

MINUTES

The Maggie L. Walker Governor's School for Government & International Studies
Regional School Board Regular Meeting & FY22 Budget Work Session
1000 N. Lombardy Street, Richmond, VA

Virtual Regular Meeting

Thursday, February 25, 2021

9:03 a.m.

I. Call to Order

John Wright, Chair of the Maggie L. Walker Governor's School Regional Board, called the meeting to order.

II. Moment of Silence

The Chair called for a moment of silence.

III. Pledge of Allegiance

The Regional School Board and visitors recited the pledge of allegiance.

IV. Introductions

Each member is listed in alphabetical order by locality.

Present:

Ms. Kathryn Haines, *School Board*, Chesterfield County Public Schools

Mr. John Wright, *School Board*, Goochland County Public Schools

Mr. John Axselle, *School Board*, Hanover County Public Schools

Ms. Michelle 'Micky' Ogburn, *School Board*, Henrico County Public Schools

Ms. Harwood Hall, *School Board*, King & Queen Public Schools

Mr. Kenneth Pritchett, *School Board*, Petersburg Public Schools

Ms. Valarie Ayers, *School Board*, Powhatan County Public Schools

Ms. Mariah White, *School Board*, Richmond Public Schools

Dr. Dalphine Jobby, **Superintendent**, Charles City Public Schools

Mr. George Fohl for Dr. Merv Daugherty, **Superintendent**, Chesterfield County Public Schools

Dr. Jeremy Raley, **Superintendent**, Goochland County Public Schools

Dr. Michael Gill, **Superintendent**, Hanover County Public Schools (late arrival)

Dr. Jennifer Greif, Assistant Superintendent until Dr. Gill's arrival, Hanover County Public Schools

Dr. Beth Teigen for Dr. Amy Cashwell, **Superintendent**, Henrico County Public Schools

Dr. Melody Hackney, **Superintendent**, Hopewell Public Schools

Dr. Carol Carter, **Superintendent**, King & Queen Public Schools

Mr. Brian Nichols, **Superintendent**, New Kent Public Schools

Dr. Maria Pitre-Martin, **Superintendent**, Petersburg Public Schools (late arrival)

Ms. Lynn Pleveich for Mr. Jason Kamras, **Superintendent**, Richmond Public Schools
Dr. Robert Lowerre, **Director**, Maggie L. Walker Governor's School
Ms. Barbara Marshall, **Clerk**, Maggie L. Walker Governor's School

Absent:

Mr. Royce Paige, **School Board**, Charles City Public Schools
Ms. Linda Hyslop, **School Board**, Hopewell Public Schools
Ms. Sarah Grier Barber, **School Board**, New Kent Public Schools
Ms. Jill Andrews, **School Board**, Prince George Public Schools
Dr. Eric Jones, **Superintendent**, Powhatan County Public Schools
Dr. Lisa Pennycuff, **Superintendent**, Prince George Public Schools
Ms. Megan Perez, **Deputy Clerk**, Maggie L. Walker Governor's School

Also present:

Michael 'Max' Smith and Dr. Wendy Ellis – MLWGS Administration
Wendy DeGroat and David Bortz – MLWGS Staff
Ananya Shah, Senthil Meyyappan, and Shreya Malani – Senior Officers of Model UN Club
Lynn Reed – MLWGS Faculty (late arrival)

V. Approval of Agenda

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

VI. Approval of Minutes

On a motion by Valarie Ayers, seconded by Harwood Hall, the minutes of the reorganizational meeting of January 21, 2021, were unanimously approved.

VII. Recognitions

- The **Regional School Board** was recognized for its service to the MLWGS community. A "Meet Your Board Member" PowerPoint was created with a brief bio on each member that will be added to the school webpage. A news post was also shared that expresses appreciation for the work of the RSB.
- **Micky Ogburn (Henrico)** was recognized for her service as chair of the Regional School Board 2020 and sent a gavel award to her home in gratitude.
- **MLWGS Ranked 5th Best High School in America 2021 by Newsweek**. Virginia is home to two of the top five schools in America! Congratulations to the students, families, faculty, school board, administration, staff, GS Foundation, and alumni of MLWGS for your contributions to this institution and its progress.

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 comments were provided by Timothy Holmstrom:

Dear Regional School Board,

My name is Timothy Holmstrom. I wish to make a few public comments about the decision to return to Hybrid two days a week starting March 15th.

