

MINUTES

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

Thursday, November 10, 2022

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.

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
Dr. Jeremy Raley, **Superintendent**, Goochland County Public Schools
Dr. Michael 'Max' Smith – **MLWGS Assistant Director**

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. Bob May, *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
Ms. Mariah White, *School Board*, Richmond 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. 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. Tamara Sterling, **Superintendent**, Petersburg Public Schools
Dr. Beth Teigen, **Superintendent**, Powhatan County Public Schools
Dr. Lisa Pennycuff, **Superintendent**, Prince George Public Schools
Mr. Jason Kamras, **Superintendent**, Richmond Public Schools

Absent:

Dr. Robert Lowerre **Director**, Maggie L. Walker Governor's School
Ms. Barbara Marshall, **Clerk**, Maggie L. Walker Governor's School

Also present:

Dr. Lisa Williams – MLWGS Assistant Director
Wendy DeGroat and Deborah Snagg – MLWGS Staff
Ginger O'Neal – GS Foundation

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

No requests were made for board members to participate remotely.

V.b Approval of Agenda

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

VI. Approval of Minutes

On a motion by Sarah Barber, seconded by Kenneth Pritchett, the Regional School Board meeting minutes of October 20, 2022, was unanimously approved on a voice vote.

VII. Recognitions

- Ms. Wendy DeGroat, Librarian, Published an Article in School Library Connection and was Recognized by the Board.

If you have ever worked in or even walked through our school's library, you will note the duality of simplicity and complexity. The furniture is super-comfortable, and the aesthetics lean toward minimalism, but the array of scholarly resources is rich and carefully curated. This unique setting and compilation can be attributed to our librarian, Ms. Wendy DeGroat. Her desire to provide an engaging, inspiring and welcoming space is transcendent. Most recently, she was featured in an educational magazine, *School Library Connection*. In her article, the reader can see how her philosophy and her goals merge to represent collaboration, inclusivity, and trust-building.

Ms. DeGroat describes her goal of "providing access to diverse viewpoints" with the understanding that within her sphere, "school librarians can influence how students treat those who don't share their political beliefs." In times that are becoming more polarizing, Ms. DeGroat recognizes that "tensions are high now as some Americans seek to suppress ideas and experiences that don't mirror their own by censoring curriculums and library books." Her ultimate goal is to

“defend students’ freedom to read novels with a wide range of characters and stories” and to ensure that “our collections also reflect diverse political voices and viewpoints.”

Openness to the ideas of others can be seen in other arenas as well. Ms. DeGroat spearheaded the StoryCorps One Small Step program at our school, an activity in which participating students are matched with someone whose political viewpoint differs from theirs for a conversation about their values and how their life experiences have shaped their political beliefs. According to Ms. DeGroat, “Listening to students during the workshops and in recorded conversations has given me insights into their political opinions and the issues and influencers that matter to them.”

Ms. DeGroat’s efforts to include and respect the opinions of all exemplify the four pillars of the Walker Way and support an important goal related to our school’s strategic plan—providing a safe and welcoming learning environment.

A general discussion followed Ms. DeGroat’s presentation when Ms. Ogburn asked if Wendy experienced push-back, particularly regarding political viewpoints. Ms. DeGroat stated she found that when adults or students speak to each other they find they’ve made a lot of assumptions about each other, and when they talked about what formed those views, they further find they have much more in common than was thought.

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:

“The Anti-Racist Alumni of MLWGS are looking forward to another productive year of the board embracing equitable approaches to admissions and work in the school. We were glad to read about the progress on the strategic plan and in particular the emphasis on outreach to middle school counselors to help introduce MLWGS to a wider range of potential students. We are eager to continue to participate and support the work you are doing.”

- Antiracist Alumni of MLWGS

IX. 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 2022 Personnel Actions (none), the fiscal status reports of October 31, 2022, and the donations report of October 31, 2022.

