



VIRGINIA BEACH CITY PUBLIC SCHOOLS CHARTING THE COURSE

School Board Services

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Aaron C. Spence, Ed.D., Superintendent

School Board Retreat/Abridged Meeting MINUTES

Monday, July 18, and Tuesday, July 19, 2022

Professional Development Center
641 Carriage Hill Road
Virginia Beach, VA 23452
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MONDAY, JULY 18, 2022

Chair Rye convened the School Board Retreat at 8:47 a.m. on the 18th day of July 2022 and welcomed members of the staff as well as members of the public. Chairwoman Rye reviewed the agenda for the day.

The following School Board members were present: Chair Rye, Vice Chair Melnyk (arrived 8:57 a.m.), Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens (arrived 8:53 a.m.), Ms. Riggs, and Ms. Weems.

David Din, Chief Information Officer, provided a brief overview of the microphone system for the retreat. Superintendent Spence mentioned staff members were available to answer School Board member's questions.

Future Ready Update: Kipp Rogers, Ph.D., Chief Academic Officer provided an introduction and overview of the presentation; shared a brief video; mentioned the strategic plan and the graduate profile; Dr. Rogers introduced Aaron Arnold, Hampton Roads Workforce Council Specialist, Department of Teaching and Learning. Mr. Arnold continued the presentation and provided a brief overview of Future Ready vision for Work-Based Learning – provisionally calling the program Field-X; driving factors: College, Career, and Civic Readiness Index (CCCRI) and Compass to 2025; field experiences go beyond the classroom; emphasizing direct experience that is: authentic, in the field, co-curricular, partner-connected, visible, scaffolded; future ready: students – meet all four CCCRI components, programs – flexible integration, equitable access, automated processes, sustainable partnerships, region – diversified workforce, diversified economy, mitigated out-migration; discussed digital platforms – Transeo, Salesforce; reviewed common barriers to success in programs such as: transportation and proximity, time and scheduling, competition for resources with other districts; reviewed solutions to barriers: build internal opportunities (Grow Your Own), develop mass, coordinated service learning and externships, champion entrepreneurship and school-based enterprise; District C Teamship - collaborating with Hampton Roads Workforce Council and 757 Regional Internship Collaborative toward a regional implementation; teamship concept – real business partners bring real problems to a student team, consult with partner to develop a solution to problem, pitch the concept to the partner, in many instances, partner adopts the student solution for actual application; benefits for VBCPS – embedded in class time, meet the 40-hour externship requirement, promotes student ownership of learning, equitable in terms of scheduling and transportation, curriculum is turnkey, easily replicable across sites and classes, District C support business development; benefits for partners – can reach more students, opportunity to vet students for more intensive opportunities, provides a forum to workshop problems.

Matthew Delaney, Senior Executive Director of High School Education, Department of School Leadership continued the presentation and shared some examples of virtual work based learning from Landstown High School, Kempsville High School and First Colonial High School; recapped challenges – time, location, travel; trying to mitigate challenges; brief recap of technology developments over the past few years, such as: digital whiteboards in classrooms, virtual instruction, 1:1 devices for students, internet access, learning management system, support for teachers and students, access to materials and resources, share learning with parents, synchronous and asynchronous learning through the pandemic; use of current technology – Google Apps, face-to-face peer tutoring and virtual tutoring; build on technology resources in the future; distance learning; flexible scheduling.

David Din, Chief Information Officer, continued the presentation and discussed distance learning; two forms of distance learning: Virginia Beach Digital Campus (started in 2006, provides asynchronous instruction, summer enrollment 2240) and Distance Learning Lab (started in 2000, provides concurrent, hybrid instruction to both in person students and remote students in other building, 2022-2023 Distance Learning program numbers – middle school: 1,570 students enrolled, high school: 662 students enrolled; expansion of Distance Learning programs: use best practices, provide teachers with additional supports, expand course offerings, equip classrooms with smarter technology to elevate the experience for teachers and students; components of collaborative classrooms for hybrid instruction: multiple screens, smart camera, smart microphones and speakers, document camera; Mr. Din provided a demonstration of the technology/equipment; shared teacher feedback.

The presentation continued with questions and comments regarding teachers in the distance learning program; impressed with setup; cost to set-up equipment in classroom; challenges with distance learning (getting into the room); soft skills and durable skills; clarification on the digital

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learning model; teacher difficulty in learning to use technology; future-ready students; automated process; technology infrastructure; smart camera and smart mic; support for teachers/assistants; teacher input; class size; equity of program; advanced courses; communication/marketing of program.

The presentation concluded at 10:09 a.m.

Mental Health Task Force Update: Kipp Rogers, Ph.D., Chief Academic Officer provided a brief introduction and Robert Jamison, Executive Director, Student Support Services continued the presentation; reviewed the presentation topics (task force structure, recommendations, work team outcomes, next steps); reviewed Task Force members and community partnerships including School Board members, Ms. Owens, and Ms. Weems; mental health barriers: access, identification, stigma, awareness; reviewed the organizational structure of the Mental Health Task Force work teams; Task Force recommendations: Access - detailed protocols for responding to mental health crisis, framework for student transition plan following crisis, 24/7 direct referral system; Identification – increase behavior and mental health staffing, review roles and responsibilities of staff, research-based mental health training; Awareness – community and school mental health awareness events, student mental health empowerment clubs; Stigma – promote resources for staff well-being and gather feedback, create VBCPS mental health resource page; reviewed work team outcomes for each category/group: Access - suicidal ideation resource for school counselors, return to school plan of action meeting form, Rapid Response Program (elementary students), Bridge Program (secondary students); Identification – request additional allocations for school counselors, psychologists, and social workers to support students in schools, identified what staff need to Know, Understand, and Do related to students' mental health needs to inform upcoming professional learning; Stigma – reviewing resources available to staff, FACE well-being resources, Life's a Beach podcast series; shared a video from the podcast series; Awareness – outlined potential opportunities to integrate mental health awareness into school based and division wide events, the idea of Teen Mental Health Empowerment Groups, infographic by LSA students; next steps: August-September 2022 – share new resources and begin offering training for select staff groups, check-in with work team leaders, send communication to Mental Health Task Force; October 2022 – conduct 1st Mental Health Task Force meeting and share vision for work teams, begin work team meetings and collaboratively establish goals for each team.

