

## MINUTES

The Maggie L. Walker Governor's School for Government & International Studies  
Regional School Board Regular Meeting  
1000 N. Lombardy Street, Richmond, VA  
**VIRTUAL MEETING**

**Thursday, October 15, 2020**

**9:05 a.m.**

### **I. Call to Order**

Michelle Ogburn, Chair of the Maggie L. Walker Governor's School Regional Board, gaveled the meeting to order.

### **II. Moment of Silence**

*There was no moment of silence because of the virtual setting for this meeting.*

### **III. Pledge of Allegiance**

*There was no pledge of allegiance because of the virtual setting for this meeting.*

### **IV. Introductions**

Each member present is listed in alphabetical order by the locality:

Ms. Debbie Bailey, **School Board**, Chesterfield County Public Schools  
Mr. John Wright, **School Board**, Goochland County Public Schools  
Mr. John Axelle, **School Board**, Hanover County Public Schools (late arrival)  
Mrs. Michelle 'Micky' Ogburn, **School Board**, Henrico County Public Schools  
Ms. Linda Hyslop, **School Board**, Hopewell Public Schools  
Mrs. Harwood Hall, **School Board**, King & Queen Public Schools  
Mrs. Sarah G. Barber, **School Board**, New Kent Public Schools  
Mr. Kenneth Pritchett, **School Board**, Petersburg Public Schools  
Mrs. Valarie Ayers, **School Board**, Powhatan County Public Schools  
Ms. Jill Andrews, **School Board**, Prince George Public Schools  
Mr. J. Scott Barlow, **School Board**, Richmond Public Schools  
Dr. Dalphine Joppy, **Superintendent**, Charles City Public Schools  
Dr. Merv Daugherty, **Superintendent**, Chesterfield County Public Schools (late arrival)  
Dr. Jeremy Raley, **Superintendent**, Goochland County Public Schools  
Dr. Michael Gill, **Superintendent**, Hanover County Public Schools  
Dr. Amy Cashwell, **Superintendent**, Henrico County Public Schools  
Dr. Jay McLain for Dr. Melody Hackney, **Superintendent**, Hopewell Public Schools  
Mr. Brian Nichols, **Superintendent**, New Kent Public Schools  
Dr. Maria Pitre-Martin, **Superintendent**, Petersburg Public Schools (late arrival)  
Dr. Eric Jones, **Superintendent**, Powhatan County Public Schools (late arrival)  
Dr. Lisa Pennycuff, **Superintendent**, Prince George Public Schools  
Ms. Lynn Plevich for Mr. Jason Kamras, **Superintendent**, Richmond Public Schools  
Dr. Robert Lowerre **Director**, Maggie L. Walker Governor's School

Mrs. Barbara Marshall, **Clerk**, Maggie L. Walker Governor’s School  
Mrs. Megan Perez, **Deputy Clerk**, Maggie L. Walker Governor’s School

**Not in Attendance:**

Mr. Royce Paige, **School Board**, Charles City Public Schools  
Dr. Carol Carter, **Superintendent**, King & Queen Public Schools

**Also present:**

Dr. Wendy Ellis and Michael ‘Max’ Smith – MLWGS Administration  
David Bortz and Wendy DeGroat – MLWGS Staff  
Ginger O’Neil – GS Foundation

The live public audience included Ian Miller, Vivian Xu, Sunita Mehta, Kenya Hunter, Dina Weinstein, and others whose names could not be captured.

**V. Approval of Agenda**

On a motion by Valarie Ayers, seconded by John Wright, the agenda for this meeting was unanimously approved.

**VI. Approval of Minutes**

On a motion by Sarah Barber, seconded by Harwood Hall, the minutes of the executive meeting of September 17, 2020, were unanimously approved.

**VII. Recognitions**

- Niche.com has ranked MLWGS as the #2 Best Public High School in Virginia. They also rated MLWGS the #2 Best College Prep High School in Virginia.
- Niche.com has ranked MLWGS as the #1 Best Public High School Teachers in Virginia.

**VIII. Public Comments**

The Public Information Period shall not exceed thirty (30) minutes. Each speaker will be allotted three (3) minutes to make his/her comments. Individuals representing groups will be allotted five (5) minutes.

Comments received by the published deadline were distributed by email to Regional School Board members on Wednesday, October 14 in advance of this meeting for their review. Due to the length of time it would require to read comments into the record, the Chair requested a vote from members affirming their receipt of these comments and that each comment would be inserted into the record of this meeting.

The Regional School Board roll-call vote is recorded here of members affirming receipt of public comments:

Mr. Royce Paige, Charles City County Schools

Absent

Ms. Debbie Bailey, Chesterfield County Schools	Yes
Mr. John D. Wright (Vice-Chair), Goochland County Schools	Yes
Mr. John Axselle, III, Hanover County Schools	No Vote due to late arrival
Mrs. Michelle Ogburn (Chair), Henrico County Schools	Yes
Ms. Linda Hyslop, Hopewell Public Schools	Yes
Ms. Harwood Hall, King and Queen Schools	Yes
Ms. Sarah Grier Barber, New Kent County Schools	Yes
Mr. Kenneth Pritchett, City of Petersburg Schools	Yes
Mrs. Valarie Ayers, Powhatan County Schools	Yes
Ms. Jill Andrews, Prince George County Schools	Yes
Mr. J. Scott Barlow, City of Richmond Schools	Yes

*The following public comments were submitted electronically:*

From: Vivian Xu, parent- Henrico

We believe that the school should be open for in-person classes for the winter quarter. MW's acceptance policy and academic model is adequate and should not change.

From: Paxton Calder, student – Henrico

Hello all.

My name is Paxton Calder and I'm an MLWGS junior. I am writing to you to express my concerns with reopening the school in person. I am fully against returning to school right now, despite the fact that my virtual learning experience has been problematic. I'm sure you've heard it over and over again, but opening the school is just not worth risking people's lives. Education is important; there's no doubt about that, but our students won't be future leaders or productive citizens if the example of reckless decision making is set.

That's the sad reality of this. Teenagers have fallen ill and teenagers will continue to if we join in and reopen our school. Teachers have died and teachers will continue to die if we end virtual learning, as will parents. I'm sure you'd much rather read a letter such as this one rather than one detailing the life of a beloved MLWGS student or faculty member, perhaps someone you personally know and care for, someone now a statistic, one of the 210,000+ Americans dead. I firmly believe people will look back on 2020 and be horrified by the choices schools are making where the lives of children and faculty members are thrown around like toys. And if I expect any school to get this decision right, it's Maggie Walker.