X. Action Items

a. International Trip Proposal – Canada 2023 (Second Read)

**SPONSOR: MADELINE PATUREL
CANADA, SPRING BREAK 2023**

This international trip will provide MWGS students who have taken or are currently enrolled in French to experience a francophone culture in both Montréal and Québec. Over the course of this 4-day trip, which is tentatively planned for April 1st - 5th, students will visit important cultural sites including Notre Dame de Montréal, McGill University, Parc de la Chute-Montmorency (a national park), a cabane à sucre (maple sugar house) and more. Forum, the company managing the tour, has included a fantastic mix of activities so that every student can experience something they enjoy and something new. Our visits will be guided by a local tour guide who is bilingual, giving students linguistic learning opportunities as well as cultural ones. Our group will be touring privately, meaning we will not mix with any other student groups for any of our tours, transportation, or hotel stays. The cost of the tour includes travel insurance, all visit costs, all transportation, all accommodations, and 2 meals per day.

Cost - will vary based on student attendance. A maximum of \$2,549 (10 students) and a minimum of \$2,067 (30+ students). This cost reflects a 7:1 chaperone-to-student ratio.

On a motion by Micky Ogburn, seconded by Sarah Barber, the Canada 2023 trip proposal was unanimously approved on a voice vote.

b. New Course Proposal AY24 (Second Read)

Course Title: Japanese 3
 Prerequisites Courses: Japanese 1 and 2
 Credit: 1 General Elective Course
 Proposed Teacher: Yoko Eshita
 Note: This is a new course

Rationale:

There is a high demand for students wishing to continue their studies in the Japanese language and culture at the upper level. As of June 2022, in the Japanese 1 class, there were 13 students who were interested in continuing to Japanese 3. By having Japanese 3 as an elective course, students can pursue their interests in learning the Japanese language and culture as well as utilize it for their college applications and their future career. The Japanese 3 course will empower students to increase and enhance their knowledge of grammatical and linguistic structures, their cultural fluency, and their proficiency in oral and aural skills; thus, moving them to an intermediate-mid to high proficiency. Moreover, Japanese is a less commonly taught language at the high school level; therefore, by offering upper-level Japanese courses, students can have a unique experience studying at MLWGS.

On a motion by Sarah Barber, seconded by Harwood Hall, the new course proposal for Japanese 3 was unanimously approved on a voice vote.

c. Budget Transfer Request (Waive First Read Requested)

Account Code Increase 830.0000.5896.0000.3221 Fund Balance Designated	
FUND BALANCE/RESERVE FOR CONTINGENCIES 3221 \$161,988.31	Non-Contract/Leave Payout August 2022 Payroll. Pay cycles for VRS contributions moved with early start calendar. \$161,988.31
	Decrease From Operating Accounts Below to 3221

	5231	\$137,395.96
	5235	\$ 3,350.67
	5236	\$ 1,163.69
	5246	\$ 5,457.84
	5254	\$ 1,503.46
	5261	\$ 1,460.83
	5231	\$ 11,655.86
	TOTAL	\$161,988.31
Account Code Increase 830.1310.5896.2280.5476 and 5419	Account Code Decrease 830.1100.5896.2280.5961	
Fund Balance Designated		\$90,000.00
Maintenance 5476 \$55,000.00		
Service/Custodial 5419 \$35,000.00		
TOTAL \$90,000.00		

Rationale: Budgeted funding requiring anticipated payouts dictated by policy noted and unexpected maintenance of HVAC units.

On a motion to waive first read by Kenneth Pritchett, seconded by Micky Ogburn, this request was unanimously approved on a voice vote.

On a motion by Kenneth Pritchett, seconded by Micky Ogburn, approval of the budget transfer request was unanimously approved on a voice vote.

XI. Director's Report

A. Verbal Updates

- **Virtual Information Sessions for Prospective Families, November 9, 2022**
MLWGS provided virtual content instead of the in-person information nights that usually occur in November. A webpage was created that contained narrated presentations as well as student videos and links to additional resources.
- **Virtual FY24 Budget Development Town Hall, December 13, 2022, @ 6:00 pm.**
Results will be shared with the RSB.
- **MLWGS Drama Presents Macbeth, November 17-19 @ 7:00 pm**

This fall, the MLWGS Drama Program presents *Macbeth* which is a tragedy by William Shakespeare. It is thought to have been first performed in 1606. It dramatizes the damaging physical and psychological effects of political ambition on those who seek power. Of all the plays that Shakespeare wrote during the reign of James I, *Macbeth* most clearly reflects his relationship with King James, patron of Shakespeare's acting company. It was first published in the Folio of 1623, possibly from a prompt book, and is Shakespeare's shortest tragedy.