Chair Rye recognized School Board members Ms. Weems and Ms. Owens for their involvement with the Mental Health Task Force; Ms. Weems shared she was part of the Stigma work team, community partnerships, able to destigmatize mental health and provide resources; Ms. Owens shared group is part of her goal, collaborative work with school division and community partners, continuous process; the presentation continued with questions and comments regarding newsletter; alternative resources (yoga/meditation); stigma among staff (employee relations, benefits office, EAP); community partnerships; resources available to parents (handout); sustainability of community partnerships; and costs.

Recovery School: Matthew Delaney, Senior Executive Director of High School Education, Department of School Leadership began the presentation and acknowledged Dr. Soltner and School Board member, Ms. Weems for their efforts in this endeavor; defined what is a recovery school – primary purpose of a recovery school is to educate students in recovery from substance use with an educational and recovery focus; referred to *Compass to 2025* – Goal 2 is focused on student well-being, focusing on creating a learning environment that supports the physical and mental health of all students; reviewed 2021-22 school year discipline data regarding substance abuse offenses; Mr. Delaney introduced Robert Jamison, Executive Director of Student Support Services, who continued the presentation.

Provided information on what a recovery school offers; in addition to providing traditional educational services, recovery schools often include: focusing on relapse prevention, encouraging healthy choices and the use of a wide range of social services, teaching problem solving and social emotional skills, providing a sober peer group; VBCPS has researched recovery schools through the Association of Recovery Schools, visited the Coastal Preparatory High School (NJ), researched potential site locations, researched grant possibilities, assembled a working committee, developed a draft purpose and description of the program following Policy 6-24.2; seeking permission from the School Board to proceed with exploring the possibility of developing a recovery school.

The presentation continued and Ms. Weems thanked the staff for their help, stated there is a need for the recovery school, Ms. Weems did presentations at high schools regarding substance issues, hoping for support of School Board to continue the process regarding the development of a recovery school; questions and comments continued regarding student eligibility; how to determine eligibility; site location; screening tool/assessment; location and cost to be determined; separate from discipline; academic support while getting counseling; format of the school in New Jersey; teacher staff; local partnerships; marketing of program; consensus from School Board to proceed – yes; Mr. Delaney outlined the next steps: secure a program location, finalize and submit grant applications, provide a progress update to the School Board, finalize purpose and description of the program following Policy 6-24.2; seek School Board approval (possibly November), open Recovery School (possibly August 2023).

At 11:30 a.m., there was a break for lunch. The retreat reconvened at 12:33 p.m. for the afternoon presentations.

Advancing Educational Equity in VBCPS: Sebrina Lindsay-Law, Ed.D., Coordinator of Equity and Opportunity presented an update to the School Board regarding the division's work related to advancing educational equity and the development of the division's equity plan; reviewed outline of

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presentation and reflection sheet; mentioned components of Policy 5-4; reviewed educational equity planning timeline; extended thanks to School Board members Ms. Owens and Ms. Weems for serving on the Administrative Equity Planning Committee; provided overview of meetings: meeting 1 – introductions and charge, hopes and fears; hopes – plan will be put into action with accountability for follow-through, will result in improved outcomes for students; fears – plan will not be implemented, some student groups will be ignored, politics will get in the way; showed the Equity Plan Checklist and gave a few minutes to review; meeting 2 – reviewed community input from stakeholder feedback sessions and key data, identified potential strategies to include on the equity survey, committee members selected three choices of focused areas; reviewed respondent data from the educational equity survey – largest stakeholder group were students and second largest group was parents; noted survey was developed based on results from the equity assessment, input received as part of the stakeholder feedback sessions, *Compass to 2025*, and committee input; showed the data results from the seven focus areas of survey, paused to have School Board members review data slide; meeting 3 – workgroups were designed based on choice and external/internal expertise, engaged in small group work to define success, reviewed survey findings, initial identification of high leverage strategies; meetings 4 & 5 – engaged in small group work to draft action steps to support high leverage strategies informed by *Compass to 2025* goals and equity emphases, equity assessment recommendations, community-wide survey, and committee expertise.

Reviewed *Compass to 2025* goals and equity strategies; **Goal 1 – Educational Excellence:** focus area – ensure diverse cultures and perspectives are positively represented in the curriculum; equity strategy – incorporate multicultural resources and materials into the curriculum at all levels, develop and embed protocols in curriculum that help facilitate effective classroom discussions from multiple perspectives; **Goal 2 – Student Well-Being:** focus area – create an environment where all students feel safe, welcome, and included, address student discipline disparities; equity strategy – implement prevention and intervention strategies and alternatives to suspension, increase the number of diversity of mentorship opportunities, amplify student voice to ensure a sense of belonging across diverse student groups; **Goal 3 – Student Ownership of Learning:** focus area – increase access to and success in rigorous learning opportunities for all students; equity strategy – increase awareness around entry points and support for students interested in enrolling in advanced coursework and programs; **Goal 4 – An Exemplary, Diversified Workforce:** focus area – recruit, retain, and promote a workforce representative of the diverse student population; equity strategy – increase employee retention by fostering a positive working environment, continue to strengthen the recruitment and selection process; **Goal 5 – Mutually Supportive Partnerships:** focus area – increase opportunities for stakeholders to be informed and involved; equity strategy – create an accessible partnership database, create an accessible database of translators; **Goal 6 – Organizational Effectiveness & Efficiency:** focus area – ensure equitable allocation of resources across schools and students; equity strategy – develop and publish an equity data dashboard, collaborate with community, business, or organizations to help fund/support equitable opportunities to level the “playing field”.

