



VIRGINIA BEACH CITY PUBLIC SCHOOLS

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Superintendent

School Board Retreat MINUTES

MONDAY & TUESDAY, July 17 & 18, 2017

Tidewater Community College Student Center

1700 College Crescent

Virginia Beach, VA 23453

DAY ONE – Monday, July 17, 2017

The School Board convened for breakfast in the large study room K219 at Tidewater Community College Student Center at 8:00 a.m., and the Retreat commenced at 8:30 a.m. In addition to Superintendent Spence, all School Board members were present.

Dr. Fran Prolman of Dr. Fran Prolman, LLC, guided the School Board through activities to strengthen boardmanship skills by engaging them in conversations regarding principles of exceptional Board practice, and techniques for balancing inquiry (seeking to understand) and advocacy (seeking to be understood). As a result, the School Board tasked Legal Counsel with researching the establishment of a Governance Committee and report findings and recommendations to the Policy Review Committee for consideration. The School Board recessed for lunch at noon to reconvene at 1:00 p.m.

Compass to 2020: Looking Back and Looking Forward: Lisa A. Banicky, Ph.D., Director of Innovation and Strategic Planning, used the 2016-2017 *Compass to 2020* storyboard to highlight progress on each of the four goal areas in the strategic framework. Donald E. Robertson, Jr., Ph.D., Chief Strategy and Innovation Officer, introduced the 2017-2018 Strategic Action agenda that outlines the work priorities for schools for the upcoming school year. Dr. Robertson also provided an overview of the information available on the division's *Compass to 2020* website. Discussion concluded at 1:57 p.m.

Climate Survey Results: Donald E. Robertson, Jr., Ph.D., Chief Strategy and Innovation Officer, reported on the design, methodology and response rates for the 2016-17 School Climate Survey administered to students, parents and staff in five categories: instructional program and academic support; interpersonal relationships; communication, collaboration, and involvement; safety and discipline; and the physical school environment. Strengths and challenges identified by results were presented. Rashard J. Wright,

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Chief Schools Officer, presented Administration's response to challenges identified in the areas of interpersonal relationships; and communication, collaboration, and involvement. Amy E. Cashwell, Ed.D., Chief Academic Officer, presented Administration's response to challenges identified in the areas of safety and discipline. Superintendent Spence also commented on challenges in the area of student discipline and student perceptions, and advised of plans to engage in robust conversations with schools to move towards changing the learning environment to be more proactive than reactive. Discussion concluded at 3:02 p.m.

Student Discipline Procedures and Hearings: School Board's Legal Counsel, Kamala H. Lannetti, Deputy City Attorney, presented information regarding student discipline procedures and hearing timelines. She explained due process requirements and presented statistics on appeals and types of long term suspension. School Board members divided into their respective Student Discipline Committees to discuss educational opportunities pending an appeal, and the impact of expediting hearing dates. Additionally, there was discussion regarding the effects of altering the principal/hearing officer decisions, components of the student discipline packet, alternative education programs, options related to students in advanced classes as well as those participating in sports, and hearing procedures. Discussion concluded at 4:27 p.m. with the School Board expressly denying the need for a future workshop on this issue after Ms. Lannetti avowed to work with Administrators to incorporate suggestions and provide training on those concerns expressed.

Employee Discipline Hearings: School Board's Legal Counsel, Kamala H. Lannetti, Deputy City Attorney, engaged the School Board in a discussion about employee discipline matters citing Administration's frustration with decisions being overturned by the School Board. In seeking remedies to provide the School Board with more comprehensive detail, there was a request for improvements to be made in cross examinations, and all forms of evidence included. The School Board was also reminded of the option to hold a further attenuated hearing should there be remaining questions or concerns upon presentation of Administration's recommendation. Ms. Lannetti stated she would work with Administrators to incorporate suggestions and provide training on stated concerns. There was consensus by the School Board that a further workshop on this issue would not be needed. Discussion concluded at 4:55 p.m.

The School Board recessed at 4:55 p.m. to reconvene on Tuesday, July 18.

DAY TWO – Tuesday, July 18, 2017

The School Board convened for breakfast in the large study room K219 at 8:00 a.m. prior to Superintendent commencing Day Two of the Retreat at 8:30 p.m. All School Board members were present along with Superintendent Spence.