My daughter is a freshman at Maggie Walker. Her teachers have been excellent, and I appreciate all they have done for her. I am very pleased that the teachers are being vaccinated. As a teacher myself, who has been in the classroom since August, I appreciate the reduction in stress that being vaccinated provides a teacher.

As you know the risk to High School students from COVID is very very low, despite this, I supported the virtual school decision made by the board this Fall due to the risk to the teachers, which is not very low. With vaccination, their risk has become very low.

My daughter has spent a total of one day at the school as a student, her orientation in August. She is very worried about returning to school not because of COVID, but because of going to High School. She hasn't made new friends because you can't do that on zoom. It is very important for her social development and the social development of her classmates to go to school, as soon as possible. I hope that the board realizes the risk involved with delay.

I beg the board to allow the students to return to school five days a week. Any delay in doing this will have serious repercussions for the social well-being of all students, but particularly the freshman, who are coming from ten different counties and have few friends. Every day you delay will have long-term consequences to these children.

With the vaccination of the teachers there is no justification for the Hybrid decision. Before vaccination, this would have been a reasonable choice, back in September. I ask that the board come up with a plan for five days a week school as soon as possible. Perhaps setting a threshold of cases where this will be allowed? I also feel that a statement from that board that school in the Fall will be in person five days a week would be very helpful. I finally ask the board to do what they can to support the freshman students at Maggie Walker. These students need to be in school making friends.

Thank you for your time,

Timothy Holmstrom
Professor of Physics
Chair, Department of Chemistry and Physics
Longwood University

IX. Director's Report

A. Verbal Updates

- **2021-2022 Seminars - Les Cook, Coordinator:**

After a thorough and careful analysis of the student survey and mentorship application process, decisions have been made about which students will be placed in mentorship and which students will be placed in seminars. 75 students were accepted into the Mentorship Program. 108 students were placed in Seminar sections based on survey data. 95 % of the Seminar students were placed in their 1st choice, and 100% of the Seminar students were placed in their 1st or 2nd choice. Below are the seminars that are offered next year:

Digital Video (Raviotta): 10 students
Fashion and Style: Implications of the Clothes on Our Backs (Stinnett): 11 students
Music Production and Recording Seminar (Merillat): 15 students
Photojournalism in the Digital Age (Stinnett): 9 Students
Polarpalooza: A Multidisciplinary Exploration of the Polar Regions (Reed): 9 Students
The Age of Total War (Anderson): 8 Students
The American Dream in Literature and Film (Piersol): 12 Students
The Evolution of London—The making of a Metropolis (Williams): 9 Students
The History and Sabermetrics of Baseball (Benesh): 16 Students
Wilderness and the American Mind (Rotche): 8 Students

- **College Kick-Off for Juniors February 16-18.**

The MLWGS senior counselors are pleased to present MLWGS's annual College Kick-Off event for juniors and their families again this year. This virtual event will take place over three informative and inspiring sessions:

Tuesday, February 16 (12:30-1:30 pm): Navigating Naviance and other accounts (in support of college planning), presented by senior counselors Dr. Rachel Loving and Ms. Kim Forquer, as well as GRASP representative Mrs. Susan Teerlink and English teacher Mr. Ed Coleman

Wednesday, February 17 (10:15-11:30 am): The College Search and an Introduction to Scholarships, Financial Aid, Honors Colleges, and Special Programs, featuring panelists from Old Dominion University, Howard University, and Northeastern University

Thursday, February 18 (10:15-11:30 am): What Colleges are Looking For and an Introduction to the Application Process, featuring panelists from the University of Richmond, the College of William & Mary, and the University of Chicago

Juniors will be excused from class to attend, and Zoom links will also be available to parents and guardians who also wish to join in this webinar.

- **Fall Sports:** Fall sport began on **Monday, February 15th**. Season schedules were re-ordered by VHSL due to COVID.
- **New Student Applications and Essays Completed – Director’s verbal report.**

Regional evaluations of student applicants should now be complete. Division students will soon receive invitations to enroll from their Gifted Coordinators. Mailings to go out on March 5th. There will be no Future Dragon Days on campus this year; however, we are crafting a virtual session for these students.

- **(2) Presidential Scholar Candidates from the Class of 2021:**

Mr. Tejas Muthusamy – Henrico
Ms. Adhvikaa Ambikapathi-Revathi - Henrico

The U.S. Presidential Scholars Program was established in 1964, by executive order of the President, to recognize and honor some of our nation's most distinguished graduating high school seniors. In 1979, the program was extended to recognize students who demonstrate exceptional talent in the visual, creative, and performing arts. In 2015, the program was again extended to recognize students who demonstrate ability and accomplishment in career and technical education fields. Each year, up to 161 students are named as Presidential Scholars, one of the nation's highest honors for high school students.