Reviewed committee accomplishments: developed an Equity Plan Checklist, informed the development of the equity community survey, provided feedback into the metrics for an equity data dashboard, identified high-leverage strategies and drafted action steps; reviewed timeline; provided time for School Board members to complete the geometric form reflection; the presentation continued with questions and comments regarding rigorous learning opportunities; restorative practices; reference to previous School Board workshop presentation; participation with students, community, and partners; student voice; overlap with mentorship, student readiness; parent involvement; collaboration with PTSA/PTA; awareness of parents – various programs and application process; discussion regarding Goal 4; teacher recruitment; student representatives; gathering feedback to finalize plan; allowed additional time to complete the geometric form reflection.

The presentation concluded at 1:48 p.m. There was a break from 1:48 p.m. to 2:14 p.m. The retreat reconvened at 2:15 p.m.

Tri-Campus: Information and Discussion: Heidi Janicki, Ph.D., Director of Research and Evaluation, Melisa Ingram, Executive Director of Facilities Services and Jack Freeman, Chief Operations Officer provided an overview of the Tri-Campus which includes Diamond Springs, Newtown, and Bettie F. Williams Elementary Schools; Dr. Janicki began with an overview of the presentation: history, review of historical academic performance data, attendance zone considerations, design or replacement school; Tri-Campus history: approval of new elementary school due to overcrowding at Newtown and Bettie F. Williams Elementary Schools, January 2004 - task force formed, option considered – three separate elementary schools, tri-campus community campus approach, task force recommended tri-campus community campus approach, gathered parent feedback through survey (80% response rate, 67% preferred the community campus approach), 2007-2008 Diamond Springs opened and grade levels were split across schools; data review methodology – reviewed data over time where possible, reviewed VBCPS division wide data for reference, data challenges (e.g., climate results, discipline, attendance); reviewed historical academic data – SOL data, reading on grade level data review summary: SOL passing rate patterns did not suggest a negative impact of the tri-campus configuration on achievement around the time of the change, gaps in passing rates with the division have increased in more recent years which may be related to other factors, especially the COVID-19 pandemic for 2020-21 SOL results, reading data from the DRA in grades K-1 showed a pattern of results were Diamond Springs consistently outperformed the division and comparable school.

Ms. Ingram continued the presentation; reviewed attendance zones for Tri-Campus; SY2001-02 capacity data: Newtown 59.7% over capacity, Williams 29.7% over capacity; SY2002-03 rezoning implemented to relieve overcrowding; SY2006-07 Newtown 10.2% over capacity, Williams 18.3% over capacity; SY2007-08 Diamond Springs Elementary School opens, Newtown Elementary School replaced, rezoning implemented to create a

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unified zone of 3 schools; SY2021-22 Tri-Campus -8.9% under capacity; reviewed Tri-Campus attendance zone; discussed the Williams ES/Bayside 6th Replacement project (CIP 1-028); reviewed the PPEA process – design (2022), bid (2023), move-in (2025); programmed – grades 4, 5, & 6; new school planning size: +/- 145,000 SF; optimal capacity: 950 students.

Mr. Freeman continued the presentation; reviewed items requesting School Board input – maintain current Tri-Campus organization or transition to more typical K-5 model at each school, grade 6 wing at Williams; reviewed design/bid/build process – Spring 2025 – confirm grades 4, 5, 6 or change to K-5 (+6), SY27-28 if grades k-5 (& 6 Williams ES) rezoning/BUC; PPEA process – September 2022 confirm grades 4, 5, 6 or change to K-5 (+6), SY24-25 if grades K-5 (& 6 Williams ES) rezoning /BUC; number of transitions at Tri-Campus; possibility for community input; open for input from the School Board; the presentation continued with questions and comments regarding number of buildings for either model; 6th grade campus background, school readiness for middle school, lower class size; modifications to buildings if move to a K-5 model; visit population and get input; concerns with number of transitions; need for community input; separate PTA's for each building; start/stop times for each school; staff turnover; share additional thoughts with Superintendent Spence; create an input process; follow-up with the School Board.

School Board Budget Priorities: Crystal Pate, Chief Financial Officer began the presentation and shared information regarding the national economy; prediction that the U.S. real GDP (gross domestic product) will ultimately increase at an annual rate of 2.2% in 2022 and forecasted to increase 1.8% in 2023, labor market added 390,000 jobs to payroll in May, national unemployment rate in U.S. will average 3.8%, predict the consumer price index (CPI) will increase by 6.5% in 2022; Virginia economy – employment growth continues and the unemployment rate remains low, GDP in Virginia and Hampton Roads is forecasted to increase by 2.4%, local economists predict the CPI will increase by 2.4% in 2022; Hampton Roads economy – unemployment rate declined to 3.3% in April primarily driven by people exiting the labor force instead of a robust recovery in employment, 3% fewer jobs in the region as of April 2022, expect median sale prices and home values to rise in 2022, GDP in 2022: 2.4% down from 3.0% in 2021, unemployment rate in 2022: 3.3% down from 4.5% in 2021, region's hotel industry recovered its losses seen in 2020, hotel revenues are forecasted to rise by 8.4% in 2022; reviewed some regional economic performance indicators; shared slide of unfunded priorities (formally called unmet needs); operating priorities total \$16,486,531; reviewed list for FY2023-24: 5% compensation increase per state funding (SOQ positions), increase baseline budget for bus driver salary increase, increase baseline budget for police wage increase in the Athletic Fund, interactive whiteboard replacement, review for consideration positions and programs currently funded through ESSER/ARP funding, balance one-time need funds; reviewed factors which impact VBCPS' budget: employee compensation and workforce challenges, programmatic priorities, enrollment fluctuations, local funding source assurances, allocations from various funding sources (federal, state, local, grant funding), rising cost of operating expenses and services (fuel, utilities), state and federal mandates, changes with the Virginia Retirement System (VRS); provided an overview of the proposed budget calendar.