I know many classmates of mine would give up anything for in person school right now and this fact deeply saddens me. I understand why seniors and freshmen are disappointed. I really do. These important milestones have their place, but so does the gift of life itself and choosing to take these life and death risks when there is absolutely no reason to do so is horrifying. It's unimaginably selfish and flat out wrong. We are in a position where we can make virtual learning work, where we can effectively learn and have minimal risk. Sounds like a win win to me. So why in the world would we do anything other than that?

Opening the school should not even be in consideration. Instead, we should commit to making virtual learning the best that it can be. Making these sacrifices is well worth saving a life. Imagine the immense guilt you would feel if your decision right here, right now, costs a life.

I'm sure none of you would ever be able to forgive yourself. In the grand scheme of things, senior year is not all that important and I'm sure we'd all agree that we want our seniors to at the very least survive and when it's safe, move on to bigger and better things in the real world. In person learning jeopardizes these very basic ideas.

Speaking of the real world, Maggie Walker students are held to exceptionally high standards and we pride ourselves on this. We students must fulfill a plethora of science course requirements where we are expected to constantly ask questions, look at the data, and use sound reasoning to make good decisions. The current public health crisis couldn't be a more relevant or impactful application of these values Maggie Walker is said to endorse.

What kind of message are we sending to our young people if we reopen schools just because we're "bored" at home, because virtual learning is too "hard," or because life is just a little bit more inconvenient at the moment? Who cares? This is purely a decision of morality and ethics. Take a step back and remove yourself from any of the politics surrounding the pandemic and imagine that your grandson, wife, brother, daughter, mother is suffering from this terrible disease. They are told that there is nothing the doctors can do for them and they die because someone chose not to wear a mask. And you can't help but think how you would do anything to go back in time and eliminate the exposure they had. Well, you can and I plead that you will.

That's the problem with in person school. You never know what could happen. In a school of over 700 students and families, we surely have our fair share of coronavirus deniers who live like there's not currently history in the making. Those people will come into our school, not adhere to the guidelines, and possibly kill someone. And if you think that the administration will be able to enforce the rules amongst 700 teenagers who have been cooped up for so long, you're wrong. There is no doubt that when people aren't looking, my classmates will unmask, hug, and get close, especially since they have not seen each other in seven months.

It's as simple as that and it's just not worth it. There's been enough death and suffering this year. Over 1 million people are dead worldwide. Over 1 million people. Countless others who have been lucky enough to survive likely have long-term, if not permanent, organ damage now, that will likely prove problematic a few years down the road. Virtual learning is not that much to ask of people living and working in a first world country. We are better than this.

Additionally, I have read that many schools are ensuring that students in person would be guaranteed three feet of distancing, despite the fact that the CDC is now saying that even six feet is not sufficient. Meanwhile, teachers and staff would be assured of at least six feet of distance. When I read that, I did a double take. Is there actually greater value placed on the adult lives than the student lives? While I don't expect to matter more, I certainly expect to matter as much. There should be no more protection afforded to some than to others. I assume it is due to the logistical problems with providing adequate spacing between students. On 10/6, HCPS posted a coronavirus poster to their FB page reminding people to keep at least 6 feet of distance, wear masks, and not to gather in groups greater than 10 people and yet there is talk of reopening schools. And yet, since schools cannot open in accordance with the safety guidelines, the guidelines appear to be watered down for reopenings. The virus doesn't care of the intent of those that gather. It doesn't choose to not replicate because education is a noble pursuit while a family BBQ is not. The only goal is to survive and replicate by whatever means possible.

Students and faculty would have prolonged contact with hundreds of people each day, even if we only spent half of the day in school. You can't ask students to go through their school day and remain as still as a statue, not touching anything. Germs will spread, people will carry them to other people, some people will die, and there's no reason for any of it. If the school is opened, we are asking for this to happen. We are providing the perfect conditions for the virus to take hold and dominate our lives even more than it already has.

If we ever want to return to in person school, we must be patient and we must do our part now. Many of those who advocate for in person school are not doing their part on their own time, so why would we entrust them with the lives of our young people? If we go in too early, the true return will only be pushed farther and farther back. If you feel bad for us students because of daily headaches from too much screen time and the loneliness from isolation, make the right choice: continuing virtual learning until it is safe. Our current struggles are well worth us avoiding paying with our lives or those of our loved ones.

That leads me to my next point. My classmates who believe I'm overreacting don't realize or understand the severity of this situation. They're numbed for some reason. Imagine the loneliness and regret they will feel when they bring the virus back to their parents, make them ill, and possibly lose one of them. Do them a favor and save them from that awful truth. Don't reopen the school.

My classmates are the same people who believe that the current numbers in Virginia are indicative of whether or not we are ready for in person learning. They're not. A drop in cases right now provides a false sense of security. Think about the science, the science that any Maggie Walker biology teacher would defend and vouch for. A virus is alive. Forms of life are engineered to do any and everything to survive. The goal is to reproduce and spread as much as possible, as seen by the current case and death numbers. The virus will win if we don't take the steps that we *know* can stop it.

If you reopen with a parallel virtual track, I have no real choice but to select virtual, all the while knowing that teachers tasked with both forms of learning will be overtaxed and the virtual path will likely be the one to suffer. What kind of choice is that? At least in a fully virtual path, teachers can focus all their efforts on making it work within the new paradigm rather than forcing kids to select between what almost certainly will be unequal educational tracks.

In conclusion, I beg you to make the right choice and postpone the reopening of our school until we, as a country, are more successful in containing the virus. As I have previously stated, it's just not worth it. I appreciate your taking the time to read what I have to say about the potential reopening of Maggie L. Walker Governor's School and I sincerely hope you take my points into consideration. Thank you for your time.

From: Faith Alejandro, Alum, Class of 2001 – Richmond

As an alumnus (Class of 2001, Henrico) and current parent of a child in Richmond Public Schools, I'm encouraged to see the Regional School Board (RSB) continue to review the admissions processes into MLWGS. I also served on the school's strategic planning committee and support steps being taken to foster a more inclusive learning environment, such as contracting to work with the Virginia Center for Inclusive Communities for ongoing faculty professional development (and hopefully opportunities for students to also learn the tools

necessary for their own inclusive, leadership skills). I'm hopeful that the recent vote from Fairfax County to eliminate the admissions test and application fee for Thomas Jefferson Science Technology will serve as a springboard for each district that feeds into MLWGS to do the same. I would support a decision by the RSB to eliminate the admissions test and to adopt other recommendations from the Governor's task force this summer, led by Secretary Qarni. Intentionally eliminating the barriers that for too long have kept MLWGS from representing the diversity of our region is important and long overdue. Additionally, I'm glad to help the school administration expand access to the school with outreach to Black and Latinx students who would apply in the future, and to better support current students of color so as to prevent any further marginalization and dissatisfaction, as evident from the POCatMLWGS Instagram account. I believe the alumni community is poised and willing to help support the school with such anti-racist strategies so that we can see our alma mater model the essential work of equity in public schools. Thank you.

