

## MINUTES

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

**Thursday, June 17, 2021**

**9:01 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**

There was no moment of silence in the virtual format.

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

There was no recital of the pledge of allegiance in the virtual format.

### **IV. Introductions**

Each member present is listed in alphabetical order by locality.

Mr. John Wright, **School Board**, Goochland County Public Schools  
Rev. Roscoe Cooper, **School Board**, Henrico County Public Schools  
Ms. Linda Hyslop, **School Board**, Hopewell Public Schools  
Ms. Harwood Hall, **School Board**, King & Queen Public Schools  
Ms. Sarah Barber, **School Board**, New Kent Public Schools  
Mr. Kenneth Pritchett, **School Board**, Petersburg Public Schools  
Dr. Jeremy Raley, **Superintendent**, Goochland County Public Schools  
Ms. Lynn Pleveich – Richmond Public Schools **Gifted Coordinator**  
Dr. Robert Lowerre, **Director**, Maggie L. Walker Governor's School  
Ms. Barbara Marshall, **Clerk**, Maggie L. Walker Governor's School

#### **Also present:**

Ms. Wendy DeGroat – MLWGS Staff  
Mr. Michael Larkin –SAC Chair  
Ms. Adria Scharf

#### **Absent:**

Ms. Megan Perez, **Deputy Clerk**, Maggie L. Walker Governor's School

#### **Not Required to be in Attendance:**

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

Ms. Jill Andrews, **School Board**, Prince George Public Schools  
Ms. Mariah White, **School Board**, Richmond Public Schools  
Dr. Daphine Jobby, **Superintendent**, Charles City Public Schools  
Dr. Mervin Daugherty, **Superintendent**, Chesterfield County Public Schools  
Dr. Michael Gill, **Superintendent**, Hanover County Public Schools  
Dr. Amy Cashwell, **Superintendent**, Henrico County Public Schools  
Dr. Melody Hackney, **Superintendent**, Hopewell Public Schools  
Dr. Carol Carter, **Superintendent**, King & Queen Public Schools  
Dr. 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 (Lynn Pleveich attending)

## **V. Approval of Agenda**

On a motion by Roscoe Cooper, seconded by Linda Hyslop, the agenda for this meeting was unanimously approved on a voice vote.

## **VI. Approval of Minutes**

On a motion by Harwood Hall, seconded by Kenneth Pritchett, the minutes of the executive meeting of May 20, 2021, were unanimously approved on a voice 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 remarks were provided by Rachel Savoy Caldwell, class of 2006:*

My name is Rachel Savoy Caldwell, class of 2006. I'm also a member of the Antiracist Alumni of Maggie Walker Governor's School.

Based on the Racial Climate Survey presented in the last board meeting, it is clear that Maggie Walker has been working to involve students in the process of creating a warm and welcoming school environment for all students. The work that the student members of the School Advisory Council have done is incredible and thorough, and I want to voice my support of these students and of Dr. Loving for leading this research effort.

We also stand in support of the recommendations stemming from the survey and encourage the board to work with Dr. Lowerre as he implements them in the 2021-22 school year and beyond. As Maggie Walker works to gain and support a more diverse student body and staff, the student recommendations to hire a Diversity & Inclusion position and to create more assemblies, events,

and opportunities to celebrate each student's rich and beautiful background will really help to establish a strong sense of belonging at the school.

It has been a year since alumna Rasheeda Creighton asked Black students, families, and alumni to share about their experiences as MLWGS students. While Maggie Walker has begun to address some of these negative student and family experiences, this Racial Climate Survey also shows where improvement is still needed. With an incoming class that is more diverse than any in the past 5 years, the Regional School Board and MLWGS administration must focus on continuing to support and retain these new students. The student recommendations in the Racial Climate Survey provide a great road map for supporting a more diverse student body.

Additionally, current students have expressed their support for increased racial inclusivity and accountability in this survey. We as alumni also want to see this for our alma mater. Permanently dropping the admissions tests and using the same portfolio model from this past year is one thing that the Regional Board can do to support these efforts at increasing and maintaining diversity at Maggie Walker.

I applaud the work that MLWGS has done so far and look forward to seeing continued student leadership in this area. Thank you for your time!

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

### **A. Verbal Updates**

- **The Class of 2021 had 189 Graduates**
- As a class, they have performed a total of 32,614 community service hours. This is an average of approximately 173 hours per student.
- One student, Pamela Calderon (Chesterfield), had 1225 hours of community service.
- As a class, they earned a minimum of \$14,701,022 (\$14.7 million) in scholarship offers as of June 10th and that number continues to grow.
- The average Grade Point Average was a 4.27
- The average SAT score was 1422 and ACT is 32.
- They are going to 62 different colleges, 120 are staying in-state, 64 are going out of state, 3 are attending college outside the United States, and 1 is joining the Marine Corps. 6 students are planning to take a gap year.
- 10 were National Merit Finalists and 44 more received Commendations in the National Merit Program. 3 were offered National Merit Scholarships.
- 2 were Presidential Scholar candidates.
- In total, the Class of 2021 was recognized with 396 different honors, awards, and scholarships!
  
- **VHSL Awards and/or Titles** are still developing, but the school did earn some regional championships and state runner-ups. Our students won a VHSL Audience Choice Award for a public service announcement this year.
  
- **Summer Building Activities and Projects** includes upgrades to technology pieces, specifically the security camera system.
  
- **Freshman Boot Camp for selected students and College Boot Camp for Seniors, both in August.**

- **Reopening of School** will be challenging in a good way but there will be a learning curve. The school is planning to resume its historical traditions that our students missed such as the Freshman Lock-In and Junior Book Awards for example.