The presentation continued with questions and comments regarding the revenue sharing formula; federal funding; compensation; minimum wage.

After the presentation, Chair Rye provided a brief wrap-up and reviewed the Day 2 retreat schedule; thanked colleagues and presenters. The Day 1 retreat ended at 3:36 p.m.



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TUESDAY, JULY 19, 2022

Chair Rye convened the School Board Retreat at 8:46 a.m. on the 19th day of July 2022 and welcomed members of the staff as well as members of the public. Chairwoman Rye reviewed the agenda for the day including the abridged School Board meeting.

The following School Board members were present: Chair Rye, Vice Chair Melnyk (arrived 8:50 a.m.), Ms. Anderson, Ms. Felton, Ms. Franklin (arrived 8:50 a.m.), Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems.

School Board Compensation Philosophy: Cheryl Woodhouse, Chief Human Resources Officer began the presentation with a summary of the company Segal then introduced Paula Singer, Ph.D., Vice President & Senior Consultant from Segal; Dr. Singer continued the presentation and reviewed the outline – recap 2021 Board retreat discussion, gain consensus on VBCPS’ new compensation philosophy items (select market study comparators, define target market position), updated compensation philosophy; recap included total compensation philosophy (role of compensation and benefits, internal vs. external, comparison markets, systems, beyond market factors, communication, governance); reviewed *Compass to 2025* (Goal 4 – An Exemplary, Diversified Workforce) and Virginia Code 22.1-289.1; reviewed the current compensation philosophy; the School Board strives to provide a total employee compensation program that enables the school division to: attract and retain a highly qualified and diverse workforce, ensure fair and consistent pay practices, comply with applicable laws and regulations, operate within the constraints of fiscal resources while balancing and achieving educational goals; reviewed and discussed each point in the compensation philosophy; Point 1 – consensus to keep; Point 2 – discussion of verbiage “world class”; keep wording broad; consensus among group to remove first sentence and descriptor “Southeastern” Virginia – need to be competitive everywhere; reviewed the recommend five comparable and competing school divisions based on location and comparability (Chesapeake, Norfolk, Newport News, Chesterfield, Prince William County); shared a chart of comparison data for the school divisions; comments were shared regarding cost of living in Virginia Beach; concerns with comparison to northern Virginia; data used as a reference; public and private sector jobs and wages; local market area data; discussion continued regarding “economically competitive”; what is the target market position for compensation; where do we want our pay scale (among top 3, medium); compared to local districts; staff migrated to other districts; salaries; hard to staff positions; Point 3 – benchmarking and broad-banding; common roles – easy to match/recognized by other school divisions; diversity of job families, standard practice is to select benchmark jobs that represent at least half (50%) of workforce; reviewed employee groups; consensus to keep Point 3.

Point 4 – reviewed examples of VBCPS’ current flexible practices – early commitment incentives, incentives for hard-to-fill positions, market-focused changes to grade assignments, bonus; consensus to keep Point 4; presenter reviewed Points 5-9; consensus to keep as is Point 5, 6, 7, 9; possibility of combining Point 4 and 8; Point 10 – discussion of part-time employees; removing Point 10; don’t need to specify certain employee group; consensus to remove Point 10; Point 11 – consensus to keep; Point 12 – discussion regarding concerns of setting a time frame (3-5 years); suggestion to use “as needed”; wording 3-5 years or as needed; Point 13 – revised wording with broader statement; the compensation philosophy will be made available to employees and the public at large.

After the presentation, there was a break from 9:58 a.m. to 10:15 a.m. The retreat reconvened at 10:15 a.m.

Staff Compensation Study Follow-Up: Survey Update: Paula Singer, Ph.D., Vice President & Senior Consultant from Segal reviewed the presentation topics: status update, employee survey results, next steps; reviewed project steps: project initiation and planning (completed), employee survey (completed), compensation philosophy (to be finalized, completed today during retreat), market assessment (starts soon), recommendations (mid-late Fall); reviewed remaining timeline; employee compensation opinion survey – web-based survey distributed to employees May 2022, goal was to understand employees’ perspectives, survey included: 13 multiple choice questions, 3 open-ended questions, 4 demographic questions; nearly two-thirds of employees completed the survey (62% participated in survey); overview of responses; reasons to join VBCPS – top three: reputation as a quality division, location or commuting time, benefits (such as health, retirement, paid leave, etc.); reasons to stay with VBCPS – top four: benefits, location, job security/stability, work schedule/hours; reasons employees leave VBCPS – top three: for better salary or pay level, for better future salary growth potential, management at the school/department; reviewed data regarding perceived

