

MINUTES

The Maggie L. Walker Governor's School for Government & International Studies
Virtual Executive School Board Meeting
1000 N. Lombardy Street, Richmond, VA

Thursday, November 12, 2020

9:01 a.m.

I. Call to Order

Micky Ogburn, Chair of the Maggie L. Walker Governor's School Regional Board, called 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 locality.

Mr. John Wright, **School Board**, Goochland County Public Schools
Ms. Michelle 'Micky' Ogburn, **School Board**, Henrico County Public Schools
Ms. Harwood Hall, **School Board**, King & Queen Public Schools
Ms. Sarah Grier Barber, **School Board**, New Kent Public Schools
Mr. Kenneth Pritchett, **School Board**, Petersburg Public Schools
Dr. Amy Cashwell, **Superintendent**, Henrico County Public Schools
Dr. Robert Lowerre **Director**, Maggie L. Walker Governor's School
Ms. Barbara Marshall, **Clerk**, Maggie L. Walker Governor's School

Not Required to be in Attendance:

Mr. Royce Paige, **School Board**, Charles City Public Schools
Ms. Debbie Bailey, **School Board**, Chesterfield County Public Schools
Mr. John Axselle, **School Board**, Hanover County Public Schools
Ms. Linda Hyslop, **School Board**, Hopewell Public Schools
Ms. 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
Dr. Jeremy Raley, **Superintendent**, Goochland County Public Schools
Dr. Michael Gill, **Superintendent**, Hanover County Public Schools
Dr. Melody Hackney, **Superintendent**, Hopewell Public Schools
Mr. Brian Nichols, **Superintendent**, New Kent Public Schools
Dr. Maria Pitre-Martin, **Superintendent**, Petersburg Public Schools
Dr. Eric Jones, **Superintendent**, Powhatan County Public Schools

Dr. Lisa Pennycuff, **Superintendent**, Prince George Public Schools
Mr. Jason Kamras, **Superintendent**, Richmond Public Schools
Mrs. Megan Perez, **Deputy Clerk**, Maggie L. Walker Governor's School

Also present:

Michael 'Max' Smith – MLWGS Administration
Wendy DeGroat – MLWGS Staff
Ginger O'Neil, GS Foundation
Jackie Laundon – Alumni Guest Speaker
Jill Nolt – unknown affiliation

V. Approval of Agenda

On a motion by John Wright, seconded by Sarah Barber, the agenda for this meeting was unanimously approved on a verbal vote.

VI. Approval of Minutes

On a motion by John Wright, seconded by Harwood Hall, the minutes of the Regional School Board meeting of October 15, 2020, were unanimously approved on a verbal vote.

VII. Recognitions

- None

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.

The following was submitted via an online comment form by Ian Miller from Hanover:

After learning that the admissions test that has previously been used by the Governor's School is not a good indicator of success in MLWGS, and after learnings that recent classes of students are under-representing people of color, I'm in favor of removing the admissions test on a permanent basis. I feel strongly that Governor's Schools should set an example for modern admissions policies that strive to represent their communities and afford opportunities to as many as possible.

The following was spoken and submitted in writing by Jackie Laundon

To the Executive Committee of the Maggie Walker Regional School Board:

Thank you for the opportunity to share these thoughts from the Anti-Racist Alumni Group, dedicated to helping our alma mater embrace strategies to improve and retain racial diversity among our students, faculty, and staff.

First, thank you for voting to suspend the admissions test for the incoming freshman class of 2021-2022. We hope by now that you and your respective school boards and superintendents have heard from many of the alumni who support that decision. As you know, Department of

Education Secretary Qarni's summer task force clarified that these admissions tests serve only to disparately impact Black and Latinx students. When privileged and resourced families pour money into test prep programs from around the world to master this type of test, it is no surprise that disparate outcomes would prevail. And as Dr. Lowerre and School Board Member Scott Barlow pointed out on October 15, the test is NOT a good measure of success here at Maggie Walker.

We hope that our letters show that you have the support of alumni to permanently eliminate the test after this year. We urge you to place this question of permanent elimination of the admissions test on your future agendas and join schools like Thomas Jefferson Science & Technology and other test-based high schools around the country, who are likewise eliminating their test.

