## BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION CHARTER AUTHORIZING PANEL MAY 14, 2019 10:00 A.M. APPEARANCES PANEL MEMBERS: Chairperson/ADE Deputy Commissioner DR. IVY PFEFFER MR. GREG ROGERS ADE Asst. Commissioner -Fiscal & Admin. Services MR. MIKE WILSON Attorney & Education Advocate DR. NACCAMAN WILLIAMS Past State Board of Ed. Member MR. PHIL BALDWIN CEO, Citizens Bank DR. ANGELA KREMERS Deputy Director -Career & Technical Education/ Ark. Dept. of Career Ed. ADE LEGAL COUNSEL: MS. MARY CLAIRE HYATT ADE Specialist ALSO APPEARING: MR. REGINALD BALLARD Public School Program Coordinator Public School Program Advisor MS. KELLY MCLAUGHLIN MS. VIRGINIA PERRY Public School Program Advisor MR. FREDDIE SCOTT **Operations Manager** LOCATION: Arkansas Department of Education - Auditorium #4 Capitol Mall Little Rock, Arkansas

## INDEX

Prelim	ninary Matters	3
Consent Agenda		3
A-1:	Future School of Ft. Smith	4
A-2:	Capital City Lighthouse	21
A-3:	Haas Hall Academy	33
A-4:	Jacksonville Lighthouse	40
A-5:	Pine Bluff Lighthouse	49
A-6:	SIATech	52
A-7:	Lincoln High School	75
A-8:	Cabot Academic Center of Excellence	82
Misc.	Matters	89
Court	Reporter's Certificate	95

2

Page

PROCEEDINGS 1 CHAIRMAN PFEFFER: Good morning, everyone. 2 Ladies and Gentlemen, we will call the May 14, 2019 3 meeting of the Charter Authorizing Panel to order. 4 5 I'd like to welcome everyone who's here. We'd ask that you check and silence your electronic devices. 6 7 And as my Chair -- as Chair it's my goal to 8 facilitation a fair and responsible hearing. I will 9 request that each person speaking please state your 10 name and title for the record. I will ask that you continue to speak clearly in the microphone for the 11 12 benefit of the Panel, the audience, and the viewing 13 audience. This meeting is being live-streamed and recorded. And Ms. Sharon Hill, the court reporter, 14 15 will be providing a transcript of the meeting and it will be posted on the ADE website. 16 CONSENT AGENDA 17 18 CHAIRMAN PFEFFER: So our first item on our agenda is to approve the Consent Agenda. 19 So I'll 20 give you a moment to look that over, and then I'll entertain a motion. 21 22 DR. KREMERS: So moved to approve the agenda --23 the minutes. 24 DR. WILLIAMS: Second. 25 CHAIRMAN PFEFFER: Okay. I have a motion and a

second. 1 All those in favor? 2 3 (UNANIMOUS CHORUS OF AYES) CHAIRMAN PFEFFER: 4 Okay. 5 A-1: REQUEST FOR OPEN ENROLLMENT CHARTER SCHOOL AMENDMENT -FUTURE SCHOOL OF FORT SMITH 6 7 CHAIRMAN PFEFFER: So let's move on to our 8 action -- excuse me -- our action agenda. We've got 9 several items on here today. And I believe Ms. Perry 10 is going to present our first action agenda item. MS. PERRY: Good morning. Virginia Perry, 11 12 Program Advisor, Public School Accountability. 13 The first item on the agenda comes from Future School of Fort Smith. 14 15 On October 14, 2015, the Charter Authorizing 16 Panel approved the application for Future School of Fort Smith. The charter is approved to serve 17 students in grades 10 through 12 with a maximum 18 enrollment of 450. Representatives of Future School 19 20 of Fort Smith are -- well, actually Mr. --Superintendent Boyd Logan should be on the phone this 21 morning for the Panel, if you have any questions for 22 23 him, and to actually present the information on their amendment request. 24 25 CHAIRMAN PFEFFER: Okay. So we will have -- the

1 applicant will have 20 minutes in order to provide any information or update. So can you tell me again 2 who we have on the phone, if you'll state your name 3 and title for the record? 4 SUPT. LOGAN: Sure. I am Boyd Logan, 5 superintendent of Future School. Can you hear me? 6 7 CHAIRMAN PFEFFER: I think we can. 8 Can everyone hear Mr. Logan? 9 Yes, we can. So we'll let you go ahead Okay. 10 and begin. SUPT. LOGAN: Okay. Thanks a lot. 11 12 Yeah, I apologize for not being able to make it 13 down today. We are graduating our first senior class today, so things are real exciting around here. 14 15 We're having a senior breakfast this morning, and so 16 I was -- and, of course, their graduation practice 17 and all that good stuff. So I apologize for not making it down today and for being forced to call in. 18 But a little bit of background on this, what 19 20 we're requesting. So we're requesting an amendment to our Planned Instructional Day. We've already been 21 granted this amendment for a one-year waiver for this 22 23 year, and so we're requesting from the Panel that this to go into effect in the following school year 24 25 and then it last for the duration of our charter.

1 This -- the background on this: this amendment was actually when we initially -- or this waiver was when 2 3 we initially submitted our charter, the first year. This was added on as a bring-in agenda -- or as a 4 5 bring-in waiver and distributed to the Panel for the Seat-Time waiver. It was -- we did go back and look 6 7 through the transcript; it was referred to within those transcripts. And so it was actually whenever 8 our charter was approved this waiver was actually 9 approved as well. Whenever we had a visit from 10 Standards and Assurance this year and went through, 11 12 we didn't realize that this agenda was not -- or this waiver was not on our charter. So despite it was 13 approved initially, it was actually not on our 14 15 charter. So that then triggered this chain of events where we are now -- or we ask for a temporary one-16 17 year waiver, adding it to our charter to bring it into compliance for this year. And then we're asking 18 for this waiver to be added for the remainder of our 19 20 charter for the following two years as well.

The reason we need this waiver -- one of our essential components of our school is the internship program. Our students are in off-campus internships on Wednesdays. We have a little shorter instructional day on that day. I do allow teachers

to be out visiting those internship sites as well. 1 And so on those days of the off-campus internships we 2 have a shorter instructional day on that day. 3 So this is one of the fundamental pieces of our charter, 4 5 the internship program, that allows students realworld learning experiences. And so we're humbly 6 7 requesting that we be granted the charter -- I mean, 8 the waiver. 9 CHAIRMAN PFEFFER: Okay. Thank you. Are you ready for questions --10 SUPT. LOGAN: Sure. 11 12 CHAIRMAN PFEFFER: -- from the Panel? Well, I 13 guess I should wait and see -- if your presentation is finished, is there anyone here for opposition? 14 MS. HYATT: (Shaking head from side to side.) 15 CHAIRMAN PFEFFER: Okay. All right. Well, 16 17 we'll go ahead and move to questions then and I'll -let's see if anybody wants to -- do you have a 18 question? 19 20 MR. WILSON: No. 21 CHAIRMAN PFEFFER: Okay. Mr. Rogers? 22 I don't have anything. MR. ROGERS: 23 CHAIRMAN PFEFFER: Questions over here? 24 Okay. Dr. Kremers has a question. 25 SUPT. LOGAN: Sure.

DR. KREMERS: My questions are specific to the internship. The seat hours would be the request from ADE, but I have a few questions regarding the internship component as well. And it may be just a follow-up that you'll need to do with the Department of Career Education, making sure, number one, that it's the right course code and that the requirements are being met based on the correct definition of "internship," and then what's actually happening. So on the seat time part that's one component, but also that they're meeting the requirements for internship from our component of it which would be the 180 hours of work time. And so by looking -- if they're only going Wednesdays for a 30-minute release of seat time, then are they getting enough of the work hours. So if you just want to talk about that for just a moment. And then also mentioning that with the internship it does require a supervision period for the instructor who would have at least one to 25 students, and also the requirement for that teacher to have the 4-12 endorsement for career preparation for the internship. So didn't know if you were aware of those components, if -- we just would need to schedule a meeting time to do follow-up on those pieces of it.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 SUPT. LOGAN: Sure. So right now we're not operating underneath the CT internship program. 2 We've been -- we've tried to work some with CT and 3 we're investigating working with CT to bring this --4 5 bring our internship program that we have into alignment. I don't believe whenever we first started 6 7 the internship program there was JAG, but there wasn't really the level of internship -- which I know 8 that there's still some -- I believe that this is 9 10 recently under development. So we actually -- this was part of our advisory program. We attach it onto 11 our NOBLE 101, 201 and 301 course; it is not -- it's 12 in addition to the curriculum. So their grade for 13 their internship -- their grade for their internship 14 15 is attached to their NOBLE grade; it's not attached 16 to the internship grade at this point. But we are looking at -- we're interested in bringing that in. 17 Our internship program is based off the Big Picture 18 Learning model, which I believe right now we're the 19 only Big Picture Learning affiliate in the state of 20 This is a model that's been in existence 21 Arkansas. for -- and seen a lot of success -- you know, for 22 23 quite awhile.

24And so we're more than willing to investigate25and sit down with CT and see if we can figure out how

to bring this -- and really make it a model -- I would love for it to be a model for internships. And we have -- you know, almost 100% of our kids are at internship sites and some of those are for a semester at a specific site, some go for a year, and we've had some that have been at an internship site for three years, spanning the entire time of their high school career. And so it's really a vital part of what we do and our mission. So we would love to -- you know, to work with CT and to bring this within -- you know, underneath that umbrella.

12DR. KREMERS: That's great. Thank you, Mr.13Logan. And are you currently using an ADE course14code for that or a CT?

1

2

3

4

5

6

7

8

9

10

11

15 SUPT. LOGAN: We're actually -- we're using --16 so we tied a grade to our NOBLE 101, which is an ADE course code -- number 101, 201 and 301, which is an 17 ADE course code -- and had some real-world learning 18 components in it. That program was piloted at eSTEM. 19 20 My co-founder, Trish Flanagan, was the original CEO of NOBLE whenever it was started -- or founder of 21 I mean, it's kind of -- it has morphed into a 22 NOBLE. curriculum that the ADE-approved. So (inaudible due 23 to phone cutting out) with the NOBLE program; it had 24 25 a lot to do with social entrepreneurship, social good

1 entrepreneurship, and an apprenticeship type program. So it fits well. Our internship program does fit 2 within that, as well as our advisory program fits in 3 And so we're using that NOBLE coding right now, 4 it. 5 but we'd be interested in separating out the NOBLE from the internship and having two different codes 6 7 working there. 8 That's great. Okay. Thank you. DR. KREMERS: 9 CHAIRMAN PFEFFER: Okay. 10 SUPT. LOGAN: You're very welcome. CHAIRMAN PFEFFER: Okay. Dr. Williams has a 11 12 question. 13 DR. WILLIAMS: Yes. SUPT. LOGAN: Sure. 14 15 DR. WILLIAMS: And this may be one for either 16 Mr. Logan or ADE. This is -- the request is only for a waiver for 30 minutes on Wednesday. Is that too 17 restrictive? Do you need the flexibility -- are 18 internships only going to be on Wednesday for the 19 rest of the existence of the school? Or is there a 20 need for any flexibility to -- maybe next year 21 22 internships may be on a Tuesday or something? 23 MS. PERRY: Well --SUPT. LOGAN: 24 Right. 25 MS. PERRY: -- the actual request is for just

1 the Planned Instructional Day. DR. WILLIAMS: Okay. 2 MS. PERRY: It's not -- it won't specifically 3 state that it's for 30 minutes on Wednesday. 4 It's 5 just for the standard that's associated with this title. 6 7 DR. WILLIAMS: Okay. 8 MS. PERRY: So they'll still have that 9 flexibility. DR. WILLIAMS: To move it from day to day, as 10 needed, in the future? 11 12 MS. PERRY: Uh-huh. 13 DR. WILLIAMS: Okay. That's what I needed. Thank you. 14 15 SUPT. LOGAN: I will speak a little bit to that though. [Inaudible due to phone cutting out]. We're 16 17 not exploring that option right now. We just feel like we need to -- we need instructional time until 18 you really get your internship program locked down 19 20 where you know it's a valued learning experience that -- you know, that that's well supported with the 21 22 school, well scaffolded with the school. Their 23 recommendation has been to not explore that 10 days of internship. So, you know, we're going to -- for 24 25 the remainder of our charter, for the remaining two

1 years we're going to stick with the one day of internships at this point and then re-evaluate at the 2 end of that. 3 DR. WILLIAMS: Okay. 4 Thank you. 5 CHAIRMAN PFEFFER: Okay. SUPT. LOGAN: You're welcome. 6 7 CHAIRMAN PFEFFER: Mr. Baldwin now has a 8 question. 9 MR. BALDWIN: Can you describe for us what an 10 internship program looks like? SUPT. LOGAN: Absolutely, I'd love to. 11 So our students enter in and they -- a lot of times you'll 12 13 see internships are aligned with specific industry -and we do actually have some students that are 14 15 involved at [inaudible]; they just started the 16 internship program up here in Fort Smith. And so we have one student that's participating in that. 17 So the way ours works is when a student enters 18

19 the 10th grade their advisor oversees sort of a 20 career development curriculum or career exploration 21 curriculum for them. And we're real excited about 22 the opportunity to use Naviance or one of the other 23 platforms -- and the State is providing those for us 24 for next year, because we've been exploring paying 25 for one ourselves. So we're excited that's going to

1 be an option next year [inaudible]. We're going to be at the fair in June to look at those and know 2 which one we want to use. But they come in and they 3 do a variety of interest inventories, career 4 5 exploration pieces. They also start to kind of get taught what it means to be professional in the 6 7 workplace. And what they do at that point is once they kind of narrow in on some areas they may want to 8 focus on, they go through an exploration process. 9 So 10 they'll call 10 manifestations of that industry or of that occupation within our area. They'll call those 11 10, and from those 10 -- basically they're just 12 13 informational interviews at this time. After that, they narrow that down. Hopefully out of those 10 14 15 some of them seem receptive to potentially doing a 16 shadow day. So they'll go on three to four shadow 17 days out of those initial 10, as they narrow them down. And then after those shadow days -- and 18 hopefully -- it's almost like a speed-dating process 19 -- in hopes that one of those kind of starts to 20 culminate into an internship. Once they say, "I 21 think I want to do my internship at this place," we 22 call back for employment and see if they're 23 interested in hosting the student. At that point the 24 25 student's advisor will go out to an internship set-up

meeting and they'll lay out sort of the groundwork of what the internship is, what the student's expectations are around that, what the check-in procedures are, all that sort of thing. And then the student stays in that internship for a couple of weeks, just journaling on what they're seeing, what they're interested in. And at that point the advisor goes back to the internship site and they do what's called a project set-up meeting -- because our interns are not just supposed to be there sleeping and making coffee or doing things like that; they're actually supposed to be exploring a project that they're interested in that's going to bring benefit to the internship site, as well as, you know, feed the student's interest. So, you know, that can look a lot of different ways. You know, we have students who stay and do their campaigns for the Humane Society. We have one student that interns with a local gas company who is actually doing gas well auditing for them -- which how he finds that interesting [inaudible]. But he's very interested in mathematics and accounting and things like that. And so it just depends -- so what kind of steps -- it's not tied to a specific industry; it's really tied to the interest. At the end of the semester students do

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

finals, called exhibitions, and students come back and they present to their classmates for 25 minutes. They catalog a lot of their learning that they've had, within the school building as well, project out their goals. But a big piece of that exhibition is where they talk about what they've done with their internship, what their project was, they demonstrate something from their project or they can demonstrate to their classmates -- and really kind of encapsulate what they've learned out of that internship process. And so at the end of the semester they may go back to that internship and they can go through the process If they found out that I'm not interested in again. that field or, you know, this isn't a good fit, then they may start the inquiry process again and start finding a new internship.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17 CHAIRMAN PFEFFER: Okay. This is Ivy Pfeffer. And my question may be actually a little bit more for 18 Department staff. But as I was looking through this 19 20 and as I listened to you, it seems as if, you know, students may be actually -- there may be increased 21 learning time. And I know that's not part of the 22 planned instructional day, but at the same time it is 23 part of their planned -- their plan for success 24 25 there. So I just want to verify with the Department

that we feel that this is the most appropriate waiver for them. And is this waiver necessary in order for these students to have the opportunities that you're describing? Because I love the sound of the opportunities and that all students are getting this -- you know, getting an opportunity to do this. But is this a -- I guess is this a necessary waiver?

1

2

3

4

5

6

7

8 MS. PERRY: Well, when checking for their -well, for any school's adherence to the standard, we 9 10 look at the bell schedule. So we look at the weekly schedule, the bell schedule for the actual class and 11 the course for the actual school itself. And so when 12 you look at the actual bell schedule, it's short; it 13 falls short, even though there may be some extended 14 15 learning opportunities. But it does come up short 16 the 30 minutes on those Wednesdays; so it would be essentially 30 minutes a week. So as far as what's 17 documented, it's not going to fulfill the 18 requirements to meet the standard as it's set of the 19 20 six-hour instructional day every day, because it's short on one of those days. 21

CHAIRMAN PFEFFER: But is that really a reason to have a waiver from the Planned Instructional Day or is it -- is that more just our problem with the documentation part that we need to look at how maybe

2 \_ \_ Yes, ma'am. 3 SUPT. LOGAN: CHAIRMAN PFEFFER: -- you know, your staff are 4 5 still working the -- you know, the appropriate number of days based on their contracts and things like 6 7 that. So I guess I'm just trying to think through is this something -- maybe Ms. Coffman may help me out 8 9 here. MS. COFFMAN: Deborah Coffman, Department of Ed. 10 Yes, they would need a waiver of 1-A.5.2. They 11 would need that to be in their list of waivers. 12 13 CHAIRMAN PFEFFER: Okay. All right. Panel Members, does anyone else have a question? 14 15 Okay. Mr. Logan, do you have anything you'd --16 anything else to mention to us? SUPT. LOGAN: No, I don't think so. 17 Ι appreciate your thoughtful questions and thank you 18 all for hearing us on this and sort of -- because I 19 20 know we're doing things that are a little bit different and -- but thanks for, you know, having 21 22 faith in us to sort of carry through with what we're 23 trying to accomplish here.

better to do that? Because, Mr. Logan, I'm assuming

1

24CHAIRMAN PFEFFER: Okay. Ms. Hyatt, are there25any remaining issues regarding this item?