### B. Coming Events

June 18, 2021, through August 19, 2021

Thursday, June 17 <sup>th</sup>	<b>Executive School Board Meeting, 9:00 am</b>
	Graduation for the Class of 2021, 5:00 pm, VUU Hovey Field
Friday, June 19 <sup>th</sup> and Monday, June 21 <sup>st</sup>	Last teacher workdays for the academic year
Friday, June 25 <sup>th</sup>	Report Cards Mailed
Monday, June 28 <sup>th</sup> – Thursday, August 19 <sup>th</sup>	<b>Summer Operating Schedule Begins, 7:30 am – 5:30 pm, M-Thur., Closed each Friday</b>
Monday, June 28 <sup>th</sup>	Last Day for Department Chairs
Monday, July 5 <sup>th</sup>	<b>Holiday – Closed</b>
Monday, July 12 <sup>th</sup>	SPARC video filming in the MLWGS hallways
Wednesday, August 18 <sup>th</sup>	First Day for Department Chairs
Thursday, August 19 <sup>th</sup>	<b>Regional School Board Meeting, 9:00 am, Location TBD</b>

### C. Annual Field Trip Report to the Board AY21 (New, Policy 4006)

Field Trip Report 2020-2021

Date:	Organization:	Sponsor:	Location:	Purpose:	~Student Cost
10/19/2020	Battle of the Brains	A.Rotche	Virtual	Competition	None
11/13-11/15/2020	Model United Nations	M.Smith	Virtual	Conference/Competition	\$25
11/14/2020	Debate	D.Brown	Virtual	Competition	\$20
11/15/2020	Outdoor Club	K.Zweerink	Belle Isle	Hike	None
12/5/2020	Outdoor Club	K.Zweerink	Holleywood Cemetary	Hike	None
12/12/2020	Debate	D.Brown	Virtual	Competition	\$20
12/15/2020	We The People	S. Ulmschneider	Virtual	Regional Competition	None
1/9/2021	Debate	D.Brown	Virtual	Competition	\$20
1/28/2021	Battle of the Brains	A.Rotche	Virtual	Competition	None
2/11-2/14/2021	Model United Nations	M.Smith	Virtual	Conference/Competition	\$25
2/20/2021	Debate	D.Brown	Virtual	Competition	\$20
2/28/2021	Photography class	G.Stinnett	Ruddee Inlet	Natural photography field assignment	\$25
3/1/2021	Math Modeling	D.Benesh	Virtual	Competition	None
3/13/2021	Debate	D.Brown	Virtual	State Competition	\$20
3/21/2021	Outdoor Club	K.Zweerink	Belle Isle	Hike	None
4/14/2021	Battle of the Brains	A.Rotche	Virtual	Competition	None
4/17/2021	Debate	D.Brown	Virtual	National Competition	\$25
4/23-4/26/2021	We The People	S. Ulmschneider	Virtual	National Competition	None
4/29-4/30/2021	Photography class	G.Stinnett	James River State Park	Natural photography field assignment	\$50
6/7/2021	Baseball seminar	D.Benesh	African American History Museum	Study of exhibits and primary documents	\$30
6/12/2021	Debate	D.Brown	Virtual	National Competition	\$25
6/13/2021	Outdoor Club	K.Zweerink	Shenandoah	Hike	None

**Note:** Field trips in the 2020-2021 academic year were dramatically curtailed due to guidance from the state and the DOE. Risk of community spread remained high despite social distancing and masking requirements, making in-person experiences difficult to facilitate. Many of our trips this year were conducted virtually to adapt to the evolving health circumstances in the state and country.

#### ***D. AY22 GS Foundation Enhancement Grant***

The GS Foundation has approved an enhancement grant to MLWGS for the academic year 2021-2022 of \$169,650.00, with \$30,000.00 designated for professional development and \$139,650.00 for student services.

#### ***E. Library Update with Wendy DeGroat, Librarian***

A 2020-2021 online library engagement report was presented in PowerPoint by Ms. DeGroat that described its programs geared toward supporting student's research success, offering community service, fostering a sense of belonging and community, and teaching mindfulness strategies to students and parents.

The Chair and Ms. Barber thanked Ms. DeGroat for her presentation and her work engaging the school community. Mr. Wright said it is very clear that Ms. DeGroat's creativity helped people through this past year and hoped that Goochland looks into some of her programs.

Ms. DeGroat noted that Meadowbrook HS had called her yesterday and they plan a meeting together next week about bringing her program to their school, so "steal away."

#### ***F. School Advisory Council (SAC) Year-End Report with Michael Larkin, Chair***

It is my pleasure to provide this report on the activities of the Maggie Walker Governor's School for Government & International Studies (MLWGS) School Advisory Council (SAC) for the 2020 – 2021 year. My name is Michael Larkin, and I am the 2020 - 2021 Chair of the SAC. I am the parent of a graduating senior in the class of 2021 and have been a resident of both Chesterfield County and the City of Richmond during my daughter's tenure at MLWGS. It has been an honor to serve on the SAC and in particular contributing as a member of the Strategic Plan Committee in 2019-2020. I am here today to provide you a summary of SAC's work during this past school year.

16 representatives served on SAC this past year, as follows:

- 6- Parents (representing various school districts)
- 4- Students
- 3- Faculty and Staff
- 1- Director's appointee
- 1- Gifted Coordinator
- 1- Administrative Representative

Despite the unprecedented challenges of this year, the SAC remained focused on key goals and our agenda included both near-term and long-term objectives. The SAC also pivoted mid-year to reduce the time commitment for our volunteer members and to provide some much-needed space for stress management. We also recognized the opportunity to expand access to SAC through our virtual meeting format. The work of the SAC had both immediate impact and provided a foundation for meaningful contributions to Strategic Plan elements in the near future. This work was accomplished under the most challenging of circumstances, which speaks to the integrity and dedication of our SAC members.