From: Kristi Turner, parent – Chesterfield

Hello, I am writing to express concern over the future of the assessment for admission to Maggie Walker. As I read in the packet for tomorrow's meeting, I understand that a discussion will be held about waiving the 2020-2021 on-site testing. While I don't believe this is ideal, I understand the necessity of planning and this year it just may not be in the cards due to the ongoing pandemic. However, I am VERY concerned, after reading an article in the RTD this morning, that this is a stepping stone to eliminating the testing altogether. While I am completely in support of making MLWGS more inclusive and diverse, this SHOULD NOT mean that standards are lowered. As I have always understood it, the counties have the final say on who gets selected for admission. However, MLWGS has a part in this process by administering a test that will allow for assessment for the brightest students to show themselves. Our children work really hard to get into this school and they work really hard while at this school. I would hate for the quality of the school to be diminished because standards are lowered. Once standards are lowered in the admissions process, then you have to account for those students who are falling behind in the classroom. This is one of the main reasons I have supported my children going to MLWGS - they are in the company of the best and brightest.

The Chair thanked our stakeholders for their thoughtful insights and comments.

## **IX. Director's Report**

*Mr. John Axelle entered the meeting.*

### **A. Verbal Updates**

- **CARES Act: Maggie Walker Governor's School received \$78,000 from the CARES Act.**

The stimulus bill that passed in late March, known as the Coronavirus Aid, Relief, and Economic Security Act or CARES Act, earmarks \$30.7 billion under an Education Stabilization Fund for states to spend on education, including \$13.2 billion for the Elementary and Secondary School Education Relief Fund and \$14 billion for Higher Education Emergency Relief Fund. Another \$3 billion goes to the Governors Emergency Education Relief Fund, which governors can use for "significantly impacted" school districts or higher education institutions.

CARES monies are not reflected in the school operating budget. The grant monies were partially utilized for the purchase of PPE [personal protection equipment], and to staff and operate the Dragon Academy [daycare for children of MW staff] during the virtual instructional environment. Another round of PPE purchases will occur when students return. CARES money was also utilized to fund summer professional development for technology integrators relating to instruction in a virtual setting.

- **Mark your Calendar: VIRTUAL FY22 Budget Development Town Hall**, December 8, 2020, at 6:00 pm. We welcome engagement in discussion around our FY22 budget. The director stated the State is indicating their portion of the MW budget will remain flat for FY22.
- **Recruitment:**
  - Nightly Information Sessions at MLWGS, November 9-11, 2020
  - Recruitment Efforts: Planning Committee, material dissemination, etc, and
  - Virtual Middle School visits and a narrated PowerPoint that was sent to all Gifted Coordinators to use as needed.

- **National Merit Scholarship Semi-Finalists:**

This year MLWGS has ten National Merit Scholarship Semi-Finalists from the Class of 2021, two (2) from Henrico, two (2) from Chesterfield, three (3) from Richmond, two (2) from Hanover, and one (1) from Powhatan.

- Hugh T. Feehan (Richmond)
- Kapil E. Iyer (Henrico)
- Anika Kalluri (Chesterfield)
- Emma E. Lindley (Hanover)
- Tejas A. Muthusamy (Henrico)
- Kiera E. O’Flynn (Richmond)
- Caroline E. Rucker (Powhatan)
- Stamate T. Theofanos (Richmond)
- Ryland L. Wilson (Hanover)
- Ken M. Zhang (Chesterfield)

The National Merit® Scholarship Program is an academic competition for recognition and scholarships that began in 1955. High school students enter the National Merit® Scholarship Program by taking preliminary SAT /National Merit Scholarship Qualifying Tests (PSAT/NMSQT®) – a test which serves as an initial screen of approximately 1.5 million entrants each year – and by meeting published program entry and participation requirements.

- **Virtual National Honor Society Induction** will be held mid-October, the final date to be determined.
- **2020 Fall Festival is Postponed.** However, the PTSA is optimistic the festival can occur in spring 2021.

- **GS Foundation.** The Maggie Walker Governor's School Foundation is excited to announce that **Ginger O'Neil became the Foundation's Executive Director** on Monday, Sept. 28. Ginger has a long history of involvement at Maggie Walker as an auction volunteer, Foundation Board member, Foundation Chair, and parent. Please welcome Ginger to the Foundation.
- **2020-2021 School Profile.** Data compiled by the MLWGS Senior Counselors and brochure design by Jeff Hall, MLWGS Fine Arts Chair.
- **College Board 2019-2020 AP Testing Results for MLWGS:** 1,254 exams were administered to 465 students with 91% scoring a 3 or higher.

**B. Coming Events**

October 15, 2020, through November 12, 2020, Coming Events

Thursday, October 15 <sup>th</sup>	<b>Virtual Regional School Board Meeting, 9:00 am</b>
Friday, October 15 <sup>th</sup>	Asynchronous School Day
Friday, October 23 <sup>rd</sup>	Asynchronous School Day
Saturday, October 24 <sup>th</sup>	Virtual STEM Event for Grades 5-8, 3:00 pm – 5:00 pm, sponsored by MW Robotics
Thursday, October 29 <sup>th</sup>	PSAT Testing for Juniors Mc-Z
	Virtual Band Concert, 7:00 pm
Friday, October 30 <sup>th</sup>	Asynchronous School Day
Tuesday, November 3 <sup>rd</sup>	Teacher Workday, No Instruction
	Parent/Teacher Conferences, 9:00am – 12:00pm
Thursday, November 5 <sup>th</sup>	Virtual Finance Committee Meeting, 8:30 am
	Parent/Teacher Conference, 4:00pm – 7:00pm
Monday, November 9 <sup>th</sup> – Wednesday, November 11 <sup>th</sup>	Virtual Information Forums for Prospective Students, 6:30 pm
Thursday, November 12 <sup>th</sup>	<b>Executive School Board Meeting, 9:00 am</b>

**C. 2021-2022 Division Enrollment Commitment Letters**

As MLWGS begins the planning process for the next school term as directed by Policy 1029 adopted May 18, 2000, amended December 18, 2014, and December 17, 2015, it annually seeks this slot commitment statement from participating divisions.

Letters were provided via email to participating school divisions for their 2021-2022 student enrollment commitment. Note that each letter should be executed by the division superintendent and school board member, and returned to MLWGS by December 1, 2020.