MS. HYATT: (Shaking head from side to side.) 1 CHAIRMAN PFEFFER: All right. So I think at 2 this time I will accept a motion for this amendment 3 request, if there's not any more questions. 4 5 MR. WILSON: I move the approval of the 6 amendment. 7 CHAIRMAN PFEFFER: I have a motion to approve. 8 DR. WILLIAMS: Second. 9 CHAIRMAN PFEFFER: And a second. Any discussion? 10 11 All those in favor of the motion say "aye." (UNANIMOUS CHORUS OF AYES) 12 13 CHAIRMAN PFEFFER: Any opposed? Okay. So, Panel, if you'll take a minute to 14 15 record your votes. And congratulations; your 16 amendment request has been approved. SUPT. LOGAN: Thank you so much. I appreciate 17 18 it. CHAIRMAN PFEFFER: And if you want to stay on 19 the line, we'll read through our feedback and that 20 21 way you'll have that information. [A FEW MOMENTS OF SILENCE] 22 23 CHAIRMAN PFEFFER: Okay. Mr. Wilson, we'll let you qo first. 24 25 MR. WILSON: I voted for the motion. I think

1 the school needs the flexibility to accomplish their stated mission, and it seems like they are. 2 CHAIRMAN PFEFFER: Okay. Mr. Rogers noted that 3 he has no concerns and voted for the motion. 4 Dr. Williams. 5 DR. WILLIAMS: I support the motion. 6 The 7 amendment will allow Future School students the 8 opportunity to participate in internships that will 9 enhance learning opportunities. 10 CHAIRMAN PFEFFER: Dr. Kremers. DR. KREMERS: I support the motion to approve 11 the waiver for seat time instructional hours to 12 13 provide internship learning opportunities. CHAIRMAN PFEFFER: Okay. And Mr. Baldwin. 14 15 MR. BALDWIN: I also support the motion. I feel the waiver is appropriate and supports the internship 16 17 program. CHAIRMAN PFEFFER: Okay. Thank you very much. 18 And, Mr. Logan, I think Dr. Kremers will probably be 19 available if you all do have any questions on the 20 internships and as you want to expand those into 21 22 those career pathways. So I would encourage you to 23 reach out to her as well. Thanks. We look forward to doing 24 SUPT. LOGAN: 25 that. And I'm going to go graduate some kids today.

1 CHAIRMAN PFEFFER: Okay. Congratulations. SUPT. LOGAN: 2 Thanks again. REQUEST FOR OPEN ENROLLMENT CHARTER SCHOOL AMENDMENT -3 A-2: CAPITAL CITY LIGHTHOUSE CHARTER SCHOOL 4 5 CHAIRMAN PFEFFER: All right. So our next agenda item -- hang on just a moment, let me find my 6 7 place here; my pages are mixed up. Yes, okay. So 8 the next item on our agenda is a request for a 9 charter school amendment for Capital City Lighthouse 10 Charter School. So, Ms. Perry, will you tell us about this amendment request? 11 12 MS. PERRY: Sure. On October 15, 2014, the Charter Authorizing Panel approved the application 13 for Capital City Lighthouse Charter School. 14 The 15 charter is approved to serve students in grades K-12 with a maximum enrollment of 750. Superintendent 16 17 Lenisha Roberts is present today to request amendments to the current charter. 18 CHAIRMAN PFEFFER: Okay. Will all 19 20 representatives of the charter and anyone speaking in opposition please stand to receive the oath? Okay. 21 If you'll raise your right hand -- do you swear or 22 23 affirm the testimony you're about to give shall be the truth, the whole truth and nothing but the truth? 24 25 (ALL SPEAKERS ANSWERED AFFIRMATIVELY)

CHAIRMAN PFEFFER: Okay. And you have 20 1 2 minutes to present to us. 3 SUPT. ROBERTS: Good morning. We are requesting to --4 5 CHAIRMAN PFEFFER: Please state your name and title for the record. 6 7 SUPT. ROBERTS: Lenisha Roberts, superintendent 8 for Capital City Lighthouse Charter School. 9 Today we come requesting two amendments; one is for Uniform Dates, as well as the District 10 Student/Guidance Counselor Ratio. We did receive a 11 12 one-year waiver from the Commissioner for the remainder of this year, but we want to request this 13 waiver for the duration of our charter. 14 15 So with the Uniform Dates, we currently have 190 16 school days for our students. And, of course, the 17 surrounding districts, they always get out a little earlier than we do, which sometimes, if parents have 18 kids in both those schools and ours, it could cause 19 20 some attendance issues. So we would like the flexibility to start before August 13th -- if need 21 be, to move up the time to have more instructional 22 23 time as well before State testing at our school. So we're asking for that waiver. 24 25 The District Student/Counselor -- Student/

1 Guidance Counselor Ratio, we're also requesting that amendment. We do provide those services and we do 2 contract with a counseling center to provide all 3 those services. But we also make sure that our 4 5 students are receiving those services through our advisory where teachers are really working with the 6 7 students on college and career readiness, as well as 8 social and emotional learning -- but we do provide 9 those services within our charter. And we have previously had these waivers with our initial charter 10 11 approval. 12 CHAIRMAN PFEFFER: Okay. Is there anyone here 13 to speak in opposition? MS. HYATT: (Shaking head from side to side.) 14 15 CHAIRMAN PFEFFER: No. All right. 16 Are you ready for questions? 17 SUPT. ROBERTS: Yes, ma'am. 18 CHAIRMAN PFEFFER: All right. I'll start down here on my right. Do you have any questions, Mr. 19 Baldwin? 20 MR. BALDWIN: So I'm reading your waiver 21 22 request. Help me -- your requested Start Date for --23 August 13th is the date? SUPT. ROBERTS: That's just when we're starting 24 25 this year. But we put that down in order -- if we

needed to have the flexibility to push it up, we want 1 2 \_ \_ 3 MR. BALDWIN: How far would you push it? SUPT. ROBERTS: Just a week. 4 5 MR. BALDWIN: Just a week? 6 SUPT. ROBERTS: Just a week. 7 CHAIRMAN PFEFFER: And so I do want to be clear 8 though. I think in the application it says "we are 9 requesting a start date of August 13th?" 10 SUPT. ROBERTS: Yes, ma'am. So we are this year, but next year we'll probably pull it up. 11 Because we don't have -- we didn't talk with teachers 12 13 about like that this year, but we do want to have that in there in order to -- if we need to, for the 14 15 upcoming years. We are starting August 13th this 16 year. 17 CHAIRMAN PFEFFER: This year? 18 SUPT. ROBERTS: Yes, ma'am. CHAIRMAN PFEFFER: But -- okay. And I just want 19 to make sure then it would be clear that then the ask 20 would be going a week earlier than August 13th? 21 SUPT. ROBERTS: Yes. 22 Yes. 23 CHAIRMAN PFEFFER: Okay. In the future? SUPT. ROBERTS: Yes, ma'am. 24 That is correct. 25 CHAIRMAN PFEFFER: Okay. And you do -- you said

1 you do have 190 days --2 SUPT. ROBERTS: One hundred and --CHAIRMAN PFEFFER: -- of student/teacher 3 interaction? 4 5 SUPT. ROBERTS: Yes, ma'am, 190. 6 CHAIRMAN PFEFFER: So that's 12 more than what your surrounding school districts would have; 7 8 correct? 9 SUPT. ROBERTS: Yes, ma'am. 10 CHAIRMAN PFEFFER: Okay. Questions? 11 No questions? DR. WILLIAMS: I just need a little bit of 12 13 clarity here. I thought the same thing -- that August 13th is -- you're requesting a start-date of 14 15 August 13th for this upcoming year. But are we considering a waiver for all future years in this 16 17 request also? 18 CHAIRMAN PFEFFER: I believe that's -- I believe that's what she's asking. 19 20 SUPT. ROBERTS: That's correct. 21 CHAIRMAN PFEFFER: So for the 2020-21 school 22 year they can be starting as early as August 6th; 23 right? 24 SUPT. ROBERTS: That is correct. 25 DR. WILLIAMS: Okay. So August 13th is the

1 current start-date --SUPT. ROBERTS: Yes. 2 3 DR. WILLIAMS: -- for this coming year? SUPT. ROBERTS: Yes, sir. 4 5 DR. WILLIAMS: And you're requesting a week prior to. Okay. And this will allow you to balance 6 7 the days between semesters, get more time in before 8 testing and so-forth. Will you end school early -- a 9 week earlier now? SUPT. ROBERTS: Yes. That would allow us to end 10 earlier, which right now we're going at least two 11 weeks after the surrounding schools. 12 13 DR. WILLIAMS: Okay. That's what I needed to know. Thank you. 14 15 SUPT. ROBERTS: Yes, sir. 16 CHAIRMAN PFEFFER: Okay. Mr. Rogers. 17 [A FEW MOMENTS OF SILENCE] 18 CHAIRMAN PFEFFER: Do you have questions? MR. ROGERS: No. 19 20 CHAIRMAN PFEFFER: Okay. Mr. Wilson? 21 MR. WILSON: No. CHAIRMAN PFEFFER: 22 No? 23 I do have a couple of questions then about your quidance counselor --24 SUPT. ROBERTS: Yes, ma'am. 25

CHAIRMAN PFEFFER: -- the ratio. Okay. And so you -- this is a waiver that you have had in the past?

SUPT. ROBERTS: Yes, ma'am.

1

2

3

4

5

6

7

8

9

10

25

CHAIRMAN PFEFFER: Okay. So talk to me a little bit about what this looks like. Because I think this would be one that would give me concern as far as are students getting the right type of support that they need. So can you talk to me a little bit about what that would look like?

11 SUPT. ROBERTS: So, yes, ma'am. We do contract 12 with counseling centers to provide services for our students. We also have a culture coordinator at 13 every site that provides those services with our 14 15 students where it relates to social and emotional learning, college and career readiness, as well as we 16 17 have advisory built in where our teachers receive training to also provide services with students. But 18 our counseling agency really provides the bulk of the 19 ongoing support with our school. We do have one 20 that's -- we have them on-site that are there during 21 the week for therapeutic case management, as well as 22 23 all other services through the agency, as well as partnering with the families. 24

CHAIRMAN PFEFFER: Okay. So do you though have

a guidance counselor hired by the district? Do you 1 have someone who fulfills that role? 2 SUPT. ROBERTS: Yes. We work with -- specific 3 teachers have specific groups of kids that they 4 5 particularly work with daily. CHAIRMAN PFEFFER: Okay. But do you --6 7 SUPT. ROBERTS: No. 8 CHAIRMAN PFEFFER: -- do you have a guidance 9 counselor? 10 SUPT. ROBERTS: We -- no. We have a waiver for the licensure for guidance counselor, but we don't 11 12 have a particular -- like one set person --13 CHAIRMAN PFEFFER: Okay. SUPT. ROBERTS: -- with our students. We have 14 15 approximately 200 students. 16 CHAIRMAN PFEFFER: Okay. 17 MS. PERRY: Can I just also add just very quickly for some clarity, because it'll come up again 18 with another school that's asking for the same 19 waiver. Under the old set of standards --20 CHAIRMAN PFEFFER: You may need to get in the 21 22 microphone, Ms. Perry. 23 MS. PERRY: I'm sorry. Under the old set of standards, a couple of the charters actually had a 24 25 waiver from the Guidance Counselor position and also

1 the ratio requirement. During the standards transition last fall we didn't catch -- they didn't 2 3 necessarily catch the ratio component. So a couple of them were missing the ratio component, so they had 4 5 to come back and get the one-year standards waiver. CHAIRMAN PFEFFER: 6 Okay. 7 MS. PERRY: So they had the -- you know, the 8 waiver of the position, but just not the ratio. 9 CHAIRMAN PFEFFER: Okay. So this school already 10 has a waiver from the position? MS. PERRY: 11 They do. 12 CHAIRMAN PFEFFER: Okay. Just not from the 13 ratio. Okay. And so I think what I would ask you to do then 14 15 is just to consider in the future if having a waiver 16 from that position really is long-term what you want 17 to be looking at, because I know you've been here and we've looked at some adjustments that you're making. 18 I just feel very strongly that the role of the school 19 20 counselor -- and even though you may be providing services to kids, there are -- you know, we want to 21 22 make sure kids are being taken care of. 23 SUPT. ROBERTS: Yes, absolutely. 24 CHAIRMAN PFEFFER: Okay. So we can --25 SUPT. ROBERTS: Yes, ma'am.

1 CHAIRMAN PFEFFER: We can have that conversation in the future. 2 3 SUPT. ROBERTS: Yes, ma'am. MS. PERRY: One last thing. 4 5 CHAIRMAN PFEFFER: Yes, ma'am. MS. PERRY: Their contract ends June 30th of 6 7 2020, so they'll be up for renewal shortly. 8 CHAIRMAN PFEFFER: Okay. Thank you, Ms. Perry. 9 Okay. 10 DR. WILLIAMS: Just a follow-up question. As part of the waiver, it says "the ability to maximize 11 12 instructional funding." Can you explain that? SUPT. ROBERTS: On the Uniform --13 DR. WILLIAMS: Yeah. It says -- and there are 14 15 some excellent reasons of why you're requesting the 16 -- for the following reasons, and one of the reasons 17 was the ability to maximize instructional funding. And I just didn't quite -- to better balance the 18 number of days a semester makes sense; extra time for 19 20 students and so-forth, more instructional days before testing -- all of that is great. The ability to 21 22 maximize instructional funding just kind of caught my 23 eye and I wasn't quite -- you know, I'm sure you're already maximizing --24 25 SUPT. ROBERTS: Well, yes. We already have the

1 teachers on contract; they're on contract 210 days. And so just to go ahead and just make sure we're just 2 maximizing their time --3 DR. WILLIAMS: Okay. 4 5 SUPT. ROBERTS: -- as well. DR. WILLIAMS: It's teacher contracts? 6 7 SUPT. ROBERTS: Yes. 8 DR. WILLIAMS: That's --9 SUPT. ROBERTS: Yes. 10 DR. WILLIAMS: -- the part I was missing. SUPT. ROBERTS: Yes. 11 12 DR. WILLIAMS: Okay. Thank you. 13 CHAIRMAN PFEFFER: All right. Panel, any other questions? 14 15 All right. Are there -- Ms. Hyatt, are there 16 any remaining issues that we need to consider? MS. HYATT: (Shaking head from side to side.) 17 18 CHAIRMAN PFEFFER: All right. Anything else for 19 us? 20 SUPT. ROBERTS: No, ma'am. That's it. CHAIRMAN PFEFFER: Okay. Well, seeing that we 21 22 don't have any other -- I will entertain a motion as 23 to whether or not to approve this amendment request. DR. WILLIAMS: I move to approve the amendment 24 25 as requested.

32 1 MR. WILSON: Second. 2 CHAIRMAN PFEFFER: Okay. I have a motion and a 3 second. Any discussion? 4 5 Okay. All those in favor say "aye." 6 (UNANIMOUS CHORUS OF AYES) 7 CHAIRMAN PFEFFER: Any opposed? 8 All right. Panel Members, if you'll record your 9 decision? Congratulations. 10 11 SUPT. ROBERTS: Thank you. [A FEW MOMENTS OF SILENCE] 12 13 CHAIRMAN PFEFFER: Okay. Mr. Rogers, we'll start with you on giving feedback. 14 MR. ROGERS: I voted for the motion. I support 15 the amendment and see no concerns with the request. 16 CHAIRMAN PFEFFER: Dr. Kremers. 17 18 DR. KREMERS: I support the motion to approve the waiver to allow more flexibility and alignment 19 with surrounding districts. 20 21 CHAIRMAN PFEFFER: Mr. Baldwin. 22 MR. BALDWIN: I support the motion for the same 23 flexibility standards. 24 CHAIRMAN PFEFFER: Okay. Dr. Williams. 25 DR. WILLIAMS: I support the motion. The waiver

1 will allow more days for teaching and learning prior to testing, more closely aligned to surrounding 2 schools' ending date, and a better balance of days in 3 each semester. 4 5 CHAIRMAN PFEFFER: Mr. Wilson. MR. WILSON: I supported the motion. 6 I have no concerns with the request. 7 8 CHAIRMAN PFEFFER: Okay. Thank you everyone. 9 A-3: REQUEST FOR OPEN ENROLLMENT CHARTER SCHOOL AMENDMENT -HAAS HALL ACADEMY 10 CHAIRMAN PFEFFER: And we will move on to Item 11 12 Number 3 on our Action Agenda, which is an amendment 13 request from Haas Hall Academy. MS. PERRY: On January 12, 2004, the State Board 14 15 of Education approved the application for Haas Hall The charter is approved to serve students 16 Academy. in grades 7 through 12 with a maximum enrollment of 17 18 941. Superintendent Martin Schoppmeyer is on the phone to request amendments to the current charter. 19 20 CHAIRMAN PFEFFER: Okay. Dr. Schoppmeyer, are you there? 21 22 [A MOMENT OF SILENCE] 23 SUPT. SCHOPPMEYER: I'm here. I'm sorry. CHAIRMAN PFEFFER: Okay. I'm going to go ahead 24 25 and we need to swear you in.

SUPT. SCHOPPMEYER: Yes, ma'am.

2 CHAIRMAN PFEFFER: Okay. Do you swear or affirm 3 that the testimony you're about to give shall be the 4 truth, the whole truth, and nothing but the truth? 5 SUPT. SCHOPPMEYER: Yes, ma'am. 6 CHAIRMAN PFEFFER: Okay. You'll have 20 minutes

7 to present your request.

1

8

SUPT. SCHOPPMEYER: Thank you.

9 Madam Chair and Distinguished Members of the
10 Charter Authorizing Panel, good morning; I would like
11 to thank you for the opportunity to call in this
12 morning, as I have another engagement right after
13 this.

