



# VIRGINIA BEACH CITY PUBLIC SCHOOLS CHARTING THE COURSE

## School Board Services

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At-Large

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<b>Trenace B. Riggs</b> District 1 – Centerville	<b>Carolyn T. Rye</b> District 5 - Lynnhaven	<b>Carolyn D. Weems</b> District 4 - Bayside

**Aaron C. Spence, Ed.D., Superintendent**

### **School Board Retreat/*Abridged* Meeting MINUTES**

**Monday/Tuesday, July 8 & 9, 2019**

Old Donation School Schola  
4633 Honeygrove Rd.  
Virginia Beach, VA 23455

#### **Monday, July 8, 2019**

The School Board convened in the Schola at Old Donation School at 1:00 p.m. on Monday, July 8, 2019. In addition to Superintendent Spence, all School Board members were present. Ms. Holtz arrived late at 2:27 p.m.

**Governance Structure:** As chair of the School Board Ad Hoc Committee for Retreat Planning, Vice Chair Melnyk shared the basis for the committee’s decision relative to governance training requested by the majority of the School Board. She reported on options explored by the committee and factors considered in making the decision to request Superintendent Spence introduce a governance structure as derived from Doug Eadie, Meeting the Governing Challenge 2007 publication of which he is a viewer, and also featured at a national conference attended by several School Board members. Below is an outline of the governing structure presentation:

- Governing Work: Continuously answering at least 3 critical questions
  1. Where are we headed over the long run in terms of educational services, educational performance, facilities, technology, etc.? (Answered by strategic planning/decision-making process)
  2. Where is our district now and over the short term? (Answered by updating strategic agenda and operational planning/budgeting)
  3. How are we doing? (the accountability question, answered by performance oversight/monitoring)
- Examples of the work
  - Periodically updating core values, vision for the future, and mission
  - Playing a leading role in defining the policies that clarify the operations of the division
  - Playing a leading role in strategic decision-making, setting clear strategic directions and priorities
  - Ensuring that the annual operating agenda includes measurable performance targets and that the annual budget reflects those targets and addresses the most important operational issues
  - Carefully reviewing and adopting the annual budget
  - Working to ensure that we possess the financial and other resources necessary to fully carry out the mission



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- Monitoring educational, operational and financial performance, identifying significant issues, and seeing that they are resolved
- Ensuring that the Board's governing capacity is systematically developed on an ongoing basis and that Board members' governing knowledge and skills are systematically developed

He described a model committee structure as one that provides opportunities to engage in this work, and corresponds to broad governing streams (e.g., planning and budget, policy, performance monitoring), and presented four committee recommendations for the School Board to consider:

- 1) Keep the School Board's Policy Committee active (great example of a high functioning School Board Committee)
- 2) Keep the Audit Committee active and expand its function as a Performance Monitoring Committee responsible for working with administration in updating the content and format of performance reports being sent to the Board (e.g., student testing updates, program evaluation calendar and reporting, strategic plan/navigational marker reporting), reviewing performance reports and identifying issues and opportunities, assisting with presentation of performance reports at regular Board meetings, and overseeing both internal and external audit functions. Performance Monitoring Committee work examples suggested identifying opportunities to strengthen educational, administrative, and financial reporting to the School Board; reviewing process for briefing the School Board on both internal and external audit processes and questions needing attention; and establishing guidelines for reviewing reports and arriving at judgments relative to performance of the division
- 3) Add a Planning Committee responsible for working with Administration in updating the strategic and operational planning/budgeting processes and calendars; coordinating Board Member engagement in the strategic and operational planning processes, including the budget; and recommending key planning "products" to the full Board for review and approval (e.g., updates to the vision/mission statement, new strategic plan, the annual budget). Planning Committee work examples suggested establishing annual strategic operating priorities and targets/goals, leveraging those priorities to guide budget development, identifying operational issues needing attention in the budget (e.g., unmet needs, transportation, compensation, etc.), and identifying and prioritizing opportunities for innovation in the division
- 4) Add a Board Governance Committee headed by the School Board Chair and include the chairs of the other standing committees. Responsibilities for this committee include coordinating and managing the School Board's work, managing the relationship between the School Board and the Superintendent including the Superintendent's annual performance evaluation and School Board self-evaluation. Work examples suggested establishing Board-Superintendent communication expectations and guidelines, ensuring an effective process for evaluating the Superintendent and overseeing the process, and ensuring an effective process for School Board self-evaluation

Superintendent Spence explained the objective is to engage School Board members earlier rather than later in matters such as the budget process where currently the School Board receives a proposal and then reacts. Instead, he would prefer a system in place that will allow for input on the front-end in order to provide Administration very clear direction.