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competitiveness of total compensation by category: salary – 47% stated about average, health benefits – 59% stated about average, career advancement opportunities – 62% stated about average, paid time off – 68% stated about average, retirement benefits – 70% stated about average, professional development/training – 58% about average; questions were discussed regarding health benefits, if based on current model; reviewed data regarding perceived competitiveness of work environment and culture by category: support from administration or management – 56% stated about average, support from parents/families/community – 61% stated about average, overall culture or work environment – 62% stated about average, physical work environment, facilities – 61% stated about average; priorities for improving recruitment and retention – two survey questions asked about suggestions to attract and keep employees; received over 5,000 comments; themes for improving recruitment and retention: student behavior (behavior and discipline) – many expressed need for assistance with student behavior challenges and support, workload (amount of work) – added responsibilities, large class sizes, elevated expectations, staffing shortages, listening (communication) – more and better two-way communication, respect (work culture) – need to treat all employees with respect, trust, dignity, and appreciation; a discussion followed regarding a baseline of categories; baseline on student behavior; teachers talking about discipline for a long time; reasons for leaving based on perception not exit surveys; reviewed next steps: share survey results with employees, finalize the compensation philosophy, confirm market study methodology – comparison organizations, benchmark jobs.

The presentation continued with questions and comments regarding task force on student behavior; concerns about student behavior; significant challenges with student behavior; administration has been working on this issue; behavior intervention specialists; student socialization; mental health task force; topic for future School Board presentation; reducing workload; Monday planning time for teachers during pandemic; workload issues time and scheduling; recruitment and retention; competition with private sector.

Staffing Challenges and Solutions: Cheryl Woodhouse, Chief Human Resources Officer and Anne Glenn-Zeljeznjak, Coordinator of Recruitment and Retention presented information regarding staff challenges and solutions; Ms. Woodhouse began the presentation with a reminder to public about employment opportunities with VBCPS and introduced Ms. Glenn-Zeljeznjak who continued with presentation; reviewed presentation topics: market conditions and challenges (national and state), staffing challenges, staffing solutions; mentioned *Compass to 2025* – Goal 4: An Exemplary, Diversified Workplace; shared data on state-reported teacher shortage, by subject areas in the U.S. 2022-2023: special education, science, mathematics, language arts, world languages, career/tech ed, English; market conditions: fewer students choosing teaching as a career, retention of teachers (attrition, mobility), shortages directly impact ability to hire teachers in specific areas (career & technology education, elementary education, secondary math, special education, world language), affordable housing; supply and demand; in Virginia enrollment numbers in teacher preparation program decline by 1,670 teacher candidates; decline in number of individuals who completed their teacher preparation program; 2022-2023 ten critical shortage teaching endorsement areas in Virginia: elementary education PreK-6, Special Education, middle education grades 6-8, career and technical education, mathematics grades 6-12 including Algebra I, Science – secondary, foreign language PreK-12, English – secondary, history and social sciences – secondary, health and physical education; staffing challenges nationwide: teacher compensation verses professionals with similar education, teacher ‘burnout’, number of teachers leaving the profession is not keeping up with the demand, professional respect; staffing challenges in Virginia Beach: student behavior, school climate, substitute shortage, lack of time to collaborate and work with peers, support after the first year of teaching, work-life balance; VBCPS staffing solutions: continue to bring awareness to state, local, and federal governments to provide competitive salaries, support staff who are pursuing a teaching license, expand partnerships with local universities/colleges, explore remote work opportunities for staff, seek additional funding to increase the tuition reimbursement program, continue to apply for grants that support recruitment and retention efforts; legislative staffing solutions: expand licensure reciprocity, deem all instructional positions as critical shortages, continue to review the need for licensure extensions, expand teacher loan forgiveness programs.

Matthew Delaney, Senior Executive Director of High School Education continue the presentation and shared school-based staffing solutions; provide constant feedback loops with principals and central support to include: allocation management and master schedule adjustments – maximize efficiencies with the master schedule, shift allocations within and across schools, master schedule checklist, recruit retirees; secondary level only: additional class allowances to include MS to HS and HS to MS, middle school students take courses at high school, distance learning/remote-hybrid/Virginia Beach Digital Campus options with Department of Teaching and Learning; other solutions (not ideal) utilize site-assigned substitutes, long-term substitutes, and teacher assistants, utilize school-based specialists, revisit the middle school schedule, monitor course offerings on the secondary level.

The presentation continued with questions and comments regarding marketing; part-time positions; school-based staff solutions; working remotely; middle school schedule; staffing schools; retirees coming back to work; helping individuals with provisional license; credentials of long term substitutes and teacher assistants to teach certain subjects; feedback from staff; reciprocity of teaching license; student loan forgiveness; military requirements and provisional license; Superintendent Spence took a moment and acknowledged the entire Human Resources team, and the need to recognize a serious, significant long-term problem in education.

The retreat took a break at 12:00 p.m. for lunch. During the lunch break, Viorica Harrison, Director of Food Services, presented information to the School Board regarding **Scratch Cooking Initiative Updates**; the Scratch Cooking Initiative focuses on Goal 2 – Student Well-Being,

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Strategy 7, which aims to address physical health through nutrition and fitness programs; physical health and nutrition learning in the gardens – examples: Garden Breakfast Club at Seatack Elementary School, CROP Club at Old Donation School and Earthtastic at Landstown Complex; partnership with USDA; engaging students with hands-on learning; expanding the Scratch Culture in VBCPS – four prong approach: sustainability initiatives, curriculum integration, district support via Teaching and Learning, Food Services, and Facilities, Scratch cooking; curriculum connections through Scratch Cooking – Health/Physical Education: nutrition and meal planning, Mathematics – measurements and recipe conversions, Life Science/Biology – plants and life cycles, Earth Science – soils; goal – raised gardens and greenhouses at every school, summer 2022 – 18 garden school sites in progress for a total of 35; shared learning examples – learning about math with pancakes, mystery basket cooking lesson, education through YouTube videos – students making a cooking video; reviewed a brief Scratch schools timeline, total of 33 schools have Chef Scratch equipment; scratch recipes inspired by home cooking; how do they decide menu – student involvement, taste testing, and community feedback; noted some new Scratch menu items: flatbread pizza, fresh taco salad, chicken quesadilla & Mexicali corn, broccoli & cheese calzone; workforce development and retention: 10 cohorts advanced through Fundamentals of Culinary Arts, offer six unique culinary skill enhancement tracks; VBCPS and TCC partnership; two cohorts have completed three courses and have the option of testing for credit in the Fall of 2022, a total of 16 employees have the option of nine credit hours, total promotions this year – 28 VBCPS employees; shared a video about the Food Truck; Food Truck update – funded through grants, limited time offer (LTO) options, special events, possible internships and entrepreneur student engagement, food distribution in hard-to-reach neighborhoods; farm to school corn delivery; new record of meals served – 10 million student meals served.