Haas Hall Academy is requesting a waiver of 4-14 15 C.2, Principal Licensure Requirements. We currently hold a waiver of Statute ACA 16-17-302, Principal 16 Licensure. We request a waiver of the standard 4-C.2 17 for Principal Licensure Requirements to fully 18 effectuate the Principal Licensure waiver. Haas Hall 19 Academy currently has a waiver of Certification and 20 requests a waiver of 4-C.2, Principal Licensure 21 22 Requirements.

Haas Hall Academy is also requesting a waiver of
Standard 4-E.2, District Student/Guidance Counselor
Ratio. We currently possess a waiver of 4-E.1,

Guidance Counselor. Under the old 2015 Standards for Accreditation we have waivers for 16.0, Support Service, specifically 16.01.1, Guidance Program, 16.01.2, Counselor or Guidance Position, and 16.01.3, District Student/Guidance Counselor Ratio.

1

2

3

4

5

During the standards transition process, the 6 7 District Student/Guidance Counselor Ratio standard 8 was not captured. Andrea Broshears is in charge of 9 testing. Haas Hall Academy employs two guidance 10 counselors who are independent contractors, who are responsible for the social and emotional services for 11 12 our scholars. Ample space is allotted for each 13 counselor to carry out their duties.

I'd like to start this beginning in the fall of
2019, and have it through the duration of the charter
please.

17 CHAIRMAN PFEFFER: Okay. Thank you for your
 18 presentation.

19Ms. Hyatt, is there anyone to speak in20opposition?

21MS. HYATT: (Shaking head from side to side.)22CHAIRMAN PFEFFER: Okay. So, Panel, we will23move on to questions.

24 MR. WILSON: I have no questions.

25 CHAIRMAN PFEFFER: No questions.

1 Okay. Dr. Williams? 2 DR. WILLIAMS: Oh, absolutely. 3 CHAIRMAN PFEFFER: Okay. Dr. Schoppmeyer, Dr. Williams has questions. 4 5 DR. WILLIAMS: Good morning, Dr. Schoppmeyer. SUPT. SCHOPPMEYER: Good morning, Dr. Williams, 6 7 sir. 8 DR. WILLIAMS: Quick guestion: I was -- I 9 understand -- could you give me a little bit of 10 background on the two individuals that are currently serving as headmasters? I'm assuming that the 11 principalship waiver would affect these two 12 individuals? 13 SUPT. SCHOPPMEYER: Correct. Yes, sir. 14 15 DR. WILLIAMS: Okay. 16 SUPT. SCHOPPMEYER: I've got Larry Henry, who 17 has been on staff for four years now; he's been headmaster of the Rogers campus for two. He is a 18 phenomenal, just a phenomenal guy. And then here on 19 20 the Fayetteville campus, Marilyn Schoppmeyer, my mother, who's not paid; she's just a volunteer. 21 She 22 has over 30 years experience and was Florida's 23 Teacher of the Year; so she's really a mentor to me. DR. WILLIAMS: Okay. I understand on Ms. 24 25 Schoppmeyer. What's a little bit of Mr. Henry's

background?

1

SUPT. SCHOPPMEYER: Mr. Henry was ex-military 2 and he also ended up being a newscaster for Channel 5 3 News and he's a journalist. And so his forte 4 5 initially was to help us get our journalism program up to par for what Haas Hall Academy wants to have. 6 7 And we now have a newspaper that's been in the Hall 8 of Fame and we have a yearbook that's in the Arkansas 9 Scholastic Hall of Fame. And so that's his 10 background. DR. WILLIAMS: Okay. 11 12 SUPT. SCHOPPMEYER: And when I needed a leader 13 for Rogers he was the logical choice, in my opinion. DR. WILLIAMS: Okay. Just a follow-up question: 14 15 Rogers has been open now for how many years? Has it 16 completed one year or two years? SUPT. SCHOPPMEYER: It's just going to be 17 completing its second year. 18 DR. WILLIAMS: Okay. And how have things been 19 going over there under his leadership? 20 SUPT. SCHOPPMEYER: Haas Hall in Rogers is the 21 third-ranked school in the state of Arkansas, behind 22 23 Haas Hall Bentonville, behind Haas Hall Fayetteville; and then number four is Haas Hall Springdale. 24 25 DR. WILLIAMS: Okay.

1 SUPT. SCHOPPMEYER: So Larry is doing a phenomenal job creating a culture of academic 2 awareness and one that inspires scholars to achieve. 3 DR. WILLIAMS: Okay. Thank you. That answers 4 5 my question. 6 SUPT. SCHOPPMEYER: Yes, sir. Thank you, sir. 7 CHAIRMAN PFEFFER: Mr. Rogers, did you have a 8 question for Dr. Schoppmeyer? 9 MR. ROGERS: No. 10 CHAIRMAN PFEFFER: Ms. Perry, can you -- my question, I think, is one you can answer. So, with 11 12 both of these -- these are, again, kind of a clean-up from the transition from our old standards to new. 13 They had already either -- had these waivers in the 14 15 past and now just need it because of the change in 16 standards; is that correct? MS. PERRY: Correct. 17 18 CHAIRMAN PFEFFER: Okay. All right. Any other questions from the Panel? 19 Ms. Hyatt, are there any remaining issues? 20 21 MS. HYATT: (Shaking head from side to side.) 22 CHAIRMAN PFEFFER: Okay. 23 Dr. Schoppmeyer, anything else? SUPT. SCHOPPMEYER: No, ma'am. Thank you for 24 25 your time today.

CHAIRMAN PFEFFER: All right. 1 So, Panel Members, we have an amendment request from Haas Hall. 2 Do I have a motion? 3 MR. BALDWIN: Motion. 4 5 DR. KREMERS: Second. CHAIRMAN PFEFFER: Okay. So I have a motion and 6 7 a second to approve the amendment request. 8 Any discussion? 9 All those in favor say "aye." (UNANIMOUS CHORUS OF AYES) 10 CHAIRMAN PFEFFER: Any opposed? 11 12 All right. Congratulations, Dr. Schoppmeyer; 13 your amendment request was approved. Thank you very much. 14 SUPT. SCHOPPMEYER: 15 CHAIRMAN PFEFFER: Okay. The Panel will record 16 [A FEW MOMENTS OF SILENCE] 17 18 CHAIRMAN PFEFFER: Okay. And I'm going to break the tradition of having each one of you read out your 19 20 responses because these are all pretty brief and all stating the same thing -- but based on the fact that 21 the panel members didn't have concerns and that this 22 23 is pretty much cleaning up waivers that were already in place; I think that was the justification. 24 25 So thank you, Dr. Schoppmeyer.

1 SUPT. SCHOPPMEYER: Thank you very much. Have a nice afternoon. 2 REQUEST FOR OPEN ENROLLMENT CHARTER SCHOOL AMENDMENT -3 A-4: JACKSONVILLE LIGHTHOUSE CHARTER SCHOOL 4 5 CHAIRMAN PFEFFER: All right. We are moving right along. We are to Item Number 4; is that 6 7 correct, Ms. Perry? 8 MS. PERRY: Yes, ma'am. 9 CHAIRMAN PFEFFER: All right. This is a request 10 for an amendment for Jacksonville Lighthouse Charter School. So, Ms. Perry, please update us. 11 12 MS. PERRY: On November 3, 2008, the State Board of Education approved the application for 13 Jacksonville Lighthouse Charter School. The charter 14 15 is approved to serve students in grades K-12 with a 16 maximum enrollment of 1,019. Superintendent Lenisha 17 Roberts is appearing before the Charter Authorizing Panel to request amendments to their charter. 18 CHAIRMAN PFEFFER: All right. And I guess let's 19 20 go ahead and swear in again. Do you swear or affirm that the testimony you're giving shall be the truth, 21 22 the whole truth, and nothing but the truth? 23 SUPT. ROBERTS: Yes. CHAIRMAN PFEFFER: Okay. Go ahead and state 24 25 your name again for the record and you're recognized.

SUPT. ROBERTS: Okay. Lenisha Roberts, superintendent, Jacksonville Lighthouse Charter School.

1

2

3

4

5

6

7

8

9

10

So today we come before you to request two amendments -- one, again, for the Uniform Dates, and the second for the waiver for Principal Licensure. Both of these we had before in our initial charter and we're just trying to get them switched over -one, the Principal Licensure, to the new standards -to be under the new standards.

So as for the Uniform Dates, the same reasons as before. We are 190-day student days, 210 teacher days, and we do want to be allowed that flexibility to be more in line with the surrounding district schools, especially with ending the school year. But it will allow us to have more time on the front-end for instruction versus the back-end.

As for the Principal Licensure, we do want to be 18 allowed the opportunity to attract the top talent 19 20 from out-of-state if they don't actually hold that Arkansas licensure initially, as well as just being 21 open to strong instructional leaders that we see in 22 23 buildings that we may currently have or around the state that are in the process of obtaining that 24 25 licensure. But we do want to also have that

flexibility with the Principal Licensure. 1 But, again, that licensure -- principal waiver is under 2 the old standards and we did have it initially in our 3 previous --4 5 CHAIRMAN PFEFFER: Okay. All right. Is there anyone here to speak in opposition? 6 7 MS. PERRY: (Shaking head from side to side.) 8 CHAIRMAN PFEFFER: All right. Panel Members, do 9 you have questions? 10 Dr. Kremers. DR. KREMERS: I think for the qualifications and 11 12 licensure, as far as the out-of-state, is the plan 13 for the principal to be based here or will they be based somewhere else with that license? 14 15 SUPT. ROBERTS: They're based here. But if they 16 apply and they're from out-of-state and we end up bringing them in is what I was --17 DR. KREMERS: But they wouldn't be working from 18 another --19 20 SUPT. ROBERTS: No, no, no, no, no -- not as 21 principal. No, ma'am. DR. KREMERS: What is the barrier that would 22 23 prevent them from going ahead and obtaining the correct licensure to be qualified in Arkansas? 24 25 SUPT. ROBERTS: Right. So as of right now just

reciprocity for some. But it just depends; we haven't had that issue. We've pretty much had our leaders in place, so it hasn't been -- but that was one of the rationales when we initially put that waiver into place and said we want to be able to attract them. The ones that we've attracted and that already had licensure, they received reciprocity. So we haven't had that issue. DR. KREMERS: And then along with that, it's for both qualifications and responsibilities. Are there plans for the responsibility to change as well?

1

2

3

4

5

6

7

8

9

10

11

12

15

16

SUPT. ROBERTS: No. I mean, they still would serve as -- I mean, do the work of just a principal; 13 no responsibility shifts. 14

DR. KREMERS: So it's kind of a request of a maybe or just in case?

SUPT. ROBERTS: Just in case. We haven't had 17 that issue at all as it relates to that. But we do 18 have principals now -- we do have some that do not 19 20 have certifications that are working towards their certification. 21

DR. KREMERS: Are there a lot of other instances 22 23 where we -- I think this is a request to staff -- are there any other waivers of this particular waiver 24 25 currently with the new standards?

1 CHAIRMAN PFEFFER: And I'm looking here to see -- Ms. Hyatt -- did she step out? 2 3 MR. BALLARD: She stepped out. She'll be right back. 4 5 CHAIRMAN PFEFFER: Okay. So for our staff, Dr. Kremers had asked is the waiver from licensure for 6 7 principals -- is that a common waiver that has been 8 granted to charter schools? 9 MS. PERRY: Actually, it is. 10 CHAIRMAN PFEFFER: Okay. 11 MS. PERRY: Tripp? Actually, it is. 12 CHAIRMAN PFEFFER: Okay. So it's one that had been granted in the past and -- okay. 13 Something that you mentioned -- and I, you know, 14 15 kind of want to pick up on that -- you -- with all 16 the scenarios you gave though you indicated that your -- basically what you would see if that someone will 17 be working toward --18 SUPT. ROBERTS: Uh-huh. 19 CHAIRMAN PFEFFER: -- the licensure 20 requirements. Is that something you've done in the 21 past or is that just a commitment that you would want 22 23 to make that -- you know, you want the flexibility in hiring, but long-term you would seek to have that 24 25 person fully licensed as an Arkansas administrator?

SUPT. ROBERTS: I would say both. As of right now, you know, we have one that just entered the Impact program where they'll be receiving theirs. And so that's my goal for them, and our network goals, to make sure that they do obtain their license.

CHAIRMAN PFEFFER: Okay.

1

2

3

4

5

6

7

8

9

10

11

12

13

25

SUPT. ROBERTS: So that's important. CHAIRMAN PFEFFER: Yes, Mr. Baldwin.

MR. BALDWIN: If we approve this, is it a permanent approval of the waiver, forever, or is there a timeframe that you would have for each principal to obtain the right certifications?

SUPT. ROBERTS: We -- now we are asking for the 14 15 duration of the charter. But is there a timeframe? It just depends on the load. We want to make sure 16 they can balance the work and school. So I am 17 considerate of that as they're going through the 18 process, as long as they're continuing to work 19 20 through the process, because we know that financial obligations do come with that. But they are working 21 towards it -- and I do push that as one of their 22 23 professional goals that they have to have. CHAIRMAN PFEFFER: And this may help. 24 I'm --

hopefully this will help. So currently if a licensed

educator is working to become an administrator that gets hired prior to that, they can be placed on what's called an A-L-C-P, an Alternative Licensure Plan, to complete that work. If the person though wasn't licensed as an administrator initially, then they wouldn't be able to be on that licensure completion plan. So in this case, if someone were hired maybe that had a background but maybe not actually licensed in education, you know, they would be prevented from hiring that person. So it does give them the flexibility. If they had someone in a leadership position that they wanted to be placed as principal in the school, this would allow them the flexibility to do that.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

21

DR. WILLIAMS: That was my concern too, was, one -- you know, the reason I asked the questions of the previous school, of Mr. Schoppmeyer -- Dr. Schoppmeyer, about the individuals in the position -you know, we can grant waivers and you can have some pretty bad people in those positions.

SUPT. ROBERTS: Absolutely.

22 DR. WILLIAMS: And so given the fact that 23 they're already educators makes a difference. But 24 what if they're not educators? Then that would be a 25 concern for me. And we may have good people in the

1 position currently, but there may come a time when those in the position are not as -- educators that we 2 3 would expect them to be. SUPT. ROBERTS: Yes. 4 5 MR. WALTER: Dr. Pfeffer, may I speak briefly? CHAIRMAN PFEFFER: Please state your name for 6 7 the record and you're recognized. 8 MR. WALTER: Will do. Tripp Walter, Staff Attorney, Arkansas Public School Resource Center. 9 10 I just wanted to add one thing that hopefully will allay some of the concerns the board has in the 11 12 Principal Licensure. As you're aware, Lighthouse is a charter management organization and operates not 13 only in Arkansas but several states. 14 My 15 understanding is what they do, probably more so with 16 the building leadership end than with teachers, is they have the ability to pull folks or assign folks, 17 if you will, from other parts of the system to come 18 into the Arkansas schools. Which I think the 19 importance of that is, to address Dr. Williams' 20 question specifically, they are bringing in 21 educators; they are bringing in persons who are --22 23 who have the qualifications and capabilities and have held these roles in the past, just in other states. 24 25 And the only thing that perhaps they would be

lacking, if you will, is, as Ms. Roberts has 1 explained, the licensure piece. 2 DR. WILLIAMS: Okay. 3 MR. WALTER: But they are going to be educators 4 5 experienced in their field. 6 DR. WILLIAMS: Good deal. Thank you. 7 CHAIRMAN PFEFFER: Okay. Any other questions? 8 Okay. If there are no more questions, I'll 9 entertain a motion for this amendment request. MR. WILSON: So moved. 10 11 CHAIRMAN PFEFFER: I have a motion to approve from Mr. Wilson. Do I have a second? 12 13 DR. WILLIAMS: Second. CHAIRMAN PFEFFER: Okay. Any discussion? 14 15 All those in favor say "aye." 16 (UNANIMOUS CHORUS OF AYES) CHAIRMAN PFEFFER: Any opposed? 17 18 All right. Congratulations. Panel Members will record their responses. 19 20 [A FEW MOMENTS OF SILENCE] 21 CHAIRMAN PFEFFER: Okay. Ms. Roberts, the Panel 22 is supportive of the waiver to update with current 23 standards and give you that flexibility or to continue to operate with the flexibility you had. 24 25 Do any panel members want to give any additional

information? 1 I know we had a few concerns expressed about the 2 leadership, but I think that with Mr. Walter's 3 explanation that does help us feel better about the 4 5 quality of leadership that will be sought in your school. So we appreciate your willingness to work 6 7 with them on that. 8 All right. Thank you very much. 9 And I think we will continue on. Does anybody 10 need a short break or are we good-to-go? MR. WILSON: Keep going. 11 12 CHAIRMAN PFEFFER: Keep going. All right. REQUEST FOR OPEN ENROLLMENT CHARTER SCHOOL AMENDMENT -13 A-5: PINE BLUFF LIGHTHOUSE CHARTER SCHOOL 14 15 CHAIRMAN PFEFFER: We are at Item Number 5, 16 which is an amendment request for Pine Bluff Lighthouse Charter School. 17 MS. PERRY: On November 8, 2010, the State Board 18 of Education approved the application for Pine Bluff 19 20 Lighthouse Academy. The charter is approved to serve students in grades K-8 with a maximum enrollment of 21 22 650. Superintendent Lenisha Roberts is appearing 23 before the Charter Authorizing Panel to request amendments to the current charter. 24 25 CHAIRMAN PFEFFER: Okay. And if -- Ms. Hyatt,

1 do we -- if she's been sworn in once, do I keep swearing her in each time? 2 3 MS. HYATT: It's up to you. MR. WILSON: She might not tell the truth this 4 5 time; you never know. CHAIRMAN PFEFFER: All right. We're going to go 6 ahead and keep moving because we know you've been 7 8 sworn in. 9 SUPT. ROBERTS: Yes. CHAIRMAN PFEFFER: So, all right. You have 20 10 11 minutes. 12 SUPT. ROBERTS: Lenisha Roberts, superintendent, 13 Pine Bluff Lighthouse Charter School. Today we're requesting two amendments to our 14 15 waivers, the same as Capital City -- the Uniform 16 Dates, as well as the Guidance Counselor/Student 17 Ratio, for the same reasons: for the flexibility and the surrounding districts and their start -- or end 18 time is really the biggest -- bigger issue and to be 19 allowed that flexibility to give more instructional 20 time on the front-end of the calendar, as well as for 21 the Guidance Counselor/Student Ratio. We do have 22 23 that waiver for guidance counselor, so we are asking for that -- those two. 24 25 CHAIRMAN PFEFFER: All right. So, Panel