Discussion ensued regarding how committees and membership would be selected noting some School Board members' concern with recent committee assignments. Superintendent Spence noted such concerns could not be resolved in discussions with each other, and encouraged the School Board to work through fundamental disagreements in a facilitated conversation to come to an agreement on process



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and accountability advocating for the School Board to re-establish a relationship with the Virginia School Boards Association (VSBA) for assistance in this matter.

Following discussion, there was majority consensus for a new structure to be designed in a School Board Bylaw and vetted through the Policy Review Committee (PRC).

Discussion concluded at 2:09 p.m.

**Compass to 2020: A Look Back:** Marc A. Bergin, Ed.D., Chief of Staff, walked the School Board through a review of progress in the division's strategic plan, *Compass to 2020*, committed to setting and supporting high academic expectations for all students, providing multiple pathways through personalized learning, fostering the social-emotional development of students, and creating a culture of growth and excellence for students, staff, and the wider community. Highlights for Years 1-3 (school year 2015-16, 2016-17, and 2017-18) were reviewed to include celebration of 100 percent of division schools being accredited. Lisa A. Banicky, Ph.D., Executive Director of Planning, Innovation and Accountability, unveiled 2018-19 school year program and data highlights to include the launch of the strategic planning process with the Compass Collaborative expanded beyond Chief Officers to principals from each school level added to the group to provide input and feedback. It was noted, in gathering input into the final strategic action agenda, one of the recurrent themes was not to add new focus areas in the final year of the framework, but allow schools to go deeper into the work with the freedom to prioritize among the action items.

This presentation concluded at 2:54 p.m.

The School Board took a brief recess and reconvened at 3:15 p.m.

**Beyond Compass to 2020: The Next Strategic Framework:** Marc A. Bergin, Ed.D., Chief of Staff, shared information related to the development of the division's next strategic framework recommended to be called *Compass to 2025*. They reviewed the strategic planning process, composition of the Strategic Plan Committee, and work to gather input by hosting a Virtual Town Hall, meetings with staff and stakeholders to inform the development of a communitywide strategic plan survey asking respondents to indicate how critical a particular skill is for students' success. Also asked was whether a particular strategy or initiative should be a priority to help students gain the knowledge, skills, and characteristics necessary for future success. Lisa A. Banicky, Ph.D., Executive Director of Planning, Innovation and Accountability; provided specifics on what occurred over the course of committee meetings, and reviewed the analysis of the strengths, weaknesses, opportunities, and threats that were identified in the process to help develop the following proposed goals for the framework:

➤ **Educational Excellence**

Challenge and support all students to excel academically by demonstrating the foundational literacies, core knowledge, and transferrable life skills outlined in the VBCPS Graduate Profile.

*Equity Emphasis:* Identify and address inequities in **achievement outcomes** by investigating and implementing best practices and seeking innovative solutions.

➤ **Student Well-Being**

Create an inclusive learning environment that supports the physical and mental health of all students and strengthens the social-emotional skills they need to become balanced, resilient learners who are personally and socially responsible.



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*Equity Emphasis:* Engage in culturally responsive practices division-wide. Identify and address inequities in discipline practices by investigating and implementing best practices and seeking innovative solutions.

➤ **Student Ownership of Learning**

Engage all students in rigorous, authentic, and student-centered learning to help them identify their passions, take ownership of their learning, and create a plan for pursuing their postsecondary goals.

*Equity Emphasis:* Identify and address inequities in learning opportunities for students by investigating and implementing best practices and seeking innovative solutions.

➤ **An Exemplary, Diversified Workforce**

Foster a positive working climate that values and invests in a high-quality, diversified workforce who exemplify the division's core values.

*Equity Emphasis:* Place a priority on recruiting, retaining, and promoting a workforce representative of our diverse student population.

➤ **Mutually Supportive Partnerships**

Cultivate mutually supportive partnerships among families, schools, the division, businesses, military, faith-based, civic and city agencies to support student well-being, enhance real-world learning, and broaden opportunities for career exploration and experience.

