

**VSBA President**  
**Juandiego Wade**  
Charlottesville City School Board

## ISSUE HIGHLIGHTS

**Guest Article: College & Career Readiness**  
Page 3

**Advocacy in Action**  
Page 4

**Take Your Legislator to School Month**  
Page 5

**Annual Convention**  
Pages 8-9

## DATES TO REMEMBER

**November**  
Take Your Legislator to School Month

**November 10**  
Webinar—BoardDocs: Library, Packet & Goal Tracking

**November 18-20**  
Annual Convention  
Williamsburg Lodge

**December 15&16**  
Webinar—Budget Basics and Finance 101

Connect with Facebook

Connect with Twitter

## PRESIDENT'S MESSAGE

It is hard to believe that a year has passed since my presidency of VSBA began. It has been a spectacular year! I can honestly say that I enjoyed every moment of it. I cannot begin to recount the number of people and experiences that I encountered during the last year, which I will cherish forever.

I particularly enjoyed the regional spring networking forums where I could talk one-on-one with board members. I found great happiness listening to the students' musical performances and touring schools and other educational facilities. At each meeting where I spoke, it was my honor to thank the school board members for the time and dedication they give to children and public education. We are educating the future leaders of the Commonwealth, the United States, and the world. It is a difficult job and we all deserve a pat on the back from time to time.

I have had the pleasure of working with an awesome staff at VSBA. Gina's leadership at VSBA is highly respected at all levels. She has assembled a staff that is second to none.

I would also like to thank the VSBA Board of Directors. We could not ask for a more dedicated group of individuals to lead VSBA, and we are in great hands with Bill Kidd taking the reins in November 2015. I looked forward to attending VSBA events and meetings to see this terrific group of people.

One of the highlights of my presidency was visiting the high school that I graduated from-- George Wythe High School in Richmond, VA. I was warmly welcomed by the superintendent, principal, and students. Touring the classrooms, gym, and cafeteria brought back fond memories.



Many things have changed, but a lot has also remained the same. The school is full of teachers and administrators that sincerely care for the students and their futures. I saw this in every classroom that I visited and I know this is occurring in all of our schools around this great Commonwealth.

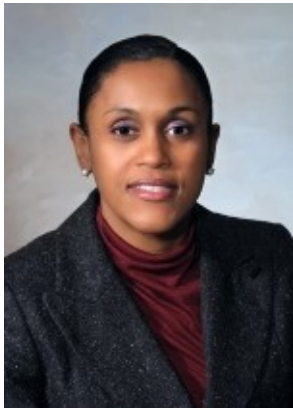
*"We are educating the future leaders of the Commonwealth, the United States, and the world. It is a difficult job and we all deserve a pat on the back from time to time."*

There are few reminders that I would like to bring to your attention.

First, November has been designated as **Take Your Legislator to School Month**. In an effort to promote a closer relationship between public education and the Virginia State Legislature, the Virginia School Boards Association urges each school division in the state to invite at least one of their state legislators to visit their schools during the month of November. This invitation will foster positive relationship with supporters of public education. It will create opportunities for productive dialogue so that educational and political leaders can work together to ensure that we provide the best possible education for our students.

The VSBA Annual Convention is the largest and most anticipated VSBA meeting of the year, and is only a few weeks away. This event brings together school board members from around the state to discuss a full range of topics on public education. The AC is back at the popular Williamsburg Lodge. Gina and her staff have scheduled a fantastic lineup of speakers and sessions. I have had the opportunity to hear the Friday morning speaker; Gen. Stewart Rodeheaver at a previous conference. He is very inspirational. You definitely want to stay around to hear his presentation.

Again, thank you for all that you do and I look forward to seeing you at the AC in Williamsburg.



**Gina G. Patterson**  
VSBA Executive Director

*“The decisions made at the Delegate Assembly will form the groundwork of VSBA’s advocacy efforts for 2016.”*

## FROM THE EXECUTIVE DIRECTOR

### We need to hear from you for 2016

VSBA is a member driven association and our members are remarkable in their commitment to improving the education of the children in their divisions. That is why it is important that every school board is represented at the VSBA Delegate Assembly on November 19. The decisions made at the Delegate Assembly will form the groundwork of VSBA’s advocacy efforts for 2016. Some of the issues under consideration include:

- Educational technology staffing
- Land acquisition
- Virginia Preschool Initiative (VPI) funding
- State testing and coordination support
- Virginia Retirement System (VRS) contributions

A special thanks goes out to the 2015 Legislative Positions Committee members for their tireless work on the committee.