**X. Unfinished Business**

- **Report to the Board: Strategic Plan Implementation** (report located at the end of these minutes).



A strategic plan implementation team has been assembled consisting of teachers, parents, alumni, and students who will be the enforcers of the timely execution of this plan. A report to the RSB will now become a standing agenda item for their meetings.

The Chair discussed her Zoom call that included Dr. Lowerre and Ms. Barber with concerned MW alumni [many attended the August RSB meeting] stating it has led to some of the alumni joining the implementation team and demonstrates ‘it’s not just words, it’s getting something done.’

## **XI. Consent Items**

On a motion by Scott Barlow, seconded by Sarah Barber, the following consent items were unanimously approved on a voice vote as a slate: October 2020 personnel actions, fiscal status reports of August 31, 2020, and the donations report of August 31, 2020.

*Dr. ’s Daughtery, Pitre-Martin, and Jones entered the meeting.*

## **XII. Action Items**

### **a. Policy, Procedure and Regulation Approval – Second Read**

The Policy Steering Committee offers the following policies for Regional School Board approval. These policies were submitted for their first read on August 20, 2020.

At the direction of the Chair, the following policies, procedures, and regulations were reviewed with action by section.

On a motion from Sarah Barber, seconded by John Wright, Foundations policies as listed below of the MLWGS Policy Manual were unanimously approved on a voice vote.

#### **Foundations**

- 0002 Facilities Planning *Amended*
- 0012 Educational Philosophy *Amended*
- 0013 Strategic Plan *Amended*
- 0014 Student Involvement in Decision Making *Amended*

On a motion from John Wright, seconded by Linda Hyslop, the School Board Governance policies and regulations as listed below were unanimously approved on a voice vote.

#### **School Board Governance**

- 1002 Unexpired Term Fulfillment *Amended*
- 1003 Board Member Oath of Office *Amended*
- 1009 Rules of Order *Amended*
- 1010 Constitution of the Maggie L. Walker Governor's School *Amended*
- 1011 Regional School Board Legal Status *Amended*
- 1012.a Advisory Committees to the School Board *Amended*
- 1013 Notification of Regional School Board Meetings *Amended*
- 1016 Policy Adoption *Amended*
- 1017-R Regulation: Two Way Communication System *Amended*
- 1018 Agenda Preparation and Dissemination *Amended*

- 1023 Special Regional School Board Meetings *Amended*
- 1024 Public Participation at School Board Meetings *Amended*
- 1029 Allocation of Slots *Amended*
- 1030 School Admission *Amended*
- 1030-R1 School Admission *Amended*
- 1030-R2 Admissions Assessments *Amended*
- 1031 Admission of International Students *Amended*
- 1032 Admission of Foreign Exchange Students *Amended*
- 1033 Homeless Children *Amended*
- 1050 School Advisory Council Bylaws *Amended*

On a motion from Harwood Hall, seconded by Sarah Barber, the administrative policies and regulations as listed below were unanimously approved on a voice vote.

**Administration**

- 2007 Qualifications and Duties for the Director *Amended*
- 2008 Director's Contract, Compensation, and Benefits *Amended*
- 2009 Evaluation of Director *Amended*
- 2010 Administration Goals *Amended*
- 2011 Policy Implementation *Amended*
- 2013 Building Administration *Amended*
- 2015 Reporting Hazards *Amended*
- 2016 Lactation Support *Amended*
- 2017 Possible Exposure to Viral Infections *Amended*
- 2018 Communicable Diseases *Amended*
- 2019 Personnel Training - Viral Infections *Amended*
- 2021 Safety Drills *Amended*
- 2022 Emergency First Aid, CPR and AED Certified Personnel *Amended*
- 2024 Weapons in School *Amended*
- 2024-R Regulation: Weapons in School *Amended*
- 2026 Authorized Use of School-Owned Facilities and Materials *Amended*
- 2026-R Regulation Regarding Authorized Use of School Facilities **NEW**
- 2030 Reporting Acts of Violence and Substance Abuse *Amended*
- 2045 Service Animals in School *Amended*

On a motion from Scott Barlow, seconded by Kenneth Pritchett, the Instruction policies as listed below were unanimously approved on a voice vote.

**Instruction**

- 3000 Moment of Silence *Amended*
- 3000.1 National Motto **NEW**
- 3001 Instructional Goals and Objectives *Amended*
- 3002 Curriculum Development and Adoption *Amended*
- 3002.1 Class Size *Amended*
- 3002.2 Grading Scale *Amended*
- 3002.3F Request for Reconsideration of Learning Resources Form **NEW**
- 3003.9 Human Research *Amended*
- 3003.10 Remediation Recovery Program **NEW**
- 3004 School Year/School Day *Amended*
- 3010 School Library/Media Center *Amended*

- 3013 Driver Education *Amended*
- 3014 Family Life Education (FLE) *Amended*
- 3016 Advanced Placement and Dual Enrollment Classes *Amended*
- 3021 Homework *Amended*
- 3030 Home Instruction *Amended*
- 3031 Online Courses and Virtual School Programs *Amended*
- 3035 Parent and Family Engagement *Amended*
- 3036 Community Resource Persons/School Volunteers *Amended*

On a motion from Sarah Barber, seconded by Harwood Hall, the Student Services policies and procedures as listed below were unanimously approved on a voice vote.

**Student Services**

- 4001 Student Transportation Services *Amended*
- 4002 School Bus Safety Program *Amended*
- 4005 VHSL Sport and Activity Policy *Amended*
- 4006 Field Trips *Amended*
- 4019 Student Health Services *Amended*
- 4020 Student Immunizations *Amended*
- 4045 Student Records *Amended*
- 4046 Student Transcripts *Amended*
- 4070 Directory Information *Amended*
- 4071 School Service Providers' Use of Student Personal Information *Amended*
- 4076 Lactation Support *Amended*
- 4094 Anaphylaxis Policy *Amended*
- 4095 Administering Medicines to Students *Amended*
- 4095-P Procedures for Administration of Medication to Students *Amended*

On a motion from Kenneth Pritchett, seconded by John Wright, the Human Resources policies, regulations, and procedures as listed below were unanimously approved on a voice vote.