B. Coming Events

February 18, 2021, through March 18, 2021

Thursday, February 18 th	Virtual Regular School Board Meeting followed by Budget Work Session, 9:00 am, Room 153
	Virtual College Kick-Off for Juniors, Session 3, @ 10:15 am
Wednesday, February 24 th	Virtual Walker Wednesday, 3 pm, for Community Service
Friday, February 26 th – Saturday, February 27 th	Virtual MLWGS Model Congress Conference
Wednesday, March 3 rd	Virtual Walker Wednesday, 3 pm, for Community Service
Wednesday, March 10 th	Virtual Walker Wednesday, 3 pm, for Community Service
Wednesday, March 17 th	Virtual Walker Wednesday, 3 pm, for Community Service
Thursday, March 18 th	Regular School Board Meeting & Budget Public Hearing, 9:00 am, TBD

- C. ***Walker Model UN Virtual Conference XXIII, March 26-27, 2021*** presented by Max Smith-Sponsor, Shreya Malani ('21-Henrico)-Director of Charitable Giving, Sentil Meyyappan ('21-Henrico)-Secretary-General, and Ananya Shah ('21 -Henrico)-Director-General.

Sentil Meyyappan made welcome remarks to the RSB on behalf of the officers. This year marks the 23rd iteration of GSMUN, a conference built and run on the mentality of creating change in the community. Being the premier Model United Nations conference in the Richmond Area and a top high school organized conference in Virginia, GSMUN prides itself on having an amazing and dedicated staff who work year-round to make this conference possible. GSMUN allows participants to step into the shoes of actual people from real countries and discuss real-life conflicts.

Shreya Malani presented an overview of the conference' charitable giving, this year focusing on a local organization. GSMUN has designated Comfort Zone Camp, an organization that transforms the lives of children impacted by the death of a loved one. Early fundraising efforts yielded \$200 at a one-day Chipotle event. Additional charitable monies will be raised by conference on-line sales, revenue from registration, and incentives promoted in committees.

Ananya Shah advised the keynote speaker for this conference is still being recruited, stating the club has reached out to congressional and local representatives. While 2021 has been a challenge, we have worked very hard to recreate the experience in a virtual format. While the conference enrollment goal is not yet full, we are reaching out to as many schools as possible and would be very grateful to members of the board for sharing our information within their divisions.

The chair thanked the GSMUN officers for today's presentation.

- D. ***Lynn Reed – Math Department Faculty – Presentation from the Polar Seminar.*** Ms. Reed is an Einstein Educator Fellowship 2012-2014. Her work in this capacity include:
1) the National Science Foundation - Division of Polar Programs, Joint Science Education Project U.S. + Denmark + Greenland, Joint Antarctic School Expedition U.S. + Chile, and
2) Deployments to McMurdo Station in Antarctica including a visit to the South Pole.

Objectives & Goals of this Class:

Introduce a wide variety of scientific research conducted in polar regions

Raise awareness of the importance of the polar regions in measuring and understanding climate change,

Increase understanding of the hardships as well as the triumphs of the great polar explorers,

Appreciate the beauty of the pristine environment.

Dr. Lowerre thanked Ms. Reed, stating, "I can't imagine any other high school program that can bring in so many top-level experts when maybe one or two throughout the entire curriculum would be a big get." He added, "to be able to manage a class like this is amazing."

Board members thanked Ms. Reed for her presentation.

X. Unfinished Business

A. Strategic Plan Implementation Report

The Strategic Plan update is located at the end of these minutes.

The director did a quick run-through but the Strategic Plan update is unchanged from the January review due to an inability of the strategic plan teams or administration to get out into the environment.

B. Legislative Update on Governor’s Schools

HB2305 was going to require the DOE to guide ways to improve diversity and access to Virginia Governor’s Schools. The bill passed in the house and went to the Senate where it failed to move out of committee on education. Therefore, there is no legislation working its way through the GA that specifically addresses Governor’s Schools.

Dr. Lowerre noted that the Thomas Jefferson community in Northern VA lobbied very aggressively against this legislation and may have been a factor in its demise. Having said that, we know we cannot rely on legislation to do the things we need to do to improve our situation to be able to open our doors wider for students.

