe in the concept of neuroplasticity. Given the appropriate interventions, all students can learn and there is no ceiling or plateau to their learning capacity.

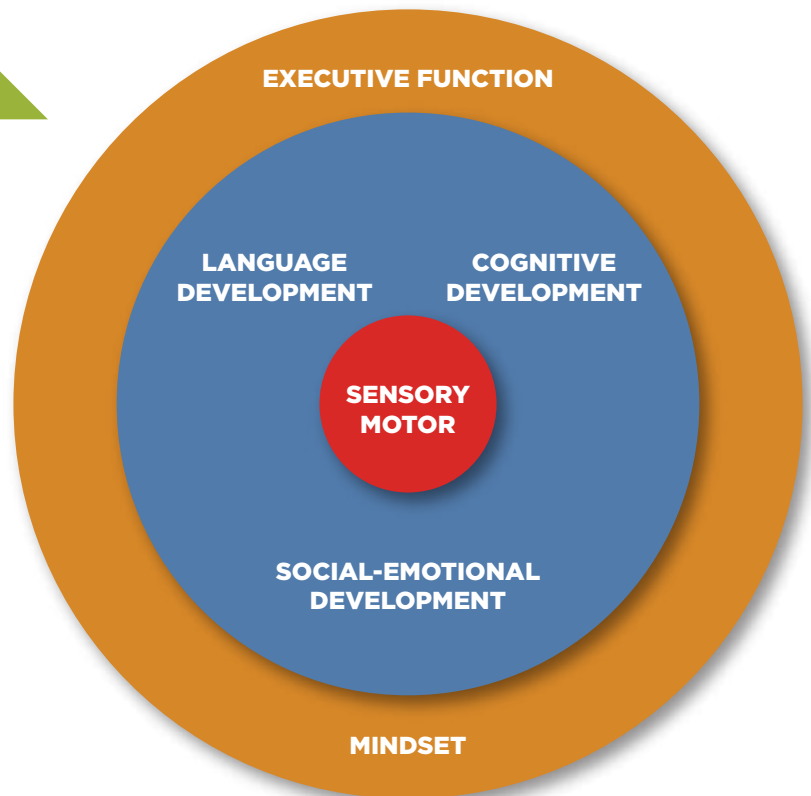
Given this belief, we select activities that are developmentally appropriate. We draw from developmental theorists such as Piaget and Vygotsky, to structure learning activities that are appropriate for a child's age and abilities.

The circles in the diagram refer to how we view learning. These circles are not mutually exclusive, but rather interconnected. Each helps facilitate the other, and for learning to take place, all need to be addressed holistically.

Learning at Gateway begins with the body. I first need to understand myself, my body, and regulate myself in order to learn. This is Sensory Motor development.

On this Sensory Motor foundation is built Socio-Emotional, Cognitive and Language Development, which happens simultaneously. "I use language to think, I have to be able to think before I can function in a group."

DEVELOPMENTALLY APPROPRIATE TASKS



THE BRAIN IS PLASTIC AND CAN LEARN

In the outermost circle, we have Executive Function and Mindset. Executive Function is the control system of the brain - it helps the child navigate through the different skills in their repertoire and determine what to employ and when. It helps one organize, plan, identify what to focus on, and what cognitive strategies to use, and guides one to respond in different situations.

Finally, learning is dependent on my Mindset. "If I believe I can learn, I will. Is my mindset one that values the process of learning or only the outcome?" At Gateway, we encourage our children to focus on process learning, highlighting that success comes from trying, rather than from getting something right.



LEARNING THEORY

GROUP LEARNING

We all learn from and with each other. Students will need to be part of a larger society, working alongside their colleagues. The emphasis on group learning teaches children how to harness each others' strengths and work effectively as a team.

MEANINGFUL TO LIVES

From experience, we have learned that students find more value in studying matters that they perceive as directly impacting their lives. They are more intrinsically motivated and can better generalize and transfer learning.

MULTI-SENSORY

We also know from research that employing multiple senses when learning strengthens students' understanding and ensures that they are more actively engaged in tasks.

DEVELOPMENTALLY APPROPRIATE TASKS

PROMOTES RISK-TAKING

Structured and safe environments promote risk-taking, which enables a child to reach out of his comfort zone and be open to new learning experiences.