The work of the SAC falls into three categories:

- Ad-hoc advisory services
- Standing committees
- Special committees

#### Ad-hoc advisory services:

As an advisory group, the SAC responds to requests from the Director for recommendations or subject matter advisory assistance. Two ad-hoc advisory requests were fulfilled by the SAC during this year:

- Gabriella Watson and Madison Kang served as panelists for the Virginia Secretary of Education's forum on Governor's School admissions policies in September 2020.
- A subset of SAC members, led by Rachel Loving, researched tradeoffs related to removing numerical grades from official MLWGS transcripts and prepared a recommendation for the Director.

#### Standing Committees:

##### Calendar Committee

The Calendar Committee created the academic calendar for 2021-2022. This process was informed by the 2020-2021 academic calendar, as well as draft calendars posted by MLWGS's participating divisions. Three parents, one faculty member, one student, and one member of the Planning Committee contributed input. The committee was chaired by Max Smith, MLWGS Assistant Director, who is a valuable standing member of the SAC. The standard start date calendar for 2021-2022 was submitted to the school board for first read in March and was adopted in April. Changes include additional religious observances in a step toward greater cultural inclusivity. The committee also completed an early start draft for 2022-2023, which models shifting the calendar's start and end dates forward by two weeks for better alignment with APs, SOLs, and VHSL sports. The draft will be submitted for first review in June with anticipated adoption in August. Communication will be extensive to students, parents, and faculty this summer.

##### Nomination & By-Laws Committee

The Nominations Committee accepted applications, conducted interviews, and held elections to replace the various openings to replace outgoing SAC members. This committee was chaired by Karen Townsend. There was a significant increase in interest for serving on SAC, and committee members conducted thorough interviews with parents and students. One of the more significant long-term accomplishments of the committee was to codify the processes so future SAC members will be able to leverage process templates in subsequent years.

##### Policy & Handbook Review and Revisions

There were no new Handbook or Policy revisions reviewed by SAC this year.

#### Special Committees:

The SAC had several Special Committees this year, which were aligned to both short and longer-term Strategic Plan objectives.

##### Removing structural barriers to student engagement:

This committee was chaired by Rachel Loving and is also a key component of the 2020-2025 Strategic Plan. The objective of this group is to determine the elements which inhibit the participation of students, particularly those who are members of underrepresented populations, in educational and social activities at MLWGS. This team included representation from all constituencies on the SAC, with significant contributions from students Gabriella Watson and Chase Gunlicks. The committee facilitated the popular Black History Month assembly in February, which included a "Maggie Walker House" video, African American poetry performed by the Slam Poetry Club, and a keynote presentation from Faithe Norrell, a Maggie Walker family member.

This team also prepared and executed a student survey related to the racial climate at MLWGS, the results of which were presented to the Regional School Board in May 2021.

#### Campus life during COVID

This committee, co-chaired by student Gabriella Watson and parent Rachel Gable, was formed to address gaps in broad student engagement programs resulting from COVID restrictions. Addressing this gap with a sense of urgency, the committee worked with Max Smith, Paige Hawkins, SCA Class Officers the PTSA, and the Foundation to plan and execute several events which drew significant student participation and contributed to a sense of community during the first two quarters of the school year. Events included: A drive-in movie, Chalk/Yoga Day, and a Virtual Game Night. The committee's work was concluded in conjunction with the return to campus in March, 2021. The focus of this committee on countering the impacts of isolation and contributing to the community culture were clearly demonstrated in the results.

#### MLWGS Strategic Marketing Plan:

Inspired by discussions during the 2020-2025 Strategic Plan development, this committee investigated factors which may be relevant to parent and student choice of MLWGS, including market perceptions and higher education selection. The committee was co-chaired by students Chase Gunlicks and Virginia Warren, with guidance provided by parent Colleen Hall. This committee's work is seen as a multi-year effort, with the work completed this year forming a foundation for ongoing efforts. A framework was proposed for additional research and prioritization of criteria for development into a concrete marketing plan in 2021-2022.

#### Prospective Students Early Engagement:

A component of the 2020-2025 Strategic Plan, this committee formed the approach to engage with elementary schools to provide awareness of MLWGS, access for interested parents and students, and a visible presence of role models in constituent communities. Given the limitations presented by COVID, the decision was made to delay tactical plans until restrictions were lifted. We expect that this committee will have a significant contribution in the next year as a carry-over.

#### SAC Marketing and Communications Plan:

The purpose of this committee is to increase the awareness of SAC amongst students, parents, and alumni to provide transparency into the work of the SAC and engagement with constituent groups. One of the more significant accomplishments was to move SAC artifacts and document management onto MLWGS Sharepoint. This will ensure documents and sustainable processes will be established for future SAC members. This committee will be a carry-over into the next year.

Looking forward and in conclusion, three of our four Executive Committee (EC) members will be returning for 2021-2022 and have been re-elected to their respective positions. The 2021-2022 SAC Executive Committee will be: Michael Larkin, Chair; Ed Coleman, Vice Chair; Karen Townsend, Secretary; and Rachel Gable is our newly elected Historian. The SAC EC functioned exceptionally well as a team under difficult circumstances, and we believe the continuity of leadership will allow the SAC to provide even greater impact in the coming year. On behalf of the entire SAC membership, thank you for the opportunity to serve MLWGS and its constituents.

The Chair thanked Mr. Larkin for his thorough report and asked about the ad-hoc committee looking into grades, and if there was a great deal of variety of perspectives into the proper outcomes. Mr. Larkin confirmed there was based on a quick review of the final report that was forwarded to him yesterday by Dr. Loving. He added the committee will be recommending that numerical grades be removed from the transcripts; however, students wishing to have an

explanation of numerical grades will work with Counseling to have that communicated to schools as they wish, also known as an exception process.