Second, we understand that during its last meeting, the Strategic Planning Implementation Team explored the topic of hiring a diversity coach or consultant. We urge the School Board to explore the creation of a permanent staff position dedicated to leading the school's efforts on diversity, equity, and inclusion ("DEI"). We believe the school's new strategic plan should include this position. But we realize that this takes time, approval, and funding.

In the interim, please know that the alumni of this group are more than happy to step up financial support to expand current efforts that bring DEI education to Maggie Walker. We understand, for example, that the Virginia Center for Inclusive Communities has presented on DEI to several students. We want to support more opportunities like that not just for students, but also for faculty and staff in their professional development. As alumni, we know how to fundraise through the Foundation to support important initiatives of the school, and this is an initiative we want to support. We ask that this be added to your agenda and to your new strategic plan.

These two initiatives— (1) permanent elimination of the admissions test, and (2) hiring a dedicated diversity equity and inclusion specialist for the school—would equitably widen the doors to Maggie Walker and sustain our region's diverse talent.

To cultivate the next generation of global leaders, Maggie Walker must ensure that those who have the opportunity to receive this world-class education reflect our region's talent--from all walks of life. Our Black and Latinx students should be part of that tapestry in larger numbers, and these strategies would be an effective start to making them a meaningful part of that vision.

Thank you.

MLWGS Anti-Racist Alumni Group, including, among others:

Margaret Benson Nemitz, Class of 2011, margaretfonville@gmail.com

Jackie Laundon, Class of 2006, jalaundon@gmail.com

Katy Wischow, Class of 1998, kwischow@gmail.com

Rachael Deane, Class of 2002, rachael.deane@gmail.com

Rachel Savoy Caldwell, Class of 2006, savoyr@gmail.com

Tanim Islam, Class of 1997, tanim.islam@gmail.com

Amanda Gray Williams, Class of 2001, Amanda.lais.gray@gmail.com

Ian Miller, Class of 1997, cydeswype@gmail.com

The Chair thanked the meeting commenters for their remarks and feedback.

IX. Director's Report

A. Verbal Updates

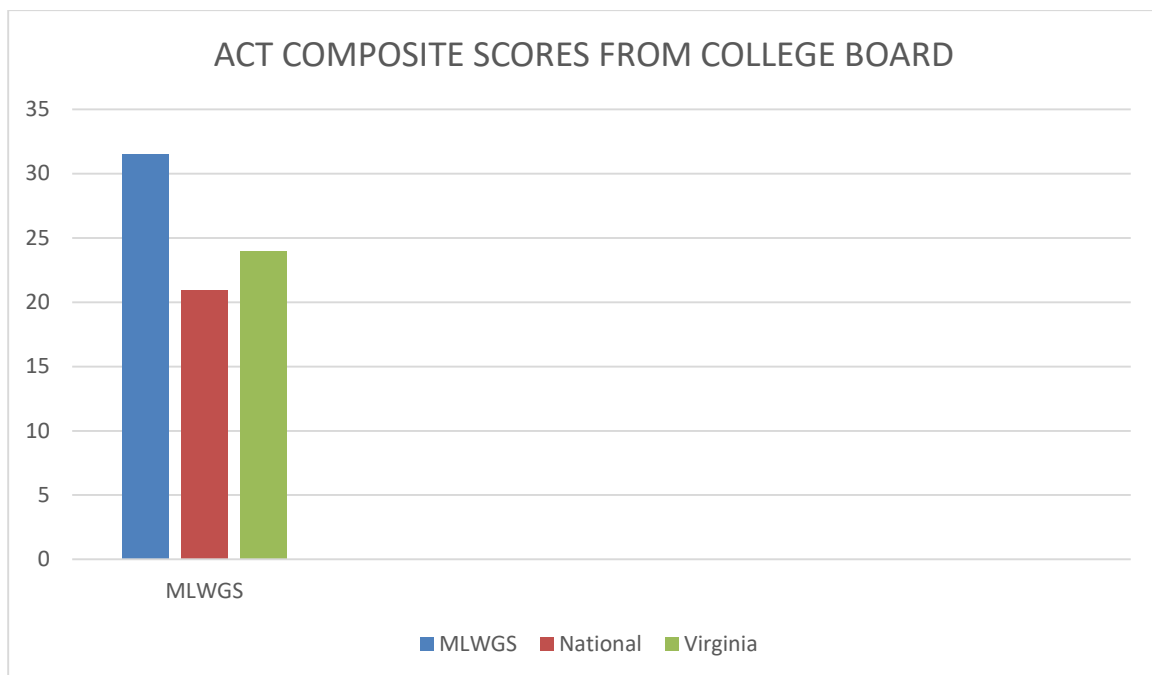
- **Virtual Information Sessions for Prospective Families, November 9, 2020**