- Robert Hundley, Jr., chairman (Hanover County Public Schools)
- Linda King (Floyd County Public Schools)
- Ed Wise (Buckingham County Public Schools)
- Iris Lane (Westmoreland County Public Schools)
- Jon Buttram (Fairfax City Public Schools)
- Julie Bennington (Bedford County Public Schools)
- Kristen Larson (Richmond City Public Schools)
- Warren Stewart (Norfolk City Public Schools)
- Morgan Phenix (Page County Public Schools)
- Michael Dennis (Tazewell County Public Schools)

The VSBA Fall Regional Meetings will also take place at the Annual Convention. The regional meetings will take place on Wednesday afternoon, immediately after the opening general session. The election of officers (regional chair and vice-chair) will take place at the regional meetings. The regional meetings are a good way to meet other board members and learn from one another about the wonderful things happening in your region.

We look forward to seeing you at the VSBA Annual Convention in Williamsburg, November 18-20. This year’s convention promises to be one of the best yet.



School board members, superintendents, and other education leaders from across Virginia attended the VSBA’s *Hot Topic Conference* on October 2 at the Chesterfield Career and Technical Center in Midlothian, VA. The topic of the conference was virtual/blended learning, and attendees heard from a variety of experts in educational technology. Presentation topics included “Online and Blended Learning: State, National and Global Trends Driving the Future of K-12 Education”, “Virtual Virginia Full Time Pilot”, “Where Are We Headed?”, and a panel discussion on technology integration in Virginia school divisions.



## ANSWERING BIG QUESTIONS: What will I be when I grow up?

By Carrie Coyner, Chesterfield County School Board



Helping our 59,000 students answer that question is the driving force behind the College and Career Readiness Initiative of Chesterfield County Public Schools. The idea is to have fun while helping students define and achieve successful futures beyond high school.

Our 4,000-plus teachers turn back the clock to their college days — decorating classroom doors and bulletin boards in their college’s colors with information about their alma mater, telling stories about their favorite college classes and donning their old college T-shirt or sweatshirt. Soon, the hallways are alive with friendly barbs about in-state rivalries such as Virginia vs. Virginia Tech and Hampden Sydney vs. Randolph-Macon.

Business community partners come in to share how their high school and college experiences prepared them for their jobs today, and quicker than you can say “graduation” students start daydreaming about what their own futures hold. The celebrations take an even more real-life turn when students dress up in outfits that represent their future careers and parade through school. Soon, there is no shortage of doctors, engineers, police officers and athletes!

This is the fifth year that Chesterfield County Public Schools has designated a time to purposefully help students envision and plan for their futures while making connections and understanding how skills and knowledge learned in grades K-12 relate to their potential careers. Because November is National Career Development Month, Chesterfield is scheduling college and career readiness activities throughout November, including a Career Readiness Night for all families and two college fairs for high school students.

Every school is expected to participate in College and Career Readiness Month, but each school may choose how it will do that and when during November its activities will take place. A committee of teachers, counselors and administrators works throughout the year to create a framework and toolkit making it easy for schools to successfully participate in College and Career Readiness Month. The toolkit includes turnkey lessons, events and activities that teachers and schools have used in previous years.

Here’s a summary of College and Career Readiness Month 2015:

**WHAT:** Chesterfield College and Career Readiness Month highlights the many ways Chesterfield County Public Schools is building a college-going and career-ready culture.

**WHO:** Participation is expected from all schools and central office sites. Community partners including the faith community, businesses, organizations, parents, PTSA’s and county government will also be invited to participate.

**WHY:** To promote a college and career readiness culture, connect learning to postsecondary preparation and to have some fun helping students define their future.

*...continued on page 6*



SOURCE4TEACHERS **MissionOne**  
Educational Managed Solutions

### LEADING MANAGED SERVICES IN EDUCATION

At Source4Teachers and MissionOne, education is our focus – our only focus. We’ve spent the last 15 years focused exclusively on providing substitute staffing and managed services to PreK–12 schools. In that time, we’ve developed a sterling reputation and an ample catalog of references.

