

MINUTES

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

Thursday, November 11, 2021

9:00 a.m.

I. Call to Order

John Wright, Chair of the Maggie L. Walker Governor's School Regional Board, called the meeting to order. He reminded all in attendance that today is Veterans Day with a suggestion to thank a veteran if you know one.

II. Moment of Silence

The Chair called for a moment of silence.

III. Pledge of Allegiance

The Executive School Board and visitors stood and recited the pledge of allegiance.

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
Ms. Mariah White, *School Board*, Richmond Public Schools
Mr. Michael 'Max' Smith – **MLWGS Assistant Director**
Ms. Barbara Marshall, **Clerk**, Maggie L. Walker Governor's School

Not Required to be in Attendance:

Ms. Martha Harris, *School Board*, Charles City Public Schools
Ms. Debbie Bailey, *School Board*, Chesterfield County Public Schools
Dr. Krishan Agrawal, *School Board*, Colonial Heights Public Schools
Ms. Betty Haney, *School Board*, Dinwiddie 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
Mr. Cecil Smith, *School Board*, Prince George Public Schools*
Dr. Daphine Joppy, **Superintendent**, Charles City Public Schools
Dr. Merv Daugherty, **Superintendent**, Chesterfield County Public Schools
Dr. William Sroufe, **Superintendent**, Colonial Heights Public Schools
Dr. Kari Weston, **Superintendent**, Dinwiddie Public Schools
Dr. Jeremy Raley, **Superintendent**, Goochland County Public Schools
Dr. Michael Gill, **Superintendent**, Hanover County Public Schools

Dr. Amy Cashwell, **Superintendent**, Henrico County Public Schools
Dr. 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

*Dr. Lisa Pennycuff advised the MLWGS administration on October 26, 2021, effective immediately, Mr. Cecil Smith would be the Prince George Board representative.

Absent:

Dr. Robert Lowerre **Director**, Maggie L. Walker Governor's School

Also present:

Dr. Lisa Williams – MLWGS Assistant Director
Wendy DeGroat, John Wilkes, Amanda Lemco, and Kristen Macklin – MLWGS Staff

V.a Approval for Board Member(s) to Participate Remotely in this Meeting

No requests were made for board members to participate remotely.

V.b Approval of Agenda

On a motion by Sarah Barber, seconded by Micky Ogburn, the agenda for this meeting was unanimously approved on a voice vote.

VI. Approval of Minutes

On a motion by Sarah Barber, seconded by Harwood Hall, the minutes of the Regional School Board meeting of October 21, 2021, were unanimously approved on a voice vote.

VII. Recognitions

- 2021 R.E.B. Winners & Finalist

Amanda Lemco - Winner

Amanda Lemco works to foster an inclusive Spanish-speaking community. She creates a safe space in her classes by openly acknowledging that everyone is still learning Spanish and that no one should be ashamed for what they don't know, as she is still learning herself. Her acceptance and humility help students adjust to the overall stressful demands of high school. With strong ties to the international language community and charities like Students Helping Honduras, Senorita Lemco helps her students feel more connected to Spanish culture by drawing on personal experience and stories.

John Wilkes - Winner

As one parent shares, “You know there is something extraordinary happening in the classroom when your teen-aged boy goes beyond the typical ‘fine’ when describing his day and instead elaborates on what he learned in class.” John Wilkes brings his history classes alive and his excitement for the subject is contagious. He keeps students engaged with humor and creativity as he acts as a character, retelling historical events and using interactive lessons such as debates. Students and parents alike agree that Mr. Wilkes sets high but achievable standards. He believes students cannot learn without hard work and admits that he expects a lot, but his students consistently rise to the challenge.

Also, Kristen Macklin - Finalist

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 Katy Wischow, alum, Class of '96:

We were thrilled to see that the board unanimously voted to approve the school’s admissions changes in Regulations 1030-R1 and 1030-R2.