The retreat reconvened at 1:30 p.m.

Enhanced Employee Input Process Update: Cheryl Woodhouse, Chief Human Resources Officer, presented information regarding the enhanced employee input process; reviewed the presentation topics: current process, workgroup discussions, next steps; mentioned the division policies: Policy 2-15 – Communication with Staff and Policy 4-8 – Employee Input Process; 2007-today: employee input web-based survey – increased participation, employee convenience, anonymous participation, ability to sort data, high response items receive further attention/follow-up; the goal of the enhanced process is to increase the percentage of employees providing feedback; important all employees continue to be seen, heard, and valued; reviewed members of the workgroup, including School Board members Ms. Anderson and Ms. Franklin; workgroup meeting topics of discussion: providing incentives for responding to the survey, separating the current web-based survey into pre-identified areas, survey each area at various times during the year, ensuring anonymity, providing frequent communication regarding upcoming opportunities; workgroup consensus items: continue with the current online survey, in-person and/or virtual meeting for only classified employees, meetings held no less than three times per year, meetings held during the workday as well as evenings, virtual and face-to-face for all employee groups, consider a different name that shows the voice of the employees; workgroup next steps: identify the structures, establishing a timeline, considering a new name, collaborating with the Department of Technology on virtual meeting ideas, determining if a policy update is needed.

The presentation continued with questions and comments regarding workgroup meetings; having input meetings throughout the year; priorities in preparation for the budget; concerns of anonymity; need honest feedback; scheduling of meetings (during pay hours or after hours); meetings for all employees and other meetings for needs of specific groups; subject matter of meetings – depends on time of year; updates to policies; developing a timeline for input meetings; providing feedback to School Board.

Family and Community Engagement Update: Natalie Allen, Chief Communications and Community Engagement Officer and Admon Alexander, Ed.D., Director of Family and Community Engagement provided the School Board an update on the office of Family and Community Engagement (FACE); Ms. Allen provided a brief welcome and introduced Dr. Alexander who continued the presentation; the office aims to promote access to information and resources to ensure academic success, as well as improve social well-being of families and students; mentioned *Compass to 2025* – Goal 5: Mutually Supportive Partnerships; reviewed breakdown of presentation: connecting community with schools, family outreach, connecting resources, FACE center; Jennifer McGowan, School and Community Partnerships Coordinator continued the presentation; connecting the business community to our schools; Partners in Education program supports collaborations between schools and organizations that promote students' academic and personal growth; partners support teachers in the classroom and beyond; shared a video regarding mutually beneficial partnerships; connecting with community is a crucial part of being able to understand and meet the needs of our VBCPS students and their families; mentioned the Back to School Care Fair from August 2021;

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upcoming Care Fair scheduled for August 13 from 10 a.m. to 2 p.m. at Landstown High School; My Friend's Closet – children across the division can be provided with clothing, food and school supplies; since Spring 2021, My Friend's Closet has provided: 25 nights of emergency housing, emergency food and household items for dozens of families, provided seasonally appropriate clothing for nearly 100 students, provided school supplies for hundreds of children; discussed volunteers and how they support students and staff; reviewed the Volunteer Tracker App; shared information cards with School Board members.

Debbie Hughes, Virginia Beach Education Foundation Coordinator, continue the presentation; overview of the Virginia Beach Education Foundation (VBEF); existed for 30 years; Adopt A+ Grants Program includes Innovative Learning Grants, Schoolwide Grants, and School + Community Super Grants; to date \$2.3 million awarded to schools; The House Students Built; each building project includes: 60-80 students, 7 TCE trade classes, 2 years to build, 30+ business partners; in March 2020, the 11th home sold for \$409,000; shared a video of The House Students Built; noted the project offers hands-on learning opportunities for students; Beach Bags Program: 100% of all contributions go to feed students, volunteers pack 800-1200 bags weekly, since July 2021 – 37,000 bags were given to students; future goals of the Virginia Beach Education Foundation: increase awareness of the Adopt A+ Grants with school division employees and potential funders, redesign of VBEF webpages, market the great opportunities through the House Project.

Family Outreach Representatives, Leslie Riccio and Rachel Thompson continued the presentation; the work of the Family Outreach Representatives centers around learning the needs of the community and connecting our families with the resources they need to be successful both in and out of the classroom; ways to accomplish work: creating Family Voice Groups, advocating for language access and equity, connecting families to resources, providing support; shared video regarding FamilyVoice Group; reviewed what is FamilyVoice: created to learn directly from family members and students, provide families with a safe space to have their voices heard, determine trends and work towards breaking down barriers for families, take action on urgent items/advocate for change; currently have 12 FamilyVoice Empowerment Groups; reviewed some initiatives in the community (wellness seminar, family game night, community conversations, food banks and deliveries, safe learning centers, PlazaPalooza); provided a background of the HispanicVoice (division-wide Spanish language group) and DLI FamilyVoice (dual language immersion program families in both Spanish and English); shared a video from a participant in the HispanicVoice group; overview of actions based on feedback from Spanish-speaking FamilyVoice Groups (Pre-K registration process – packet translated into top four languages, welcoming EL families training, Language Ambassador Program, ESL Family Liaison Program); Language Ambassadors are a first level of support for English learner community and their families; as of September, will have 23 languages represented in the program; mentioned connecting community resources – back to school care fair, food and supply drive through event; student supply racks; Family Connection webinar series – this year hosted over 20 family connections; resource site at bit.ly/vbfaceresources, page has have of 16,000 clicks and 5,000 views.