*Equity Emphasis:* Strengthen connections and communication with families and students in most need of additional support.

➤ **Organizational Effectiveness and Efficiency**

Pursue the effective and efficient use of division resources, operations, and processes to support the division's vision, mission, and strategic goals.

*Equity Emphasis:* Ensure equitable distribution of human, fiscal, and capital resources across the division.

After receiving feedback from the School Board, next steps reported included convening the Compass Collaborative to develop strategies and identify indicators in July 2019; seeking feedback on strategies and indicators as part of the summer Leadership Conference in July/August 2019; presenting the full strategic framework for public comment in October 2019 for adoption in November/December 2019.

This presentation concluded at 4:08 p.m.

**Budget Priorities:** Farrell E. Hanzaker, Chief Financial Officer, presented an economic update and forecast at the state, regional and local level; and provided a brief overview of 2019-20 fiscal year revenue by fund category totaling \$906 million. He explained budgetary goals and challenges identified in the areas of programmatic priorities related to the expansion of existing programs or addition of new ones; employee compensation and benefits; technology in order to maintain 1:1 access for all students and continue plans for interactive white board replacement; life cycle needs for school buses, white fleet vehicles, and copier/multi-function devices; state and federal mandates outlined in the Every Student Succeeds Act of 2015 (ESSA); lagging state funding where public education policy changes have led to



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meager growth in state K-12 Standards of Quality (SOQ) spending; school safety to implement recommendations from the Blue Ribbon Panel on School Safety and Security; and structural flaws in the operating budget whereby the division is relying on one-time funding for ongoing expenses for the 10<sup>th</sup> consecutive year. Status of full-day kindergarten implementation throughout the division was reported with only three schools impacted by construction projects remaining for implementation in 2020/21. Unmet needs for non-technology items and technology items were outlined, and salary increase scenarios were provided along with other compensation considerations. He reported must do's and possible funding sources along with potential savings that may be generated by middle school schedule changes, transportation efficiencies, and baseline adjustments. Additional funds in the FY2020/21 operating budget were forecast at a potential \$24 million. In response to a request for School Board members to advise of budget priorities to be used as guidance in the development of the Superintendent's Estimate of Needs FY2020/21, top priorities were identified as funding full-day kindergarten in the operating budget; increasing additional duty supplements, allowances and advanced degrees; high school class size; and compensation in addition to addressing items from the unmet needs list. Other areas discussed included the fine arts program and special education.

The School Board recessed Monday, July 8, at 5:05 p.m. to reconvene Tuesday, July 9, at 9:00 a.m.

### **Tuesday, July 9, 2019**

The School Board reconvened in the Schola at Old Donation School at 9:00 p.m. on Tuesday, July 9, 2019. In addition to Superintendent Spence, all School Board members were present.

**School Start Times:** Daniel F. Keever, Senior Executive Director of High Schools, led the School Board through the timeline since they first requested a review of school start times in July 2015 until they approved a resolution in November 2018 directing the Superintendent to develop options that allow adolescent students to start school later. He reviewed the research supporting the rationale for change; factor rankings by parents, staff and students; survey results and option preferences to include tier order; and feedback on options from specific groups to include elementary, middle and high school principals, Teacher Assembly/Teacher Forum, Superintendent's Student Advisory Committee, and community meetings. He then introduced Administration's recommendation for an ES-ES-MS-HS tiered model with the goal for Elementary A schools to not start before 7:40 a.m. resulting in no elementary school starting before 7:00 a.m.; and high school dismissal around 4:00 p.m. with all adolescent students starting around or after 8 a.m. and middle school students having an earlier release time. With the recommendation came challenges identified as the need for time between tiers to be compressed, the potential for additional bus drivers, field lighting at all high schools requiring an additional \$2.5 million more in one-time costs, and an impact to transportation for middle school athletics/elementary tutoring. The next step proposed by Administration was to slightly modify the timeline to allow the Transportation team the month of September 2019 to utilize a new system in order to pinpoint the exact start and end times for the proposed tiering scenario. Then, in October, the School Board will be asked to act on the final Administrative recommendation for implementation in September 2020 for the 2020/21 school year allowing the 2019/20 school year to be the planning year for any shift in start times. David L. Pace, Executive Director of Transportation and Fleet Management Services, noted the challenge in meeting the 4:00 p.m. high school dismissal goal, acknowledging the issue is not the start/stop times, rather, the concern is related to the embedded programs. Superintendent Spence explained the request is for the



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School Board to give a green light for Administration to move forward and allow Transportation to return in October to share progress, efficiencies and costs so that the School Board can decide one way or another in October 2019.