PROMOTES SELF-REFLECTION

In order to 'own' their learning and utilize it for problem solving, students must reflect and learn from their mistakes. Research tells us that when we are actively engaged in the process of learning, and not focused on the outcome, we are better lifelong learners.



ORGANIZATIONAL THEORY

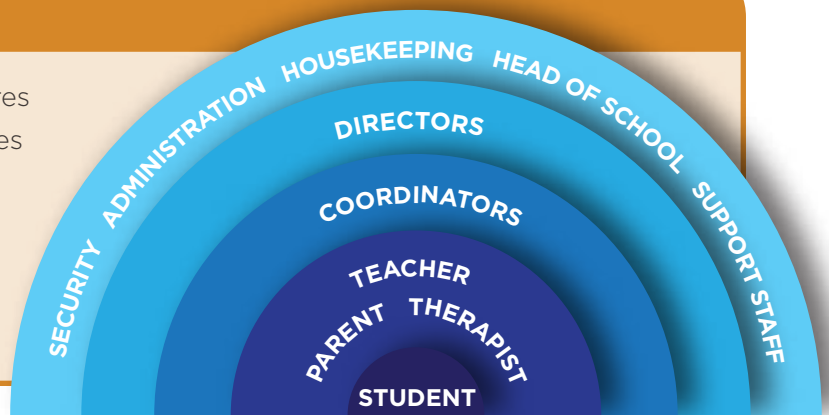
SYSTEMATIZED LEARNING

Learning is generated through continuous cycles of Study & Planning, Action, and Reflection. Systematic documentation of insights generated through pulsating cycles of the learning process are then used to inform practice at Gateway and also for dissemination to the community-at-large through Outreach Projects.



BUILDING CAPACITY

Leadership roles, organizational structures and protocols, and allocation of resources are all directed towards the overarching goal of supporting professional growth and building capacity in Gateway's team members



UNIVERSAL PARTICIPATION

Everyone in the Gateway community is involved in relevant decision making processes and also in the generation of learning.



COMMITMENT TO EXCELLENCE

We hold ourselves and our team members to the highest standards of diligence and professionalism.



COLLABORATION AND CONSULTATION

Collaboration between Gateway-Mumbai's multidisciplinary team members and student's family informs the child's educational plan. Honest and respectful consultation is used as a tool to facilitate 'intellectual conflict' through which diverse perspectives are shared and then unity of thought is achieved.



HOW DID WE FARE: 2014-2015

MISSION

Helping students with learning disabilities develop the skills, knowledge, understandings and attitudes necessary to lead fulfilling and productive lives – as successful individuals and active contributors in society.

STUDENT CONTRIBUTION TO SOCIETY

Rs. 6,00,000 (\$10,000) raised by students to fund need-based scholarships at Gateway, by creating and selling original artwork at our Annual Art Show

DEVELOPING TEAM CAPACITY

- 50% of our faculty was funded to attend national and international workshop and conferences
- 200 hours of in-house professional development was delivered through workshops
- Four team members were successfully enrolled for further education at Harvard, Columbia, New York University (NYU) and the University of Washington

"The time I spent at Gateway is undoubtedly one of the turning points in my life where I realised, I really want to be a Special Ed. Teacher! Without the support, training and opportunities provided by this team, I would never have had the chance to work with such amazing children and recognize the career I want for myself and strive towards achieving it" - Ms. Apurva lyengar (ex-teacher, currently studying at University of Washington)

QUALITY OF CURRICULUM AND PROGRAMS

- To facilitate even more individualization within our curriculum, the National Open (NIOS) examinations will now be offered as an alternative option to our existing Cambridge University (IGCSE) examinations, for Grade 10 students

"Gateway has never disappointed. I hope that this personal touch and the standards set are always maintained with its growth. Being with Gateway at the very start has set our standards." - Parent, May 2015

INFRASTRUCTURAL DEVELOPMENT

- Campus size increased to 25,000 sq. ft. built up area
- Campus includes 2 sensory-motor gyms, a library, 4 open play-grounds, and a science lab

93% score given by parents in the annual anonymous school review, when asked the question "Is the aesthetic feel of the campus one that promotes joy and positivity"

PARENT-SCHOOL PARTNERSHIP

- 4 workshops for parents, 9 parent support group meetings, and 3 parent-teacher conferences conducted during the year
- 'Grandparents Day' was organized to bring extended family into our community of support
- 500 visitors - friends and family, attended The Gateway Fete and are now a part of our community of support