MLWGS will be providing virtual content instead of the in-person information nights that usually occur in November. A webpage will be created that will contain narrated presentations as well as student videos and links to additional resources.

The MLWGS team has participated in many virtual recruiting nights as well as one in-person throughout October. We appreciate the support of the local districts in providing information about MLWGS during these difficult times.

Dr. Lowerre would not be surprised to see lower than normal application numbers with this upcoming admittance class due to the lack of opportunities for families to visit the school.

- **Reminder: Division AY22 Slot Letters** distributed at October Meeting are due to MLWGS December 1, 2020.
- **Virtual FY22 Budget Development Town Hall, December 8, 2020 @ 6:00 pm.** A form for public input will be published after this meeting. Results will be shared with the RSB.
- **Maggie Walker Governor's School outscores State and national peers on the ACT.** MLWGS students outperformed their peers nationally and in Virginia by a significant margin on the ACT college-admissions test from the last results available from the Class of 2019. **The MLWGS composite score was 31.5, while the national composite score was 20.9 and the Virginia composite score was 24.**



Source: Virginia Department of Education News and College Board

- **Maggie L. Walker Governor’s School 2020 SAT Achievement vs Virginia and National Public School Mean Scores**

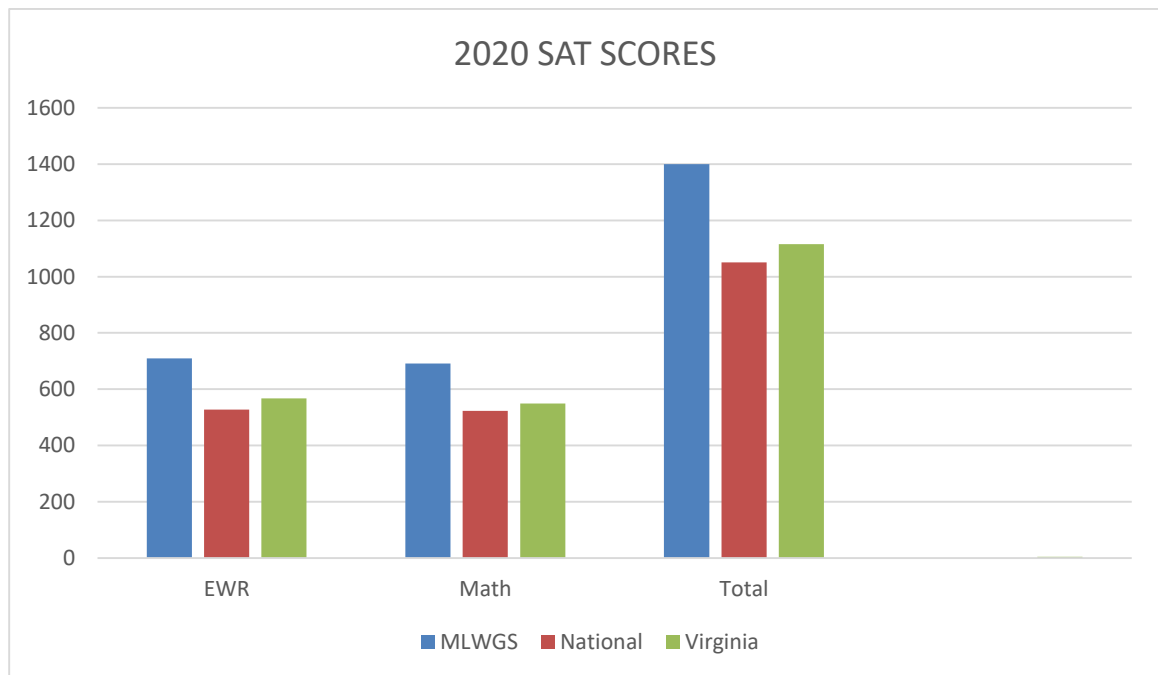
MLWGS graduates outperformed their nationwide and Virginia peers on the SAT in 2020, according to data released by the College Board, the non-profit organization that administers the college admissions test. Overall, Virginia high school seniors achieved an average combined score of 1116, which was 65 points higher than the national average, while Walker students scored a combined 1400, an impressive 349 points higher than the national average.