**Human Resources**

- 5000.1 Staff Hiring Procedures *Amended*
- 5000.1P Hiring Procedures
- 5000.3 Staff Health *Amended*
- 5000.4 Communicable Tuberculosis
- 5001 Personnel Records *Amended*
- 5002 School Employee Conflict of Interest *Amended*
- 5003 Acceptance of Electronic Signatures and Records *Amended*
- 5004 Professional Staff *Amended*
- 5006.1 Evaluation of Support Staff *Amended*
- 5007 Support Staff *Amended*
- 5007.4 School Bus Drivers *Amended*
- 5007.4P Educational Materials for School Bus Driver **NEW**
- 5009 Expense Reimbursement *Amended*
- 5009.R Regulation Regarding Expense Reimbursement **NEW**
- 5009.1R Regulation Regarding Travel Reimbursement **NEW**
- 5010 Supplemental Compensation for Administrators *Amended*
- 5011 Prohibition Against Harassment and Retaliation *Amended*
- 5011.2 Prohibition of Abusive Work Environment *Amended*

- 5012 Equal Employment Opportunity/Nondiscrimination *Amended*
- 5013 Drug and Alcohol-Free Workplace *Amended*
- 5014.1 Two-Way Communication *Amended*
- 5015 Professional Staff Contracts *Amended*
- 5016 Supplemental Pay *Amended*
- 5017 Staff Salary Scales *Amended*
- 5017.1-R Masters/Masters+30 Salary Schedule *Amended*
- 5020 Professional Staff Discipline *Amended*
- 5020-R Regulation for Professional Staff Development *Amended*
- 5021 Professional Staff Grievances *Amended*
- 5021.1 Support Staff Grievances *Amended*
- 5022 Suspension of Staff Members *Amended*
- 5050 Virginia Retirement System *Amended*
- 5060 Reduction in Professional Staff Workforce *Amended*
- 5060-R Regulation for Reduction in Professional Staff Workforce *Amended*
- 5062 Staff Fringe Benefits *Amended*
- 5065 Staff Leave of Absence *Amended*
- 5065-R Information Pertaining to the Fair Labor Standards Act *Amended*
- 5065-R3 Paid Leave-Vacation *Amended*
- 5065-R4 Religious Leave *Amended*
- 5065-R5 Professional Leave *Amended*
- 5065-R7 Paid Bereavement Leave *Amended*
- 5065-R8 Civil Leave *Amended*
- 5065-R9 Military Leave and Benefits *Amended*
- 5065-R10 Leave of Absence Without Pay *Amended*
- 5065-R11 Educational Leave Without Pay *Amended*
- 5065-R12 Absence Without Approved Leave *Amended*
- 5065-R13 Workers Compensation Leave *Amended*
- 5089 Staff Weapons in School *Amended*
- 5090 Unlawful Manufacture, Distribution, Dispensing, Possession or Use of a  
Controlled Substance *Amended*
- 5100 Part-Time and Non-Exempt Substitute Professional Staff Employment *Amended*
- 5110 Resignation of Staff Members *Amended*

On a motion from John Axselle, seconded by Harwood Hall, the Community Relations policies and regulations as listed below were unanimously approved on a voice vote.

**Community Relations**

- 6000 Requests for Public Records *Amended*
- 6000.1 Rights and Responsibilities *Amended*
- 6001 Community Resource Persons/School Volunteers *Amended*
- 6002 Parental Involvement *Amended*
- 6005 Relations with Law Enforcement *Amended*
- 6006 Sex Offender Registry *Amended*
- 6007 Violent Sex Offenders on School Property *Amended*
- 6009 Tobacco Use on School Premises *Amended*
- 6010 Application for Use of School Facilities FORM Amending *Form Number from  
6010 to 6010-F*
- 6010.2 Regulation Regarding Authorized use of School Facilities Form

- 6011 School Visitors *Amended*
- 6013 Public Complaints About Learning Resources *Amended*
- 6013.1F MLWGS Request for Reconsideration of Learning Resources *Amended*
- 6014 Public Complaints *Amended*
- 6025 Public Dedication of New Facilities *Amended*

On a motion from John Wright, seconded by Scott Barlow, the Finance policies, regulations, and procedures as listed below were unanimously approved on a voice vote.

**Finance and Operations**

- 7001 Support Services *Amended*
- 7003.1R Budget Calendar, Guidelines, Amendments, Transfers, Reappropriation of Balance, and Reserve Funds *Amended*
- 7004 Funds for Instructional Materials and Office Supplies *Amended*
- 7006 Food Services *Amended*
- 7006-R MLWGS School Meal Credit Program *Amended*
- 7006.1R Regulation Regarding the Distribution of Excess Food Items **NEW**
- 7008 Administrative Allowances for Travel and Cell Phones *Amended*
- 7009 Management of Funds *Amended*
- 7012 Grant Programs *Amended*
- 7013 Commercial, Promotional and Corporate Sponsorships and Partnerships *Amended*
- 7014 Purchasing Authority *Amended*
- 7014.1 Purchasing Procedures *Amended*
- 7018 Vendor Relations *Amended*
- 7018.1 Private Carriers for Student Transportation **NEW**
- 7019-R Petty Cash Funds Regulations *Amended*
- 7020 Payment Procedures *Amended*
- 7021 Custody and Disbursement of School Funds *Amended*
- 7032 Expense Reimbursement **NEW**
- 7032-R Regulation Regarding Expense Reimbursement **NEW**
- 7032.1-R Regulation Regarding Travel Reimbursement **NEW**
- 7033 Supplemental Compensation for Administrators **NEW**
- 7034 Supplemental Pay **NEW**
- 7060 Disposal of Surplus Items **NEW**

On a motion from Kenneth Pritchett, seconded by John Wright, the Student Conduct policies, regulations, and procedures as listed below were unanimously approved on a voice vote.

**Student Conduct**

- 8000 Prohibition Against Harassment and Retaliation *Amended*
- 8001 Equal Educational Opportunities/Nondiscrimination *Amended*
- 8002 Student Conduct *Amended*
- ~~8002.1 Standard of Student Conduct **RETIRE**~~
- 8002.2 Standards of Student Conduct Violations and Consequences **NEW**
- 8004 Religion in School *Amended*
- 8005 Sportsmanship, Ethics and Integrity *Amended*
- 8010 Student Absences/Excuses/Dismissals *Amended*
- 8013 Disciplining Students with Disabilities *Amended*
- 8015 Teacher Removal of Student from Class *Amended*
- 8015-F Student Removal Form **NEW**

8020	Reports of Missing Children <b>NEW</b>
8033	Weapons in School <i>Amended</i>
8090	Student Suspension/Expulsion <i>Amended</i>
8090-P	Procedure for Student Suspension or Expulsions <b>NEW</b>

**b. MLWGS Admission Assessments for the Class of 2025 (Waive First Read Requested)**

The director requested the on-site assessment requirement in Reg. No. 1030-R1–School Admission be waived during the 2020-2021 MLWGS admission process due to circumstances related to the Covid-19 pandemic.