Ms. Ogburn commented she is gratified by the efforts of Ms. Bev Lammay, the Legislative Liaison for Henrico County and the School System. Ms. Ogburn put this matter on her radar and stated, “Bev went to great lengths to keep us advised on the bills progress through the General Assembly.”

XI. Consent Items

On a motion by Micky Ogburn to approve consent items as a slate, seconded by Valarie Ayers, the following consent items were unanimously approved: personnel actions, fiscal status reports of January 31, 2021, and the donations report of January 31, 2021.

XII. Action Items

a. Policy and Regulation Approval (Second Read)

The following policy and regulation proposals are submitted for Regional School Board approval.

The Director recommended the Regional School Board approve these proposals.

School Board Governance

1010	Constitution of the Maggie L. Walker Governor's School Amended Updating to add Dinwiddie County to the membership of MLWGS
<u>Human Resources</u>	
5062-R	Regulation on Health and Dental Care Benefits Amended

	Clarifies that health and dental benefits are not available to .2, .4, .5, and .6 FTEs. However, will ‘grandfather’ existing employees that fall into this category.
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On a motion from John Axselle, seconded by Harwood Hall, Policy 1010-Constitution and Bylaws and 5062-R-Regulation on Health and Dental Care Benefits were unanimously approved.

b. New Course Proposal 2021-2022 (Second Read)

“Topics in Photography” will augment the fine arts offerings available for MLWGS students. The course will allow opportunities for more students to take photography, as it will be open to 10th-12th graders; VCU currently limits our dual enrollment “Darkroom” course to juniors and seniors only. Also, the course offers differing perspectives on photography than those currently explored in the VCU course and, as a topics course, will be flexible in its particular focus from year to year.

The Director recommended the Regional School Board approve this new course for 2021-2022.

On a motion from Valarie Ayers, seconded by Micky Ogburn, the new course proposal “Topics in Photography,” was unanimously approved for 2021-2022.

c. Review of Options for Return to In-Person Instruction at MLWGS

The Regional School Board is tasked with voting as to when to return to an in-person learning model

Recommendations:

- Return to In-person Learning with a reduced model on March 15th.
- Utilize the MLWGS Hybrid Attendance Learning Model.
- Study data developments at the March 18th, 2021 RSB meeting

Dr. Lowerre stated transportation is being coordinated with the divisions and all indicate that will be able to offer this service for students. By March 15 all staff members that wanted the vaccination will have received it. The director tracks data from all districts and surrounding health regions daily and they are consistently trending downward, to the point we feel we can meet the social distancing guidelines of the CDC, along with the other mitigation measures we have put into place.

Mr. Wright stated the reason we have chosen limited opening is the CDC requirements on social distancing that caused us a capacity issue.

There were no other comments on this matter.

On a motion from John Axselle, seconded by Micky Ogburn, a student return to campus with a hybrid model to resume March 15, 2021, was unanimously approved.

XIII. Materials for Board Review and/or Discussion

- a. None.

XIV. Information Items

- Return-to-Campus FAQ Guide for Students and Families
- Finance Committee Meeting Minutes, February 4, 2021
- MLWGS We the People State Champions
- MLWGS Math Modeling Team Excels at HiMCM
- 2020-21 Scholastic Writing Award Winners
- 2020-21 Scholastic Art Award Winners
- MLWGS 2020 Yearbook wins 1st Place and Excellent Awards

Faculty News:

- Fine Arts Chair Jeff Hall wins Outstanding Regional Educator Award

XV. Superintendent's Steering Committee Report

Dr. Raley stated there were nine divisions represented this morning at their 8:15 am meeting. On the committee's agenda was the reopening of school plan to students to which we provided some best practice actions learned through this process dating back to last August. We also discussed HB2305 to which Dr. Lowerre affirmed the school's commitment to providing a welcoming and safe environment with a focus on diversity, equity, and inclusion. The committee closed with a conversation about the FY22 budget.

XVI. Closed Meeting

None.

XVII. Certification of Closed Meeting

None.

XVIII. Announcements/Additional Discussion

Dr. Lowerre reminded members there is a budget workshop after this meeting.

XIX. Adjournment of Regular Meeting

On a motion by John Wright, this meeting was adjourned at 10:05 am and with a brief break moved into the FY22 Budget Work Session.

Next Meeting and Budget Public Hearing

March 18, 2021, at 9:00 am. MLWGS, 1000 N. Lombardy St., Room 153, Richmond, VA 23220. 804-354-6800 x2190.