Of the 58,485 Virginia 2020 graduates who took the SAT, 55% met or exceeded the College Board’s college-readiness benchmarks in both reading and writing and mathematics. Nationwide, 45% of SAT takers met the readiness standard on both sections of the test.

Sixty-five percent of Virginia’s 2020 graduates took the SAT, making it by far the most popular college admissions test in the commonwealth. Approximately 2,700 fewer Virginia graduates took the SAT due to the curtailment of spring SAT testing because of the coronavirus pandemic.

SAT SCORES

2020 Overall (1600 Scale)			2020 Reading & Writing			2020 Mathematics		
MLWGS	Virginia	Nation	MLWGS	Virginia	Nation	MLWGS	Virginia	Nation
1400	1116	1051	710	567	528	691	549	523



Source: Virginia Department of Education News and College Board

- **Dr. Lowerre and Paige Hawkins, Activities Director, are exploring the return of student sports** within current safety guidelines. VHSL has approved winter sports starting mid-December on an abbreviated schedule.
- **Coming in 2021 – New MLWGS School Board Website.** *Under Construction.*
<https://sites.google.com/gsgis.k12.va.us/maggielwalkergovernorsschool/home>

B. Coming Events:

November 12, 2020, through January 21, 2021

Thursday, November 12 th	Virtual Executive School Board Meeting, 9:00 am
Friday, November 13 th	Chalk Day at MLWGS, 8:00 am – 4:00 pm, Parking Lot
Tuesday, November 17 th	Report Cards Issued
Wednesday, November 25 th – Friday, November 27 th	Holiday – Building is Closed
Tuesday, December 8 th	Virtual Budget Development Town Hall, 6:00 pm
Thursday, December 17 th	Virtual Winter Concert, 6:30 pm
Friday, December 18 th	Interim Reports Issued
Monday, December 21 st – Friday, January 1 st	Holiday – Building is Closed
Monday, January 4 th	Instruction Resumes
Thursday, January 7 th	Virtual Finance Committee Meeting, 8:30 am
Monday, January 18 th	Holiday – Building is Closed

X. Unfinished Business

A. Strategic Plan Implementation Report

The report is located at the end of these minutes.

The director added in his review that today’s speaker did a good job of touching on the report in her remarks. The report includes target dates and responsible parties for its goals and objectives, but the current budget does not allow the school to bring on a full-time DEI position. However, there may be flexibility to hire an outside consultant for a neutral review along with possibly seeking financial assistance from the GS Foundation to make this happen.

Dr. Lowerre indicated the implementation team is meeting about once per month virtually and is comprised of diverse stakeholders. He stated he believes the team has a good handle on what they need to do to try to create an environment where students feel welcome at MLWGS.

B. Annual Notice of School Advisory Council Membership 2020-2021

It is the duty of the Regional School Board to appoint advisory councils or committees of citizens of the school for consultation regarding specific matters pertaining to Maggie L. Walker Governor’s School. These committees shall serve without compensation for one-year terms.