Dr. Lowerre stated the Planning Committee is reviewing replacing assessments permanently, but at this time without a replacement recommendation, it is not a prudent action. The committee has run preliminary numbers on what it would look like if assessments were removed, and they showed little impact on student success at MW but may act as a barrier to some [*for admission*]. He noted that Thomas Jefferson HS in Fairfax recently permanently removed their assessments while adding he didn't necessarily want to follow their model as they are a very different Governor's School. In summary, the Planning Committee is requesting two things of the RSB, 1) to waive first read for this request, and 2) approve waiving assessments for the Class of 2025. The committee further asks for time to develop an alternative option(s) to measure student success for admissions going forward.

A lengthy discussion followed.

The Chair asked what is currently universally required by all districts for student admission to MW? The director responded residency within the district for one, with attendance at either a public or private school, a 'B' average [3.0] through the seventh and eighth grade, and the student must either be enrolled in or completed Algebra 1 before attending MW. Additionally, the divisions require all or some of the following items: an application, two letters of recommendation from teachers, some require a personal statement, and a review of transcripts and rigor. In addition to the assessments given at MW for aptitude, achievement, and writing, all requirements are then blended to form a composite score of 100-1. From research, we are finding a student who scores 74 or higher composite score will be successful at MW, with success measured as on-time graduation with a 3.5 GPA. We believe the number one indicator for student success is the degree of rigor from middle school and how the student did in those classes.

The Chair asked where the tests come from? The director stated they are standardized, purchased items.

Mr. Axselle asked if a testing online option is available? The director responded to the best of his knowledge there is not, but would investigate. He added that the recent administration of PSAT's to juniors was done on campus as even the College Board does not offer an online option.

The Chair asked if there had been consideration of allowing each division to test their students as opposed to bring them all on the MW campus? The director remarked that was not a discussion item for the Planning Committee as they had been pursuing local testing for years but always met strong resistance.

Mr. Barlow offered his support for waiving assessments for the Class of 2025 even though there may be potential workarounds to still administer them. His concerns involved the administrative

challenges presented with workarounds along with security and quality of internet access for all students.

Mr. Wright followed up on the Chairs' earlier question regarding local testing assessment resistance asking if in future this action would be an option? The director responded the local resistance was their concern around issues of everyone having the same testing circumstances and consistency with how tests are administered. Most division personnel felt that MW was better equipped to control testing.

Mr. Axselle asked how long admission assessments have been administered at MW? Dr. Lowerre stated they have been used as long as he has been the director here. Dr. Wendy Ellis added they have always been a part of the application during her tenure of 11-years with the belief that it has been in place since the beginning of MW. She added; however, there have been changes to testing percentage values over time based on the experience of the Planning Committee. Hearing both answers, Mr. Axselle expressed concern about removing the assessment that has been a successful part of the selection process since the school's beginning, believing they demonstrate a student's ability to succeed at MW. Concluding, Mr. Axselle stated he supports the Chair's suggestion of local testing.

Dr. Lowerre stated the school is not prepared to participate in a discussion of the permanent elimination of testing for admissions at any meaningful level and that time and direction from the Planning Committee is needed. He is asking for testing removal only from the upcoming admissions process and to be allowed time to present a set of options and proposals to the board.

The Chair asked if it is possible to require only the writing sample from students this year as a mandatory requirement for application. If you take away the assessment entirely, you are left with a 3.0 student resident of the district with Algebra 1. The director stated he believed a writing sample may be feasible, but would we know who was writing that sample. The director added, the Planning Committee had discussed the writing sample submission but expressed the same security concerns he stated. The Chair asked if there was a proctored recorded way to submit a sample, acknowledging it may be a logistics problem. The director responded there may be equity issues with internet access from home environments.

Mr. Barlow acknowledged we want to maintain rigor and to be able to adequately assess our students before they enter [MLWGS] but we are in the middle of a pandemic. Some districts have opened and some district students have better access to technology. RPS is experiencing issues with the supply chain for technology items. He added that for the districts that are not comfortable opening for in-person instruction it is not worth it to attempt to bring students in for testing, adding he didn't think MW would go off the rails because we made a one-year exception to the admissions process during a global pandemic. He added we can do an effective job of assessing the likelihood of success of our students based on their middle school performance and the rigor of their course work.

*Ms. Debbie Bailey and Dr. Merv Daugherty left the meeting.*

The Chair asked for feedback from the superintendents. Dr. Cashwell stated she understood the challenges related to this matter and thinks as all divisions are uniquely looking at rethinking any number of their processes, she thinks what the director is proposing makes sense on many levels. She has heard that the Planning Committee and Dr. Lowerre had already been looking at assessment removal as it may have been a recruitment barrier. Also, we uniquely find ourselves in

a pandemic where administration of this test could then potentially be inconsistent. She added; I wonder if introducing this scenario [division’s administered testing] furthers Maggie Walker’s mission of making sure they are getting students who are best prepared for the program or if it provides another layer ultimately not valuable given we know there will be inconsistencies in the local administration of the test. Based on what Dr. Lowerre has shared and his recommendation to remove testing this year given the current circumstances and that he and his team believe there are other strong indicators of who will be successful in the program, she supports this action.

Dr. Pitre-Martin said she agrees with Dr. Cashwell’s statement of support for Dr. Lowerre’s recommendation. From the perspective of one of the smaller systems, she can think of many steps along the way that could go wrong in the process, and this action allows us to step back and assess where we truly want to go. If we use technology as an option, Petersburg has daily issues ensuring their students are online receiving instruction. And lastly, Petersburg is in the high-risk category of transmission of COVID-19.

Dr. Gill added, he is hearing today there is an opportunity to assess the true correlation between standardized testing and all the other factors used for admittance. Studies are coming out now on this topic, including from and within higher education, resulting in some universities no longer requiring the SAT and the ACT. If the determination is made to allow the decision at the local level, he suggests that each division who has a gifted and talented committee (GT), use their committee to bring recommendations to each local board as opposed to this board making a unilateral decision.

Dr. Pennycuff followed by stating she thinks it’s important to have a matrix of required assessments that answer what those assessments mean to the school. If this information is now to be assessed differently, maybe they’re not needed. As an example, Prince George Public Schools is currently on a 4-day per week in-person instruction model, with a virtual option. When the SOLs are given during the academic term all students will be on campus. Dr. Pennycuff does not believe you get the same outcomes unless a child is tested in a protected site that ensures each student’s work is authentically their own. Lastly, the question is what information is derived from these assessments, and is it significant to moving forward. However, if there is another way to get that information, maybe we don’t need them. But if assessments are important, maybe consider on-sight assessment taking just as Prince George will do with SOLs. She agrees with Dr. Gill’s suggestion of collaborating with each local GT committee.