As the leaders of the board, we urge you to lead continued change toward more equitable admissions policies, including many of the ideas expressed in the UVA report from 2009. These are best practices that have been studied for years and have been shown to create more equitable admissions practices. Specifically, we’d love to see you follow up on Paul Fleischman’s suggestion to disaggregate admissions scores rather than combining them into a single composite score. We also encourage you to consider dropping the algebra 1 requirement and explore the impact of the remaining test for admissions.

We also ask that you push these conversations forward in your home districts. Chesterfield, for instance, switched to school-based admissions and saw Black admissions double. Other counties have made less substantial changes in their specialty center admissions policies. For example, in Kenya Hunter’s article on 10/11/21, she noted that “A total of only nine Black students and three Hispanic students from [Henrico] county have been selected in the last five years.” Nearly 40% of Henrico’s 9th grade students were African-American in 2020 - 9 over five years is a vast underrepresentation of Black students in the county. As the board considers ways to improve admissions, we also urge you to look at and share county-level admissions data. Accountability is important as the school continues making progress toward the strategic plan goals around outreach and admissions.

- Antiracist Alumni of MLWGS

IX. Director’s Report

A. Verbal Updates

- **Virtual Information Sessions for Prospective Families, November 9, 2021**
MLWGS provided virtual content instead of the in-person information nights [*originally scheduled November 8 -10*] that usually occur in November. A webpage was created that

contained narrated presentations as well as student videos and links to additional resources. Over 600 families participated.

- **Reminder: Division Slot Letters Distributed at the October Meeting are due to MLWGS December 1, 2021**

- **Virtual FY23 Budget Development Town Hall, December 14, 2021, @ 6:00 pm.**
Results will be shared with the RSB.

- **Faculty Cultural Competency Initiative--Quarter 2**

We [*the administration*] have worked diligently over several months to create quarter two's **resource bank**, which includes three cultural awareness packets for self-directed, paired, and/or group study.

We would like to stress that this component is part of a **continuum** of professional development: first quarter—workshop with VCU on cultural responsiveness; second quarter—a self-selected study from the resource bank; third quarter—cultural tours and workshop with VCU; fourth-quarter—small group book discussions.

Resource Bank Statement to Faculty

As you preview the materials, please keep in mind the following details:

- You will choose **one of the packets** and do/complete activities from that packet to receive professional development points.
 - The link includes overarching goals and objectives, a PowerPoint with this year's timeframe of the initiative, and important documents and handouts, such as PD time log, anticipated questions and answers, and self-reflection questions.
 - Each faculty member may receive a **reimbursement of up to \$50** for dining at cultural restaurants, for instructional and classroom materials, for museum admission tickets, and other expenses related to the activities in the packets.
- **MLWGS Drama Presents 'The Laramie Project,' STREAMING NOVEMBER 19 @ 7:00 pm**

This fall, the MLWGS Drama Program presents THE LARAMIE PROJECT, a virtual presentation available for streaming from November 18th-21st. Based on over 200 interviews with the residents of the town of Laramie, Wyoming, this gripping and poignant play examines the murder of gay college student Matthew Shepard and the town's response to the crime. A serious examination of the events of the case told in the often raw and emotional language of the townspeople, the play is not intended for young children. Instead, this unique and powerful dramatic experience offers a chance for the Maggie Walker community to examine the ideals that bind us together and the forces that seek to drive us apart.

- **Additional comments were provided on the growth of the music program over the last three years.** The increase includes going from two sections of orchestra to three, and chorus student enrollment from nine to over thirty currently. We are very proud of this program.