Budget Priorities: Farrell E. Hanzaker, Chief Financial Officer, presented an economic update and forecast, and outlined budgetary goals and challenges that place considerable pressure on the School Operating Budget to include expansion of existing programs or adding new programs; employee



compensation in the area of competitive pay increases and continued Unified Salary Scale equity adjustments; costs associated with healthcare pending the outcome of federal legislation; 1:1 technology initiative to provide access for all students; state and federal mandates relative to a new financial transparency provision in the Every Student Succeeds Act of 2015 (ESSA); life cycle needs for school buses, white fleet vehicles, copiers/multifunction devices and replacement technology; and structurally flawed operating budget with FY2017-2018 marking the eighth consecutive year the division will be relying on one-time reversion funds in the amount of \$8.8 million for ongoing expenses. A review of unmet needs totaling in excess of \$44.6 million was provided along with an outline of technology unmet needs totaling \$78.6 million. Following an overview of the non-dedicated portion of funds totaling \$4.65 million in Year One from the full-day and pre-kindergarten expansion, a list of identified priority needs was provided to include school bus replacement, white fleet vehicle replacement, interactive white board replacement, 1:1 technology initiative to provide access for all students, copier/multifunction device replacement, and Capital Improvement Program (CIP) project(s). After discussing an option that would accelerate the kindergarten expansion plan, there was consensus by School Board members to proceed with the original plan for a gradual phase-in, and support for the priority needs as proposed. Veleka S. Gatling, Ph.D., Executive Director of Programs for Exceptional Children, provided information on staffing and budgeting considerations to be incorporated in the next budget development process for the next two years that address components outlined in the Five Year Plan for the Education of Students with Disabilities reflecting the outcome of the Special Education audit. Upon Superintendent Spence's inquiry, School Board members identified other budget priorities to include continuing to address equity adjustments on the Unified Salary Scale, expanding the elementary school Spanish immersion program to the other side of the city, funding for special education, reducing the reliance of reversion funds for ongoing expenses, and reduction in class sizes. In response to other suggestions, Superintendent Spence reported Administration will put together a project team to prepare a proposal and cost analysis for the School Board to explore establishing a comprehensive high school that incorporates career and technical education with core subjects. Additionally, he advised a workshop will be scheduled to address compensation challenges and recommendations prior to the budget development process. Discussion concluded at 9:58 a.m.

Policy Priorities (for Policy Committee Review): Marc A. Bergin, Ed.D., Chief of Staff, reported on the work of the Policy Review Committee since its inception in April 2016 noting the required five-year review cycle, and presented the proposed two-year plan of action with Series 4 – Personnel being the next series scheduled for the committee's review. School Board members were encouraged to notify the committee chair of any suggestions. He noted as a result of the legal opinion and recommendation regarding consultants and sole source, Policy 3-32 would be taken up out of order for the School Board to consider. Also debated was the creation of a bylaw that regulates the composition of School Board member biographies published on division materials. Discussion ensued regarding the desire for a bylaw to provide clarity for new submissions versus establishing a form to be submitted to the Department of Media and Communications Development. Although supportive of an established structure, there was



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consensus to research City Council practices and present a report for the Policy Review Committee to consider.

Policy Priorities: Meeting Times, Class Rank for High School Academies, Site-Based Management

Class Rank for High School Academies: Daniel F. Keever, Senior Executive Director of High Schools, guided the School Board through a discussion regarding class rank providing the Hanover Research paper on the impact of class rank and grade point average (GPA) on college admissions provided by a Princess Anne High School student, data for non-academy versus academy students, and policies of comparable school divisions. As a result of discussion, the School Board supported tasking Administration with developing policy language that eliminates class rank and provides for a tiered system of recognition around GPA's to be submitted for review by the Policy Review Committee. Upon acceptance by the Policy Review Committee, a public input process will ensue prior to a recommendation being presented for the School Board to consider for a phase-in during the 2018-19 school year.

Site-Based Management: Donald E. Robertson, Jr., Ph.D., Chief Strategy and Innovation Officer, reviewed School Board Policy 2-1 as it relates to site-based management, and provided a cross-walk between research-based best practices and how it aligns to policy including a specific level of implementation continuum being guided by policy to flexibility in practice.

School Board Meeting Dates/Times: School Board Chairwoman Anderson reported constituent concerns regarding School Board meetings being held at the same time as City Council meetings. She explained City Council had changed their meeting dates some time ago because of a conflict in the Mayor's schedule at the time which caused meetings to correspond with School Board meetings, and agreed to consult with the Mayor to see if City Council would be willing to make another change. There was School Board consensus to consider an adjustment in their bylaws to schedule meetings on the second and fourth Tuesday instead of the current practice of the first and third Tuesday if City Council was unwilling to make a change. They agreed any change would not take place until 2018 allowing time for applicable bylaws and Standing Rules to be revised accordingly.