Members, this would be identical to the Capital City 1 2 request. 3 Does anyone have any questions? 4 Okay. And when will your charter end for this school? 5 6 SUPT. ROBERTS: It is three years. 7 CHAIRMAN PFEFFER: It's in three years. Okay. 8 SUPT. ROBERTS: We would start the new in 9 August. 10 CHAIRMAN PFEFFER: Okay. 11 SUPT. ROBERTS: But we have to come in yearly --12 CHAIRMAN PFEFFER: Okay. 13 SUPT. ROBERTS: -- for an update. 14 CHAIRMAN PFEFFER: To update? 15 SUPT. ROBERTS: Yes, ma'am. CHAIRMAN PEFFFER: Okay. All right. 16 17 All right. So if there are no questions, I'll 18 entertain a motion. 19 MR. WILSON: Move approval of the waiver 20 request. 21 CHAIRMAN PFEFFER: Okay. I have a --22 DR. KREMERS: Second. 23 CHAIRMAN PFEFFER: -- a motion and a second. All those in favor say "aye." 24 25 (UNANIMOUS CHORUS OF AYES)

1 CHAIRMAN PFEFFER: Any opposed? All right. Congratulations. That amendment 2 3 request has been approved. [A FEW MOMENTS OF SILENCE] 4 5 CHAIRMAN PFEFFER: All right. Ms. Roberts, we appreciate you being here and we will see you in the 6 7 future -- and appreciate you being here for all three of those. 8 9 SUPT. ROBERTS: Thank you. 10 A-6: REQUEST FOR OPEN ENROLLMENT CHARTER SCHOOL AMENDMENT -SIATech CHARTER SCHOOL 11 12 CHAIRMAN PFEFFER: Okay. We'll move on with Item Number 6 on our Action Agenda. Ms. Perry, 13 you're recognized. 14 15 MS. PERRY: On January 10, 2011, the State Board 16 of Education approved the application for School of Integrated Academies and Technologies (or SIATech). 17 The charter is approved to serve students in grades 18 9-12 with a maximum enrollment of 275. School 19 director Katie Hatley is here to request amendments 20 to their current charter. 21 22 CHAIRMAN PFEFFER: Okay. So if I can get all of 23 those who are here to speak regarding this charter to please stand to receive the oath. Okay. Do you 24 25 swear or affirm that the testimony you're about to

give shall be the truth, the whole truth and nothing but the truth?

(ALL SPEAKERS ANSWERED AFFIRMATIVELY)

1

2

3

4

5

6

7

8

CHAIRMAN PFEFFER: Okay. All right. You are recognized. Please state your name for the record and you're recognized, 20 minutes.

> MS. HATLEY: Okay. Good morning. I'm Katie Hatley, the director of SIATech Charter High School.

Madam Chair and other Panel Members, I come 9 10 before you today -- one, the original request was for the Seat -- for the Class Size/Teaching Load waiver. 11 12 We received the one-year request, but we would like for this waiver to be added to our other waivers. 13 And the reason why is our students see their teachers 14 15 twice a day because of the scheduling, and that was 16 the reason, you know, for that. I thought we had it. 17 But in the past we were able to submit an explanation as to why and that was cleared. But for the duration 18 of the charter -- we've always been 100% accredited, 19 20 so we've never had any penalties on that.

21 My second request, reason for coming, is the 22 Board of Directors at SIATech voted to non-renew the 23 contract with the management company. So this caused 24 us to have to request a change in curriculum, change 25 the name of the school and the staffing model, which

the previous model -- the superintendent was the CEO 1 of the -- you know, the CEO of the management 2 company. But moving forward with the change I will 3 serve as the superintendent of the school. 4 5 And these changes will be effective July 1, 2019, and we would like the changes for the duration 6 7 of the charter, the seven-year renewal. 8 CHAIRMAN PFEFFER: Okay. Is there anyone here 9 to speak in opposition? MS. HYATT: (Shaking head from side to side.) 10 CHAIRMAN PFEFFER: Okay. So I guess we're ready 11 12 to move to questions? 13 MS. HATLEY: Yes, ma'am. CHAIRMAN PFEFFER: Okay. Mr. Wilson --14 15 MR. WILSON: Not right now. Thank you. CHAIRMAN PFEFFER: -- any questions? Do you 16 want to wait a minute? 17 I might later. 18 MR. WILSON: Okay. Mr. Rogers? 19 CHAIRMAN PFEFFER: I don't have any right now. 20 MR. ROGERS: 21 CHAIRMAN PFEFFER: Okay. Questions? DR. WILLIAMS: Yes. Quick question for you. 22 23 Does this change your mission in any way -- the name change and so-forth? We're aware of the good work 24 25 that you-all do over there.

MS. HATLEY: Yes, sir. 2 DR. WILLIAMS: And the name-change, is it just a name-change as a result of the fact that you're 3 changing management companies or does that signal a 4 5 change in your curriculum and the work -- I mean, how you go about doing your work? 6 7 MS. HATLEY: Yes, sir. So the mission of -- you 8 know, the wording will change. SIATech is a license 9 brand --10 DR. WILLIAMS: Okay. 11 MS. HATLEY: -- so we could not carry on with 12 that. 13 DR. WILLIAMS: Okay. The name that I put down I just put 14 MS. HATLEY: 15 down because Ms. Perry gave me 10 seconds to come up 16 with a name to submit my paperwork; so that is not the name, Panel, that I would like to move forward 17 with. The actual name that I would like -- and we've 18 searched -- and I work really close with Chris Bell 19 -- is Graduate Arkansas (AR). That's all we do is 20 take that hard to reach population and -- you know, 21 22 and take the steps to get them an accredited diploma. 23 DR. WILLIAMS: So we may see you later with the 24 appropriate name --

1

25

MS. HATLEY: Yes, sir.

1 DR. WILLIAMS: -- at a later date? MS. HATLEY: With a branding. Yes, sir. 2 DR. WILLIAMS: Okay. That's fine. 3 Thank you. DR. KREMERS: What are some of the curriculum 4 5 changes -- curriculum instruction pieces that you plan to change? Because, of course, there's no 6 7 public school rating just by the nature of the 8 charter --9 MS. HATLEY: Yes, ma'am. 10 DR. KREMERS: -- unlike the ESSA scoring and whatnot. But what are some of the changes you plan 11 to do on the curriculum and instruction? 12 13 I'm glad you asked. With the MS. HATLEY: curriculum, CONTECH was a SIATech licensed 14 15 curriculum, competency-based, everything. So we 16 sought out and spoke with and collaborated with five curriculum companies, narrowed it down to two that we 17 really felt that contained rigor but also contained 18 interventions and things to help our students who've 19 20 been out of school for awhile get back on track. And we narrowed that down to Edmentum and Edgenuity. 21 And so I think, you know, after going back and forth, I 22 23 think the board may want to go with Edgenuity. DR. KREMERS: Could you just mention where do 24 25 you see the gap is where you're changing companies?

1 I'm sure it was a multitude of reasons why you're changing the CMO. But really what were the gaps that 2 you're hoping to fill now with this change and who 3 you're looking for in replacement? 4 5 MS. HATLEY: Can I let my business manager speak to that so I don't -- Chris Bell. 6 7 CHAIRMAN PFEFFER: Please state your name for 8 the record, and you're recognized. 9 MR. BELL: It's Chris Bell. I serve as Business 10 Manager for SIATech/Little Rock. To speak to your question, there have been some 11 12 gaps in services that we've seen over the past few 13 years with the management company. They have -- more 14 specifically, last year -- changed the service 15 offerings and pulled back a lot of the services that 16 were previously provided. Likewise, they also 17 reduced the management fee, so -- but what we've seen over the duration of the last year is that the 18 majority of the services are actually being provided 19 by local staff; and so as of the change in the 20 service agreement they were providing curriculum. 21 22 Because that curriculum is delivered through 23 technology, they were providing support for those technologies; they were providing general 24 25 administrative support for the board; they were

providing HR services and facilities management. All of those services, with the exception of the curriculum and the technology support, have already been provided locally. The curriculum Ms. Hatley spoke about under the adjustments there, we feel like that curriculum will be more -- better suited for us going forward. And then the technology support, we've contracted with a local vendor to provide that support and that vendor is working with -- I don't know the exact number, but I could probably rattle off about 10 other charter schools within the state that they're also providing support for and have so over the last 11 years, I believe.

14DR. KREMERS: Okay. Thank you so much.15MR. BELL: Uh-huh.

1

2

3

4

5

6

7

8

9

10

11

12

13

16 CHAIRMAN PFEFFER: Okay. And my question may 17 also be more appropriate for ADE staff. But in looking at this, the curriculum and instruction 18 standard kind of jumps out as a concern. And then 19 20 looking at the nonrenewal with the current CMO and making that transition and changing in the staffing 21 structure, is this something that we actually need --22 23 is this bigger than just a couple of amendment requests like we've been hearing today? Is this 24 25 something that we actually need to have the charter

come back in and we do either a review of the charter or kind of I guess a more comprehensive look? Because it sounds to me like there's -- and maybe it's a conversation for the Panel to have. But, Ms. Perry, can you --

MS. PERRY: Well, in most charter applications 6 7 they just -- most applicants say that they'll have a 8 curriculum that is based on the Arkansas academic standards. But SIATech, in their application, it 9 10 didn't state that; it specifically selected and stated the name of one brand of one curriculum. 11 So 12 that's why they have to come before the Charter Authorizing Panel to actually change that, because it 13 is part of their -- it's in their application; that's 14 15 just part of their charter contract.

1

2

3

4

5

16

17

So I don't think that we ever really weigh-in on the selection process of a curriculum with a school.

CHAIRMAN PFEFFER: And I'm not saying that that 18 would be the purpose to bring them back. I'm saying 19 20 the very fact that they are no longer with the same management company, they're changing their staffing 21 structure, I would have questions about the 22 23 They're now listed as an independent governance. charter, so I want to know what the future looks like 24 25 there -- and I just don't know that those are all

1

2

3

4

5

questions we want to get into today.

So I guess with my fellow panel members, what would you all like to do with regard to this? If you feel comfortable going forward with this, we can continue questions or --

DR. WILLIAMS: Here's a thought or a suggestion. 6 7 One, we move forward with the request before us today, but schedule a time for them to come back in 8 once they get things lined out like with the new name 9 10 and provide us an overview of the curriculum and how it meets the Arkansas standards, and just kind of a 11 12 more -- I appreciate your point, because at first I was just thinking, you know, minor changes. 13 This is not a minor change. This is a major change. 14 But at 15 the same time, I don't want to disrupt the flow of 16 the process for the school. But I think it would be 17 great to learn more about the curriculum that they select. We're not selecting the curriculum for them, 18 but they could come before us and give us an overview 19 20 of the curriculum, how they're going to continue to serve. What always has impressed me about the school 21 -- one is the leadership; and, two, it creates 22 opportunity for students who normally wouldn't have 23 an opportunity to -- they would probably be --24 25 probably incarcerated somewhere if they didn't have

this opportunity. So the school -- we support and respect your mission; that's a given. But given the changes that are -- you're bringing before us, I think we need to have more information, just doing our due-diligence. CHAIRMAN PFEFFER: Okay.

MS. HATLEY: I have the information on the curriculum. I didn't know if I could present it or not, or when to present it.

10DR. WILLIAMS: Here's a question for you --11MS. HATLEY: Okay.

1

2

3

4

5

6

7

8

9

25

12DR. WILLIAMS: -- along those lines. One, will13the curriculum and the name change -- is everything14done?

MS. HATLEY: No. We've taken the steps to line up to get approval, but pretty much -- you know, like I said that I was in favor of Edgenuity, not for the pricing but for the classes that they've offered us. They offered us the all core classes, all electives, plus the CTE library, the world languages library for \$12,00 a year -- 12, roughly.

22DR. WILLIAMS: Okay. Let me follow-up on that.23For ADE, have you all reviewed everything that24they're proposing to do?

MS. PERRY: Not thoroughly. And part of that is

because, like with the curriculum changes -- Ms. Mary Claire --

1

2

3

4

16

CHAIRMAN PFEFFER: We need to make sure everyone is speaking in the microphone.

5 MS. PERRY: I'm sorry. Part of the thing had to do with -- part of our process has to do with waiting 6 7 for approval from the actual CAP. So as far as them moving forward with the curriculum selection, we 8 really couldn't get into that until they actually 9 10 received permission to have the amendment made to their charter and changed from the current curriculum 11 12 before they moved forward.

13DR. WILLIAMS: So the process would be for us to14approve what's presented to us today and then to come15back --

MS. HYATT: Mary Claire Hyatt, ADE.

So Ms. Perry is correct that if they had made these changes prior to getting approval by the CAP then they would have been essentially amending their own charter without your approval. So they did have to come before you to get permission to, you know, change the curriculum, change the name, and all of that.

24In terms of then the flexibility to make those25decisions, they would do that after your approval.

1 And one thing I do just want to mention that I don't think has been covered is that they do have -- my 2 understanding is kind of a plan to transition through 3 the end of the year, and that might be helpful 4 5 information for you guys to have if you wanted to --MS. HATLEY: They're not going to change --6 7 we're set until -- we're set until July 1. 8 DR. WILLIAMS: Okay. 9 MS. HATLEY: Yes, sir. Nothing will change. CHAIRMAN PFEFFER: Okay. So to clarify, there 10 aren't any changes prior to July 1? 11 MS. HATLEY: No, ma'am. We'll finish out --12 CHAIRMAN PFEFFER: And then after that would be 13 when changes would occur? 14 15 MS. HATLEY: Yes, ma'am. CHAIRMAN PFEFFER: Okay. 16 17 MS. HATLEY: Sorry. That was key. CHAIRMAN PFEFFER: Okay. Mr. Rogers, did you 18 have a question? 19 20 MR. ROGERS: No. 21 CHAIRMAN PFEFFER: No. Okay. 22 Dr. Kremers? 23 DR. KREMERS: I would almost say -- would it be prudent to wait to do the waivers until we kind of 24 25 knew the larger story before -- since nothing is

1 changing until July 1, we could potentially meet and hear the full proposal at that time just as a 2 consideration without doing the waivers yet? 3 MR. ROGERS: I don't --4 5 DR. WILLIAMS: I heard Ms. Perry say --MR. ROGERS: So, Mary Claire, if we didn't 6 7 approve the waiver, they couldn't move forward right 8 now --9 That's right. MS. HYATT: 10 MR. ROGERS: -- even though their board has already voted July 1st to leave? 11 12 MS. HYATT: Yes. MR. ROGERS: So Katie's school is kind of stuck 13 in the middle if we don't approve this waiver, if I'm 14 15 understanding right? 16 MS. HYATT: That's right. MR. ROGERS: Because her board has voted to 17 leave SIATech -- I mean, to leave the Nucor; the 18 board has found somewhere else to go. So now she 19 20 needs an opportunity to have -- till July 1st to implement it. And I think after sometime next year, 21 22 if we wanted to bring them back in and look at -- see 23 how things are going now under the new way, we'd actually be able to see what was happening then. 24 Ι 25 think right now we wouldn't really know what was

going on.

1

2

3

4

5

DR. KREMERS: Okay. Could you -- what is the difference between the Arkansas annotated code Teaching Load and then the ADE rules Class Size/ Teaching Load?

Sure. So they're kind of -- the way 6 MS. HYATT: 7 I explain it typically is like pieces of a pie. So 8 there are the standards, the ADE rules, and then the 9 Arkansas code; so one is law, one is rule, and then 10 one is the standards. And sometimes you have all three pieces, like in this case, where each one of 11 12 those pieces contains something related to Class Size 13 and Teaching Load; so in order to fully effectuate a waiver you have to have each of the three pieces. 14 15 Sometimes you'll just see it as code or as rule 16 because it's not in all three. But in Class Size it 17 is, so they need all the pieces of the pie to come together to fully effectuate the waiver. 18 19 DR. KREMERS: Thank you.

20CHAIRMAN PFEFFER: Okay. Ms. Coffman, did you21want to add something?

MS. COFFMAN: I do. Thank you.
Deborah Coffman, Arkansas Department of Ed.
I do want to clarify that SIATech does meet the
guidance in rules to be excluded from a letter grade

1 or a school rating. But they do receive an ESSA School Index report, they are held accountable under 2 federal guidance, and that they do get a thorough 3 report card. Also in making this change, because 4 5 there will be a name change there will need to be an LEA number request change that also needs to meet the 6 7 timeline to start a new school year. 8 So I just wanted you to make -- let you know all 9 of those things are included in the timeline. Thank 10 you. CHAIRMAN PFEFFER: Okay. And another question 11 12 for ADE: are there any financial concerns with a different -- purchasing a different curriculum or 13 making any of those changes? 14 15 MR. ROGERS: I was going to get Chris to address 16 that. 17 CHAIRMAN PEFFFER: Okay. MR. ROGERS: So how much was the management fee 18 that you paid last year -- that the school paid last 19 20 year? 21 MR. BELL: Yes. The management fee last year, 22 for the 2018 fiscal year, was \$288,670. For this 23 current year, again, there was a change in -- a reduction in the service provided and a change in the 24 25 fee; it decreased to \$149,240. Based on the

discussions that were had during our previous two board meetings, the management company suggested that they would increase the fee again and that calculated fee would be \$275,887. The replacement of those services is going to cost us \$60,760. So we'll see an overall savings of \$215,127 by making this adjustment and that will be -- obviously that would be funds that will be made available for the school to service our children.