The School Board took a brief break at 10:35 a.m. at which time Ms. Holtz departed the retreat temporarily returning during the lunch break.

Upon reconvening at 10:48 a.m., and after a summation by Superintendent Spence, the School Board reached consensus, with Ms. Manning dissenting, to wait until October for Administration to bring forth a final recommendation.

This presentation concluded at 10:51 p.m.

**Policy Priorities: Policy Review Committee (PRC) Update:** Marc A. Bergin, Ed.D., Chief of Staff, provided a quick overview of the work of the Policy Review Committee (PRC) by providing an itemized list of policy updates since the 2016/17 school year.

**Cell Phone Policy:** Marc A. Bergin, Ed.D., Chief of Staff, reported on changes made to the cell phone policy back to 2012 when elementary school students were added; and, in 2015 when a change was prompted by high school principals due to the high number of referrals for cell phone possession. He explained the elimination of the regulation to allow each school to determine rules for cell phones, and provided facts about the addition of the Bring Your Own Device (BYOD) guidelines. Hanover Research Council findings and similar themes generated through comments by the Teacher Forum Leadership Council (TFLC) were reported to include the view of proponents and opponents, the most common policy for a relaxed ban but mandate devices be turned off during instructional time unless used for instructional purposes, and desire of the majority of parents preferring students be permitted to possess a phone for emergency communication. Donald E. Robertson, Jr., Ph.D., Chief Schools Officer, referenced literature around the use of devices and reviewed an analysis of 157 responses generated by TFLC members regarding the benefits, challenges and solutions of students having access to personal devices during the school day, as well as other school division policies. Senior Executive Directors from the Department of School Leadership reported on experiences at each level – elementary, middle and high. Following lengthy discussion, Superintendent Spence summarized the direction to move forward with the intent to seek further feedback from principals and teachers regarding the possible elimination of the use of cell phones during instruction to be considered by the Policy Review Committee (PRC) in the development of new regulation to replace BYOD guidelines.

This presentation concluded at 12:03 p.m.

**Legislative Priorities:** Dr. Marc A. Bergin, Ed.D., Chief of Staff, distributed the current 2019 Legislative Agenda along with a list of unfunded mandates totaling \$44.6 million for consideration in the development of the School Board's next legislative agenda.

**Scratch Cooking Demonstration:** John "Jack" Freeman, Chief Operations Officer, introduced John E. Smith, Ed.D., Director of Food Services, to provide a quick overview of the work on the scratch cooking initiative relative to implementation, career ladder opportunities, and funding. District Chef York "Kip" D. Poole explained the platform during a sampling lunch demonstration.

After the lunch break, the School Board reconvened for the next presentation at 1:13 p.m.



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***Student Discipline Hearings and Procedures:*** School Board Legal Counsel, Kamala H. Lannetti, Deputy City Attorney, led the School Board in a discussion regarding issues related to student discipline hearings, and procedures. She provided a brief overview of the law reporting on the federal government's emphasis on reducing student discipline; and the state's efforts with an emphasis on positive behavior intervention supports, limitation of reasons and number of days of suspension, and focus on restraint and seclusion regulation. The process for investigating student discipline matters was explained as well as due process requirements. Michael B. McGee, Director of Student Leadership, presented information on the various disciplinary actions including comparative data for the past ten years on the number of incidents, short term suspensions, long term suspensions, expulsions, and number of School Board hearings. Issues presented throughout the school year by School Board hearing teams were reviewed, and actions taken to-date by School Administration to address concerns were described. Several discipline scenarios were presented by Donald E. Robertson, Ph.D., Chief Schools Officer, to further characterize short term suspension, long term suspension, and an expulsion offense. School Board members were then asked to identify any additional issues, concerns, and priorities for School Administration to address either in a memo to the School Board or in a workshop during the second quarter of the agenda topic forecast.