Hearing no more comments or questions, the Chair called for a motion and vote on the way forward.

On a motion from Scott Barlow, seconded by John Wright, the Admission Assessments for the Class of 2025 be waived as a safety precaution and for compliance with COVID-19 guidelines, approved on a roll-call vote of (8) yes’, (2) no’s, and (2) absent.

The Regional School Board roll-call vote is recorded here:

Mr. Royce Paige, Charles City County Schools	Absent
Ms. Debbie Bailey, Chesterfield County Schools	Absent
Mr. John D. Wright (Vice-Chair), Goochland County Schools	Yes
Mr. John Axelle, III, Hanover County Schools	No
Mrs. Michelle Ogburn (Chair), Henrico County Schools	Yes
Ms. Linda Hyslop, Hopewell Public Schools	Yes



Ms. Harwood Hall, King and Queen Schools	Yes
Ms. Sarah Grier Barber, New Kent County Schools	Yes
Mr. Kenneth Pritchett, City of Petersburg Schools	Yes
Mrs. Valarie Ayers, Powhatan County Schools	Yes
Ms. Jill Andrews, Prince George County Schools	No
Mr. J. Scott Barlow, City of Richmond Schools	Yes

The Chair asked the director to provide the board with updates when available regarding current and future year assessments. The director indicated he thought late spring would be a reasonable timeframe for this discussion with data to support different recommendations from the Planning Committee.

The Chair reminded that admission requirement changes will also have to be approved by local school divisions and suggested everyone on the RSB take this matter back to them. There needs to be an open line of communication with all involved so we stay informed about changes at the local level.

### **XIII. Materials for Board Review and/or Discussion**

#### **a. Planning for MLWGS Student Return to Campus Instruction**

A preliminary discussion occurred about deciding if/when MLWGS may shift to an instructional delivery model that includes students attending class on campus. As participating districts begin to make plans for the second nine weeks, some of which include shifts from all-virtual to other instructional delivery models, the administrative team is staying in communication with leaders of those districts. Any model that is chosen will allow students to continue with virtual instruction.

Transportation to MLWGS is 100% dependent on each participating division with the director noting that the MW footprint spans twelve school divisions making it larger than most. Ongoing deliberations at MLWGS will be informed by multiple factors, including community input.

Mr. Barlow thanked the director and his staff for their handling of in-person instruction considerations and acknowledged it is hard to nail down an appropriate approach for this school. That said, Richmond Public Schools is not in a position to offer transportation to its MLWGS students as the RPS students will not return to in-person instruction earlier than the second semester and the division would prefer a uniform approach for its students. He added, Richmond has a significant number of students who live below the poverty line, and division resources that include bus transportation have been dedicated to social services and meals delivered daily. Also, infections among personnel appear to be rising in Richmond. Maggie Walker has a wider regional reach meaning an infected person has the potential for a greater spread throughout the area.

Additionally, Mr. Barlow suggested a review of policies as appropriate regarding student and staff comfort levels for a return to in-person instruction and work.

Mr. Barlow's recommendation is to postpone in-person classes until the second semester at the earliest.

Ms. Hall of King and Queen advised there have been no concerns expressed by their students regarding connectivity issues for virtual classes, so the K&Q division is comfortable whichever direction this board chooses to proceed.

Mr. Axelle said the Hanover board adopted a hybrid model for its students with approximately 11,300 choosing in-person instruction and 6,500 choosing virtual. He stated this option is working well and their community considers it successful, largely because we offered them options. Mr. Axelle acknowledged the Hanover model is successful in large part due to the efforts of Dr. Gill and his staff who were able to manage difficult technology issues in the further reaches of the county with poor to little internet service. Since the beginning of the hybrid model instruction, Hanover has managed 26 COVID cases among its staff and students out of a population of roughly 17,000 people, with the majority of cases among adults.

The Chair asked Dr. Lowerre how his teachers would manage an instruction scenario with part of the students in-person and part virtual at the same time? Dr. Lowerre's answer was based upon a **hypothetical** decision to return to in-person instruction after the end of the first semester given there will remain an option for families to choose either to continue virtual or in-person, he stated the school could inventory all student classes by in-person vs virtual, and if there were enough virtual enrollments we might be able to peel off a class from that teacher for those students. The bottom line, the option for virtual instruction students to participate in a live class is very taxing to the teacher. But our teachers would deal with it and find a way to make it work if they had to.

With this feedback, the Executive School Board could be presented a proposal for a return to in-person instruction at the November 2020, meeting.

#### **XIV. Information Items**

- Finance Committee Meeting Minutes, October 1, 2020
- Counseling Webinar: Helping Adolescents Cope During COVID-19, October 14, 2020
- Junior PSAT Testing, October 2020
- MW Debate Competes in Virtual Tournament
- Mech Tech Dragons Sponsor Virtual STEM Event, October 24
- MW's Dan Brown, R.E.B. 2020 Finalist

#### **XV. Superintendent's Steering Committee Report**

Dr. Cashwell stated in their morning meeting many of the items discussed today were addressed. The committee spent time discussing the reopening of MW given the challenges of navigating twelve school division models, particularly regarding transportation. Also briefly discussed, was the upcoming budget picture with a consensus there are still question marks for all.

The committee also had a broad discussion around the Planning Committee's work on admission practices related to the upcoming cycle and the future look they are taking. Lastly, the director updated them on the Governor's equity committee and how it may impact Maggie Walker.

#### **XVI. New Business**

None.

#### **XVII. Closed Meeting**

None.

**XVIII. Certification of Closed Meeting and Any Action Taken if Necessary as a Result of Closed Meeting**

None.

**XIX. Announcements/Additional Discussion**

None.

**XX. Adjournment of Regular Meeting**

The meeting was adjourned at approximately 10:52 am.

**Next Meeting – Executive School Board**

November 12, 2020, at 9:00 am. MLWGS, 1000 N. Lombardy St., Room 153, Richmond, VA 23220. 804-354-6800 x2190.