Other Policy Priorities: Other policy priorities recommended for review were related to tuition discounts for non-resident division employees typically addressed during presentation of the General Fees Schedule; policies related to the priority transfer process and procedures; and strengthening disciplinary policies and procedures for social media threats. With regards to the recommendation presented during Day One's facilitated discussion around boardmanship and the suggestion to establish a Governance Committee, the School Board affirmed their position to task Legal Counsel with researching the establishment of a Governance Committee and report findings and recommendations to the Policy Review Committee for consideration.

The School Board recessed for lunch at noon to reconvene at 1:00 p.m.

Grading Policy: Update on the Department of School Leadership's Review of Individual School Grading Expectations: Cheryl R. Woodhouse, Senior Executive Director of Middle Schools, presented on update



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to secondary school grading guidelines as outlined in Policy 6-72, and background information on the timeline. She reviewed the checklist established for each school to provide input in the areas of homework, late work, zeros, reassessment, make-up work, and extra credit, along with the approval path prior to it being submitted to the Department of School Leadership for review. Principals and teachers from Salem and Corporate Landing middle schools, along with the principal from Kellam High School reviewed the process their school went through to establish their grading expectations. In addressing School Board member's concerns regarding the potential for inequity among schools, Ms. Woodhouse noted submissions were in the final stages of review by the Department of School Leadership, and will be communicated to students and parents in September. It was further suggested schools publish grading practice on their website. Discussion concluded at 2:08 p.m.

School Start Times: Daniel F. Keever, Senior Executive Director of High Schools, provided a review of information provided to the School Board in the past to include survey results, policy statement by the American Academy of Pediatrics, Hanover Research report, School Bus Consultants transportation study including possible scenarios and recommendations, sampling of Region 2 school operating hours, and possible options to shift the sequence of start times. In reviewing the different options and projected operational costs associated with each in the area of the number of buses needed as well as field lights for sporting events, there was consensus to maintain current school start times and defer conversations to provide more time for the School Board to explore financial needs and plan for other operational considerations. Discussion concluded at 3:02 p.m.

Reflections and Suggestions for Future Workshops: In response to Superintendent Spence's request for final thoughts, reflections, and suggestions; an additional workshop was requested on how climate survey concerns will be addressed, and the establishment of a floating student discipline committee was suggested along with a request to enhance resources to better inform parents about disciplinary placement options that feature alternative placement success stories. In conclusion, Superintendent Spence summarized future workshop topics and commended School Board members for a productive and engaging event. Prior to closing, Chairwoman Anderson suggested the School Board consider adjusting their October 2017 meeting dates to the 2nd and 4th Tuesday to allow for Administrators to present at a conference. Absent objection, she affirmed the adjustment will be presented for School Board action as part of the August 1, 2017 Consent Agenda.

The Retreat concluded at 3:14 p.m.



Abridged Regular School Board Meeting

1. ***Abridged Regular Meeting Call to Order and Roll Call:*** Chairwoman Anderson called the abridged regular meeting to order at 3:18 p.m. All School Board members were present along with Superintendent Spence.
2. ***Approval of Minutes:*** June 20, 2017 Regular Meeting: Ms. Riggs made a motion, seconded by Mr. McDonald, that the School Board approve minutes from their June 20, 2017 regular meeting as presented. The motion passed (ayes 9, nays 0; 2 abstentions – Manning and McLeod who were absent from the June 20 meeting).
3. ***Adoption of the Agenda:*** There being no proposed changes to the published agenda, Mr. McDonald made a motion, seconded by Ms. Rye, that the School Board adopt the agenda as presented. The motion passed unanimously.
4. ***Action***
Personnel Report: Ms. Felton made a motion, seconded by Mr. McDonald, that the School Board approve the appointments and accept the resignations, retirements and other employment actions as listed on the Personnel Report dated July 18, 2017. The motion passed unanimously.
5. ***Closed Meeting:*** None
6. ***Adjournment:*** There being no further business before the School Board, Chairwoman Anderson adjourned the meeting at 3:20 p.m.

Respectfully submitted:

Dianne P. Alexander, Clerk of the School Board

Approved:

Beverly M. Anderson, School Board Chair