This presentation concluded at 2:24 p.m.

***Transformational Learning: Update on the Work of Teaching and Learning:*** Kipp D. Rogers, Ph.D., Chief Academic Officer, launched an update on the work of the Department of Teaching and Learning related to Transformational Learning. Nicole M. DeVries, Ph.D., Director of K-12 and Gifted Programs, presented an overview of the work regarding recess; James M. Pohl, Ph.D., Executive Director of Secondary Teaching and Learning, presented an update on work in the area of innovative practices; Robert B. Jamison, Coordinator of Guidance, presented an update related to academic and career planning; Roni Myers-Daub, Ed.D., Executive Director of Programs for Exceptional Children, presented information in the area of special education; and Danielle E. Colucci, Executive Director of Elementary Teaching and Learning, presented an update on the work related to kindergarten. Other updates were presented on instructional learning (coaching in the division) and leveraging technology.

This presentation concluded at 3:28 p.m.

After a brief break, the School Board reconvened at 3:48 p.m.

***Future Workshop Topics/Quarterly Forecast Development:*** Superintendent Spence reminded School Board members to work through their Legislative Committee on legislative proposals to be considered in the development of the School Board's next legislative agenda.

Potential topics identified for future workshops included an update on Positive Behavioral Intervention and Supports (PBIS); 2Revolutions prototyping network; school start times update in October; cell phone policy; response to student discipline process issues; graduation requirements related to internships/workplace experience; the One Lunch program; foreign language instruction; influence of legislative action related to the school calendar; enrollment and selection process for the Old Donation School as well as other specialized programs; process by which School Board members present committee reports; and technology update related to the use of Chromebooks.



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**Reflections and Wrap-Up: Summary of Action Items from the Retreat:** Superintendent Spence summarized action items related to the Policy Review Committee’s (PRC) review of the introduced committee structure; collection of former student employment data; budget priorities; study of transportation needs pertaining to Administration’s school start time proposal; PRC’s review of input and suggested guidelines on cell phones; and review and response to concerns around student discipline issues. Finally, upcoming events were announced.

The retreat concluded at 4:04 p.m.

**Abridged Regular School Board Meeting**

1. **Call to Order and Roll Call:** Chairwoman Anderson called the abridged meeting to order at 4:05 p.m. In addition to Superintendent Spence, all School Board members were present.
2. **Approval of Minutes:** June 25, 2019 Regular Meeting: Ms. Holtz made a motion, seconded by Vice Chair Melnyk, that the School Board approve the minutes of their June 25, 2019 regular meeting as presented. The motion passed (ayes 10, nays 0; 1 abstention – Manning who was not present at the June 25 meeting).
3. **Adoption of the Abridged Meeting Agenda:** Ms. Riggs made a motion, seconded by Ms. Felton, that the School Board adopt the abridged meeting agenda as presented. The motion passed unanimously.
4. **Action:**
  - A. **Personnel Report/Administrative Appointments:** Vice Chair Melnyk made a motion, seconded by Ms. Felton, that the School Board approve the appointments and accept the resignations, retirements and other employment actions as listed on the Personnel Report dated July 9, 2019 along with four administrative appointments as recommended by the Superintendent. The motion passed unanimously. Superintendent Spence noted approved administrative appointments will be introduced at the next regular School Board meeting as follows:

Name	Current Position	Approved Appointment
James J. Avery	Assistant Principal Cradock Middle School Portsmouth Public Schools	Assistant Principal Landstown High School (effective 7/24/2019)
Amy J. Dail	Assistant Principal King’s Fork High School Suffolk Public Schools	Coordinator of Special Education Office of Programs for Exceptional Children Department of Teaching and Learning (effective date TBD)
Jason M. Niehoff	Instructional Technology Specialist Parkway Elementary School	Assistant Principal Malibu Elementary School (effective 7/10/2019)
Kristin L. Shuman	Reading Specialist Windsor Woods Elementary School	Assistant Principal Tallwood Elementary School (effective 7/10/2019)

- A. **Policy Review Committee Recommendations:** Ms. Riggs made a motion, seconded by Ms. Felton, that the School Board approve policies outlined in items 1-6 as recommended by the Policy Review Committee regarding review, amendment and repeal as determined at their June 6, 2019 meeting. Prior to a vote, Ms. Manning questioned the rationale for the