89% - Score given by parents in the annual anonymous school review, when asked the question "Do you have easy access to your child's teachers, therapists and/or the Head of School whenever necessary"

VISION

To introduce and spread international best-practices in the field of special education and rehabilitation therapies in Mumbai and India

EXTENDING REACH

This past year, Gateway-Mumbai had embarked on the following lines of action towards supporting external professionals and institutions through its Outreach Program:

- Workshops for educators – Gateway reached out and shared its approaches and practices with over 250 professionals from around the country
- Supporting institutions – We are currently assisting Fountainhead School (Gujarat) raise the reading skills of its 1800 students through a systematic 1-2 year professional development plan delivered to its teachers
- Inviting observers – As a model school for innovative teaching practices, we have hosted around 200 visitors for structured observations in the past year
- Internships – We welcomed and mentored 6 interns from a variety of educational and non-educational backgrounds
- Parents Workshops – We have recently opened our workshops to parents whose children are not studying at Gateway too. We have had 31 such parents attend so far.

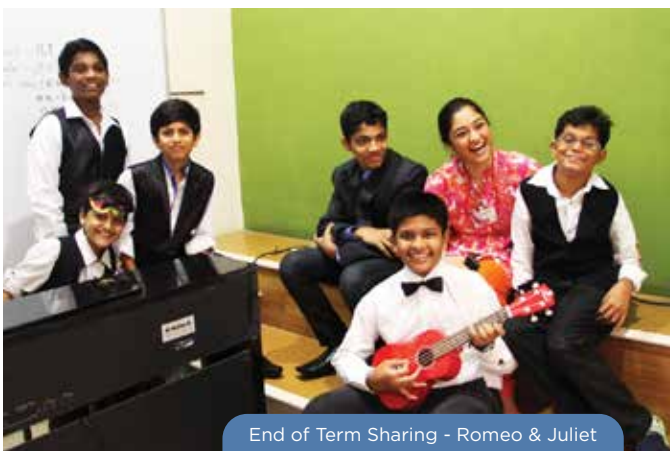
THE YEAR IN PICTURES



Advisory Board Meet



Art Show



End of Term Sharing - Romeo & Juliet



Fete



THE YEAR IN PICTURES



Grandparents Day



Lower School enjoying an Author's Visit (Deepa Balsavar)



Sports Day 2



Parent Support Group

360-DEGREE REVIEWS

From its first year of operation, Gateway-Mumbai has been collecting and analyzing feedback about its performance on an annual basis from all parents and team members, using anonymous questionnaires.

Below is a compilation of those quality indicators that received average scores of more than 80% on the reviews conducted in May 2015.

RESULTS FROM ANONYMOUS TEAM REVIEWS: "TO WHAT EXTENT..."

"Have you received hands on support from the directors/heads?"	80%
"Has the school provided you with opportunities for professional development?"	82%
"Has the school's administrative department been efficient in executing tasks/taking required actions that facilitate/affect your classroom practice?"	86%
"Have you been receiving resources to the extent requested for/required?"	87%
"Has our community engaged in collective and continuous inquiry/reflection?"	83%
"Has our community established a culture of collaboration?"	81%
"Has our community established a culture of excellence?"	81%
"How would you rate your overall job satisfaction?"	80%



RESULTS FROM ANONYMOUS PARENT REVIEWS: "TO WHAT EXTENT..."

"Is the process of jointly discussing and creating IEPs for your child at Gateway-Mumbai effective?"	80%
"Has the school been efficient and responsive with email communications sent by you?"	89%
"Do you feel like the school creates a welcoming environment for the Parents?"	96%
"Do you have easy access to your child's teachers, therapists and/or the Head of School whenever necessary?"	89%
"Do you feel like the Gateway team trusts, respects and sincerely includes you - the parent - in relevant decision making processes?"	89%
"Do you consider the campus to be a safe and secure space, and promotes joy and positivity, for your child?"	93%



360-DEGREE REVIEWS

Below is a compilation of those areas that received average scores of less than 70% on the reviews conducted in May 2015:

ARE YOU SATISFIED WITH THE AMOUNT AND QUALITY OF THERAPIES PROVIDED TO STUDENTS? – 61%

What we will be doing to improve on this:

- Students will receive the opportunity for additional small group therapies by being pulled-out of content-based classes with the consent of parents.
- We have hired an additional Occupational Therapist, Speech and Language Therapist and Counselor.
- Therapists have organized their schedules for the coming year in a way that increases their time working with homeroom teachers on 'push-in' therapy sessions and consultative dialogue that allows for therapeutic interventions to be seamlessly integrated into the classroom.
- A team of our therapists will be making a visit to the US this November '15, to meet with renowned schools and therapy centres to learn about effective structures and practices that can then be transferred to Gateway-Mumbai.