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Michelle Ogburn, Chair

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Robert Lowerre, Ph.D., Director

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Minutes Recorded by:  
Barbara Marshall, Regional Board Clerk

**MLWGS 2020-2025 STRATEGIC PLAN GOALS/OBJECTIVES/ACTION STEPS**

	<b>MAGGIE L. WALKER GOVERNOR'S SCHOOL WILL CREATE A WELCOMING AND RESPONSIVE ENVIRONMENT THAT CELEBRATES AND REFLECTS THE DIVERSITY OF THE SCHOOL DISTRICTS WE SERVE AND FOSTERS A SENSE OF BELONGING FOR ALL.</b>	<b>Responsible Party</b>	<b>Measurement</b>	<b>Year to begin Implementation</b>	<b>Cost to Budget</b>
				<b>2020</b>	
<b>OBJ 1.1</b>	<b>MLWGS will engage and educate our school districts about the opportunities available to them in our learning environment.</b>				
1.1.2	Develop and enhance relationships with districts, schools, administrators, counselors, teachers, parents, and potential students.	Administration, Counseling, Faculty			
<b>OBJ 1.2</b>	<b>MLWGS will create an environment that provides a sense of belonging and fosters student and family engagement.</b>				
1.2.1	Examine and eliminate structural barriers that prevent students from availing themselves of all the opportunities at MLWGS.	Planning Committee, Administration, Foundation			
1.2.2	Access to wraparound services (Identify and fill gaps in student mental health and wellness programs)	School Counseling			
1.2.3	Review and reform policies and procedures that impede inclusion (e.g. mental health intake, bathroom policies, club and extra-curricular policies)	Counseling, Administration, AD, School Board			
1.2.4	Enhance communications to make sure students have knowledge of and are able to seek resources	Counseling			
1.2.5	Facilitate student input and feedback	Administration, Counseling			
1.2.6	Analyze and strengthen the student onboarding process to prepare accepted students for the MLWGS experience	Counseling			

1.2.7	Equip faculty with tools to foster an inclusive environment	Administration, External Trainers			
<b>OBJ 1.3</b>	<b>MLWGS will codevelop a plan with its districts to increase enrollment of historically underserved populations.</b>				
1.3.1	In compliance with FY 2021 Budget Item 145, C-27,I, the school will work with the partner districts to collect application and admission data to be used to support a plan to increase the percentage of historically underserved populations at MLWGS.	Dr. Lowerre			
<b>OBJ. 1.4</b>	<b>MLWGS will develop a strategy to increase the demographic diversity of our faculty and staff.</b>				
1.4.1	Examine barriers to hiring and retaining diverse faculty.	Dr. Lowerre, Dr. Williams,			
1.4.2	Strengthen professional development resources for faculty.	Dr. Ellis			
1.4.3	Develop hiring strategy.	Leadership Team			
1.4.4	Develop outreach program for recruiting teachers from multiple districts and education graduate schools.	Dr. Lowerre			
<b>GOAL 2</b>	<b>MAGGIE L. WALKER GOVERNOR'S SCHOOL WILL ENGAGE STUDENTS WITH INNOVATIVE CURRICULA AND RESPONSIVE INSTRUCTION THAT FOCUSES ON STUDENT-CENTERED EXPERIENTIAL LEARNING. INSTRUCTION WILL BE INTERDISCIPLINARY AND ENRICHED BY LOCAL AND GLOBAL CONNECTEDNESS.</b>	<b>Responsible Party</b>	<b>Measurement</b>	<b>Year to begin Implementation</b>	<b>Cost to Budget</b>
<b>OBJ 2.1</b>	<b>Students will engage in exciting distinctive courses that are designed to deepen students interest.</b>			<b>2020-2021</b>	
2.1.1	Encourage a collaborative environment for ongoing innovation of all course offerings.	Admin, Mr. Zweerink			
2.1.2	Expand dual enrollment course offerings and include courses through additional university partners.	Dr. Ellis			
2.1.3	Investigate offering courses with	Dr. Lowerre, Dr. Ellis			

	comparatively smaller student enrollment.				
2.1.4	Expand the menu of teacher-created courses that center on experiential learning, interdisciplinary and global awareness.	Dr. Ellis Department Chairs			
2.1.5	Expand student enrollment in SGC's and teacher-developed courses.	Dr. Ellis			
2.1.6	Augment opportunities for student travel and beyond-the-classroom experiences.	Leadership Team			
2.1.7	Develop a reimagined FIRC course to equip freshmen to succeed at MLWGS	Mr. Smith, Leadership Team			
<b>OBJ 2.2</b>	<b>Teachers will provide engaging, student-centered instruction.</b>				
2.2.1	Encourage teachers to enhance student engagement, embed community engagement, and integrate instructional technology within their curricula.	Leadership Team, Tech Integrators			
2.2.2	Provide opportunities for teachers to participate in training and collegial discussions about enhancing student engagement, embedding community engagement, and integrating instructional technology within their curricula.	Dr. Ellis			
2.2.3	Incentivize teachers to enhance student engagement, embed community engagement, and integrate instructional technology within their curricula.	Admin			
<b>GOAL 3</b>	<b>MAGGIE L. WALER GOVERNOR'S SCHOOL WILL BE A SAFE SCHOOL WITH EFFECTIVE MANAGEMENT OF RESOURCES.</b>	<b>Responsible Party</b>	<b>Measurement</b>	<b>Year to begin Implementation</b>	<b>Cost to Budget</b>
<b>OBJ 3.1</b>	<b>Create and fund a ten-year capital improvement plan.</b>			<b>2023</b>	
3.1.1	Conduct a needs assessment of future needs for the facility and technology.	Facilities and Technology			
3.1.2	Forecast ten-year costs.	Facilities and Technology			
<b>OBJ 3.2</b>	<b>Create a better experience for students, teachers, and parents through available software solutions.</b>			<b>2021</b>	

3.1.3	Implemental funding mechanism separate from the operating budget.	Mr. Smith			
3.2.1	Purchase of on-line teacher receipting program.	Ms. Hoover; Ms. Charity			
3.2.2	Implement field trip request and tracking software.	Mr. Smith			
3.2.3	Integrate field trip software with student information system.	Mr. Bortz			
3.2.4	Reduce student fees.	Leadership Team			
3.2.5	Incentivize the use of current on-line payment systems.	Dr. Lowerre			
<b>OBJ 3.3</b>	<b>Enhance our safe school environment.</b>			<b>2020</b>	
3.3.1	Implement an annual climate survey.	Dr. Lowerre			
3.3.2	Complete a full revision of the safety/crisis plan.	Mr. Smith			
3.3.3	Further develop relations with local fire, police, and EMS in order to incorporate best practices and facilitate external audits.	Mr. Parker			
3.3.4	Train faculty on cyber security and teaching digital literacy.	Library and Technology			
<b>OBJ 3.4</b>	<b>Transition the fiscal expectations of MLWGS to a new fiscal agent.</b>			<b>2022</b>	
3.4.1	Research options for future fiscal processing.	Mr. Smith			
3.4.2	Secure board approval for a new fiscal agent.	Dr. Lowerre			
3.4.3	Create a transition plan.	Ms. Hoover			