For More Information, Contact Us Today  
**877.983.2244**  
**Source4Teachers.com | MissionOne.com**



## Advocacy through Successful Partnerships with Business and Industry

By Emily Webb, VSBA government relations coordinator

Advocacy can come in all shapes and sizes. Advocacy is informational and educational. It creates awareness and encourages crucial conversations about important topics that directly impact the community. Advocacy is also about creating successful partnerships and programs and engaging your local community.

Throughout the state we have seen business and industry partner with our local school divisions to create successful programs and events. For instance, Fredericksburg, Stafford, Spotsylvania, King George, and Caroline have joined forces with WorkForce Now, a local Chamber of Commerce committee, to put together a Student Career Workshop scheduled for April 6th, 2016. This one-day event will feature break-out sessions for the students to choose from topics such as What Not to Wear for a Job Interview, Job Hunting Skills/Resume Writing/How to Fill Out an Application, Best Practices-Email, Text, Phone, Face-to-Face, and How Social Media Usage can impact your Career Choices. Additionally, there are plans for local businesses to help sponsor the event and be in attendance in order that each student can participate in a mock interview.

Another example of a successful partnership comes from Williamsburg/James City County. For the past several years they have joined forces with the Association of Manufacturing Excellence (AME) to host Manufacturing Day. One of the objectives of Manufacturing Day is to create awareness of the importance of advanced technology, logistics, and manufacturing as a career in a global economy and to inspire and recruiting the next generations of "Makers". During the tours, students, teachers, and school counselors learned about the diversity of careers, as well the high-tech skills needed for advanced technology, logistics, and manufacturing careers. They also learned about the various career paths available to prepare for these exciting and rewarding careers. After gaining firsthand knowledge from partner businesses, students shared what they learned from touring the local companies. Many were surprised to see how advanced technology, logistics, and manufacturing techniques were integrated into the daily operations and they learned about the exciting and rewarding manufacturing careers with an opportunity to advance from an entry level job into management.

These are just two examples of many successful education and business partnerships from across the Commonwealth. We encourage you to continue your advocacy efforts with the business community. Invite business leaders to attend and present at your school board meeting to share their work, visit your schools to highlight your CTE programs, or host a business roundtable. Discuss your successes and challenges, provide information so they can share your message about public education, look for ways that they can partner with your students and schools and listen to their needs as local business owners. Whether it's providing financial resources for a specific program, mentoring students, or being a vocal supporter of public education, business leaders can make a positive impact.

Your voice makes a difference for your students and your schools. Take just a few minutes to advocate for your students and engage with local business leaders. And don't forget to share your success stories with VSBA.

*Do you have a successful advocacy story that you would like to share in the VSBA newsletter?*

*E-mail Emily Webb, VSBA government relations coordinator, at [emily@vsba.org](mailto:emily@vsba.org) with details and photos.*



**"I used to dread board packet day - spending hours and hours trying to get everything copied, organized and submitted in a timely manner. With BoardDocs, it is so much easier and more cost effective. The day my division agreed to use BoardDocs was the day I started loving my job!"**

Carolyn Bowers, Clerk to the Board, Hampton City Schools

BoardDocs.com 800.407.0141





## VSBA Affiliate Member Profiles

**In each issue of the VSBA newsletter, we will feature three VSBA Affiliate Members. Thank you for support of VSBA and Virginia’s public education system.**

### **SSC Services for Education**

*Specializing in custodial services, plant operations, and maintenance & grounds management.*

Matt Cooter  
Phone: 423-534-1406  
Email: [matt.cooter@sscscserv.com](mailto:matt.cooter@sscscserv.com)  
Web: <http://www.sscscserv.com>

### **Johnson Controls, Inc.**

*Delivering innovative business solutions to promote a comfortable, safe and green environment for students, teachers and staff.*

Whitley Blake  
Phone: 804-931-7996  
Email: [whitley.b.blake@jci.com](mailto:whitley.b.blake@jci.com)  
Web: <http://www.johnsoncontrols.com>

### **H&M Company, Inc.**

*Single source solution for all your facility needs.*

Michael Eidson  
Phone: 615-513-4928  
Email: [meidson@hmcompany.com](mailto:meidson@hmcompany.com)  
Web: <http://www.hmcompany.com>

**Visit [http://www.vsba.org/resources/affiliates/affiliate\\_member\\_program/](http://www.vsba.org/resources/affiliates/affiliate_member_program/) for a complete list of VSBA’s 50+ Affiliate Members.**