## **X. Unfinished Business**

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

Dr. Lowerre reported the school has been leveraging the strategic plan both through actions of the library and SAC, and we are excited to start working in-person this fall to implement further actions of the plan such as outreach and imaging, and to support the welcoming goal of the plan.

## **XI. Consent Items**

The director highlighted a recently received special donation: on June 14, 2021, Charitable Bequest \$100,000.00 from the estate of Mr. Gilbert Rosenthal. "Our parents loved the community they called home for their entire lives. They consistently gave of their time and resources to many of the organizations that helped build and make Richmond a wonderful place. Upon the death of the second one, they directed that another round of charitable gifts be made and this check is in satisfaction of the charitable gift provided for under the Trust."

MLWGS Policy No. 7050 - The Regional School Board shall act on offers of gifts to the school. The Regional School Board may impose reasonable conditions on donations.

When any real or personal property is given to and accepted by the Regional School Board, it shall be vested in the Regional School Board unless inconsistent with the terms of the gift, devise, or bequest, and shall be managed by the Regional School Board, according to the wishes of the donor or testator. The Regional School Board shall, in addition to the regular settlement it is required to make of all school funds, settle annually before the commissioner of accounts so far as the management of the property bequeathed or devised is concerned.

In the case of any change in the constitution of Maggie L. Walker Governor's School, the Regional School Board shall make provision for continuing the fulfillment of the purposes of the donor as far as practicable and settlement shall be made as provided for above.

The director will deposit this check after board approval into the general donations account and later determine specific areas of need.

On a motion by Sarah Barber, seconded by Linda Hyslop, the following consent items were unanimously approved as a slate on a roll call vote: June 2021 personnel actions, fiscal status reports of May 31, 2021, including CARES Act Transactions, and the donations report of May 31, 2021.

## **XII. Action Items**

### **a. Textbook Adoption (*Second Read*)**

The MLWGS textbook adoption process for implementation in 2021-2022 followed proper protocol.

A notice was posted to the mlwgs website on April 14, 2021:



*The public comment period will be open until May 14 for the adoption of new textbooks in the following course: "Topics in Photography." Textbooks for review and accompanying comment forms will be available in the MLWGS library through the public comment period.*

Textbook details follow:

**NEW ADOPTIONS-NONE**

**NEW EDITIONS**

### Mathematics

Pre-Calculus and Pre-Calculus Plus

Young, Pre-calculus 3rd Edition. ISBN: 9781119589297, John Wiley & Sons, 2018.

Budget: \$43,393.35 includes 210 copies and 6-year WileyPLUS student access to online text and supplemental materials

(\$39,270.00) + shipping (\$4,123.35).

### Science

AP Environmental Science

Cunningham, Environmental Science: A Global Concern 14th edition. ISBN: 978-0-07-903351-2, McGraw Hill, 2018.

Budget: \$9065.70 includes access for 70 students to the complete online edition of the AP edition textbook and all digital

supplemental resources for students and teachers. This is a 6-year license.

**TOTAL BUDGET, NEW EDITIONS: \$52,459.05**

**INCREASED ENROLLMENT, REPLACEMENT, TRADE BOOKS, SEMINARS, SEM/MENTM MSIC, MISC.**

### Seminars

Fashion and Style: Implications of the Clothes on Our Backs Seminar

Antonelli, Paola & Fisher, M.M. The Items: Is Fashion Modern? MOMA exhibition catalog. ISBN: 9781633450363,

Museum of Modern Art, 2017.

Budget: \$22.50. This includes 1 copy (\$22.50) and no shipping.

Elson, Karen. The Red Flame. ISBN: 978-0847869190, Rizzoli, 2020.

Budget: \$36.54. This includes 1 copy (36.54) and no shipping.

Thomas, Dana. Fashionopolis: The Price of Fast Fashion and the Future of Clothes. ISBN: 978-1789546064, Apollo

Library, 2019.

Budget: \$24.76. This includes 1 copy (\$24.76) and no shipping.

Spivack, Emily. Worn in New York: 68 Sartorial Memoirs of the City. ISBN: 978-1419727078, Abrams Image, 2017.

Budget: \$15.29. This includes 1 copy (\$15.29) and no shipping.

Sadek, Désirée. Inside Haute Couture: Behind the Scenes at the Paris Ateliers. ISBN: 978-1419720208, Abrams, 2016.

Budget: \$36.63. This includes 1 copy (\$36.63) and no shipping.

Sargent, Antwaun. *The New Black Vanguard: Photography Between Art and Fashion*. ISBN: 978-1597114684, Aperture Foundation, 2019.  
Budget: \$45.49. This includes 1 copy (\$45.49) and no shipping.

Bolton, Andrew. *CAMP: Notes on Fashion Hardcover*. ISBN: 978-1588396686, The Metropolitan Museum of Art, 2019.  
Budget: \$50.00. This includes 1 copy (\$50.00) and no shipping.  
F & S Budget: \$231.21

#### The Age of Total War Seminar

Klein, Gerda Weissmann. *All But My Life*. ISBN: 978-0809015801, Hill and Wang, 1995.  
Budget: \$115.6. This includes 8 copies (\$14.45) and no shipping.  
Neiberg, Michael S. (ed.). *The World War I Reader*. ISBN: 978-0814758335, New York University Press, 2007.  
Budget: \$235.2. This includes 8 copies (\$29.40) and no shipping.  
Martel, Gordon (ed.). *The World War II Reader*. ISBN: 978-0415224031, Routledge, 2004.  
Budget: \$358.24. This includes 8 copies (\$44.78) and no shipping.  
Total War Budget: : \$709.04