John Wright, Chairman

Robert Lowerre, Ph.D., Director

Minutes Recorded by:
Barbara Marshall, Regional Board Clerk

Continued

VIRTUAL FY22 BUDGET WORK SESSION MINUTES REGIONAL SCHOOL BOARD

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

Thursday, February 25, 2021

10:50 a.m.

Dr. Lowerre began with a review of the documents included in the board packet. He indicated the amount/totals presented today are reflective of what the State has indicated at this time. However, should the GA pass a higher compensation rate as we hear they may according to current discussions, while it would be most welcome it would present some issues as we try to match those funds.

PowerPoint Executive Summary on the FY22 Proposal Highlights

FY22 will be the second year of the State biennium budget and revenue numbers are reflective of the current funding level provided by the DOE. There are potential budget amendments to the Governor's proposed budget that may increase funding specifically to staff compensation; however, they have not been adopted as of yet. We are proposing a modest budget increase to address the needs of the school and to continue to fund capital projects.

Revenue

\$9,166,698 Total increase = \$237,293 (+2.7%)

Revenue Detail:

- Tuition = \$8,606 (2.5%/student increase), 757 Students
- Total Local Contribution = \$6,516,994
- Building Rental = \$7,000
- Free Lunch Receipts = \$8,000
- Dual Enrollment = \$50,000
- Technology Initiative = \$26,000
- Building Reserve Carryover = \$170,000
- State Contribution = \$2,388,704

Total Expense

\$9,166,698

Expense Detail:

Increases \$273,293 *(includes incremental increases for inflation in certain areas)*

- Administrative Fees (Altria and Convenience Fee for Online Payments) + \$27,025
- Salary /Benefits Increase + \$175,501 (Provides 2.5% raise and new RN position)
- Utilities + \$9,000
- Building Reserve +\$1,205
- Office Supplies +\$3,600
- Insurance + \$4,869

Major Expense Detail Reductions

- Textbooks -\$44,942
- Materials and Supplies -\$2,999
- Non-Professional Consultants -\$1,106
- Service Contracts -\$1,380
- VRS Hybrid Employer -\$12,000
- Office Equipment -\$6,619

Conclusions

- Funding Outlook for FY23: presenting a balanced budget with moderate increases
- State Funding Continues to be a Challenge

Next Steps

- March 18, 2021, Budget Public Hearing
- April 15, 2021, Request for Budget Approval

The director indicated that if the State instead passes a 5% increase in salaries the school match game-plan would be to use this year's carryover which he thinks will be more than currently projected, but cannot guarantee.

The director is budgeting to have students back on campus full-time with the 2021-2022 academic year. We'll have to reset much of our spending patterns on items that we spent quite a bit more than expected, particularly distance learning technology costs. Although, there were items we spent much less to nothing on such as sports, field trips, or travel for offset.

Dr. Lowerre stated the State funding formula continues to be a challenge and we are nowhere near the amounts indicated we'd be four years ago when he took this position as director; in fact, the add-on went away with a sunset provision. Despite our best efforts and those at the capitol, it just hasn't happened even though they recognize the problem.

Mr. Wright asked about the amount budgeted for the RN position, and Dr. Lowerre shared its \$70K to include benefits. He also reminded members that last year's budget included a 2% raise for staff but it was held back because we didn't know what to expect in a national pandemic. With the knowledge of the finance directors, Dr. Lowerre is planning to explore a one-time compensation for staff at the end of this academic year in place of the raise we were not able to provide them.

Dr. Lowerre said he is proudest on a personal level during his tenure as director, while he was most scared of the budget because he hadn't had that experience, during the past four years we have been able to manage our funds, keep the building up to speed, put the growth in where we needed it, update technology, update facilities, give raises when we could, all while never having to go back to the districts for more monies. It's a team effort to produce a responsible budget.

Concluding, the director suggested board members refer to the budget spreadsheet within their packet.

John Wright, Chairman

Robert Lowerre, Ph.D., Director

Minutes Recorded by:
Barbara Marshall, Regional Board Clerk

Continued

STRATEGIC PLAN BOARD REPORT

DATE: February 25, 2021

BLUE TEXT = Update

GREEN TEXT = Completed

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
				2020	
OBJ 1.1	MLWGS will engage and educate our school districts about the opportunities available to them in our learning environment.				
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	Counseling			

	accepted students for the MLWGS experience				
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
OBJ 2.1	Students will engage in exciting distinctive courses that are designed to deepen students interest.			2020-2021	
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 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			
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			

Continued