1

2

3

4

5

6

7

8

9

10 MR. ROGERS: And I just wanted to address -- to see what the difference is, what they're going to be 11 able to still offer those finance services, HR 12 services for less than \$250,000 they were paying. 13 As far as on the ADE side, we're showing they've got a 14 15 healthy projected balance at the end of the year. So 16 right now, there's not any fiscal issues that we see 17 going on with this change. In fact, if it does go out the way they're budgeting it, it would only 18 strengthen their financial situation. 19

20 CHAIRMAN PFEFFER: Okay. Any other questions 21 from the Panel?

22 MR. WILSON: I have a couple of questions for23 Ms. Hatley in general.

24 CHAIRMAN PFEFFER: Okay. If you -- we need you
25 in the microphone.

1 MR. WILSON: Turn myself on, if I can figure out how to do it. 2 3 CHAIRMAN PFEFFER: I think it's on. Yeah, just 4 5 MR. WILSON: Yeah. Ms. Hatley, you've been in operation about eight years or so now? 6 7 MS. HATLEY: Yes, sir. 8 MR. WILSON: And do you have some method of 9 tracking those kids that you're serving after they 10 graduate from high school? MS. HATLEY: Yes, sir. We have --11 12 MR. WILSON: Can you follow them? MS. HATLEY: -- a student tracker. 13 MR. WILSON: 14 I'm sorry? 15 MS. HATLEY: We have a student tracker. And our 16 students -- well, most students change their numbers 17 at least every three months, even though these are at-risk parents. So we use email addresses. 18 They always have the same email addresses. Some of their 19 20 names might be -- might not be too good, but we track them with their email addresses. 21 22 MR. WILSON: What's your internal report card 23 so-to-speak on how those kids are doing after they graduate, in general? 24 25 MS. HATLEY: Well, in general, they're doing

1 really well. A lot of our kids are in the military, doing really well. Like graduation is this Friday; 2 3 we have two of our former students speaking -- one is a truck driver, went to school out-of-state, moved 4 5 back in-state, and works for Pepsi-Cola. Another one is in the military, in the Guard, but he is in --6 7 going through LRPD Academy to be a police officer. 8 MR. WILSON: You've got about 18 kids graduating 9 this year? 10 MS. HATLEY: Yes, sir, roughly. MR. WILSON: So is that about the same as last 11 12 year, the year before, or --13 It's a little more, and it MS. HATLEY: fluctuates. You know, it really fluctuates. 14 15 MR. WILSON: Can't really get much of a plan 16 there because the kids come and go, I guess? 17 MS. HATLEY: Open entry, open exit. MR. WILSON: I very much appreciate what y'all 18 are doing. 19 20 MS. HATLEY: Thank you, sir. 21 MR. WILSON: Thank you. 22 CHAIRMAN PFEFFER: All right. So if there are 23 no more questions, do you want to discuss? DR. WILLIAMS: Just what are -- I'm looking to 24 25 approve the waiver today. But is there any follow-up

that we're going to ask for?

1

25

CHAIRMAN PFEFFER: Panel, what are -- are you --2 3 what are you all thinking in terms of potentially looking at a follow-up and what might that look like? 4 And, Ms. Hyatt, what would you --5 I just thought I might tell you if 6 MS. HYATT: 7 you did approve it today, it might be beneficial for you to know exactly what you would be approving them 8 9 to do since we've had a little bit of confusion. 10 So the first would be to grant the Class Size and Teaching Load waiver. The second would be to 11 12 allow them to begin discussing the change in their curriculum, but not a specific -- you wouldn't be 13 approving them to select a specific one; just to 14 15 break from what they're using now and to decide on a 16 new one. To change the name of the school. To break 17 from the current CMO so that they would be an independent charter. And then to change the staffing 18 19 structure.

And then if you wanted them to come back at a later time to give you an update on how that went or which curriculum they ended up choosing, you could do that. But that would be what you would be approving today if you --

CHAIRMAN PFEFFER: Okay.

1 MS. HATLEY: What she's -- I want to reiterate again, the name change we would like is Graduate 2 Arkansas. 3 CHAIRMAN PFEFFER: Okay. I like the name. 4 5 MS. HATLEY: When I had time to think about it. CHAIRMAN PFEFFER: Okay. So I think Ms. Hyatt 6 7 did a good job of breaking down what we would be 8 approving today -- or what we could be approving 9 today, if we wanted to do that. So in thinking about a motion, if someone wants 10 to make a motion, we would -- we could possibly 11 12 reflect what Ms. Hyatt presented to us and then -but also think about whether or not we would want 13 them to come back maybe early Fall to give us an 14 15 update and to look at anything that might be next steps to help support them. 16 So --17 DR. WILLIAMS: My only question, before I make a motion, is when would be a good time for you all to 18 come back? If school starts this Fall, maybe we want 19 to see in August or just before? 20 MS. HATLEY: Well, maybe September, Board. 21 Ι 22 think let us get through August --23 DR. WILLIAMS: Okay. MS. HATLEY: -- and kind of get our feet on the 24 25 ground and see what --

CHAIRMAN PFEFFER:Yeah.Mr. Ballard, what doesthe Fall schedule look like?

MR. BALLARD: August would be the new charter applications, and we don't meet in September.

CHAIRMAN PFEFFER: Okay. So our schedule right now is August to hear new applications, so we would already be meeting in August. And then we have an October meeting schedule then I think for amendments or renewals, one of the two. So in thinking about your motion, you could think either August or October.

DR. WILLIAMS: Okay.

3

4

5

6

7

8

9

10

11

12

15

13MR. ROGERS: I just -- I have a question about14--

CHAIRMAN PFEFFER: Okay.

16 MR. ROGERS: If we did it in August, what would -- Graduate Arkansas, what would they bring to us? 17 And that's why I was actually thinking October would 18 be better, because that way we would see that they've 19 chosen their curriculum, how the new curriculum is 20 being done in the school, how the teachers are using 21 22 that curriculum, and how the students are reacting to 23 I think if we did it in August, it would still it. be a little premature because they're still 24 25 implementing it. And so that's why I was just -- and

1 it's really what you want to see. But I think that that's what I was thinking is I want to see how well 2 it's working, and that's why I was thinking October. 3 DR. WILLIAMS: I'm good with either -- either 4 5 one; so, October works. 6 MS. HATLEY: October? 7 DR. WILLIAMS: Yeah. 8 Are you ready for --9 CHAIRMAN PFEFFER: I'm ready for a motion, if 10 you have one. DR. WILLIAMS: Okay. I move that the waivers be 11 12 approved as requested and that the current SIATech 13 come back to us in October to give us an update, with a review by ADE of how progress is being made. 14 15 DR. KREMERS: Second. CHAIRMAN PFEFFER: Okay. Have a motion and a 16 second. 17 18 All those in favor say "aye." (UNANIMOUS CHORUS OF AYES) 19 CHAIRMAN PFEFFER: Any opposed? 20 21 All right. Congratulations. And if you'll give 22 us a few minutes to record, we'll give you some 23 specific feedback. 24 MS. HATLEY: Yes, ma'am. Thank you. 25 CHAIRMAN PFEFFER: Thank you.

1 [A FEW MOMENTS OF SILENCE] CHAIRMAN PFEFFER: Mr. Baldwin, I'll let you go 2 3 ahead and get us started. MR. BALDWIN: Yes, thank you. I support the 4 5 waivers to allow the school to move forward with their indicated plans. And I do also support the 6 7 return in October to talk about the implementation of their curriculum. 8 9 CHAIRMAN PFEFFER: Okay. Dr. Kremers. 10 DR. KREMERS: I support the motion to approve the waiver request due to the changes in the CMO. 11 Ι 12 agree for them to come back at a later time, in 13 October, with an update. And I do appreciate the important mission that you provide. 14 15 CHAIRMAN PFEFFER: Dr. Williams. I support the motion. Although 16 DR. WILLIAMS: 17 there is a name change and a new management company, the school will continue its mission of serving 18 students that need to get back on track for 19 20 graduation. Also, we will get an update on the progress of changes in October. 21 22 CHAIRMAN PFEFFER: Mr. Rogers. 23 MR. ROGERS: I support the motion. I think it's an opportunity for the school to continue to support 24 25 their students. Obviously, there will be challenges

1 in not having a CMO supporting them, but I appreciate we're going to review in October. 2 CHAIRMAN PFEFFER: And Mr. Wilson. 3 MR. WILSON: Same. I voted for the motion in 4 order to assist the school or charter in its effort 5 in transition, and monitor the progress in October. 6 7 CHAIRMAN PFEFFER: Okay. Thank you very much. 8 Congratulations. 9 MS. HATLEY: Thank you. 10 CHAIRMAN PFEFFER: And we'll see you in a few months. And I know our folks will support you as 11 12 needed. MS. HATLEY: Thank you so much. 13 REQUEST FOR DISTRICT CONVERSION CHARTER SCHOOL AMENDMENT 14 A-7: 15 - LINCOLN HIGH SCHOOL 16 CHAIRMAN PFEFFER: All right. The next item on our agenda is Number 7, and that would be an 17 amendment request for Lincoln High School, which is a 18 district conversion charter school. 19 20 MS. McLAUGHLIN: Yes. Kelly McLaughlin, ADE. On January 12, 2012, the Charter Authorizing 21 22 Panel approved the application for Lincoln High 23 School. The charter is approved currently to serve students in grades 8-12 with a maximum enrollment of 24 25 850. We have Superintendent Mary Ann Spears and

1 Principal Courtney Jones on the phone for their 2 presentation. 3 CHAIRMAN PFEFFER: Okay. Dr. Spears, are you on the phone? 4 5 SUPT. SPEARS: Yes. Yes. 6 CHAIRMAN PFEFFER: Okay. 7 SUPT. SPEARS: And Courtney Jones, our high 8 school principal, is going to present. 9 CHAIRMAN PFEFFER: Okay. SUPT. SPEARS: We're just basically wanting to 10 11 do a grade reconfiguration. 12 CHAIRMAN PFEFFER: Okay. Let me -- let's do a 13 quick swearing you in. Are you ready? SUPT. SPEARS: Okay. 14 15 CHAIRMAN PFEFFER: Okay. MS. JONES: 16 Yes. 17 CHAIRMAN PFEFFER: Do you swear or affirm that 18 the testimony you're about to give shall be the truth, the whole truth and nothing but the truth? 19 20 SUPT. SPEARS: Yes. 21 MS. JONES: Yes. 22 CHAIRMAN PFEFFER: Okay. Go ahead and please 23 present your amendment request to us. 24 MS. JONES: Okay. This is Courtney Jones. 25 We're just asking -- our district is

1 reconfiguring grades, so we are asking to move our charter from 8-12 to 9-12 in order to get our student 2 building numbers a little more hopefully aligned 3 throughout the district. So our request is just to 4 5 make the charter 9th through 12th grade, instead of 8th through 12th grade. Maximum number will remain 6 7 the same. 8 CHAIRMAN PFEFFER: Okay. So you did say move 9 from 8-12 to 9-12; correct? 10 MS. JONES: Yes, ma'am. 11 CHAIRMAN PFEFFER: Okay. Panel Members, do you 12 have any questions? 13 DR. WILLIAMS: Ah --CHAIRMAN PFEFFER: Yes. Okay. 14 15 DR. WILLIAMS: Yes. This is Dr. Williams. 16 Quick question -- now you're moving from 8-12 to 9-12. So what will the junior high look like now? 17 MS. JONES: Right now junior high -- well, it's 18 -- currently, this school year we are a 4-7, and next 19 20 school year we'll be looking at a 4-8. The current middle school has gone into the online course 21 management system in order to get approval. So the 22 23 8th grade students will still be allowed to take high school credit courses, and so that will be the 24 25 configuration for next year.

DR. WILLIAMS: Okay. So your -- by 8 moving from the high school down to the junior high there would be no loss of opportunities to take upper-level courses?

MS. JONES: That is correct. And we'll have -we have a couple of our high school teachers that will actually be traveling to the middle school to offer those courses, along with teachers that are currently at the middle school that have the license to be able to teach those courses.

DR. WILLIAMS: Okay. Thank you.

1

2

3

4

5

6

7

8

9

10

11

12

MS. JONES: You're welcome.

13 CHAIRMAN PFEFFER: Okay. Dr. Kremers has a
14 question.

DR. KREMERS: Will there be any concern for --I'm assuming this is in a different location. Are there any concerns for transportation or any barriers for those 8th graders that would be kind of -- with the change?

20 MS. JONES: So we currently have a bus that runs 21 back and forth. We're only about five minutes away. 22 So we have a bus on standby. We already have 23 transportation from the high school to the middle 24 school, and middle school to high school. So we 25 don't see any concerns with transportation. CHAIRMAN PFEFFER: Mr. Baldwin.

1

2

3

4

5

6

7

8

9

MR. BALDWIN: Yes, thank you. You probably said this but I did not hear it. Tell me again -- tell us again why you're making this change?

MS. JONES: We're trying to level the buildings. The high school had the most number of students for several years. And we're just trying to level the buildings out for the elementary, middle and high school.

10MR. BALDWIN: Okay. So there's not any --11SUPT. SPEARS: We also --

12 MR. BALDWIN: There's not any challenge with 9th 13 graders -- with 8th graders being part of the high 14 school? You're not making this change because of 15 some problem that you're having with that?

MS. JONES: No, sir, not -- we're just trying to
make the buildings a little more equal.

18 CHAIRMAN PFEFFER: Dr. Spears, did you have19 anything you wanted to add?

20 SUPT. SPEARS: No. No. I mean, that's probably 21 it. I mean, we do feel it's a better fit to have --22 we're going to have 7th, 8th and 9th -- 6th, 7th and 23 8th in one building of our middle school, and then 24 4th and 5th will be totally separate. And we just 25 feel like we're just evening out things and putting kids together there.

1

CHAIRMAN PFEFFER: Will this -- I'm just 2 thinking too in terms of staffing. And for the Panel 3 Members, one thing that sometimes is beneficial 4 5 because of middle school licensure being 5-8 licensing, those -- they have more flexibility to be 6 7 able to reach 7th and 8th grade students. SUPT. SPEARS: Yeah. 8 9 CHAIRMAN PFEFFER: And you can have that crossover with secondary, but this may actually give 10 them more flexibility with some of their staff. 11 12 SUPT. SPEARS: Absolutely. MS. JONES: Yes. 13 SUPT. SPEARS: It will definitely help with 14 15 staffing. 16 CHAIRMAN PFEFFER: Okay. DR. WILLIAMS: Can I state this a little 17 18 different way? This is Dr. Williams. What I was trying to capture is, will this 19 amendment allow the District to better align student 20 numbers to building capacity? 21 SUPT. SPEARS: Yes. 22 23 MS. JONES: Yes. CHAIRMAN PFEFFER: Okay. Are there any other 24 25 questions for the Panel?

81 If not, I'll entertain a motion. 1 2 MR. BALDWIN: So moved. CHAIRMAN PFEFFER: Okay. I have a motion --3 MR. WILSON: Second. 4 5 CHAIRMAN PFEFFER: -- to approve and --MR. WILSON: Second. 6 7 CHAIRMAN PFEFFER: -- a second from Mr. Wilson. All those in favor say "aye." 8 9 (UNANIMOUS CHORUS OF AYES) 10 CHAIRMAN PFEFFER: Okay. Congratulations, and it's unanimous approval for your amendment request. 11 12 And --Thank you. 13 SUPT. SPEARS: CHAIRMAN PFEFFER: -- we -- if you'll hang on 14 15 for just a minute, we'll see if there's any specific 16 feedback from any of the panel members. [A FEW MOMENTS OF SILENCE] 17 18 CHAIRMAN PFEFFER: Okay. So the Panel is unanimous in their approval of the motion because the 19 amendment is allowing better alignment for students 20 with building capacity. And so we appreciate y'all 21 bringing this to us. And Ms. Coffman's team will 22 23 work with you on getting your LEA changed to reflect this new configuration. 24 25 MS. JONES: All right. Thank you.

CHAIRMAN PFEFFER: Thank you.