#### Wilderness and the American Mind Seminar

Nash, R.F. *Wilderness and the American Mind*. ISBN: 978-0300190380, Yale University Press, 2014.  
Budget: \$180.00. This includes 8 copies (\$22.50) and no shipping.  
Krakauer, Jon. *Into the Wild*. ISBN: 978-0385486804, Anchor Books, 2015.  
Budget: \$81.60. This includes 8 copies (\$10.20) and no shipping.  
Strayed, Cheryl. *Wild: From Lost to Found on the Pacific Crest Trail*. ISBN: 978-0307476074, Vintage Books, 2016.  
Budget: \$103.92. This includes 8 copies (\$12.99) and no shipping.  
Wilderness Budget: \$365.52

#### Polarpalooza: A Multidisciplinary Exploration of the Polar Regions Seminar

Lopez, Barry. *Arctic Dreams*. ISBN: 978-0375727481, Vintage Books, 2006.  
Budget: \$137.34. This includes 9 copies (\$15.26) and no shipping.  
Ehrlich, Gretel. *This Cold Heaven (Seven Seasons in Greenland)*. ISBN: 978-0679758525, Vintage Books, 2003.  
Budget: \$170.55. This includes 9 copies (\$18.95) and no shipping.  
Glassley, W.E. *A Wilder Time (Notes from a Geologist at the Edge of the Greenland Ice)*. ISBN: 978-1942658344, Bellevue Literary Press, 2018.  
Budget: \$116.91. This includes 9 copies (\$12.99) and no shipping.  
Polarpalooza Budget: \$424.80  
Budget, Seminars: \$1731.34

#### Mathematics

AP Calculus AB and BC

Larson/Edwards. Calculus of a Single Variable: Early Transcendental Functions (AP Edition) 6th Edition. ISBN:

9781305596733, Cengage, 2015.

Budget: \$3,354.00 includes 25 copies and 1-year e-book access (\$3,225.00) + shipping (\$129.00).

### Science

Advanced Placement Biology

Hillis, Sadava and Hill, Price. Principles of Life 2nd ed. ISBN: 1464156417, MacMillan Learning, 2014.

Budget: \$1795.86. This includes 12 copies of the text and related shipping costs.

### English

World Literature 9

Shakespeare, William. Macbeth. ISBN: 978-14-11400375, Barnes and Noble, 2017.

Budget: \$286.20. This includes 60 copies (\$286.20) and no shipping.

Golding, Williams. Lord of the Flies. ISBN: 978-03-99501487, Penguin Publishing Group, 2003.

Budget: \$462.00. This includes 60 copies (\$462.00) and no shipping.

World Literature 10

Sophocles. Three Theban Plays. ISBN: 978-15-93082352, Barnes and Noble, 2008.

Budget: \$131.34. This includes 22 copies (\$131.34) and no shipping.

Advanced Placement Language and Composition

Green Sarah, Renee. Welcome to the Neighborhood. ISBN: 978-08-804012171, Ohio University Press, 2019.

Budget: \$436.50. This includes 25 copies (\$436.50) and no shipping.

Advanced Placement Literature and Composition

Heaney, Seamus. Beowulf. ISBN: 978-0393320978, Norton, W.W.& Company, Inc., 2000.

Budget: \$669.60. This includes 60 copies (\$669.60) and no shipping.

Budget, English: \$1,954.64

### Fine Arts

Various. Sheet Music: Band, Orchestra, Chorus.

Budget: \$1500 includes shipping.

### Social Studies

Honors US History

The Unfinished Nation, 5th Edition, ISBN-13:9780073513232.

Budget: \$385.00. This includes 10 copies x \$35.00=\$350.00+35.00s/h

Global Studies I and II

Duiker, William J. and Jackson J. World History 6th Edition ISBN: 9780495569015, Copyright 2010.

Budget: \$396.00. This includes 10 copies x \$36.00+36.00s/h.

Budget, Social Studies: \$781.00

International Languages

French I and II

Houghton Mifflin Harcourt. Bien dit! Level 1. Hybrid Student Resource Package with 3 Year Digital, 2018.

ISBN: 9781328676764, Copyright 2018.

Houghton Mifflin Harcourt. Bien Dit! Level 2. Hybrid Student Resource Package with 3 Year Digital, Copyright

2018.

Budget Languages: 1211.85

**TOTAL BUDGET, INCREASED ENROLLMENT: \$12,328.69**

**GRAND TOTAL FY2022 TEXTBOOK BUDGET: \$64,787.74**

On a motion from Linda Hyslop, seconded by Harwood Hall, textbook adoption for AY2022 was unanimously approved.

**b. FY21 Assignment of Reserve Funds (*Second Read*)**

The Governmental Accounting Standards Board statement 54 (GASB 54) establishes fund balance classifications and provides a hierarchy of spending constraints. MLWGS implemented GASB 54 beginning in FY2011.

Under GASB 54, *Assigned fund balance* represents amounts *intended* to be used for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. Assigned fund balance also includes any portion of fund balance that will be incorporated into the subsequent year's budget. The governing body must take *formal action* that specifies to whom the delegation of authority to recommend fund balance assignments is given (i.e., the Director).

*Unassigned* fund balance represents resources remaining after all other classifications have been met, and that is available for any purpose.

***It is estimated that on June 30, 2021, the General Fund balance will be \$1,327,892.03 and the Capital Improvement Fund balance will be \$0.00. I propose that by June 30, 2021, we move \$200,000.00 from the General Fund to the Capital Improvement Fund which will bring the Capital Improvement Fund to \$200,000.00, leaving \$1,127,892.03 in the General Fund, \$474,000.00 of which will be assigned to benefit reserve. That will leave a balance of \$653,892.03 in unassigned reserve in the General Fund.***

Upon a question from the Chair, the director stated numbers shown do not include the \$100,000 donation and are subject to change based upon receipt of outstanding audit reports. The director suggested the board add an agenda item to the August meeting for a final fiscal review when we have a better picture of the fiscal year-end numbers.