A brave Scottish general named Macbeth receives a prophecy from a trio of witches that one day he will become King of Scotland. Consumed by ambition and spurred to action by his wife,

Macbeth murders King Duncan and takes the Scottish throne for himself. He is then wracked with guilt and paranoia. Forced to commit more and more murders to protect himself from enmity and suspicion, he soon becomes a tyrannical ruler. The bloodbath and consequent civil war swiftly take Macbeth and Lady Macbeth into the realms of madness and death.

Source: Wikipedia

- **The Dragon Writing Center Resource** sponsored by The English National Honor Society and Ms. Lindsey LeCroy-Whitworth

The DWC is for any class.

- The purpose of the Writing Center is to help students strengthen their writing skills, whether it is creative, research-based, expository, or journalistic in nature.
- The DWC will help students to refine their sense of audience so that they better understand how readers will respond to their writing.
- Mentors don't touch papers – they provide feedback for the mentee to take notes and work.

Examples in Various Subjects

- Proofreading personal narratives for university applications. In the fall, all of the mentors are seniors.
- Active or passive voice? In science writing, mentors can help with content and expression.
- APA? Chicago? MLA? Mentors can help students with citing a paper.
- FIRC - all students have attended these classes. Have them help with the science lab, the history outline, or the formation of a speech.
- Other examples for mentor help – labs, Global 10, analyzing graphs, FRG
- Teachers: By giving them the assignment/rubric ahead of time, the mentors can maximize their time.

B. Coming Events: November 10, 2022, through January 19, 2023

Thursday, November 11 th	Executive School Board Meeting, 9:00 am, MLWGS Campus, Rm 153
Friday, November 11 th	Return of the Community Service Fair, 10 am-Noon, Commons
Sunday, November 13 th	First Lego Tournament sponsored by MW Robotics, 7 am, Gymnasium
Thursday, November 17 th – Saturday, November 19 th	Drama Presents Macbeth, 7:00 pm nightly, Auditorium
Saturday, November 19 th	First Alzheimer and Dementia Awareness Walk, Noon – 5 pm, Track
Wednesday, November 23 rd – Friday, November 25 th	Thanksgiving Holiday – Building is Closed
Tuesday, November 29 th	Cultural Competency Meeting for Staff, 3:30 pm
Wednesday, November 30 th	Interims Available
Thursday, December 1 st	National English Honor Society Induction, 11:40 am, Auditorium
Friday, December 2 nd	Fine Arts Field Trip to Washington, DC
	DOE VACEG Meeting, 9 am, Room 153
Tuesday, December 6 th	Planning Committee Meeting, 10 am, Room 153
	Faculty Meeting, 3:30 pm, Forum
Tuesday, December 13 th	Math League Content, 11:30 am, Auditorium

	VIRTUAL Budget Development Forum for the Public, 6 pm
Wednesday, December 14 th	We the People Regionals
Thursday, December 15 th	PTSA Sponsored Holiday Luncheon, 11:30 am – 12:30 pm, Room 153
	Winter Concert Public Performance, 7 pm, Auditorium
Friday, December 16 th	Winter Concert Student Assembly, 12:40 pm, Auditorium
Monday, December 19 th – Friday, December 30 th	Winter Holiday – Building is Closed
Monday, January 2 nd	Instruction Resumes
Thursday, January 4 th	Finance Committee Meeting, 8:30 am
Tuesday, January 10 th	Planning Committee Meeting, 10 am, Room 153
Friday, January 13 th	Student Holiday – Teacher Workday
Monday, January 16 ^h	Holiday – Building is Closed
Tuesday, January 17 th	Orientation for New Board Members, 10:00 am.
Thursday, January 19 th	Regional School Board Meeting, 9:00 am, Room 153

C. *Reminder: 2023-2024 Division Enrollment Due to MLWGS December 1, 2022*

As MLWGS begins the planning process for the next school term as directed by Policy 1029 adopted May 18, 2000, amended December 18, 2014, December 17, 2015, and October 15, 2020, it annually seeks this slot commitment statement from participating divisions.