1

2 REQUEST FOR DISTRICT CONVERSION CHARTER SCHOOL AMENDMENT A-8: - CABOT ACADEMIC CENTER OF EXCELLENCE 3 CHAIRMAN PFEFFER: Okay. We are moving on to 4 5 our last agenda item, which is Item Number 8. And this will be a conversion charter school amendment 6 7 for Cabot Academic of -- Academy of Excellence. 8 Correct? Is that right? 9 MS. McLAUGHLIN: Yes. 10 CHAIRMAN PFEFFER: Okay. MS. McLAUGHLIN: On March 8, 2004, the Charter 11 12 Authorizing Panel approved the application for Cabot Academic Center of Excellence. And the charter is 13 approved to serve students in grades 7-12 with a 14 15 maximum enrollment of 500. Representatives of Cabot 16 Academic Center is -- we have Assistant Superintendent Tammy Tucker and Center Director 17 Michele Evans here today for their presentation. 18 CHAIRMAN PFEFFER: And if you all will raise 19 20 your right hand we'll swear you in. Do you swear or affirm that the testimony you're about to give is the 21 22 truth, the whole truth and nothing but the truth? 23 MS. EVANS: Yes. 24 DR. TUCKER: Yes. 25 CHAIRMAN PFEFFER: Okay. Thank you. And just

1 state your name and position for the record, and you're recognized. And you'll have 20 minutes. 2 MS. EVANS: Okay. Michele Evans, principal at 3 Academic Center of Excellence in Cabot. 4 5 We're here today -- we hope to add grades 5 and 6. We currently serve 7-12. And we just see the 6 7 need getting bigger and bigger each year, so we just want to start serving more kids. 8 9 CHAIRMAN PFEFFER: Okay. I'll let the Panel 10 start asking questions. So I'll start with Dr. Williams. 11 12 DR. WILLIAMS: Okay. You say the need is 13 getting bigger. And could you just kind of define that need? You have 7-12, and you're going to drop 14 15 down and add the additional 5th and 6th grades to 16 this. So just talk a little bit about the need to 17 bring those -- because you're looking like you kind of had junior high/high school. 18 MS. EVANS: Uh-huh. 19 20 DR. WILLIAMS: Now you're really bringing in middle school --21 22 MS. EVANS: Yes, sir. 23 DR. WILLIAMS: -- as part of this. MS. EVANS: We kind of focus on the at-risk 24 25 population. And the need has just arisen for

1 students that have social anxiety, drug problems, and we truly focus on those social/emotional skills in a 2 3 smaller setting. And the need has just gotten bigger each year. 4 5 DR. WILLIAMS: So you're just reaching down --MS. EVANS: Correct. 6 DR. WILLIAMS: -- a little sooner than --7 8 MS. EVANS: Yes, sir. Hoping to make a change. 9 DR. WILLIAMS: Okay. Thank you. 10 MR. BALDWIN: How did you determine to go down to 5th grade? Why not go down below 5th grade? 11 MS. EVANS: Our middle school is 5th and 6th 12 13 grade, so that's the next logical group to add at this time. 14 15 MR. BALDWIN: Do you have the financial capability to do this and the staffing -- teacher 16 17 staffing? MS. EVANS: Yes, sir. We have added staff that 18 are specifically middle-level certified 5-8 in all of 19 20 the core content areas; so we feel like we can meet the academic needs of those students. But in a 21 22 smaller setting we feel like we can really provide 23 the attention that those students need to help them be more successful in school. We currently have two 24 25 middle schools in our district, and they are very

1 large, around 800 students in each. So for those students especially that experience some of those 2 social situations, anxiety, certain types of 3 disabilities, it makes those very large settings 4 5 overwhelming to some of our students. In our current facility we have a wonderful set-up where we can 6 7 focus and provide a structure just for those middlelevel 5th and 6th grade students; so they would not 8 be intermingled with the high school students, but we 9 10 could really tailor to meet their needs. CHAIRMAN PFEFFER: Dr. Kremers. 11 12 DR. KREMERS: You answered my question about 13 intermingling, so --MS. EVANS: Yeah. 14 15 CHAIRMAN PFEFFER: I think we were thinking the 16 same thing, if that was -- just wondering. Because I know with your older students their schedules are a 17 lot more flexible. So could you just give us just a 18 real brief description of what the day might look 19 like for the 5th and 6th grades in this environment? 20 MS. EVANS: It will pretty much be a traditional 21 22 school day all day long, working on the core 23 subjects. But then we're going to pull them out for intensive counseling sessions and try to give them 24 25 skills so when they transition back to a regular

1 class or a bigger setting they have the life-skills that they need to be successful. 2 3 CHAIRMAN PFEFFER: All right. Mr. Rogers, do you have questions? 4 5 MR. ROGERS: No, not right now. CHAIRMAN PFEFFER: Okay. Mr. Wilson? 6 7 MR. WILSON: Just a general question. I asked 8 Ms. Hatley a while ago about your feel or your 9 opinion on what happens to these kids after they 10 graduate? Do you have some way of tracking them or do you try to figure out what you're doing is really 11 12 working? 13 MS. EVANS: The best tracking system we currently have is through the Jobs for Arkansas 14 15 Graduate, because she has to keep a focus on them, 16 and the 11th and 12th graders are in that program 17 that gets them that credit. And then the kids, we just keep in constant contact because of the 18 relationships they build with the teachers and they 19 come back and share their lives with us, bring their 20 babies or whatever is going on in their lives. 21 So --22 MR. WILSON: What do you think? 23 MS. EVANS: I think we're very successful. MR. WILSON: Successful? 24 25 MS. EVANS: Yes, sir.

MR. WILSON: I hope so. And I appreciate the work you're doing.

1

2

3

4

MS. EVANS: Thank you very much. Very rewarding.

5 DR. TUCKER: I would just add that I feel like we have many students that do graduate from our 6 Academic Center of Excellence that might not make it 7 8 had they only had the traditional high school setting 9 as their only option. But because of the intensive 10 support, the small setting, the very strong relationships that they form with their teacher 11 12 advisors these students get a lot of support. And 13 we've seen many walk across the stage at Verizon Arena that might otherwise not have made it. 14 15 CHAIRMAN PFEFFER: Okay. Any other questions 16 for them from the Panel? 17 MR. ROGERS: What's the current cap for the charter school? 18 MS. EVANS: 500. 19 20 MR. ROGERS: Okay. And then you're at 265 right 21 now? 22 MS. EVANS: We run right around there. Yes, 23 sir. MR. ROGERS: And so these 5th and 6th graders 24 25 are right now in your middle school and you're going

1 to move them to the new campus where your 7-12 are. 2 But they won't be co-mingled --MS. EVANS: Correct. 3 MR. ROGERS: -- with 7-12? 4 5 MS. EVANS: On a separate side of the building. 6 MR. ROGERS: Okay. Okay. 7 CHAIRMAN PFEFFER: All right. If there are no 8 questions, I'll entertain a motion. 9 MR. WILSON: Move the approval of the amendment 10 request. 11 DR. KREMERS: Second. 12 CHAIRMAN PFEFFER: Okay. I have a motion and a second. 13 All those in favor say "aye." 14 15 (UNANIMOUS CHORUS OF AYES) 16 CHAIRMAN PFEFFER: Any opposed? 17 All right. Congratulations. And we will record 18 our feedback. [A FEW MOMENTS OF SILENCE] 19 20 CHAIRMAN PFEFFER: And Panel Members are 21 supportive of the flexibility to bring in the middle school at-risk students and provide them with that 22 23 early intervention. 24 So we appreciate y'all being here and waiting 25 out the morning with us.

1 MISC. MATTERS

2

3

4

5

6

CHAIRMAN PFEFFER: We have gotten through quite a bit in a short time.

MR. WILSON: Do we get a bonus for that?

CHAIRMAN PFEFFER: Yes, yes, bonus for sure, I think.

7 Mr. Ballard has a few things for us. But before you go into your part, can I add something that Mr. 8 Wilson has asked about? And it was a very good 9 10 question, you know, as far as being able to follow students, especially our charters that are serving 11 12 the at-risk populations -- you know, how schools are following. And it was making me think about, you 13 know, oftentimes in the past with the student 14 15 services plan schools would talk about how they were following students after graduation -- but we've 16 17 never really had really consistent data on that. And one of our ADE goals for our strategic plan is to 18 insure that all students are successful a year after 19 20 graduation, either enrolled in some type of postsecondary education or meaningful job experiences. 21 So I think to kind of go to your point, I think that 22 23 there are going to be a lot of opportunities in the next year for us to have multiple agencies working 24 25 together and for us to be really looking at how do we

1 create those systems where we really can follow and track the success of our students. And that's going 2 to help us to look back at all these different 3 programs and options that are available and give us 4 5 some really good information regarding success. So let's kind of keep up that conversation 6 7 though and looking at that, because I think that's a 8 really good opportunity. 9 So, all right. So, Mr. Ballard, what do we --10 MR. BALLARD: All right. CHAIRMAN PFEFFER: -- need to still discuss? 11 12 MR. BALLARD: So I do have a bonus piece for you 13 guys. I know you guys went through it pretty quickly. 14 15 Reginald Ballard, ADE. 16 We have Beebe School District would like to, for lack of a better word, withdraw their charter which 17 would require a June meeting for this upcoming month. 18 So we need to meet in June to take care of that 19 20 matter. CHAIRMAN PFEFFER: Okay. So could that be a 21 22 meeting where everyone calls in? 23 MR. BALLARD: Sure. That could be --24 CHAIRMAN PFEFFER: Okay. 25 MR. BALLARD: Yeah. That can be a

teleconference.

1

CHAIRMAN PFEFFER: All right. And the school 2 district -- if the school district can, you know, 3 provide all the information around -- and if we could 4 5 get it in advance, and if Panel Members have any questions maybe funnel a lot of that to you in 6 7 advance to try to have everything together for the 8 day. And that way, when we call in maybe there 9 wouldn't be --MR. BALLARD: I can have that. Yeah. 10 CHAIRMAN PFEFFER: -- a lot of questions. 11 12 MR. BALLARD: Yeah. So I can put together a 13 similar agenda packet --CHAIRMAN PFEFFER: Okay. 14 15 MR. BALLARD: -- going over their documentations 16 that they submit --17 CHAIRMAN PFEFFER: Okay. MR. BALLARD: -- as well as any questions that 18 you may have in advance. 19 DR. KREMERS: Will there be options of dates for 20 us for June, like you'll give us some options? 21 22 MR. BALLARD: So the date that I was looking at 23 was June 11th, which would just be following the same cadence that we have for our traditional Charter 24 25 Authorizing Panel meetings. I can work with the

Charter Authorizing Panel on the date that works best for the Panel.

1

2

3

4

5

6

7

8

CHAIRMAN PFEFFER: Okay. June 11th, would that work for Panel Members?

MS. HYATT: I'm not going to be here on the 11th, but I think you guys will be okay without me. And I can try and call in. I'm doing a training that day, so --

9 Okay. I'm just trying to CHAIRMAN PFEFFER: 10 think through -- I mean, this is -- the reason why -let's talk about the reason why we need to do this in 11 12 June. Because what would become problematic is then all of a sudden if we have a hearing scheduled for 13 this one and then what are their -- you know, what if 14 15 there are some others. You know, how are we 16 determining that this one is one that has to be heard 17 and quickly?

MS. HYATT: So I believe that the school just 18 contacted the Charter Unit yesterday, which is why we 19 20 didn't have time to get it on this meeting's agenda. They want to relinquish their district conversion 21 charter June 30th so that they would begin the new 22 23 school year as just a traditional school -- or I think that's their plan, not have the charter in the 24 25 new school year, which would mean we would have to

1 have it in June because July, August would be too late. So it's kind of an exceptional circumstance 2 that it really has to be between now and June 30th 3 that they present their request to you in order for 4 5 it to be approved by July 1st. MS. McLAUGHLIN: And the LEA change form has to 6 7 be submitted to Ms. Jordan ASAP, so --8 CHAIRMAN PFEFFER: Okay. 9 MS. McLAUGHLIN: And they're already working on that, so --10 CHAIRMAN PFEFFER: All right. If everyone is 11 12 agreeable then to June 11th, it's probably not 13 something for -- that Ms. Hyatt has to change her plans over. And I know we can rely on someone else, 14 15 you know, if we did have something emergent that came 16 up. But if we could have information prior to so 17 questions -- maybe we would have limited questions, that would probably be helpful -- that Panel Members 18 could contact you in advance and we could be ready to 19 20 discuss any concerns Panel Members had the day of. Okay. All right. So does that sound good? 21 22 MR. BALLARD: That's good. Yes. 23 CHAIRMAN PFEFFER: Okay. All right. Panel Members, is there anything else --24 25 anything anybody would like to discuss? Questions or

concerns? We do have lunch in Room 201-A, so that's your bonus -- you get to have lunch before you leave. We'll spend a little more time together. But if there's not anything else, then I will entertain a motion to adjourn and see you June 11th -- or talk to you June 11th. DR. WILLIAMS: Move to adjourn. CHAIRMAN PFEFFER: All right. MR. BALDWIN: Second. CHAIRMAN PFEFFER: All right. We are adjourned. Thank you. (The meeting was concluded at 11:45 a.m.) 

CERTIFICATE

STATE OF ARKANSAS ) ) ss. COUNTY OF SALINE )

I, SHARON K. HILL, CCR, a Certified Stenomask Reporter and Notary Public before whom the foregoing proceedings was taken, do hereby certify that the same is a true and correct transcription before the Arkansas State Department of Education, Charter Authorizing Panel, in Little Rock, Arkansas, on May 14, 2019, that the said proceedings was reduced to typewritten form by me or under my direction and supervision; and that the foregoing pages constitute a true and correct transcription of all proceedings had in said matter.

I FURTHER CERTIFY that I am neither counsel for, related to, nor employed by any of the parties to this action.

I FURTHER CERTIFY that I have no contract with any parties within this action that affects or has a substantial tendency to affect impartiality, that requires me to relinquish control of an original transcript or copies of the transcript before it is certified and delivered to the custodial agency, or that requires me to provide any service not made available to all parties to the action.

WITNESS, MY HAND AND SEAL, THIS DATE: May 21, 2019.

SHARON K. HILL, CCR Certified Court Reporter Certificate No. 670

	- Academies (1)	17:9	<b>A-L-C-P</b> (1)	84:1;85:3
\$	52:17	adjourn (2)	46:3	apologize (2)
	ACADEMY (11)	94:6,8	align (1)	5:12,17
\$12,00 (1)	33:10,13,16;34:14,	adjourned (1)	80:20	appearing (2)
61:21	20,23;35:9;37:6;	94:11	aligned (3)	40:17;49:22
\$149,240 (1)	49:20;69:7;82:7	adjustment (1) 67:7	13:13;33:2;77:3	applicant (1) 5:1
66:25	accept (1) 19:3	adjustments (2)	<b>alignment (3)</b> 9:6;32:19;81:20	applicants (1)
\$215,127 (1)	accomplish (2)	29:18;58:5	allay (1)	59:7
67:6	18:23;20:1	administrative (1)	47:11	application (11)
\$250,000 (1)	Accountability (1)	57:25	allotted (1)	4:16;21:13;24:8;
67:13	4:12	administrator (3)	35:12	33:15;40:13;49:19;
\$275,887 (1)	accountable (1)	44:25;46:1,5	allow (11)	52:16;59:9,14;75:22;
67:4 \$288 670 (1)	66:2	advance (4)	6:25;20:7;26:6,10;	82:12
<b>\$288,670 (1)</b> 66:22	accounting (1)	91:5,7,19;93:19	32:19;33:1;41:16;	applications (3)
\$60,760 (1)	15:22	Advisor (4)	46:13;70:12;74:5;	59:6;72:4,6
67:5	Accreditation (1)	4:12;13:19;14:25;	80:20	apply (1)
07.3	- 35:2	15:7	allowed (4)	42:16
[	accredited (2)	advisors (1)	41:13,19;50:20;	appreciate (12)
L	- 53:19;55:22	87:12	77:23	18:18;19:17;49:6;
<b>[A (10)</b>	achieve (1)	advisory (4)	allowing (1)	52:6,7;60:12;69:18;
19:22;26:17;32:12;	38:3	9:11;11:3;23:6;	81:20	74:13;75:1;81:21;
33:22;39:17;48:20;	across (1)	27:17	allows (1)	87:1;88:24
52:4;74:1;81:17;	87:13	affect (1)	7:5	apprenticeship (1)
88:19	action (5)	36:12	almost (3)	11:1
[Inaudible (1)	4:8,8,10;33:12;	affiliate (1)	10:3;14:19;63:23	appropriate (5)
12:16	52:13	9:20	along (4)	17:1;18:5;20:16;
[inaudible] (3)	actual (6)	affirm (6)	40:6;43:9;61:12;	55:24;58:17
13:15;14:1;15:21	11:25;17:11,12,13; 55:18;62:7	21:23;34:2;40:20;	78:8	approval (13)
	actually (28)	52:25;76:17;82:21 AFFIRMATIVELY (2)	Alternative (1) 46:3	19:5;23:11;45:11; 51:19;61:16;62:7,18,
Α	4:20,23;6:2,8,9,14;	21:25;53:3	Although (1)	20,25;77:22;81:11,
	8:9;9:10;10:15;13:14;	afternoon (1)	74:16	19;88:9
A-1 (1)	15:12,19;16:18,21;	40:2	always (4)	approve (17)
4:5 A-2 (1)	28:24;41:20;44:9,11;	again (15)	22:17;53:19;60:21;	3:19,22;19:7;20:11;
A-2 (1) 21:3	46:9;57:19;58:22,25;	5:2;16:13,15;21:2;	68:19	31:23,24;32:18;39:7;
A-3 (1)	59:13;62:9;64:24;	28:18;38:12;40:20,	amending (1)	45:10;48:11;62:14;
33:9	72:18;78:7;80:10	25;41:5;42:2;66:23;	62:19	64:7,14;69:25;70:7;
A-4 (1)	add (9)	67:3;71:2;79:3,4	AMENDMENT (39)	74:10;81:5
40:3	28:17;47:10;65:21;	agencies (1)	4:5,24;5:20,22;6:1;	approved (24)
A-5 (1)	79:19;83:5,15;84:13;	89:24	19:3,6,16;20:7;21:3,9,	4:16,17;6:9,10,14;
49:13	87:5;89:8	agency (2)	11;23:2;31:23,24;	19:16;21:13,15;
A-6 (1)	added (4)	27:19,23	32:16;33:9,12;39:2,7,	33:15,16;39:13;
52:10	6:4,19;53:13;84:18	AGENDA (17)	13;40:3,10;48:9;	40:13,15;49:19,20;
A-7 (1)	adding (1)	3:17,19,19,22;4:8,	49:13,16;52:2,10;	52:3,16,18;73:12;
75:14	6:17	10,13;6:4,12;21:6,8;	58:23;62:10;75:14,	75:22,23;82:12,14;
A-8 (1)	addition (1)	33:12;52:13;75:17;	18;76:23;80:20;	93:5
82:2	9:13 additional (2)	82:5;91:13;92:20	81:11,20;82:2,6;88:9 amendments (9)	<b>approving (5)</b> 70:8,14,23;71:8,8
ability (4)	48:25;83:15	ago (1) 86:8	21:18;22:9;33:19;	approximately (1)
30:11,17,21;47:17	address (3)	agree (1)	40:18;41:5;49:24;	28:15
able (9)	47:20;66:15;67:10	74:12	50:14;52:20;72:8	<b>AR (1)</b>
5:12;43:5;46:6;	addresses (3)	agreeable (1)	Ample (1)	55:20
53:17;64:24;67:12;	68:18,19,21	93:12	35:12	area (1)
78:10;80:7;89:10	ADE (17)	agreement (1)	Andrea (1)	14:11
Absolutely (5)	3:16;8:3;10:13,16,	57:21	35:8	areas (2)
13:11;29:23;36:2;	18;11:16;58:17;	Ah (1)	Ann (1)	14:8;84:20
46:21;80:12	61:23;62:16;65:4,8;	77:13	75:25	Arena (1)
ACA (1) 34:16	66:12;67:14;73:14;	ahead (10)	annotated (1)	87:14
academic (9)	75:20;89:18;90:15	5:9;7:17;31:2;	65:3	arisen (1)
38:2;59:8;82:3,7,	ADE-approved (1)	33:24;40:20,24;	ANSWERED (3)	83:25
13,16;83:4;84:21;	10:23	42:23;50:7;74:3;	21:25;53:3;85:12	Arkansas (18)
87:7	adherence (1)	76:22	anxiety (2)	9:21;37:8,22;41:21;
	1	1		