## November is “VSBA Take Your Legislator to School” Month

In an effort to promote a closer relationship between public education and the Virginia State Legislature, the Virginia School Boards Association urges each school division in the state to invite at least one of their state legislators to visit their schools during the month of November. There are many benefits from participating in VSBA Take Your Legislator to School Month, including developing closer relationships between school divisions, local communities and our elected officials, and creating opportunities for productive dialogue so that educational and political leaders can work together to ensure that we provide the best possible education for our students. In addition, when legislators visit your schools as part of VSBA Take Your Legislator to School Month, local students will have the opportunity to interact with elected officials and learn about the important roles and responsibilities of Virginia General Assembly members. Almost like a field trip that is coming to your school, a visit by your local legislator creates many different “teachable moments.”

This year, the VSBA encourages school divisions to choose an area of focus for your legislative visits. For example, you may decide to have “VSBA Take Your Legislator to CTE School Month” or “VSBA Take Your Legislator to Blended Learning School Month”. This will allow you to emphasize particular aspects and programs in the division that you are most proud of or wish to highlight.



**Click to view a VSBA Take Your Legislator to School Month PSA with VSBA President Juandiego Wade.**

**[RESOURCE GUIDE](#)**

**[GOVERNOR’S PROCLAMATION](#)**



## ANSWERING BIG QUESTIONS:

(continued from page 3)

**HOW:** Schools must meet these minimum expectations:

- Sponsor events, activities or lessons that promote and support the College and Career Ready Initiative
- Enlist the support of all teachers to include a lesson/module/activity that shows how the curriculum or subject they teach relates to specific careers
- Invite members of the community to participate
- Promote the College and Career Readiness countywide events (college fairs and a Career Readiness Night for families)

Are you a lawyer? Accountant? Doctor? Teacher? Engineer? How did you find your profession? Chances are you didn't just happen upon your career. More than likely, someone close to you — maybe a teacher — set high expectations and helped you navigate the maze toward completing high school, attending college/technical school/ an apprentice program, then finding a career.

Helping today's children dream big, set goals and understand how school prepares them for the careers of their choice is what College and Career Readiness Month is all about.

# WHAT IF

a classroom heating, cooling, and ventilation system cost less to install, operate and maintain?

## IT CAN!

Find out which nearby schools are using Precision Climate Management to save money.

**Bard**  
SINCE 1914

**Air Mechanical**  
Sales, Inc.

**800-344-9256**

## 2015 VSBA Media Honor Roll - Additional Nominees

In addition to the reporters and media outlets listed in Issue 7 of our newsletter, the following reporters are also part of the VSBA's 2015 Media Honor Roll.

### Dinwiddie County

- Meredith Baker, The Dinwiddie Monitor
- Wayne Covil, CBS6, WTVR-TV
- Amir Vera, The Progress Index

### Martinsville City

- Ben R. Williams, Martinsville Bulletin
- Danielle Staub, WDBJ7

Reporters and local media outlets play an important role in public education. School division leaders rely on responsible reporting by local media representatives so that our community members receive timely information about division initiatives and programs. Considering the impact that media coverage can have on community attitudes and beliefs, the VSBA Media Honor Roll was created to recognize fair and balanced reporting about our schools and Virginia's public education system.



## UPCOMING EVENTS, WORKSHOPS & TRAINING

### November 10, 2015

#### [Webinar—VSBA BoardDocs: Library, Packet and Goal Tracking \(PRO version\)](#)

LOCATION: Webinar

DETAIL: A typical packet for a board meeting often consists of much more than just an agenda and its attachments. In fact, it can be both helpful and necessary at times to include important supporting items such as policies, upcoming events, strategic goals, newsletters, press releases, special notes, reports, and other types of documents. Presenting such information in a manner that is easily discoverable by various stakeholders can be made easier by making use of the library and packet feature in BoardDocs. During this session, you will learn practices for more effective organization and presentation of reference materials in your online packets. You will also learn practices to help you better implement your strategic plan while tracking progress toward meeting your important goals and objectives.