On a motion from Kenneth Pritchett, seconded by Sarah Barber, FY21 assignment of reserve funds was unanimously approved.

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

**a. Annual Authorization of DOE Signatures 2021-2022 (*First Read*)**

The Director advised the Regional School Board to be aware it will be necessary to designate a signature to be utilized in the absence of the Director for the Department of Education at its August 2021 meeting.

**b. Certification of the Crisis Manual 2021-2022 (*First Read*)**

Each school board shall ensure that every school that it supervises shall develop a written school crisis, emergency management, and medical emergency response plan, consistent with the definition provided in this section. MLWGS has developed such a plan and it describes the components of a medical emergency response plan in coordination with local emergency medical services providers, the training of school personnel and students to respond to a life-threatening emergency, and the equipment required for this emergency response. The Regional School Board shall review this plan annually and has the authority to withhold or limit the review of any security plans and specific vulnerability assessment components as provided in subdivision 7 of §2.2-3705.2. The Superintendent (Director) shall certify in writing that review has taken place no later than August 31 of each year to the Virginia Center for School Safety VCSS.

The manual will be available for Board viewing at the August 2021 meeting. The existing Crisis Plan was originally approved by the Regional School Board on August 21, 2008. Unless otherwise noted, updates generally reflect personnel changes and vendor contact updates.

Approval will be sought at the Board's August 2021 meeting.

**c. 2021-2022 Student Handbook (*First Read*)**

Updates to the student handbook will be proved in August and changes highlighted in the document. The handbook is currently under construction for AY22.

Approval will be sought at the Board's August 2021 meeting.

**d. Academic Year 2022-2023 Early Start Calendar (*First Read*)**

For the 2022-2023 academic year, MLWGS is proposing a two-week early start calendar. Our start date would be August 22, 2022, and the end date would be June 1, 2023.

Early start calendars have increasingly been adopted in Virginia since 2019 with the passage of House Bill 1652, which did away with the 'Kings Dominion law.' This new calendar will better conform to the calendars of Charles City, Chesterfield, Goochland, Hopewell, King & Queen, Powhatan, and Prince George. This will also allow for better alignment to state and national testing, as well as the VHSL schedule. In focus groups and surveys, there was widespread support of an early start calendar if proposed more than a year in advance. Stakeholder representatives on the School Advisory Committee were used in the drafting of the calendar.

Approval of an early start calendar for AY23 will be sought at the Board's August 2021 meeting.

**e. Change Date of September ESB Meeting Due to Holiday (*First Read*)**

The current date that was approved by the RSB at their January 2021 meeting is September 16, 2021. After their approval, the school operating calendar for AY22 was developed with the Rosh Hashanah holiday observance on the same date. The school will be closed on September 16, 2021.

The board is requested to propose an alternate date for their September Executive meeting and advise their preference.

Approval for a new meeting date will be sought at the Board’s August 2021 meeting.

**f. Health and Dental Benefit Rates 2021-2022 (*First Read*)**

Renewal rates are typically updated in August. The Regional School Board will be asked to review and approve new rates at their August meeting.

Open enrollment for employees is scheduled for September. Detailed information, as well as group meetings describing the benefit plans, will be available to our employees to assist them in making an informed decision.

The new plan year begins October 1, **2021**.

\*No school-paid subsidy is provided for retirees who contribute 100% premium.

Approval for new health and dental premium rates will be sought at the Board’s August 2021 meeting.

**g. Policy Update Proposals (*First Read*)**

The Policy Steering Committee offers the following for Regional School Board consideration. All policies include only minor edits that offer no content changes but comply with the 2-year review requirement.

<b>RL</b>	<b>Final</b>	<b>REVIEWED AND NOT UPDATED</b>		<b>UPDATED FOR 2-YEAR REQUIREMENT- ONLY MINIOR CHANGES THAT DO NOT CHANGE CONTENT</b>
		<b>Foundations</b>		
<u>0000</u>		Legal Status		No change
<u>0003</u>		Construction Planning		No change
<u>0004</u>		Educational Facilities Specifications		No change
		<b>School Board Governance</b>		
<u>1004</u>		Board Member Authority		No change

<a href="#"><u>1009.1</u></a>		Items for Adoption, Revision, Suspension		Capitalization change and deleted 2 cross-references, 1-CCPS, 1-Henrico
<a href="#"><u>1012.b</u></a>		Policy Steering Committee		Completed cross reference name
<a href="#"><u>1012.c</u></a>		Disciplinary Committee		Capitalization changes
<a href="#"><u>1014</u></a>		Closed Meetings		No change
<a href="#"><u>1015</u></a>		Calling and Certification of Closed Meetings		No change
<a href="#"><u>1017</u></a>		Board-Staff Communications		No change
<a href="#"><u>1019</u></a>		Minutes		Capitalization changes
<a href="#"><u>1022</u></a>		Regular School Board Meetings		Spacing change
<a href="#"><u>1024-R</u></a>		Regulation for Public Participation at School Board Meetings		No change
<a href="#"><u>1025</u></a>		Voting Method		No change
		<b>Administration</b>		
<a href="#"><u>2006</u></a>		Appointment and Term of the Director		No change
<a href="#"><u>2013.1</u></a>		Educational Facilities Specifications		Deleted TBD cross-references. Minor capitalization changes
<a href="#"><u>2021.1</u></a>		School Closings		Capitalization change
<a href="#"><u>2021.2</u></a>		Electronic Room Partitions		No change
<a href="#"><u>2023</u></a>		Threat Assessment Team		No change
<a href="#"><u>2049</u></a>		Public Information Program		Capitalization changes
<a href="#"><u>2050-R</u></a>		Guidelines for Distribution of Information/Materials to Students and Staff		No change
<a href="#"><u>2070</u></a>		Internet Privacy		No change
<a href="#"><u>2070-R</u></a>		Internet Privacy Policy Statement		No change
		<b>Instruction</b>		
<a href="#"><u>3001.1</u></a>		Notifications of Learning Objectives		No change
<a href="#"><u>3003.2</u></a>		Retaking SOL Assessments		No change