		I	I	Wiay 14, 2017
42:24;44:25;47:9,14,	19:11;32:5;39:9;	bell (9)	88:21	CAP (3)
19;55:20;59:8;60:11;	48:15;51:24;73:18;	17:10,11,13;55:19;	bring-in (2)	62:7,18;87:17
65:3,9,23;71:3;72:17;	81:8;88:14	57:6,9,9;58:15;66:21	6:4,5	capabilities (1)
86:14	AYES (9)	below (1)	bringing (7)	47:23
around (6)	4:3;19:12;32:6;	84:11	9:17;42:17;47:21,	capability (1)
5:14;15:3;41:23;	39:10;48:16;51:25;	beneficial (2)	22;61:3;81:22;83:20	84:16
85:1;87:22;91:4	73:19;81:9;88:15	70:7;80:4	Broshears (1)	capacity (2)
ASAP (1)	73.13,81.3,88.13	benefit (2)	35:8	80:21;81:21
93:7	В	3:12;15:13	budgeting (1)	CAPITAL (6)
assign (1)	<b>D</b>	Bentonville (1)	67:18	21:4,9,14;22:8;
47:17	babies (1)	37:23	build (1)	50:15;51:1
47.17 assist (1)	86:21	best (2)	86:19	capture (1)
75:5	back (26)	86:13;92:1	building (7)	80:19
Assistant (1)	6:6;14:23;15:8;	better (10)	16:4;47:16;77:3;	captured (1)
82:16	16:1,11;29:5;44:4;	18:1;30:18;33:3;	79:23;80:21;81:21;	35:8
associated (1)		49:4;58:6;72:19;	88:5	card (2)
12:5	56:20,22;57:15;59:1,	79:21;80:20;81:20;	buildings (4)	66:4;68:22
assuming (3)	19;60:8;62:15;64:22;	90:17	41:23;79:5,8,17	
	69:5;70:20;71:14,19;			care (2) 29:22;90:19
18:1;36:11;78:16	73:13;74:12,19;	Big (3)	<b>built (1)</b> 27:17	
Assurance (1)	78:21;85:25;86:20;	9:18,20;16:5		Career (9)
6:11	90:3	bigger (7)	bulk (1)	8:6,21;10:8;13:20,
at-risk (4)	back-end (1)	50:19;58:23;83:7,7,	27:19	20;14:4;20:22;23:7;
68:18;83:24;88:22;	41:17	13;84:3;86:1	bus (2)	27:16
89:12	background (6)	biggest (1)	78:20,22	carry (3)
attach (1)	5:19;6:1;36:10;	50:19	business (2)	18:22;35:13;55:11
9:11	37:1,10;46:8	bit (12)	57:5,9	case (5)
attached (2)	bad (1)	5:19;12:15;16:18;	С	27:22;43:16,17;
9:15,15	46:20	18:20;25:12;27:6,9;	L	46:7;65:11
attendance (1)	balance (5)	36:9,25;70:9;83:16;		catalog (1)
22:20	26:6;30:18;33:3;	89:3	C2 (1)	16:3
attention (1)	45:17;67:15	BLUFF (4)	34:15	catch (2)
84:23	Baldwin (23)	49:14,16,19;50:13	CABOT (5)	29:2,3
Attorney (1)	13:7,9;20:14,15;	Board (13)	82:3,7,12,15;83:4	caught (1)
47:9	23:20,21;24:3,5;	33:14;40:12;47:11;	cadence (1)	30:22
attract (2)	32:21,22;39:4;45:9,	49:18;52:15;53:22;	91:24	cause (1)
41:19;43:6	10;74:2,4;79:1,2,10,	56:23;57:25;64:10,	calculated (1)	22:19
attracted (1) 43:6	12;81:2;84:10,15;	17,19;67:2;71:21 bonus (4)	67:3	<b>caused (1)</b> 53:23
<b>audience (2)</b>	94:10 BALLARD (16)	89:4,5;90:12;94:3	<b>calendar (1)</b> 50:21	<b>center (8)</b>
3:12,13	44:3;72:1,3;89:7;	<b>both (5)</b>		23:3;47:9;82:3,13,
auditing (1)	90:9,10,12,15,23,25;	22:19;38:12;41:7;	<b>call (8)</b> 3:3;5:18;14:10,11,	16,17;83:4;87:7
15:20	90.9,10,12,15,23,23, 91:10,12,15,18,22;	43:10;45:1	23;34:11;91:8;92:7	centers (1)
August (19)	93:22	Boyd (2)	called (3)	27:12
22:21;23:23;24:9,	barrier (1)	4:21;5:5	15:9;16:1;46:3	CEO (3)
15,21;25:14,15,22,25;	42:22	brand (2)	calls (1)	10:20;54:1,2
51:9;71:20,22;72:3,6,	barriers (1)	55:9;59:11	90:22	certain (1)
7,10,16,23;93:1	78:17	branding (1)	came (1)	85:3
Authorizing (11)	based (9)	56:2	93:15	Certification (2)
3:4;4:15;21:13;	8:8;9:18;18:6;	break (4)	campaigns (1)	34:20;43:21
34:10;40:17;49:23;	39:21;42:13,14,15;	39:18;49:10;70:15,	15:17	certifications (2)
59:13;75:21;82:12;	59:8;66:25	16	campus (3)	43:20:45:13
91:25;92:1	basically (3)	breakfast (1)	36:18,20;88:1	certified (1)
available (3)	14:12;44:17;76:10	5:15	can (42)	84:19
20:20;67:8;90:4	become (2)	breaking (1)	5:2,6,7,8,9;9:25;	chain (1)
aware (3)	46:1;92:12	71:7	13:9;15:15;16:8,12;	6:15
8:22;47:12;54:24	Beebe (1)	brief (2)	25:22;27:9;28:17;	Chair (4)
awareness (1)	90:16	39:20;85:19	29:24;30:1,12;38:10,	3:7,7;34:9;53:9
38:3	begin (3)	briefly (1)	11;45:17;46:2,19,19;	CHAIRMAN (231)
away (1)	5:10;70:12;92:22	47:5	52:22;57:5;59:5;60:4;	3:2,18,25;4:4,7,25;
78:21	beginning (1)	bring (12)	68:1,12;80:9,17;	5:7;7:9,12,16,21,23;
awhile (2)	35:14	6:17;9:4,5;10:1,10;	84:20,22;85:6;89:8;	11:9,11;13:5,7;16:17;
9:23;56:20	behind (2)	15:13;59:19;64:22;	90:1,25;91:3,10,12,	17:22;18:4,13,24;
aye (8)	37:22,23	72:17;83:17;86:20;	25;92:7;93:14	19:2,7,9,13,19,23;
		,		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

		1		
20:3,10,14,18;21:1,5, 19;22:1,5;23:12,15,	37:3 abarga (1)	<b>cleaning</b> (1) 39:23	<b>completion (1)</b> 46:7	contracted (1) 58:8
18;24:7,17,19,23,25;	charge (1) 35:8	clean-up (1)	compliance (1)	contractors (1)
25:3,6,10,18,21;	Charter (90)	38:12	6:18	35:10
26:16,18,20,22;27:1,	3:4;4:5,15,17;5:25;	clear (2)	component (5)	contracts (2)
5,25;28:6,8,13,16,21;	6:3,9,13,15,17,20;7:4,	24:7,20	8:4,10,12;29:3,4	18:6;31:6
29:6,9,12,24;30:1,5,8;	7;12:25;21:3,4,9,10,	cleared (1)	components (3)	conversation (3)
31:13,18,21;32:2,7,	13,14,15,18,20;22:8,	53:18	6:22;8:23;10:19	30:1;59:4;90:6
13,17,21,24;33:5,8,	14;23:9,10;33:9,16,	clearly (1)	comprehensive (1)	<b>CONVERSION (5)</b>
11,20,24;34:2,6;	19;34:10;35:15;40:3,	3:11	59:2	75:14,19;82:2,6;
35:17,22,25;36:3;	4,10,14,14,17,18;	close (1)	concern (5)	92:21
38:7,10,18,22;39:1,6,	41:2,7;44:8;45:15;	55:19	27:7;46:15,25;	coordinator (1)
				27:13
11,15,18;40:5,9,19,	47:13;49:13,14,17,20,	closely (1)	58:19;78:15	
24;42:5,8;44:1,5,10,	23,24;50:13;51:4;	33:2	concerns (11)	core (3)
12,20;45:7,9,24;47:6;	52:10,11,18,21,23;	CMO (5)	20:4;32:16;33:7;	61:19;84:20;85:22
48:7,11,14,17,21;	53:8,19;54:7;56:8;	57:2;58:20;70:17;	39:22;47:11;49:2;	cost (1)
49:12,15,25;50:6,10,	58:11,25;59:1,6,12,	74:11;75:1	66:12;78:17,25;	67:5
25;51:7,10,12,14,16,	15,24;62:11,20;	code (7)	93:20;94:1	counseling (4)
21,23;52:1,5,12,22;	70:18;72:3;75:5,14,	8:7;10:14,17,18;	concluded (1)	23:3;27:12,19;
53:4;54:8,11,14,16,	19,21,23;77:2,5;82:2,	65:3,9,15	94:15	85:24
19,21;57:7;58:16;	6,11,13;87:18;90:17;	codes (1)	configuration (2)	Counselor (15)
59:18;61:6;62:3;	91:24;92:1,19,22,24	11:6	77:25;81:24	22:11;23:1;26:24;
	charters (2)		confusion (1)	
63:10,13,16,18,21;		coding (1)		28:1,9,11,25;29:20;
65:20;66:11,17;	28:24;89:11	11:4	70:9	34:24;35:1,4,5,7,13;
67:20,24;68:3;69:22;	check (1)	coffee (1)	congratulations (10)	50:23
70:2,25;71:4,6;72:1,5,	3:6	15:11	19:15;21:1;32:10;	Counselor/Student (2)
15;73:9,16,20,25;	check-in (1)	Coffman (6)	39:12;48:18;52:2;	50:16,22
74:2,9,15,22;75:3,7,	15:3	18:8,10,10;65:20,	73:21;75:8;81:10;	counselors (1)
10,16;76:3,6,9,12,15,	checking (1)	22,23	88:17	35:10
17,22;77:8,11,14;	17:8	Coffman's (1)	CONSENT (2)	couple (7)
78:13;79:1,18;80:2,9,	children (1)	81:22	3:17,19	15:5;26:23;28:24;
16,24;81:3,5,7,10,14,	67:9	co-founder (1)	consider (2)	29:3;58:23;67:22;
18;82:1,4,10,19,25;	choice (1)	10:20	29:15;31:16	78:6
83:9;85:11,15;86:3,6;	37:13	collaborated (1)	considerate (1)	course (10)
87:15;88:7,12,16,20;	choosing (1)	56:16	45:18	5:16;8:7;9:12;
89:2,5;90:11,21,24;	70:22	college (2)	consideration (1)	10:13,17,18;17:12;
91:2,11,14,17;92:3,9;	CHORUS (9)	23:7;27:16	64:3	22:16;56:6;77:21
93:8,11,23;94:9,11	4:3;19:12;32:6;	comfortable (1)	considering (1)	courses (4)
challenge (1)	39:10;48:16;51:25;	60:4	25:16	77:24;78:4,8,10
79:12	73:19;81:9;88:15	coming (2)	consistent (1)	court (1)
challenges (1)	chosen (1)	26:3;53:21	89:17	3:14
74:25	72:20	co-mingled (1)	constant (1)	Courtney (3)
change (38)	Chris (4)	88:2	86:18	76:1,7,24
38:15;43:11;53:24,	55:19;57:6,9;66:15	Commissioner (1)	contact (2)	covered (1)
24;54:3,23,24;55:5,8;	circumstance (1)	22:12	86:18;93:19	63:2
56:6;57:3,20;59:13;	93:2	commitment (1)	contacted (1)	create (1)
60:14,14;61:13;	CITY (6)	44:22	92:19	90:1
62:22,22;63:6,9;66:4,	21:4,9,14;22:8;	common (1)	contained (2)	creates (1)
5,6,23,24;67:17;	50:15;51:1	44:7	56:18,18	60:22
68:16;70:12,16,18;	Claire (3)	companies (3)	contains (1)	creating (1)
71:2;74:17;78:19;	62:2,16;64:6	55:4;56:17,25	65:12	38:2
79:4,14;84:8;93:6,13	clarify (2)	company (7)	CONTECH (1)	credit (2)
changed (3)	63:10;65:24	15:19;53:23;54:3;	56:14	77:24;86:17
57:14;62:11;81:23	clarity (2)	57:13;59:21;67:2;	content (1)	crossover (1)
changes (13)	25:13;28:18	74:17	84:20	80:10
54:5,6;56:5,11;	class (8)	competency-based (1)	continue (7)	CT (6)
60:13;61:3;62:1,18;	5:13;17:11;53:11;	56:15	3:11;48:24;49:9;	9:2,3,4,25;10:10,14
63:11,14;66:14;	65:4,12,16;70:10;	complete (1)	60:5,20;74:18,24	CTE (1)
74:11,21	86:1	46:4	continuing (1)	61:20
changing (6)	classes (2)	completed (1)	45:19	culminate (1)
55:4;56:25;57:2;	61:18,19	37:16	contract (7)	14:21
58:21;59:21;64:1	classmates (2)	completing (1)	23:3;27:11;30:6;	culture (2)
Channel (1)	16:2,9	37:18	31:1,1;53:23;59:15	27:13;38:2

definition (1) current (14) 21:18:26:1:33:19: 8:8 delivered (1) 48:22;49:24;52:21; 58:20;62:11;66:23; 57:22 70:17;73:12;77:20; demonstrate (2) 85:5;87:17 16:7.8 currently (17) **Department** (5) 10:13:22:15:34:15, 20,25;36:10;41:23; 65:23 43:25:45:25:47:1; depends (3) 75:23;77:19;78:9,20; 15:23;43:1;45:16 83:6;84:24;86:14 describe (1) curriculum (38) 13:9 9:13;10:23;13:20, describing (1) 21;53:24;55:5;56:4,5, 17:4 12,14,15,17;57:21,22; description (1) 58:3,4,6,18;59:8,11, 85:19 despite (1) 17;60:10,17,18,20; 61:8,13;62:1,8,11,22; 6:13 66:13;70:13,22; determine (1) 72:20,20,22;74:8 84:10 cutting (2) determining (1) 10:24;12:16 92:16 development (2) D 9:10;13:20 devices (1) daily (1) 3:6 difference (3) 28:5 data (1) 46:23;65:3;67:11 89:17 different (8) 11:6;15:16;18:21; **Date** (7) 23:22,23;24:9:33:3: 66:13.13:78:16: 56:1;91:22;92:1 80:18:90:3 Dates (6) diploma (1) 55:22 22:10,15;41:5,11; 50:16;91:20 director (3) 52:20:53:8:82:17 Day (21) 5:21;6:25,25;7:3,3; **Directors** (1) 12:1.10.10:13:1: 53:22 disabilities (1) 14:16:16:23:17:20. 85:4 20,23;53:15;85:19,22, 22;91:8;92:8;93:20 discuss (4) 69:23;90:11;93:20, days (16) 7:2;12:23;14:17,18; 25 17:21;18:6;22:16; discussing (1) 25:1;26:7;30:19,20; 70:12 discussion (4) 31:1;33:1,3;41:12,13 19:10;32:4;39:8; deal (1) 48:6 48:14 Deborah (2) discussions (1) 18:10:65:23 67:1 decide (1) disrupt (1) 70:15 60:15 decision (1) **Distinguished** (1) 34:9 32:9 distributed (1) decisions (1) 62:25 6:5 decreased (1) **District** (18) 22:10,25;28:1; 66:25 define (1) 83:13 definitely (1) 80:20;82:2;84:25; 80:14

districts (4) 22:17;25:7;32:20; 50:18 documentation (1) 17:25 documentations (1) 91:15 8:5;16:19,25;18:10; documented (1) 17:18 done (4) 16:6;44:21;61:14; 72:21 down (18) 5:13,18;9:25;12:19; 14:14,18;23:18,25; 55:14,15;56:17,21; 71:7;78:2;83:15;84:5, 10,11 **DR** (134) 3:22,24;7:24;8:1; 10:12:11:8,11,13,15; 12:2,7,10,13;13:4; 19:8;20:5,6,10,11,19; 25:12,25;26:3,5,13; 30:10,14;31:4,6,8,10, 12,24;32:17,18,24,25; 33:20;36:1,2,3,3,5,5, 6,8,15,24;37:11,14, 19,25;38:4,8,23;39:5, 12,25;42:10,11,18,22; 43:9,15,22;44:5; 46:15.17.22:47:5.20: 48:3,6,13:51:22; 54:22;55:2,10,13,23; 56:1,3,4,10,24;58:14; 60:6;61:10,12,22; 62:13:63:8,22,23; 64:5;65:2,19;69:24; 71:17,23;72:12;73:4, 7,11,15;74:9,10,15, 16;76:3;77:13,15,15; 78:1,11,13,15:79:18; 80:17,18;82:24; 83:10,12,20,23;84:5, 7,9;85:11,12;87:5; 88:11;91:20;94:8 driver (1) 69:4 drop (1) 83:14 drug (1) 84:1 due (3) 10:23;12:16;74:11 due-diligence (1) 61:5 duration (7) 5:25;22:14;35:15; 45:15;53:18;54:6; 34:24;35:5,7;41:14; 57:18 75:14,19;76:25;77:4; during (4) 27:21;29:1;35:6; 90:16;91:3,3;92:21 67.1

duties (1) 35:13 Е earlier (4) 22:18;24:21;26:9, 11 early (4) 25:22;26:8;71:14; 88:23 Ed (2) 18:10;65:23 Edgenuity (3) 56:21,23;61:17 Edmentum (1) 56:21 Education (7) 8:6;33:15;40:13; 46:9;49:19;52:16; 89:21 educator (1) 46:1 educators (5) 46:23,24;47:2,22; 48:4effect (1) 5:24 effective (1) 54:5 effectuate (3) 34:19:65:13.18 effort (1) 75:5 eight (1) 68:6 either (7) 11:15;38:14;59:1; 72:10:73:4,4:89:20 electives (1) 61:19 electronic (1) 3:6 elementary (1) 79:8 else (9) 18:14,16;31:18; 38:23;42:14;64:19; 93:14,24;94:5 email (3) 68:18,19,21 emergent (1) 93:15 emotional (3) 23:8;27:15;35:11 employment (1) 14:23 employs (1) 35:9 encapsulate (1) 16:9 encourage (1) 20:22