### November 18-20, 2015

#### [VSBA Annual Convention](#)

LOCATION: Williamsburg Lodge

DETAIL: The VSBA Annual Convention is the largest and most anticipated VSBA meeting of the year. This event brings together over one thousand school board members, superintendents, and school division staff from across Virginia. Attend general sessions, choose from over fifty hot topic seminars pertinent to public education issues, have the opportunity to meet with businesses dedicated to serving schools, and much more. This is the convention you do not want to miss. [See pages 8 and 9 for more details!](#)



### December 15&16, 2015

#### [Webinar—Budget Basics & Finance 101: 2-part Series](#)

LOCATION: Webinar

DETAIL: During part one, Virginia public school budgeting will be discussed, including roles of elected officials, fiduciary requirements, stakeholders, and budget reports. Revenue categories will be explained, including state formulas, federal funding, local funding, and tax rates. Part two will explain expenditures including enrollment, staffing, salaries, and employee benefits. Also discussed will be "odds and ends" of school division finance including audits, school activity funds, quarterly reports fund balances, and misinformation.

### January 6, 2016

#### [Webinar—FOIA: Open Meeting Requirements for School Boards](#)

LOCATION: Webinar

DETAIL: VSBA's staff attorneys will discuss the basic information that every school board member needs to know about what the Freedom of Information Act (FOIA) requires for school board meetings. The session will cover basics such as required notice of meetings and the requirements for closed sessions.

### January 19, 2016

#### [Webinar—VSBA BoardDocs: Meeting Control Panel and Minutes Generator \(PRO version\)](#)

LOCATION: Webinar

DETAIL: During a board meeting, transcription of meeting minutes and voting results must be done with effectiveness and accuracy despite the rapid pace of the meeting and breadth of discussion topics. To add to the complexity of this effort, attendees at meetings often want instantaneous feedback so they can be better informed of discussion topics and voting results as they occur. During this session, you will learn practices and techniques for adding comments, recording motions, and displaying voting results in real time to help you more effectively manage your meetings. You will also learn how to employ both automated and manual techniques to generate meeting minutes and present them for approval at future board meetings.

## Ask the Legal Expert

**Q. Are draft minutes public records?**

**A. Yes.** Draft copies of minutes are public records and must be produced upon request.

**For information on any of these opportunities, visit the "Meetings & Conferences" tab on the VSBA web site - [www.vsba.org](http://www.vsba.org)**

We design flexible spaces to foster learning and collaboration



Design with community in mind  
[stantec.com](http://stantec.com)



# VSBA ANNUAL CONVENTION 2015

November 18-20, 2015, Williamsburg Lodge

## Pre-Convention Events

### Tuesday, November 17

#### Golf Tournament

The tournament will be held at the Green Horseshoe Golf Club. School board members and school personnel play for free. This event is coordinated by Moseley Architects. [Click here for a registration form.](#)

#### VBSA/ASFA Education Foundation Conference

The VSBA and the American Schools Foundation Alliance are holding a workshop for education foundation professionals, volunteers and those interested in starting an education foundation in your school division. The workshop will feature education foundation representatives discussing creative fundraising methods, strategic planning and charitable solicitation. There will also be a chance to share best practices. [Click here to download a brochure.](#)

## Convention Overview

### Wednesday, November 18

8:30 - 5:30	Registration
9:30 - Noon	Early Bird Sessions ( <i>pre-registration required</i> )
11:30 - 1:45	Student Achievement Fair
12:00 - 5:30	Exhibit Hall
2:00	General Session
4:15	Regional Meetings
5:00 - 6:00	VSBA/VACORP President's Reception
8:00 - 10:30	VSBA/RRMM Education Celebration Reception & Dance

### Thursday, November 19

7:00	12th Annual VSBA 5K Walk/Run
7:30 - 9:15	Continental Breakfast
8:00 - 12:00	Exhibit Hall
8:30 - 9:45	General Session/ School Law Update
9:30 - 12:45	Student Board Session
10:00 - 11:00	Breakout Sessions
11:15 - 12:15	Breakout Sessions
12:15 - 2:00	Boxed Lunches
12:30 - 1:30	Lunch & Learn Sessions
1:00 - 5:30	Exhibit Hall
2:15 - 4:30	Delegate Assembly
2:15 - 4:30	VASS Workshop
2:15 - 3:15	Breakout Sessions
3:30 - 4:30	Breakout Sessions
4:30 - 5:30	VSBA/Reed Smith Reception
7:30 - Midnight	Moseley Architects' Cheers Night