B. Coming Events: November 11, 2021, through January 20, 2022

Thursday, November 11 th	Executive School Board Meeting, 9:00 am, MLWGS Campus, Rm 153
Sunday, November 14 th	First Lego Tournament sponsored by MW Robotics, 7 am, Gymnasium
Tuesday, November 16 th	Report Cards Issued
	Virtual Petersburg MS Visit, 6 pm
Wednesday, November 17 th – Thursday, November 18 th	SOS Learning (Signs of Suicide), 11:35 am, Forum
Friday, November 19 th	Drama Presents The Laramie Project, Streaming at 7:00 pm
Wednesday, November 24 th – Friday, November 26 th	Thanksgiving Holiday – Building is Closed
Wednesday, December 1 st	MLWGS Blood Drive, 9 am – 2 pm, Rooms 104 and 105
Thursday, December 2 nd	English NHS Induction, 11:30 am, Auditorium
Friday, December 3 rd	Fine Arts Department Student Field Trip to Washington, DC
Friday, December 10 th	DOE VACEG Meeting, 9:00 am, Room 153
Tuesday, December 14 th	Virtual Budget Development Town Hall, 6:00 pm
Thursday, December 16 th	Winter Concert, 7:00 pm, Auditorium
Friday, December 17 th	Interim Available Online
	Winter Concert Student Assembly, Time TBD, Auditorium
Monday, December 20 th – Friday, December 31 st	Winter Holiday – Building is Closed
Monday, January 3 rd	Instruction Resumes
Thursday, January 6 th	Virtual Finance Committee Meeting, 8:30 am
Tuesday, January 11 th	Math League Contest, 11:30 am, Auditorium
	Faculty Meeting, 3:30 pm, Auditorium
Monday, January 17 th	Holiday – Building is Closed
Tuesday, January 18 th	Orientation for New Board Members, 10:00 am. NEW: Prince George
Thursday, January 20 th	Regional School Board Meeting, 9:00 am, Location TBD

A spontaneous discussion on staff mental health occurred with Mr. Pritchett questioning if the MW administration had considered doing as several of the local divisions have and providing extra time/days off. He added that Petersburg has given their entire staff off the week of Thanksgiving and noticed MW staff is working per the school calendar. Mr. Smith responded there have been discussions on this topic, but that Maggie Walker struggles with the 990 hours component while maintaining some days in the bank (snow days). Mr. Smith said he would appreciate a discussion as to how the districts are fulfilling 990 hours and keeping snow days.

Chesterfield has voted to remove three days at the end of their calendar for mental health. Colonial Heights, Hopewell, King & Queen, New Kent, Petersburg, Richmond are giving staff and students the entire week of Thanksgiving off.

Ms. Ogburn said Henrico just voted to move two teacher half-days that were scheduled in the spring to two Friday's with an early dismissal for teachers on those days, plus putting a pause on

all professional development days that give Henrico the option of giving those days back to teachers as days off (if the use of snow days allows) or keep them as teacher work-days. Also, the last day of the school year will now be a half-day for teachers. However, the biggest response Henrico received was regarding stopping PD and allowing teachers to dedicate their time to get things done that they need to. No new initiatives, and no new things on teachers' or administrators' plates this year. Henrico has also added group work on Wednesday afternoons with teachers and students in small groups covering social/emotional work where we stop instruction and help kids and teachers that need to get caught up with content that is provided to them by the school system. In conclusion, because of all of these actions taken, Henrico was not able to give the two extra days off during Thanksgiving week.

Ms. Barber stated New Kent's academic day has grown so long that they bank much more time than is needed, even with snow days, so giving two extra days at Thanksgiving to staff was not an issue and still leaves them enough time banked to provide two days in the spring and not comprise the snow days' bank. They have also added school-day subs to give teachers relief as needed. Ms. Ogburn said Henrico has implemented a similar program of in-school full-time subs in buildings with greater needs. If that person is not needed to cover an absence they work on single class coverages for teacher planning.

Ms. Hall said King & Queen gave the two extra days [*Thanksgiving week*] and still have banked hours. K & Q is also providing a day off in March as a wellness day because there was no holiday built into the calendar that month. And lastly, they are planning to provide an appreciation bonus during December.

Goochland's academic day is not as long as other divisions, maybe as much as 45 minutes less, meaning they have a problem giving extra days off per Mr. Wright. However, the division is re-considering its professional development days, lunch duties, and the use of full-time subs in the buildings. While Goochland would love to do more, Mr. Wright wasn't sure they could do so.

In Petersburg, adjustments included the extra days at Thanksgiving, keeping two extra days to use next spring, said Mr. Pritchett. Additionally, they changed the pay scale for non-degreed subs to \$88.00/day, degreed subs \$95.00/day, and long-term subs \$150.00/day. Also, teachers who can substitute during their planning period will now be compensated and they seem to appreciate being paid for their time. Ms. Ogburn added that Henrico has the same practice and compensates teachers for extra class coverage.