Dr. Alexander continued the presentation and shared information regarding the monthly newsletter – F.A.C.E. Time; VB Care Connect – collaborative group composed of internal and external stakeholders and community organizations; shared another video regarding partnership with the FACE office; Kathleen Cahoon-Newchok, English as a Second Language, Title III Coordinator, Department of Teaching and Learning shared information regarding the International Welcome Center; in the planning process with an anticipated opening in October 2022; objective to provide families new to the United States with central support for school division registration, English proficiency testing, and course enrollment at their schools; will be located in the new section of the Plaza Annex; second floor room used as cubicle space and testing space; staffing for International Welcome Center: Bilingual (Spanish) registrar, Welcome Center 12-month counselor, Family Outreach Representatives (two positions), ESL Test Examiner (3 TEA positions); reviewed the International Welcome Center process (five steps); ESL School-Family Liaison; reviewed next steps for International Welcome Center: furniture and technology needs, hire staff, communications plan, develop welcome/overview narrated video, work with FACE to connect families with resources, Welcome Center opening – October 2022.

The presentation continued with questions and comments; thank you to the department for all work they do; getting information to families; number of languages represented; student supply racks; information about the Care Fair; sharing videos presented; Amazon Wish List on resource page; teacher grants and next deadline (October); communication about the VBEF grants; house project; My Friend's Closet.

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The School Board members were invited to take a tour of the FACE Office. There was break from 3:24 p.m. to 4:01 p.m. to allow School Board members time for the tour.

The retreat reconvened at 4:01 p.m.

Retreat Summary and Next Steps/Closing: Superintendent Spence hoped the School Board enjoyed the presentations and information shared; proud of team and work done; reviewed follow-up items for staff – workshops to address student behavior, staffing retention issues, next steps items – conduct community input of development of Tri-Campus, details of Employee Input Process, follow-up on Equity Plan (Fall) and compensation study (late Fall), move forward with planning the Recovery School; thanks to School Board members for their attention and input the last two days; Chair Rye thanked School Board members and leadership team; mentioned a short transition to prepare for the abridged School Board meeting which will begin with a closed session.

Chair Rye concluded the retreat at 4:08 p.m.

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Abridged School Board Meeting MINUTES

July 19, 2022

- 1. *Call to Order and Attendance:*** Chair Rye convened the abridged meeting of the School Board in the Plaza Annex Professional Development Center at 4:11 p.m. on the 19th day of July 2022 and noted the purpose of the Abridged meeting is for the School Board to address limited matters that cannot be put off until the next regular School Board meeting. The abridged meeting is not regular meetings and follow the agenda set forth for the meeting or as otherwise adopted. Members of the Public may watch the Retreat/Abridged Meeting in person with limited seating. Notice of the School Board Meeting was posted in the School Administration Building and on the VBSchools.com website. Members of the public will also be able to observe the Special School Board Meeting through livestreaming on www.vbschools.com, broadcast on VBT Channel 47, and on Zoom.

The following School Board members were present at the abridged meeting: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems.

- 2. *Moment of Silence followed by the Pledge of Allegiance***

- 3. *Adoption of the Abridged Meeting Agenda:*** Chair Rye made a modification and motion to add Closed Session to beginning of meeting due to extra time from retreat ending early, seconded by Vice Chair Melnyk. Without discussion, Chair Rye called for a vote. The School Board Clerk announced the motion passed unanimously, 11-0-0.

At 4:14 p.m., Vice Chair Melnyk made a motion, seconded by Ms. Owens that the School Board recess into Closed Session to deliberate on the following matters:

1. A closed meeting pursuant to the exemptions from open meetings allowed by Section 2.2-3711, Part A, Paragraphs 1, 2, 3 and 8, as amended,

A.1 for discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals: namely for the purpose of

- 1) addressing amendments to the Superintendent's contract.
2) addressing issues related to the resignation of the Internal Auditor.

A. 3. Discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body. Namely to discuss the sale of the Laskin Road Annex property.

A.8. Consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel. Nothing in this subdivision shall be construed to permit the closure of a meeting merely because an attorney representing the public body is in attendance or is consulted on a matter.

There were eleven (11) ayes in favor of the motion to recess into closed session: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems.

The School Board members moved into Conference Room A for the Closed Session.

Individuals present for discussion in the order in which matters were discussed:

A1.2. PERSONNEL MATTERS

Namely to discuss addressing issues related to the resignation of the Internal Auditor.

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School Board members: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems; Kamala Lannetti, School Board Attorney; Superintendent Spence; Regina M. Toneatto, Clerk of the Board.

A3. REAL PROPERTY

Namely to discuss the sale of the Laskin Road Annex Property.

School Board members: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems; Jack Freeman, Chief Operations Officer, Melisa Ingram, Executive Director, Facilities Services; Kamala Lannetti, School Board Attorney; Superintendent Spence; Regina M. Toneatto, Clerk of the Board.

A1.1. PERSONNEL MATTERS

Namely to discuss addressing amendments to the Superintendent's contract.