Letters have been provided to participating school divisions for their 2023-2024 student enrollment commitment. Note that each letter should be executed by the division superintendent and school board member and returned to MLWGS by December 1, 2022.

XII. Unfinished Business

A. *Strategic Plan Implementation Report*

The matrix report is located at the end of these minutes.

Dr. Smith reported a subcommittee has been formed to review the freshman experience. He added; the fundamentals of independent research course (FIRC) has been in place for the last few decades and we are looking to do an overall to create more of a ‘freshman extended orientation’ similar to those at universities to teach study, research, or writing skills, etc.

We have several new electives we are putting forward such as ‘African American Writers’ and new seminars along with several niche classes to appeal to student interest with smaller class experiences that bring a more inclusive environment to MLWGS.

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

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

As stipulated in the MLWGS Constitution, elections shall occur for the chair and vice-chair at the January 19, 2023, meeting.

The chair asked the board to consider its leadership positions for 2023. Mr. Pritchett has indicated his willingness to accept the chair position. 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 who historically has served along with the board member.

d. 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 19, 2023, 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 January 19, 2023, reorganization meeting.

Current membership includes Mr. Wright, Mr. Pritchett, Ms. Hall, Ms. Ogburn, and Ms. Barber.

Mr. Wright recognized that whoever is elected as the new vice-chair may elect to serve on this committee.

d. 2023 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 2023 (*First Read*)

The Superintendent's Steering Committee will announce their Chair and Vice-Chair selections for 2023.

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 19, 2023, 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 19, 2023, meeting.

h. 2023 Regional School Board Calendar of Meetings (*First Read*)

The director recommended a review of the proposed 2023 calendar of meetings and consultation with the member's local calendar for conflicts and/or modifications. Approval will be requested at the January 19, 2023, meeting of the Regional School Board.

Mr. Wright noted that typical meetings are on the third Thursday of each month. With no feedback from the membership, it appears this schedule is still good for our organization.

i. New Policy (*First Read*)

The following policy is submitted for Regional School Board consideration.

3003.7 Explicit Instructional Materials *New*

Dr. Smith stated policy language presented in this document was provided to MLWGS by Goochland which directs that we will notify all parents of potentially explicit materials to be used in a class through the syllabus as well as through the learning management system and that students whose parents have requested alternative learning materials, those materials will be provided.

Mr. Wright noted that the first paragraph defines what instructional materials are and intentionally separates general resources from assigned ones. Ms. Ogburn added that Henrico has also grappled with this policy and found that based on State guidance and current policy and the VSBA version, which is very different from the State, this has been very difficult to navigate.

Additional group discussion followed.

Approval for the Explicit Instructional Materials Policy proposal will be requested at the January 19, 2023, meeting.

j. Additional New Course Proposals AY24 (*First Read*)

Department, if applicable: **Science**

- **COURSE TITLE: Becoming a Naturalist**

Prerequisite(s): None

Credit: (1) (semester) 1/2 credit ___ or (2) (year) 1 credit X

Is this course: (1) New? X or (2) Replacing another course? Which?

Course Description:

Becoming a Naturalist will teach students the skills necessary for observing and understanding the natural history of local ecosystems including the plants, animals, fungi, landscapes, ecological relationships, and conservation concerns of the habitats in and around Richmond.

Department, if applicable: **Science Elective**

- **COURSE TITLE: Organic Chemistry**

Prerequisite(s): ___ Students must have completed Chemistry (B or higher?)

Credit: (1) (semester) 1/2 credit X or (2) (year) 1 credit X

(Note: this course could be taught either as a full-year course or as a semester course to be followed by a semester of biochemistry.

Is this course: (1) New? X or (2) Replacing another course? Which?

Course Description:

Organic chemistry is the chemistry of carbon compounds. It is a vast subject that deals with natural and

synthetic compounds. Organic chemistry is an essential part of our technological culture, as well as the basics of life.