Composition Membership of the SAC may consist of parents, staff, and students of MLWGS, corporate and community members, alumni, higher education representatives, school administrators, and gifted program specialists. Membership should reflect the diversity of the community in terms of school district size and underrepresented minority groups. The Regional School Board (RSB) shall be notified annually of the SAC membership.

2020-2021 SAC Members

Michael Larkin, Chesterfield, PTSA, Chair
Ed Coleman faculty, Vice-Chair
Denise Rasmussen, Hanover, PTSA, Historian
Karen Townsend, Henrico, PTSA, Secretary
Rachel Gable, Richmond, PTSA
Colleen Hall, Chesterfield, PTSA
Leigh Anne Ratliff, Richmond, PTSA
Rachel Loving, faculty
Crista Hamilton, faculty
Vacant, faculty
Virginia Warren, Chesterfield Junior
Madison Kang, Chesterfield Junior
Chase Gunlicks, Chesterfield Senior
Gabriella Watson, Chesterfield Senior
Max Smith, administrator
Karen Smith-Will, director's appointee

Vacant, director's appointee
Vacant, alumni, director's appointee
Lynn Pleveich, Richmond, Planning Committee

The Chair asked what was the selection process for members especially for students, noticing they all are from Chesterfield. The director's appointee Max Smith responded to this question by describing the process. For students, it is a 2-year term, with sitting SAC members reaching out to the student body to encourage their application. There are interviews followed by selection, so it starts with a broad net and ends with students who are excelling academically and engaged with the school.

Ms. Barber suggested if we do not have representation from the smaller divisions, we reach out to them offering encouragement to submit applications. Mr. Smith indicated those attempts are made, but the committee historically has found transportation to be an issue for them.

XI. Consent Items

The Director provided a brief review of each consent item presented.

On a motion by Kenneth Pritchett, seconded by John Wright, the following consent items were unanimously approved as a slate on a verbal vote: November 2020 Personnel Actions, the fiscal status reports of September 30, 2020, and the donations report of September 30, 2020.

XII. Action Items

a. Request for Admission in AY22 by Dinwiddie Public Schools (Waive First Read Requested)

The director received a request by Dr. Kari Watson, Dinwiddie Public Schools Superintendent, requesting to rejoin the MLWGS partnership with students in the 2021-2022 academic year as required by the Constitution (see Article III for the applicable section below).

ARTICLE III

Section 1 – Membership of Organization

The membership of this Organization shall be composed of the participating School Boards of Charles City County, Chesterfield County, Goochland County, Hanover County, Henrico County, Hopewell, King and Queen, New Kent County, City of Petersburg, Powhatan County, Prince George County and the City of Richmond.

Section 2 – Addition/Deletion of Participating School Boards

School Boards wishing to participate in the Maggie L. Walker Governor’s School shall make an application in writing to the Regional School Board requesting admission. An application must be made prior to the second semester of the academic year in order for student slots to be allocated for the subsequent academic year. An affirmative vote by a majority of the Regional School Board will constitute acceptance of the application.

References:

Policy No. 1010 – Constitution and ByLaws of MLWGS

Policy No. 1029 – Allocation and Commitment of Slots

Policy No. 1030 – Admission of Students

On a motion from John Wright, seconded by Harwood Hall, the request for admittance to MLWGS by Dinwiddie Public Schools AY22 was unanimously approved on a roll-call vote.

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

Mr. John D. Wright (Vice-Chair), Goochland County Schools	Aye
Ms. Michelle Ogburn (Chair), Henrico County Schools	Aye
Ms. Harwood Hall, King and Queen Schools	Aye
Ms. Sarah Grier Barber, New Kent County Schools	Aye
Mr. Kenneth Pritchett, City of Petersburg Schools	Aye

b. Student Return to Campus Instruction

After taking into consideration the different plans of our partner districts, the challenge surrounding the transportation of our students, and the current health conditions related to the Covid-19 pandemic, the director recommended to the Executive Committee of the Regional School Board for MLWGS to work toward bringing students back for in-person learning on February 1st, 2021.

This is not a decision that we have taken lightly. The director stated, “I am acutely aware of the hardships of staying in a virtual learning environment as well as the challenges that many have expressed regarding returning to campus too soon. However, I feel that it is important to establish a target date and work toward solving the many problems that go with returning to campus so that the transition is as smooth as possible.”