### Friday, November 20

8:00 - 11:00	Breakfast & General Session
11:00	Adjourn

## Don't Miss Out!

- Early Bird Sessions
- Student Achievement Fair
- Receptions
- 3 General Sessions
- Regional Meetings
- Daily Door Prizes
- 50+ Breakout Sessions
- Delegate Assembly
- 70+ Exhibitors
- VSBA/ASFA Education Foundation Workshop
- Student School Board Rep Workshop
- School Board Clerks Workshop
- Exhibitors Scholarship
- Green Schools Challenge
- 12<sup>th</sup> Annual 5K Run/Walk
- School Architecture Exhibition
- High School Video Contest
- Networking Opportunities

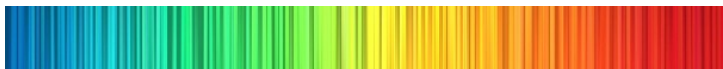


### Online Convention Scheduling

SCHED is an online scheduling program that allows you to view full session information prior to the convention, with biographies on the session speakers, links to helpful information, sorting capabilities by presentation topic, and more! SCHED is also mobile ready, and you can create a profile to save and organize the sessions that you would like to attend while in Williamsburg!

[CLICK HERE TO CHECK IT OUT!](#)

**Thursday is School Pride Day**  
 Wear your division colors and/or something with a school or division logo!







# VSBA ANNUAL CONVENTION 2015

November 18-20, 2015, Williamsburg Lodge

## General Session Speakers



**Wednesday, November 18, 2015 at 2:00 pm**

### Rory Vaden, MBA

Rory Vaden: Cofounder of Southwestern Consulting™, New York Times bestselling author of *Take the Stairs* and *Procrastinate On Purpose*, international speaker, and the world's leading expert on self-discipline and overcoming procrastination. Rory's newest book is called *Procrastinate on Purpose: 5 Permissions to Multiply Your Time* and became an instant national bestseller. *Rory will be available for a post-session book purchase/signing opportunity!*



**Thursday, November 19, 2015 at 8:30 am**

### Jaclyn Marie Roller Ryan

An agriscience teacher and Future Farmers of America (FFA) advisor at Signal Knob Middle School in Shenandoah County Public Schools, Jaclyn is the 2015 Virginia Teacher of the Year. A recipient of numerous honors, she is the third generation in her family to be an agriscience teacher and FFA advisor in her hometown.



**Friday, November 20, 2015 at 8:30 am**

### Gen. Stewart Rodeheaver (Ret.)

Stewart Rodeheaver is the owner of ViziTech, a break-away technology company focused in 3D, virtual, interactive and augmented reality based training. ViziTech was Georgia's "Coolest Technology Company" of the year in 2011 and Stewart was the technology "Entrepreneur of the Year" as chosen by the Technology Association of Georgia. BG Rodeheaver served the U.S. Army for 38 years.

## Event-Level Sponsors

Platinum Sponsor

# MOSELEYARCHITECTS

Gold Sponsor



# Stantec

Silver Sponsors





**2014-2015 VSBA Board of Directors**

**PRESIDENT**

Juandiego R. Wade  
Charlottesville City

**PRESIDENT-ELECT**

William S. Kidd  
Wythe County

**PAST PRESIDENT**

Kerri M. Wilson  
Harrisonburg City

**FINANCE/AUDIT  
COMMITTEE CHAIR**

Donald M. McCann, III

**LEGISLATIVE POSITIONS/  
FEDERAL RELATIONS  
COMMITTEE CHAIR**

Robert L. Hundley, Jr.  
Hanover County

**MEMBER-AT-LARGE**

Scott M. Albrecht  
Manassas City

**REGIONAL CHAIRMEN**

**Blue Ridge**

Annie H. Hylton  
Patrick County

**Central**

Camilla D. Washington  
Fluvanna County

**Eastern**

Anita F. Parker  
Gloucester County

**Northeastern**

Jarvis E. Bailey  
Fredericksburg City

**Southern**

Thomas C. Bullock  
Mecklenburg County

**Southside**

Beth A. Hardy  
Goochland County

**Southwest**

R. Tyrone Foster  
Bristol City

**Tidewater**

Ruth M. Larson  
Williamsburg/James City County

**Valley**

Ron W. Ramsey  
Staunton City

Gina G. Patterson, executive director

Peter J. Sengenberger,  
assistant executive director



**VSBA**

**Virginia School Boards Association**

**MISSION STATEMENT**

Virginia School Boards Association, a voluntary, nonpartisan organization of Virginia school boards, promotes excellence in public education through advocacy, training and services.

**VISION STATEMENT**

VSBA is recognized and respected as an innovative leader in public education.