Department: **Science**

- **COURSE TITLE: Biochemistry**

Prerequisite(s): Analytical Chemistry (plus or honors), AP chemistry recommended

Credit: (1) 1/2 credit X or (2) 1 credit

Is this course: (1) New? X or (2) Replacing another course? Which?

Course Description:

The primary objective of this course is to introduce students to the chemistry of living organisms. The course will examine the structure and function of the four classes of biological

macromolecules: proteins, DNA, lipids, and carbohydrates.

Department: **Science**

- **COURSE TITLE: Automotive Concepts and Engineering (ACE)**

Prerequisite(s): Physics (Honors or higher) as a corequisite

Credit: (1) 1/2 credit ___ or (2) 1 credit _x_

Is this course: (1) New? _x_ or (2) Replacing another course? Which?

Course Description:

The Automotive Concepts and Engineering course (ACE) will extend the content discussed in many Physics courses and provide students with an additional STEM-related course to better prepare them for a degree in Physics, Engineering, or a similar track. The ACE course provides learners with an application of topics discussed in Physics classes including Kinematics, Inertia, Energy, Power, Thermodynamics, Friction, and Fluid Dynamics.

Approval for these new course proposals will be requested at the January 19, 2023, meeting.

XIV. Information Items

- Finance Committee Minutes November 3, 2022
- MLWGS Fall Art Walk November 4th
- Senior Art 5 Solo Exhibition at MLWGS November 3rd
- MLWGS Quiz Bowl has 3 Squads Qualify for Nationals
- MLWGS Fall Sports Regional Results

XV. Announcements/Additional Discussion

- None.

XVI. Adjournment of Regular Meeting

On a motion from Kenneth Pritchett, seconded by Harwood Hall, on a unanimous voice vote this meeting ended at 9:50 am.

Next Meeting of the Regional School Board

January 19, 2023, 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 10, 2022

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. A middle school counselor day is being planned for late September 2022.		
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	A Full-time School Social Worker has been hired.		
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	Bathroom policies have been addressed.		
1.2.4	Enhance communications to make sure students have knowledge of and are able to seek resources	Counseling	School Psychologist has sent out multiple messages regarding mental health resources as well as holding parent training sessions		
1.2.5	Facilitate student input and feedback	Administration, Counseling	Surveys completed by SAC and VSCS		
1.2.6	Analyze and strengthen the student onboarding process to	Counseling	Freshmen Orientation is being studied as		

	prepare accepted students for the MLWGS experience		well as the process for registering for classes. Piloting Dragon Dialogues. The Walker Way Welcome Day was implemented in August 2022.		
1.2.7	Equip faculty with tools to foster an inclusive environment	Administration, External Trainers	Year one of Cultural Competency PD has been completed.		
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. A focused effort has been made to recruit minority faculty and staff candidates.		
1.4.2	Strengthen professional development resources for faculty.	Dr. Williams, Dr. Lowerre, Mr. Smith	Comprehensive PD has begun with positive feedback from staff.		
1.4.3	Develop hiring strategy.	Leadership Team	We have actively targeted HBCUs and other colleges with information about employment openings.		
1.4.4	Develop outreach program for recruiting teachers from multiple districts and education graduate schools.	Dr. Lowerre	We have actively targeted HBCUs and other colleges with information about employment openings.		

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	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 including ones that target undertaught areas. Several new courses have been added to the Course Catalog.		
2.1.5	Expand student enrollment in SGC's and teacher-developed courses.	Dr. Lowerre	New Courses have been 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 has been established.		
2.1.7	Develop a reimagined FIRC course to equip freshmen to succeed at MLWGS	Dr. Lowerre and Culture Sub-Committee	A sub-committee has been 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	Following the COVID pandemic, a renewed effort to assess and implement student-centered learning strategies has been taking place.		

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	Departments have been reaching out to the community to bring in alumni and others to enhance instruction and learning.		
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	Measure-Ment	Year to begin Implemen-tation	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	Participation in the Virginia School Climate Survey. Jan 2022		
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	Discussions have taken place with the superintendents.		
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			