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deletion of Section A2 in Policy 3-38 – Competitive Negotiations/Awards/Small Professional Service Contracts - regarding Conditions for Use. School Board Legal Counsel Kamala H. Lannetti, Deputy City Attorney, recalled the language being redundant as captured elsewhere in another policy. Ms. Manning made a substitute motion, seconded by Ms. Hughes, to defer action on Policy 3-38 allowing for further clarification of the omission; and approve remaining policies outlined in items 2-6 as recommended. The motion passed unanimously, and the following policy recommendations were approved:

1. Policy 3-38 Competitive Negotiations/Awards/Small Professional Service Contracts deferred until further clarification can be provided on the omission of Section A2 regarding Conditions of Use believed to be captured in another policy
2. Policy 4-69 Research Involving Employees/Research Review Committee: Language added to define “internal purposes” and research related to personal pursuit of educational course work
3. Policy 5-8/Census: Repealed since state law requiring school divisions complete a census was repealed
4. Policy 5-10/Admission Requirements: Policy Review Committee 5-year review with only scrivener changes made and legal references updated to reflect current law
5. Policy 5-58/Student and Staff Wellness: Updated to reflect daily recess times for kindergarten thru 5<sup>th</sup> grade and the development of regulations and guidelines
6. Policy 5-67/Research Involving Students/Research Review Committee: Updated to define “internal purposes” and the rules that govern research by employees for their personnel educational pursuits

B. Superintendent’s Contract Amendment #8: Ms. Holtz made a motion, seconded by Mr. Edwards, that the School Board approve Amendment #8 to the Superintendent’s Contract for Employment amending the term to July 1, 2019 through June 30, 2023, with all other terms of the contract and prior amendments remaining in effect. Prior to a vote, School Board Legal Counsel, Kamala H. Lannetti, Deputy City Attorney, and veteran School Board member Mr. Edwards responded to the line of questioning regarding the standard practice of extending the four-year contract with each passing year. Advantages of having a floating four-year contract and the safeguard it provides in maximizing the current superintendent’s employment opportunity was explained. It was further noted the contract could be terminated at any time with just cause. The motion then passed (ayes 8, nays 3 – Hughes, Manning, Weems), and contract Amendment #8 was approved as presented.

5. **Information:** An Achievable Dream Ad Hoc Committee Update: As chair of the Ad Hoc Committee for An Achievable Dream, Mr. Edwards presented an update on the work of the committee to amend the Memorandum of Agreement (MOA) regarding expanded enrollment/recruitment, adjustment of enrollment expectations, transportation cost-sharing, and secondary program facility. In response to Ms. Manning’s concern about the School Board being asked to consider amendments to the MOA while secondary facility options were still being explored, Superintendent Spence provided a brief status report on properties and explained a



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commitment to provide a secondary facility is already outlined in the MOU noting the primary change is for a broader enrollment zone.

- 6. **Closed Session: Personnel Matters:** Vice Chair Melnyk made a motion, seconded by Ms. Riggs, that the School Board recess into a closed session pursuant to the exemptions from open meetings allowed by Section 2.2-3711, Part A, Paragraph 1 of the *Code of Virginia*, 1950, as amended, for Personnel Matters: Discussion of or consideration of interviews of prospective candidates for employment, assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees, pursuant to Section 2.2-3711, (A) (1); namely to discuss performance evaluation of specific administrator(s).

The motion passed unanimously, and the School Board entered into a closed session at 4:30 p.m.

Individuals present for discussion: School Board members; School Board Legal Counsel, Kamala H. Lannetti, Deputy City Attorney; and Dianne P. Alexander, Clerk of the School Board.

The School Board reconvened in an open meeting at 4:37 p.m.

Certification of Closed Meeting: Vice Chair Melnyk made a motion, seconded by Ms. Riggs, that the School Board certifies that to the best of each member's knowledge, 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 only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered. The motion passed unanimously.

- 7. **Vote on Remaining Action Items:** None
- 8. **Adjournment:** There being no further business before the School Board, Chairwoman Anderson adjourned the meeting at 4:37 p.m.

Respectfully submitted:

\_\_\_\_\_  
Dianne P. Alexander, Clerk of the School Board

Approved:

\_\_\_\_\_  
Beverly M. Anderson, School Board Chair