Ms. White said Richmond recognized early their teachers would need time off. Additionally, Richmond has removed any new initiatives off teacher plates that would divert their focus. Richmond is concentrating on learning, extended days into the evening, and paid lunch monitors giving all their teachers time to eat. RPS wants to make sure their teachers are properly taken care of.

Mr. Smith thanked the board for their feedback and assured them he would share these remarks with Dr. Lowerre. He also said Dr. Lowerre had several questions about how MW as a regional school would be able to implement some of these actions. Do we need board approval, how much advance notice would be needed, and can we change our calendar? Mr. Wright said this is a good discussion to have. Without referring to policy, he added the director should have the ability to decide what is best to do for his staff without board approval. And what does board approval look like, Executive Board or Regional Board? There are some sensitivities to factor in given the schedules of the surrounding counties and their participants. I recognize those decisions are

difficult so give the director some flexibility with something as important as the mental health of the staff.

The board had an open discussion about the school year/school day, Policy 3004. They concluded that there is no language saying the school board has to approve a change to the calendar, so if it's not addressed in policy we could pass a motion that we give the director the authority to approve or change the calendar as he deems necessary. Ms. Ogburn suggested going forward the policy committee may want to review 3004 to include emergency actions that necessitate changes to the calendar.

Ms. White noted the length of days or teaching hours could be shortened to give teachers a half-day off in the policy. But Mr. Smith added we would be impacting division transportation by changing to half-days.

Mr. Wright suggested that during the 'Action Items' section of this meeting a member could make a motion to give the director authority to change the calendar as needed.

C. *Reminder: 2022-2023 Division Enrollment Due to MLWGS December 1, 2021*

X. Unfinished Business

A. *Strategic Plan Implementation Report*

The report is located at the end of these minutes.

Mr. Smith discussed some of the initiatives listed on the report underway at the moment while focusing on one he is directly responsible for which is form automation and tracking to ease burdens on teachers, students, and parents' time. Ms. DeGroat's initiative of Dragon Dialogues gets the students to have a meaningful conversation with a classmate they do not know.

Lastly, Mr. Smith discussed the cultural competency initiative for professional development this February feeling it was vitally important to continue pressing forward with this training.

XI. Consent Items

The assistant director provided a brief review of each consent item presented.

On a motion by Sarah Barber, seconded by Micky Ogburn, the following consent items were unanimously approved as a slate on a voice vote: November 2021 Personnel Actions, the fiscal status reports of October 31, 2021, and the donations report of October 31, 2021.

XII. Action Items

- a. While no items were on the agenda, the following action was made:

Ms. Ogburn made a motion to give the Director and his staff the authority to change the school calendar as needed going forward, seconded by Ms. White. The motion was approved on a unanimous voice vote.

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

a. January Reorganization Meeting including the election of School Board Chair and Vice-Chair.

As stipulated in the MLWGS Constitution, elections shall occur for the chair and vice-chair at the January meeting.

The chair asked the board to consider its leadership positions for 2022. He added, by practice, the chair has served for two years, and he [Mr. Wright] would serve again in this position in 2022 if the board so chooses. However, during the 2021 reorganizational meeting, we had this same discussion and had trouble filling some of our positions but in the end, Ms. Hall volunteered to serve as the Vice-Chair with the understanding she would not subsequently serve in the Chair position under this rotation. The chair reminded members that traditionally, though not formally, leadership alternated between large and small divisions. Mr. Wright added there is not a large time commitment that is necessary for these positions.

At this time, we still do not have anyone who has volunteered to fill the vice-chair position.