ARE YOU SATISFIED WITH THE QUALITY OF ACADEMIC/EDUCATIONAL SERVICES RECEIVED BY YOUR CHILD AT SCHOOL? – 70%

What we will be doing to improve on this:

- In the coming year, we will be increasing the time spent in language classes by 90% to 90 minutes x 5 days per week (as directed by research), and math classes by 20% to 45 minutes x 5 days per week.
- Language, Math, and Humanities/Science teachers will be supported closely with planning and delivery over the coming year by appointing coordinators for each area.
- Our in-house professional development, as well as mentoring, will be focused on differentiating instruction (i.e. adapting instructional strategies to meet the needs of each child) in content areas so students are able to access more grade level content even though they may struggle with foundational skills of reading and writing.

LOOKING FORWARD ► 2015-2018

SUPPORTING INSTITUTIONS

General Schools Special Education Schools

We are looking forward to contracting with more and more General and Special Education institutions in order to provide their teams with systematically planned professional development, help them with leadership structures, and increase student learning outcomes in the foundational academic areas of reading, writing, and math.

OUTREACH LINES OF ACTION

TEACHER EDUCATION

Pre-Service (DP, B.Ed.) In-Service

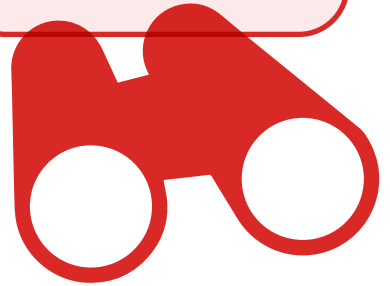
We believe that high quality teacher education is essential to driving high quality teaching practices. Hence, we wish to engage in the design and delivery of pre-service and in-service programs at Gateway and through collaboration with existing local teacher education institutions.

RESEARCH

Generate Publish



We are working towards sharing our learning at Gateway through journal articles, conference presentations and workshops. Our larger goal is to generate knowledge that will transform special education practices in India.



HOW TO HELP



1 Sponsor a child's education at Gateway:

Though the Keshavlal V. Bodani Education Foundation has subsidized the tuition fees for students at Gateway-Mumbai to approximately 50% of the estimated actual cost per child, the school does receive applications from lower income families that cannot afford this discounted rate.

Till date, not a single student has been declined admission at Gateway-Mumbai because they cannot afford to pay its tuition fees.

With your assistance, we would like to continue extending our programs and services to families whose children fit our profile, but face financial constraints. The school undertakes thorough due diligence to verify the facts and authenticity of each application received, including a scrutiny of the family's bank statements and Income Tax return documents, a home visit conducted by the Director of Admissions, and a personal meeting between the family and the School Founder and Head of School.

Donors receive timely updates from the school, including pictures of the students in varied school settings, the child's Individualized Educational Plan (IEP), and his/her progress report card, three times a year.

2 Make a general contribution:

- i. Professional Development of our staff
- ii. Educational materials, aids and resources
- iii. Expanding our Outreach initiatives





THANK YOU



Thank you for believing in Gateway's ambitious vision!
Your support is encouraging and greatly appreciated by our entire team!

Aditi Dugar

Ajay De

Amar Sheth

Amruda Nair

Amruta Desai

Anjali Piramal

Anshuman & Radhika Ruia

Arun Shah

Beth and Jim Maroney

Bhavya Arora

Bijal & Apoorva Mehta

BN Makhija

Bob Cunningham

Bobby Deol

Camphor & Allied
Products Ltd.