<a href="#"><u>3003.3</u></a>		Academic Freedom		Capitalization change
<a href="#"><u>3003.4</u></a>		Religion in School		No change
<a href="#"><u>3003.5</u></a>		Alternatives to Animal Dissection		No change
<a href="#"><u>3003.8</u></a>		Online Courses and Virtual School Programs		No change
<a href="#"><u>3005</u></a>		Instructional Materials		No change
<a href="#"><u>3005.1</u></a>		Guest Speakers		<b>Renamed to Regulation</b> and minor capitalization change
<a href="#"><u>3006</u></a>		Textbook Selection, Adoption, and Purchase		Minor capitalization change
<a href="#"><u>3006.1</u></a>		Supplementary Materials Selection and Adoption		Minor capitalization change
<a href="#"><u>3007</u></a>		Administration of Surveys and Questionnaires		No change
<a href="#"><u>3009</u></a>		Testing Programs		No change
<a href="#"><u>3012</u></a>		Health Education/Physical Education		No change
<a href="#"><u>3018</u></a>		Acceleration		Spacing change
<a href="#"><u>3021.1</u></a>		MLWGS Homework Guidelines		Deleted TBD cross-references
<a href="#"><u>3032</u></a>		Study Abroad		No change
		<b>Student Services</b>		
<a href="#"><u>4012</u></a>		Child Abuse and Neglect Report		Admin title change, gender neutral change, and capitalization change
<a href="#"><u>4015</u></a>		Student Fees, Fines and Charges	<b>Add Policy to Fee Web Page</b>	Minor corrections
<a href="#"><u>4030</u></a>		Student Organization		No changes
<a href="#"><u>4030-P</u></a>		Procedure for Student Organization Activities		No changes
<a href="#"><u>4030.1</u></a>		Sororities and Fraternities		No changes
<a href="#"><u>4032</u></a>		Student Publications		Minor spacing changes
<a href="#"><u>4073</u></a>		Blood Borne Contagious or Infectious Diseases		Capitalization changes



<a href="#"><u>4073-R</u></a>		Regulation Pertaining to School Attendance of Students with Blood Borne Contagious or Infectious Diseases		Removed numbered bullets
<a href="#"><u>4074</u></a>		Guidelines for School Attendance for Students with Human Immunodeficiency Virus		Capitalization changes, unbolding text, and minor correction
		<b>Human Resources</b>		
<a href="#"><u>5000</u></a>		Personnel Policies Goals		No changes
<a href="#"><u>5000.2</u></a>		Employment of Family Members		No changes
<a href="#"><u>5014</u></a>		Staff-Board Communications		Spacing change
<a href="#"><u>5016.2</u></a>		Staff Gifts and Solicitations		No changes
<a href="#"><u>5017.1</u></a>		Staff Compensation Procedures	<b>Regulation under development</b>	No changes
<a href="#"><u>5050.2</u></a>		Regulation Pertaining to Retirement		No changes
<a href="#"><u>5050.3</u></a>		Regulation Pertaining to Post-Retirement Earnings		No changes
<a href="#"><u>5065-R2</u></a>		Personal Leave		Delete other division cross-reference and spacing correction
<a href="#"><u>5065-R10.1</u></a>		Leave Without Pay		No changes
<a href="#"><u>5065-R14</u></a>		Civic Leave		Delete other division cross reference
<a href="#"><u>5066</u></a>		Absenteeism and Tardiness		Deleted CCPS cross reference
<a href="#"><u>5075</u></a>		Child Abuse and Neglect Reporting		Admin title change, gender neutral change, and capitalization change
<a href="#"><u>5075-P</u></a>		Child Abuse and Neglect Reporting and Follow-up		Deleted Associate Admin title and minor capitalization changes
<a href="#"><u>5080</u></a>		Staff Research and Publishing		No changes

<u>5091</u>		Tobacco Products and Nicotine Vapor Products		No changes
<u>5091-R</u>		Regulation – Tobacco Products and Nicotine Vapor Products		Minor grammatical change. Max verified student>student handbook section is correct
		<b>Community Relations</b>		
<u>6004</u>		Relations with Parent Organizations		No changes
<u>6009.1</u>		Tobacco Products and Nicotine Vapor Products		No changes
<u>6009.1-R</u>		Regulation: Tobacco Products and Nicotine Vapor Products		Minor grammatical change. Max verified student>student handbook section is correct
<u>6010.1</u>		Community Use of School Facilities		No changes
		<b>Finance &amp; Operations</b>		
<u>7002</u>		Insurance Management		No changes
<u>7002.1</u>		Inventory and Reporting of Loss or Damage		No changes
<u>7010</u>		Advertising in the School		No changes
<u>7011</u>		School Activity Funds		Spacing correction and capitalization change
<u>7013.1</u>		Sales and Solicitation in School		No changes
<u>7016</u>		Non-Locally Funded Programs		Spacing correction and capitalization change
<u>7017</u>		Cash in School		No changes
<u>7019</u>		Petty Cash Funds		No changes
<u>7030</u>		Payroll Procedures		Spacing correction
<u>7031</u>		Salary Deductions	<b>Make List of Voluntary Deductions</b>	Capitalization change
<u>7050</u>		Public Gifts to MLWGS		No changes
		<b>Student Conduct</b>		

<u>8003</u>		Compulsory Attendance		Administrative title change and spacing correction
<u>8029</u>		Search and Seizure		No changes
<u>8032</u>		Vandalism		Minor capitalization change

Approval for the above policies and regulations will be sought at the Board's August 2021 meeting.