Lastly, the chair reminded them there is also a commitment needed from the division superintendent along with the board member and that may be a bigger lift.

b. Election of a Clerk and Deputy Clerk (*First Read*)

As stipulated in the MLWGS Constitution, elections shall occur for the board clerk(s) at the January meeting.

c. Election of Executive Committee Members (*First Read*)

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

All current members of the executive committee agreed to continue serving in this capacity in 2022.

d. 2022 Assignment of the Director's Designee (*First Read*)

Stipulated in Policy 1022.1 and soon to be added to the Maggie L. Walker Governor's School for Government and International Studies Constitution and By-laws,

- a designee of the director to attend meetings of the Regional School Board in case of the director's absence or inability to attend.

e. Announcement of Superintendent's Steering Committee Leadership 2022 (*First Read*)

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

f. Code of Conduct for School Board Members (*First Read*)

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

g. Code of Conduct for Clerks (*First Read*)

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

h. 2022 Regional School Board Calendar of Meetings (*First Read*)

The director recommended a review of the proposed 2022 calendar of meetings and consultation with the member's local calendar for conflicts and/or modifications. Approval will be requested at the January meeting of the Regional School Board.

i. Policy Update (*First Read*)

The following policy is submitted for Regional School Board consideration.

School Board Governance

1010 Constitution of the Maggie L. Walker Governor's School *Amended*

Changes to this policy include a chairperson to a chair. See page 3 for the new language necessitated by policy 1022.1 for the director's designee. Also, see pages 9 and 10 for agenda format changes.

The board discussed moving the agenda structure moving Consent and Action Items up on the agenda directly after Public Comments to allow board members that also service CodeRVA sufficient travel time between meetings.

XIV. Information Items

- Finance Committee Minutes November 4, 2021
- MLWGS Girls and Boys XC teams win 3B Regional Championship
- MLWGS Fall Art Walk

XV. Announcements/Additional Discussion

- None.

XVI. Adjournment of Regular Meeting

On a motion from Sarah Barber, seconded by Kenneth Pritchett, on a unanimous voice vote this meeting ended at 10:14 am.

Next Meeting of the Regional School Board

January 20, 2022, at 9:00 am. MLWGS, 1000 N. Lombardy St., Richmond, VA 23220.
804-354-6800 x 2190.

John Wright, 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 11, 2021

Blue Text = Updates

Green = 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	We are establishing relationships with local administrators through outreach.		
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	SAC is working on this.		
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	Surveys completed by SAC		
1.2.6	Analyze and strengthen the student onboarding process to prepare accepted students for the MLWGS experience	Counseling	Freshmen Orientation is being studied as well as the process for registering for classes. Piloting Dragon Dialogues.		
1.2.7	Equip faculty with tools to foster an inclusive environment	Administration, External Trainers	Cultural Competency PD has been introduced.		

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	We have been working with districts to improve access for underserved minorities. Significant improvement has been made this year. RSB approved removal of Achievement Test as part of admissions process.		
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,	Recruitment sub-committee has been created.		
1.4.2	Strengthen professional development resources for faculty.	Dr. Williams, Dr. Lowerre, Mr. Smith	Currently reviewing PD proposals for 21-22 including outside support.		
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.				
2.1.1	Encourage a collaborative environment for ongoing innovation of all course offerings.	Admin, Mr. Zweerink	New classes have been offered and recommended for future years		
2.1.2	Expand dual enrollment course offerings and include courses through additional university partners.	Dr. Lowerre	Meetings with VCU are ongoing		
2.1.3	Investigate offering courses with comparatively smaller student enrollment.	Admin and School counseling	We allowed classes to “make” this year with lower enrollments.		

2.1.4	Expand the menu of teacher-created courses that center on experiential learning, interdisciplinary and global awareness.	Admin and Department Chairs	New Seminar courses are being offered		
2.1.5	Expand student enrollment in SGC's and teacher-developed courses.	Dr. Lowerre	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	Dr. Lowerre and Culture Sub-Committee	A sub-committee is being formed to review FIRC and re-imagine the freshman experience.		
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.	Admin			
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	Project is underway		
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	Working to automate forms		
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.		
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	Completed Fall 2021		
3.3.3	Further develop relations with local fire, police, and EMS in order to incorporate best practices and facilitate external audits.	Mr. Jordan	Completed Fall 2021		
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	Discussions have begun		
3.4.3	Create a transition plan.	Ms. Hoover			