Carrie Strauch

Catherine & Abbey
Gelineau

Chandrika A. Bodani

Chef Ananda Solomon

Deanne Panday

Deepak Kanungo

Devaunshi Mehta

Dharmil A. Bodani

Dr. Fran Reinstein

Dr. Orrin Devinsky

Ekta & Rahul Raheja

Elina Meswani

Geeti Char

Gopi Patel

Harsh Piramal

Haseena Jethmalani

Heeta Tolia

Indira D. Bodani

Ira Gulati

Izabella Doshi

Javed & Shabnam Ahmed

John Gloster

Jossie O'Neill

Kajal Tulsiani

Kalindi Doshi

Karan Johar

Kelly Dorfman

Kinnari A. Punjabi

Komal Jhota

Krsna Mehta

Kyle D'Souza

Laila Motwane

Madeline Shaubah-Novas &
Raquel Novas

Mahender G. Vasadani

Mahesh Jethmalani

Manjushri Patil

Mathab Chhapkhanawala

Mrutyunjay Mandal

Narayani Shobhana

Nina Kilachand

Oriental Aromatics Ltd.

Pallavi Nerkar

Patric Malley

Penny Patel

Prakash Mehta

Prithi Shroff

Priya Tanna

Rahul Bose

Renu Chennani

Reshma Jagasia

Reshma Piramal

Robert Swan

Rohan Sippy

Sameer Parekh

Sameer Somaiya

Sanjay Kanungo

Sant Sanganeria
Foundation

Sapna Tulsiani

Shailesh Jogani

Sharon Herzfeld

Sheena Sippy

Shimsha Shetty

Shyamal A. Bodani

Superna Motwane

Supriya Rai

Surya Prakash

T Vaikuntam

Taj Vivanta

Tania Deol

Tanuj Malhotra

Tara Sharma

Tere Ostroff

Tina Trikha

Tonya Pulanco

Ty & Esha Bojwani

Uttam Tulsiani

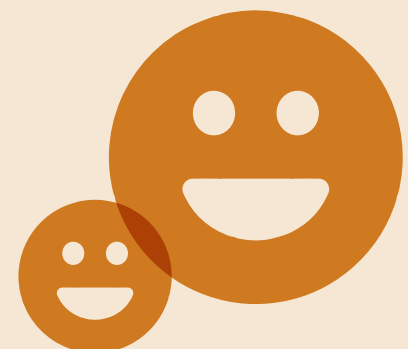
Vaishali Bafna

Vasanti Hemchand

Veena & Naren

Vinay Torani

Virginia Nudell





TESTIMONIALS

"Today was my IEP (individualised education plan) and it was the total opposite to what I actually imagined it to be Surprisingly every teacher had awesome things to say about me, both in academics and behaviour wise. We also spoke about what are the things I need help with and how I am going to accomplish meeting my goals ... I am just so grateful to have such amazing teachers who don't only teach me math, science and all of that but also teach me basic skills like being kind, sensitive, reflective and many more other qualities which people now days don't really consciously build because they just think they have to PASS and move on ...Which is great but in the real world what really matters is how you are socially, if your not caring, kind, sensitive, reflective, humble, and other qualities like these you will never be liked by others. I'm blessed to be in such an awesome school which doesn't only limit our thinking about and places in which we can improve academically instead prepares us to go beyond these these test and exams... I love my school <3"

Student posting on Facebook, Sept. '14

"Thomas Edison's last words were 'It's very beautiful over there'. I don't know where there is, but I believe it's somewhere, and I hope it's beautiful."

If Thomas Edison was alive and would know about our school I'm sure he would come and see it his words would change and he say "it's very beautiful", thank god I now know where it is'. Happy Teachers Day!"

Students IGCSE, 5th Sept. '14



"On behalf of the PTA, I wish to congratulate the GSoM management for their unique democratic approach in sharing their views about the way forward in transiting our children between 14 to 18 years of their age. Honestly, I believe that we would not find another school in Mumbai or for that matter in India, who would be as honest & transparent with the parents. I thank you, for making us part of such a GSoM family and feel very fortunate of being part of it. We are truly blessed."

PTA, 26th Feb. '15

"We are acutely aware of the dedication and spirit in which you conduct the programmes that are set in the curriculum for our children and admire each one of you for treating it so professionally and still retaining a human touch all along..

I also wish to thank the founder of this institution and would like you to convey our heartfelt gratitude as we are aware that a lot of the programmes that reach our children and would be life changing for many, are worth much more than what we pay for: and this is a privilege we cannot take for granted."

Parent, 23rd Aug. '14

"Visited the superb #TheGateway-SchoolofMumbai today. Truly world class. For children with learning disabilities. May its tribe increase."

Rahul Bose (Actor and Philanthropist) on Twitter - @RahulBose1, 20th Jan. '15