School Board members: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems; Kamala Lannetti, School Board Attorney; Regina M. Toneatto, Clerk of the Board.

The School Board reconvened at 5:15 p.m.

Certification of Closed Session: Vice Chair Melnyk read the Certification of Closed Session:

WHEREAS, the School Board of the City of Virginia Beach has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 (D) of the Code of Virginia requires a certification by this School Board that such closed meeting was conducted in conformity with Virginia law.

NOW, THEREFORE, BE IT RESOLVED that the School Board of the City of Virginia Beach hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification applies, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered.

Ms. Anderson made the motion for the Certification of Closed Session, seconded by Ms. Hughes. There were eleven (11) ayes in favor of the motion: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems.

4. Approval of Minutes

1. July 12, 2022 Regular Meeting: Chair Rye called for any modifications to the July 12, 2022 Regular meeting minutes as presented. Hearing none, Chair Rye called for a motion to approve the July 12, 2022 meeting minutes as presented. Ms. Holtz made the motion, seconded by Ms. Franklin. Without discussion, Chair Rye called for a vote. The School Board Clerk announced the motion passed unanimously, 11-0-0.

5. Action

1. Personnel Report/Administrative Appointments: Chair Rye called for a motion to approve the July 19, 2022 personnel report and administrative appointments. Ms. Riggs made the motion, seconded by Ms. Melnyk that the School Board approve the appointments and the acceptance of the resignations, retirements, and other employment actions as listed on the July 19, 2022 personnel report along with administrative appointments as recommended by the Superintendent. Without discussion, Chair Rye called for a vote. The School Board Clerk announced the motion passed unanimously, 11-0-0.
Superintendent Spence introduced the following: Cynthia A. George, Administrative Assistant, Lynnhaven and Rosemont Elementary Schools as Assistant Principal, Strawbridge Elementary School; Catrina C. Manigo, Ed.D., Assistant Principal, Providence Elementary School as Principal, College Park Elementary School; Dawn P. Vang, Administrative Assistant, Pembroke Elementary School as Assistant Principal, John B. Dey Elementary School; and Jennifer D. Lanz, School Counseling Department Chair, F.W. Cox High School as Assistant Principal, Kellam High School.

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After, Superintendent Spence introduced the following administrative appointments from March 2020-February 2022 (noted it was not all the appointments but a large portion): Sarah L. Allard, Assistant Principal, Kingston Elementary School; Elena G. Bohn, Assistant Principal, Glenwood Elementary School; Michelle Y. Burton, Assistant Principal, Corporate Landing Elementary School; Danielle W. Craven, Assistant Principal, Kempsville Meadows Elementary School; Karen J. Drosinos, Ed.D., Assistant Principal, Diamond Springs Elementary School; Karen A. Kagel, Assistant Principal, New Castle Elementary School; Jillian L. Lauber, Assistant Principal, Seatack Elementary School; Stephanie A. Lopez, Assistant Principal, Pembroke Elementary School; Brandon Lugo, Principal, Diamond Springs Elementary School; Shantae J. Newby, Assistant Principal, Christopher Farms Elementary School; Bradley R. Boynton, Dean of Students, Bayside 6th Grade Campus; Leanna M. Landry, Coordinator, Special Education, Office of Programs for Exceptional Children; and Charity P. Zellmer, Coordinator, Budget Development, Department of Budget and Finance.

6. Information: No items under information.

7. Conclusion of Abridged Meeting: Chair Rye concluded the Abridged meeting at 5:28 p.m.

8. Closed Session: Vice Chair Melnyk made a motion, seconded by Ms. Anderson that the School Board recess into Closed Session to deliberate on the following matters:

1. A closed meeting pursuant to the exemptions from open meetings allowed by Section 2.2-3711, Part A, Paragraphs 1, 2, 3 and 8, as amended,

A.1 for discussion, consideration, or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body; and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will necessarily involve discussion of the performance of specific individuals: namely for the purpose of

1) addressing amendments to the Superintendent's contract.

There were nine (9) ayes in favor of the motion to recess into Closed Session: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Manning, Ms. Owens, and Ms. Riggs.

The School Board members moved into Conference Room A for the Closed Session.

Individuals present for discussion in the order in which matters were discussed:

A1.1. PERSONNEL MATTERS

Namely to discuss addressing amendments to the Superintendent's contract.

School Board members: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Owens, Ms. Riggs, and Ms. Weems; Kamala Lannetti, School Board Attorney; Superintendent Spence; Regina M. Toneatto, Clerk of the Board.

Superintendent Spence left the Closed Session at 5:38 p.m. Ms. Owens left the Closed Session at 5:45 p.m.

The School Board reconvened at 6:03 p.m.

Certification of Closed Session: Vice Chair Melnyk read the Certification of Closed Session:

WHEREAS, the School Board of the City of Virginia Beach has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 (D) of the Code of Virginia requires a certification by this School Board that such closed meeting was conducted in conformity with Virginia law.

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NOW, THEREFORE, BE IT RESOLVED that the School Board of the City of Virginia Beach hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification applies, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered.

Ms. Anderson made the motion for the Certification of Closed Session, seconded by Ms. Felton. There were ten (10) ayes in favor of the motion: Chair Rye, Vice Chair Melnyk, Ms. Anderson, Ms. Felton, Ms. Franklin, Ms. Holtz, Ms. Hughes, Ms. Manning, Ms. Riggs, and Ms. Weems.

- 8. *Vote on Remaining Action Items:*** None.
- 9. *Adjournment:*** Chair Rye adjourned the meeting at 6:04 p.m.

Respectfully submitted:

Regina M. Toneatto, Clerk of the School Board

Approved:

Carolyn T. Rye, School Board Chair