The director shared the results of a survey that was sent to our families:

454 responded out of 754

- 74.2% wish to return to in-person learning
- 25.8% wish to remain virtual

The majority by far of students that wish to remain virtual live in Henrico County and the City of Richmond

Of the 74.2% (337 students) that want to return, 8.8% (40 students) would not have transportation if their district was unable to provide it.

Our survey to the staff yielded the following data:

77 responded out of 92

- 72.7% would return if CDC and VDH guidelines are followed
- 27.3% would request to remain virtual due to documented health reasons (9.1%) or other issues such as taking care of elderly parents or immunocompromised children (18.2).

To summarize, with about 49% of our students living in districts that are staying out until the start of the 2nd semester and the issue of transportation, and potentially having to find coverage for roughly a quarter of our staff, it just doesn't seem possible with our limited resources to open at the start of the second marking period. Additionally, while we aren't directly affiliated with RPS, our physical location is within the City of Richmond where the pandemic has disproportionately affected its residents. Given the regional nature of our school and the ability to potentially spread the virus over a larger area, it seems that a cautious approach is warranted.

Over the next few weeks, we will begin to develop and share a plan for how instruction will be delivered and what the expectations for all stakeholders will be. While the February date is a goal, it could change depending upon pandemic conditions and the decisions of our partner districts. However, the director stated he believes that it is important to set a goal with a date to provide some degree of hope for our learning community. It will also allow us to establish a timeline to prepare for the arrival of students if we can welcome them back in February.

On a motion from John Wright, seconded by Harwood Hall, the request to establish February 2021 as a goal to return students to in-person campus instruction was unanimously approved on a roll-call vote.

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

Mr. John D. Wright (Vice-Chair), Goochland County Schools	Aye
Ms. Michelle Ogburn (Chair), Henrico County Schools	Aye
Ms. Harwood Hall, King and Queen Schools	Aye
Ms. Sarah Grier Barber, New Kent County Schools	Aye
Mr. Kenneth Pritchett, City of Petersburg Schools	Aye

c. Amended#2 School Operating Calendar 2020-2021

The originally operating calendar for AY21 was adopted by the RSB at their April 16, 2020 meeting, amended at their August 20, 2020 meeting, but given the government mandates for the social distancing of students, among others, required for schools, the attached amended proposal reflects the following:

- The second nine weeks of instruction will continue to be conducted virtually:
 - At least 4 days of synchronous instruction will be provided each week

- In weeks with a 5th business day, an asynchronous day of instruction is built in to allow for office hours, individual conferences, and group work.

On a motion from John Wright, seconded by Kenneth Pritchett, the second school amended operating calendar for AY21 was unanimously approved on a roll-call vote.

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

Mr. John D. Wright (Vice-Chair), Goochland County Schools	Aye
Mrs. Michelle Ogburn (Chair), Henrico County Schools	Aye
Ms. Harwood Hall, King and Queen Schools	Aye
Ms. Sarah Grier Barber, New Kent County Schools	Aye
Mr. Kenneth Pritchett, City of Petersburg Schools	Aye

XIII. Materials for Board Review and/or Discussion (First Read)

a. January Reorganization Meeting including the election of School Board Chair, Vice-Chair, and Clerk(s)

As stipulated in the MLWGS Constitution, elections shall occur for the chair, vice-chair, and board clerk(s) at the January 21, 2021 meeting.

b. Election of Executive Committee Members

As stipulated in the MLWGS Constitution, Article IV, Section 3, the election of the annual Executive Committee members shall be held during the January 21, 2021 reorganization meeting.

c. Announcement of Superintendent’s Steering Committee Leadership 2021

The Superintendent’s Steering Committee will announce their Chair and Vice-Chair selections for 2021-2022.

d. Code of Conduct for School Board Members

Grounded in practice by the VSBA and many participating school divisions, the code will be presented for adoption at the January 21, 2021 meeting.

e. Code of Conduct for Clerks

Grounded in practice by the VSBA and many participating school divisions, the code will be presented for adoption at the January 21, 2021 meeting.

f. 2021 Regional School Board Calendar of Meetings

The Director recommended a review of the proposed 2021 calendar of meetings and consultation with the member’s local calendar for conflicts and/or modifications. Approval will be requested at the January 21, 2021 meeting of the Regional School Board.