**h. International Trip Proposal – France, Spring Break 2022 (*First Read*)**

AP French students will be immersed in French culture and language. They will stay with host families and part of the time; they will attend Charles de Chauve High School with their host siblings. Students will also have three excursions to Paris, Versailles, and Chantilly Castle.

Students will be able to improve their language skills, make long-lasting connections with the French community, be ambassadors, and they will strengthen their competencies in French history and culture.

The maximum number of students = 22.

The number of chaperones is undecided at this time.

Estimate per Student Cost: \$2,692-\$2,260 depending on the number of students participating

Approval for this trip will be sought at the Board's August 2021 meeting.

**XIV. Information Items**

- Finance Committee Meeting June 3, 2021
- RTD Article: Common Ground Project w/Wendy DeGroat and MLWGS
- Senior Showcase Link for Viewing
- Senior Art Exhibition June 4, CBS6 Reporting on Event
- Junior-Senior Prom June 5<sup>th</sup> at MLWGS
- MW students fight poverty and stigma as PERIOD members
- MW Junior (Goochland) receives honors at the National Scholastic Art and Writing Awards Ceremony
- MW students win Audience Choice in the 6<sup>th</sup> Annual VHSL Film Festival with Moonball
- MW Boys Tennis – VHSL State Runner-Up Champions
- MW Girls Tennis – VHSL State Runner-Up Champions

**XV. Announcements/Additional Discussion**

The clerk reminded the board will welcome Colonial Heights and Dinwiddie board members and superintendents at their August meeting.

**XVI. Adjournment of Regular Meeting**

On a motion by Sarah Barber, seconded by Harwood Hall, this meeting was unanimously adjourned at 10:15 am.

**Next Meeting – Regional School Board**

August 19, 2021, at 9:00 am.

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John Wright, Chair

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Robert Lowerre, Ph.D., Director

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Minutes Recorded by:  
Barbara Marshall, Regional Board Clerk

## Strategic Plan Matrix Presented to the ESB

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	
<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	<b>Develop and enhance relationships with districts, schools, administrators, counselors, teachers, parents, and potential students.</b>	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	<b>Examine and eliminate structural barriers that prevent students from availing themselves of all the opportunities at MLWGS.</b>	Planning Committee, Administration, Foundation	SAC is working on this.		
1.2.2	<b>Access to wraparound services (Identify and fill gaps in student mental health and wellness programs)</b>	School Counseling			
1.2.3	<b>Review and reform policies and procedures that impede inclusion (e.g. mental health intake, bathroom policies, club and extra-curricular policies)</b>	Counseling, Administration, AD, School Board			
1.2.4	<b>Enhance communications to make sure students have knowledge of and are able to seek resources</b>	Counseling			
1.2.5	<b>Facilitate student input and feedback</b>	Administration, Counseling	Surveys completed by SAC		
1.2.6	<b>Analyze and strengthen the student onboarding process to prepare accepted students for the MLWGS experience</b>	Counseling	Freshmen Orientation is being studied as well as the process for registering for classes.		
1.2.7	<b>Equip faculty with tools to foster an inclusive environment</b>	Administration, External Trainers	We have begun working with VCIC		
<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	We have been working with districts to improve access for underserved minorities. Significant improvement has been made this year.		
<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	<b>Examine barriers to hiring and retaining diverse faculty.</b>	Dr. Lowerre, Dr. Williams,			
1.4.2	<b>Strengthen professional development resources for faculty.</b>	Dr. Ellis	Currently reviewing PD proposals for 21-22 including outside support.		
1.4.3	<b>Develop hiring strategy.</b>	Leadership Team			
1.4.4	<b>Develop outreach program for recruiting teachers from multiple districts and education graduate schools.</b>	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	<b>Encourage a collaborative environment for ongoing innovation of all course offerings.</b>	Admin, Mr. Zweerink			
2.1.2	<b>Expand dual enrollment course offerings and include courses through additional university partners.</b>	Dr. Ellis	Meetings with VCU are ongoing		
2.1.3	<b>Investigate offering courses with comparatively smaller student enrollment.</b>	Dr. Lowerre, Dr. Ellis	We allowed classes to "make" this year with lower enrollments.		
2.1.4	<b>Expand the menu of teacher-created courses that center on experiential learning, interdisciplinary and global awareness.</b>	Dr. Ellis Department Chairs	New Seminar courses are being offered		
2.1.5	<b>Expand student enrollment in SGC's and teacher-developed courses.</b>	Dr. Ellis	New Courses are being taken to the Planning Committee and the RSB.		

2.1.6	Augment opportunities for student travel and beyond-the-classroom experiences.	Leadership Team	A partnership with a French school is being discussed.		
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	Project is underway		
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	Implement 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	We have reduced fees where we could, but many of the fees are simply pass-through accounts.		
3.2.5	Incentivize the use of current on-line payment systems.	Dr. Lowerre	Budgeted and Completed.		

<b>OBJ 3.3</b>	<b>Enhance our safe school environment.</b>			<b>2020</b>	
3.3.1	<b>Implement an annual climate survey.</b>	Dr. Lowerre			
3.3.2	<b>Complete a full revision of the safety/crisis plan.</b>	Mr. Smith			
3.3.3	<b>Further develop relations with local fire, police, and EMS in order to incorporate best practices and facilitate external audits.</b>	Mr. Parker			
3.3.4	<b>Train faculty on cyber security and teaching digital literacy.</b>	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	<b>Research options for future fiscal processing.</b>	Mr. Smith			
3.4.2	<b>Secure board approval for a new fiscal agent.</b>	Dr. Lowerre			
3.4.3	<b>Create a transition plan.</b>	Ms. Hoover			