XIII. Information Items

- Finance Committee Minutes November 5, 2020

- MW Students Eligible to Audition for Virginia All Orchestra
- Virtual Fall Band Concert October 29
- Virtual Fall Chorus Concert November 2
- MW Drive-In Movie November 6
- MW Chalk Day and Yoga on the Field November 13

XIV. Announcements/Additional Discussion

- The chair advised that all members of the board are receiving letters from alumni indicating their support for changes to the admissions process. In discussion with Ms. Barber, they agreed it was appropriate to respond to the alumni that the board has received their communication and is hearing their concerns.
- Secondly, the chair indicated her appreciation for Dr. Lowerre 's service during these unique and difficult times given the board is not there in-person for support, and stated there are probably times he feels completely alone in these decisions. She added if the director needs for any of them to meet as a group or individually or even at a special session meeting, feel free to call on us. Dr. Lowerre expressed his appreciation for the boards' support.
- CARES Act funding for PPE was questioned. Dr. Lowerre stated so far the funding is covering school needs. Mr. Smith stated a large amount of those funds have been directed to technology to help students with laptops and mobile hot spots and for teacher professional development to assist them with virtual instruction. The rest has been directed to the purchase of Plexiglas, masks, hand sanitizer, gloves, etc. Also, Max will look into an air purification system for the school based on Mr. Wright's suggestion. The Chair offered division assistance if needed for Maggie Walker GS.

XV. Adjournment of Regular Meeting

This meeting ended at 9:45 am.

Next Meeting of the Regional School Board

January 21, 2021, at 9:00 am. MLWGS, 1000 N. Lombardy St., Room 153, Richmond, VA 23220. 804-354-6800 x 2190.

Michelle Ogburn, Chair

Robert Lowerre, Ph.D., Director

Minutes Recorded by:
Barbara Marshall, Regional Board Clerk

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

DATE: November 12, 2020

Blue Text = Updates

GOAL 1	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.	Responsible Party	Measurement	Year to begin Implementation	Cost to Budget
OBJ 1.1	MLWGS will engage and educate our school districts about the opportunities available to them in our learning environment.			2020	
1.1.2	Develop and enhance relationships with districts, schools, administrators, counselors, teachers, parents, and potential students.	Administration, Counseling, Faculty			
OBJ 1.2	MLWGS will create an environment that provides a sense of belonging and fosters student and family engagement.				
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			
OBJ 1.3	MLWGS will codevelop a plan with its districts to increase enrollment of historically underserved populations.				
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			
OBJ. 1.4	MLWGS will develop a strategy to increase the demographic diversity of our faculty and staff.				
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			
GOAL 2	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.	Responsible Party	Measurement	Year to begin Implementation	Cost to Budget
				2020-2021	
OBJ 2.1	Students will engage in exciting distinctive courses that are designed to deepen students interest.				
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 comparatively smaller student enrollment.	Dr. Lowerre, Dr. Ellis			
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			
OBJ 2.2	Teachers will provide engaging, student-centered instruction.				
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			
GOAL 3	MAGGIE L. WALER GOVERNOR'S SCHOOL WILL BE A SAFE SCHOOL WITH EFFECTIVE MANAGEMENT OF RESOURCES.	Responsible Party	Measurement	Year to begin Implementation	Cost to Budget
OBJ 3.1	Create and fund a ten-year capital improvement plan.			2023	
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			
OBJ 3.2	Create a better experience for students, teachers, and parents through available software solutions.			2021	
3.1.3	Implemental funding mechanism separate	Mr. Smith			

	from the operating budget.				
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			
OBJ 3.3	Enhance our safe school environment.			2020	
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			
OBJ 3.4	Transition the fiscal expectations of MLWGS to a new fiscal agent.			2022	
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			