May 14, 2019

end (11) 13:3;15:25;16:11; 26:8,10;42:16;47:16; 50:18:51:4:63:4: 67:15 ended (2) 37:3;70:22 ending (2) 33:3;41:15 endorsement (1) 8:21 ends (1) 30:6 engagement (1) 34:12 enhance (1) 20:9 enough (1) 8:15 enrolled (1) 89:20 **ENROLLMENT (14)** 4:5,19;21:3,16; 33:9,17;40:3,16; 49:13,21;52:10,19; 75:24;82:15 enter (1) 13:12 entered (1) 45:2 enters (1) 13:18 entertain (7) 3:21;31:22;48:9; 51:18;81:1;88:8;94:6 entire (1) 10:7 entrepreneurship (2) 10:25:11:1 entry (1) 69:17 environment (1) 85:20 equal (1) 79:17 especially (3) 41:15;85:2;89:11 ESSA(2)56:10:66:1 essential (1) 6:22 essentially (2) 17:17;62:19 eSTEM (1) 10:19 Evans (21) 82:18,23;83:3,3,19, 22,24;84:6,8,12,18; 85:14,21;86:13,23,25; 87:3,19,22:88:3,5 even (4) 17:14;29:20;64:10; 68.17

				<b>,</b>
evening (1)	extended (1)	few (15)	folks (3)	gap (1)
79:25	17:14	8:3;19:22;26:17;	47:17,17;75:11	56:25
events (1)	extra (1)	32:12;39:17;48:20;	follow (3)	gaps (2)
6:15	30:19	49:2;52:4;57:12;	68:12;89:10;90:1	57:2,12
everyone (7)	eye (1)	73:22;74:1;75:10;	following (6)	gas (2)
3:2,5;5:8;33:8;	30:23	81:17;88:19;89:7	5:24;6:20;30:16;	15:19,19
62:3;90:22;93:11		field (2)	89:13,16;91:23	gave (2)
exact (1)	F	16:14;48:5	follow-up (7)	44:16;55:15
58:10		figure (3)	8:5,24;30:10;37:14;	general (5)
exactly (1)	facilitation (1)	9:25;68:1;86:11	61:22;69:25;70:4	57:24;67:23;68:24,
70:8	3:8	fill (1)	forced (1)	25;86:7
EXCELLENCE (5)	facilities (1)	57:3	5:18	Gentlemen (1)
82:3,7,13;83:4;87:7	58:1	finals (1)	forever (1)	3:3
excellent (1)	facility (1)	16:1	45:11	gets (2)
30:15	85:6	finance (1)	form (2)	46:2;86:17
exception (1)	fact (5)	67:12	87:11;93:6	given (3)
58:2	39:21;46:22;55:3;	financial (4)	former (1)	46:22;61:2,2
exceptional (1)	59:20;67:17	45:20;66:12;67:19;	69:3	giving (2)
93:2	fair (2)	84:15	FORT (5)	32:14;40:21
excited (2)	3:8;14:2	<b>find</b> (1)	4:6,14,17,20;13:16	glad (1)
13:21,25	faith (1)	21:6	forte (1)	56:13
exciting (1)	18:22	finding (1)	37:4	goal (2)
5:14	fall (5)	16:16	forth (2)	3:7;45:4
excluded (1)	29:2;35:14;71:14,	finds (1)	56:22;78:21	goals (4)
65:25	19;72:2	15:20	forward (10)	16:5;45:5,23;89:18
excuse (1)	falls (1)	fine (1)	20:24;54:3;55:17;	goes (1)
4:8	17:14	56:3	58:7;60:4,7;62:8,12;	15:8
exhibition (1)	Fame (2)	finish(1)	64:7;74:5	Good (22)
16:5 <b>exhibitions (1)</b>	37:8,9 families (1)	63:12 finished (1)	<b>found (2)</b> 16:13;64:19	3:2;4:11;5:17;
16:1	27:24	7:14	founder (1)	10:25;16:14;22:3; 34:10;36:5,6;46:25;
existence (2)	far (7)	first (9)	10:21	48:6;53:7;54:24;
9:21;11:20	17:17;24:3;27:7;	3:18;4:10,13;5:13;	four (3)	68:20;71:7,18;73:4;
exit (1)	42:12;62:7;67:14;	6:3;9:6;19:24;60:12;	14:16;36:17;37:24	89:9;90:5,8;93:21,22
69:17	89:10	70:10	Friday (1)	good-to-go (1)
ex-military (1)	favor (10)	fiscal (2)	69:2	49:10
37:2	4:2;19:11;32:5;	66:22;67:16	front-end (2)	governance (1)
expand (1)	39:9;48:15;51:24;	fit (3)	41:16;50:21	59:23
20:21	61:17;73:18;81:8;	11:2;16:14;79:21	fulfill (1)	grade (16)
expect (1)	88:14	fits (2)	17:18	9:13,14,15,16;
47:3	Fayetteville (2)	11:2,3	fulfills (1)	10:16;13:19;65:25;
expectations (1)	36:20;37:23	five (2)	28:2	76:11;77:5,6,23;80:7;
15:3	federal (1)	56:16;78:21	full (1)	84:11,11,13;85:8
experience (3)	66:3	Flanagan (1)	64:2	graders (5)
12:20;36:22;85:2	fee (6)	10:20	fully (4)	78:18;79:13,13;
• 1 (1)	57.17.66.10 01 05.			044405054
experienced (1)	57:17;66:18,21,25;	flexibility (21)	34:18;44:25;65:13,	86:16;87:24
48:5	67:3,4	11:18,21;12:9;20:1;	18	grades (12)
L		11:18,21;12:9;20:1; 22:21;24:1;32:19,23;	18 fundamental (1)	<b>grades (12)</b> 4:18;21:15;33:17;
48:5 experiences (2) 7:6;89:21	67:3,4 <b>feed (1)</b> 15:14	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23;	18 fundamental (1) 7:4	<b>grades (12)</b> 4:18;21:15;33:17; 40:15;49:21;52:18;
48:5 experiences (2) 7:6;89:21 explain (2)	67:3,4 feed (1) 15:14 feedback (5)	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24;	18 fundamental (1) 7:4 funding (3)	<b>grades (12)</b> 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14;
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23;	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6,	18 fundamental (1) 7:4 funding (3) 30:12,17,22	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1)	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1)	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9)
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13)	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1)	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10,
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2)	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15;	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1)	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10,
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15; 29:19;49:4;58:5;60:4;	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1)	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17 exploration (3)	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15; 29:19;49:4;58:5;60:4; 79:21,25;84:20,22;	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1) 36:22	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6 FUTURE (13)	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6 graduating (2)
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17 exploration (3) 13:20;14:5,9	67:3,4 <b>feed (1)</b> 15:14 <b>feedback (5)</b> 19:20;32:14;73:23; 81:16;88:18 <b>feel (13)</b> 12:17;17:1;20:15; 29:19;49:4;58:5;60:4; 79:21,25;84:20,22; 86:8;87:5	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1) 36:22 flow (1)	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6 FUTURE (13) 4:6,13,16,19,5:6;	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6 graduating (2) 5:13;69:8
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17 exploration (3) 13:20;14:5,9 explore (1)	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15; 29:19;49:4;58:5;60:4; 79:21,25;84:20,22; 86:8;87:5 feet (1)	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1) 36:22 flow (1) 60:15	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6 FUTURE (13) 4:6,13,16,19;5:6; 12:11;20:7;24:23;	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6 graduating (2) 5:13;69:8 graduation (5)
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17 exploration (3) 13:20;14:5,9 explore (1) 12:23	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15; 29:19;49:4;58:5;60:4; 79:21,25;84:20,22; 86:8;87:5 feet (1) 71:24	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1) 36:22 flow (1) 60:15 fluctuates (2)	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6 FUTURE (13) 4:6,13,16,19;5:6; 12:11;20:7;24:23; 25:16;29:15;30:2;	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6 graduating (2) 5:13;69:8 graduation (5) 5:16;69:2;74:20;
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17 exploration (3) 13:20;14:5,9 explore (1) 12:23 exploring (3)	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15; 29:19;49:4;58:5;60:4; 79:21,25;84:20,22; 86:8;87:5 feet (1) 71:24 fellow (1)	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1) 36:22 flow (1) 60:15 fluctuates (2) 69:14,14	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6 FUTURE (13) 4:6,13,16,19;5:6; 12:11;20:7;24:23;	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6 graduating (2) 5:13;69:8 graduation (5) 5:16;69:2;74:20; 89:16,20
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17 exploration (3) 13:20;14:5,9 explore (1) 12:23 exploring (3) 12:17;13:24;15:12	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15; 29:19;49:4;58:5;60:4; 79:21,25;84:20,22; 86:8;87:5 feet (1) 71:24 fellow (1) 60:2	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1) 36:22 flow (1) 60:15 fluctuates (2) 69:14,14 focus (5)	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6 FUTURE (13) 4:6,13,16,19;5:6; 12:11;20:7;24:23; 25:16;29:15;30:2; 52:7;59:24	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6 graduating (2) 5:13;69:8 graduation (5) 5:16;69:2;74:20; 89:16,20 grant (2)
48:5 experiences (2) 7:6;89:21 explain (2) 30:12;65:7 explained (1) 48:2 explanation (2) 49:4;53:17 exploration (3) 13:20;14:5,9 explore (1) 12:23 exploring (3)	67:3,4 feed (1) 15:14 feedback (5) 19:20;32:14;73:23; 81:16;88:18 feel (13) 12:17;17:1;20:15; 29:19;49:4;58:5;60:4; 79:21,25;84:20,22; 86:8;87:5 feet (1) 71:24 fellow (1)	11:18,21;12:9;20:1; 22:21;24:1;32:19,23; 41:13;42:1;44:23; 46:11,14;48:23,24; 50:17,20;62:24;80:6, 11;88:21 flexible (1) 85:18 Florida's (1) 36:22 flow (1) 60:15 fluctuates (2) 69:14,14	18 fundamental (1) 7:4 funding (3) 30:12,17,22 funds (1) 67:8 funnel (1) 91:6 FUTURE (13) 4:6,13,16,19;5:6; 12:11;20:7;24:23; 25:16;29:15;30:2;	grades (12) 4:18;21:15;33:17; 40:15;49:21;52:18; 75:24;77:1;82:14; 83:5,15;85:20 graduate (9) 20:25;55:20;68:10, 24;71:2;72:17;86:10, 15;87:6 graduating (2) 5:13;69:8 graduation (5) 5:16;69:2;74:20; 89:16,20

5:22;7:7;44:8,13 great (4) 10:12;11:8;30:21; 60:17 ground (1) 71:25 groundwork (1) 15:1 group (1) 84:13 groups (1) 28:4 Guard (1) 69:6 guess (8) 7:13;17:7;18:7; 40:19;54:11;59:2; 60:2;69:16 Guidance (15) 23:1;26:24;28:1,8, 11,25:35:1,3,4,9; 50:16,22,23;65:25; 66:3 guy (1) 36:19 guys (4) 63:5;90:13,13;92:6 Η **HAAS (13)** 33:10,13,15;34:14, 19.23:35:9:37:6.21. 23.23.24:39:2 **HALL (15)** 33:10,13,15;34:14, 19,23;35:9;37:6,7,9, 21,23,23,24;39:2 hand (2) 21:22:82:20 hang (2) 21:6:81:14 happening (2) 8:9;64:24 happens (1) 86:9 hard (1) 55:21 Hatley (42) 52:20:53:7,8:54:13; 55:1,7,11,14,25;56:2, 9,13;57:5;58:4;61:7, 11,15;63:6,9,12,15, 17;67:23;68:5,7,11, 13,15,25;69:10,13,17, 20;71:1,5,21,24;73:6, 24;75:9,13;86:8 head (8)

headmasters (1) 25:236:11 **HYATT (27)** healthy (1) 67:15 hear (5) 5:6,8;64:2;72:6; 79:3 heard (2) 64:5;92:16 hearing (4) 93:13 3:8;18:19;58:24; 92:13 held (2) 47:24:66:2 identical (1) help (11) 51:1 18:8;23:22;37:5; Impact (1) 45:24,25;49:4;56:19; 45:3 71:16;80:14;84:23; 90:3 64:21 helpful (2) 63:4:93:18 74:7 Henry (2) 36:16:37:2 72:25 Henry's (1) 36:25 47:20 Here's (2) 60:6;61:10 high (20)10:7;53:8;68:10; 60:21 75:15,18,22;76:7; inaudible (1) 77:17,18,23;78:2,2,6, 10:23 23,24;79:6,8,13;85:9; 87:8 60:25 high/high (1) included (1) 83:18 66:9 Hill (1) increase (1) 3:14 67:3 hired (3) increased (1) 28:1:46:2.8 16:21 hiring (2) 44:24;46:10 hold (2) Index (1) 34:16;41:20 66:2 indicated (2) hope (2) 83:5;87:1 Hopefully (5) 14:14,19;45:25; industry (3) 47:10;77:3 hopes (1) 14:20 hoping (2) 57:3;84:8 hosting (1) 14:24 hours (4) 14:13 8:2,12,15;20:12 initial (3) HR (2) 58:1:67:12 initially (8) Humane (1) 15:17 humbly (1) inquiry (1) 7:6 16:15 hundred (1)

38:3 instances (1) 7:15;18:24;19:1; 43:22 23:14:31:15.17: in-state (1) 69:5 35:19,21;38:20,21; 44:2;49:25;50:3; instead (1) 54:10;62:16,16;64:9, 77:5 12,16;65:6;70:5,6; instruction (4) 71:6,12;92:5,18; 41:17;56:5,12; 58:18 **Instructional (16)** Ι 5:21;6:25;7:3;12:1, 18;16:23;17:20,23; 20:12;22:22;30:12, 17,20,22;41:22;50:20 instructor (1) 8:19 implement (1) insure (1) 89:19 implementation (1) Integrated (1) 52:17 implementing (1) intensive (2) 85:24;87:9 importance (1) interaction (1) 25:4 interest (3) important (2) 45:8;74:14 14:4;15:15,25 impressed (1) interested (7) 9:17;11:5;14:24; 15:7,13,21:16:13 interesting (1) 15:21 incarcerated (1) intermingled (1) 85:9 intermingling (1) 85:13 internal (1) 68:22 interns (2) independent (3) 15:10,18 35:10:59:23:70:18 internship (38) 6:22;7:1,5;8:2,4,9, 11,18,22;9:2,5,7,8,14, 14,16,18;10:4,6;11:2, 6;12:19,24;13:10,16; 44:16;74:6 individuals (3) 14:21,22,25;15:2,5,8, 14;16:7,10,12,16; 36:10,13;46:18 20:13,16 13:13;14:10;15:24 internships (9) information (10) 6:23;7:2;10:2; 4:23:5:2:19:21; 11:19,22;13:2,13; 49:1;61:4,7;63:5; 20:8.21 intervention (1) 90:5:91:4:93:16 informational (1) 88:23 interventions (1) 56:19 14:17;23:10;41:7 interviews (1) 14:13 6:2,3,14;37:5; into (12) 41:21;42:3;43:4;46:5 5:24;6:18;9:5; 10:22:14:21:20:21: 43:5;47:19;60:1;62:9; 77:21;89:8 inspires (1)

inventories (1) 14:4investigate (1) 9:24investigating (1) 9:4 involved (1) 13:15 issue (4) 43:2,8,18:50:19 issues (5) 18:25;22:20;31:16; 38:20:67:16 item (13) 3:18;4:10,13;18:25; 21:6,8;33:11;40:6; 49:15;52:13;75:16; 82:5,5 items (1) 4:9 Ivy (1) 16:17 J **JACKSONVILLE (4)** 40:4,10,14;41:2 **JAG** (1) 9:7 January (3) 33:14;52:15;75:21 job (3) 38:2;71:7;89:21 Jobs (1) 86:14 Jones (16) 76:1,7,16,21,24,24; 77:10,18;78:5,12,20; 79:5,16:80:13,23; 81:25 Jordan (1) 93:7 journaling (1) 15:6 journalism (1) 37:5 journalist (1) 37:4 July (8) 54:5;63:7,11;64:1, 11,20;93:1,5 jumps (1) 58:19 June (14) 14:2;30:6;90:18,19; 91:21,23;92:3,12,22; 93:1,3,12;94:6,7 junior (4) 77:17,18;78:2; 83:18 justification (1) 39:24

36:18

42:7;54:10

headmaster (1)

7:15;19:1;23:14;

31:17:35:21:38:21:

				<b>3</b> /
	5:25;29:2;30:4;	21:4,9,14;22:8;	72:2;77:17;85:19;	36:20
Κ	57:14,18;58:13;	40:4,10,14;41:2;	90:3	Martin (1)
	66:19,19,21;69:11;	47:12;49:14,17,20;	looked (1)	33:18
K-12 (2)	82:5	50:13	29:18	Mary (4)
	late (1)	Likewise (1)	looking (15)	62:1,16;64:6;75:25
21:15;40:15				
K-8 (1)	93:2	57:16	8:13;9:17;16:19;	mathematics (1)
49:21	later (5)	limited (1)	29:17;44:1;57:4;	15:22
Katie (2)	54:18;55:23;56:1;	93:17	58:18,20;69:24;70:4;	matter (1)
52:20;53:7	70:21;74:12	LINCOLN (3)	77:20;83:17;89:25;	90:20
	law (1)	75:15,18,22	90:7:91:22	MATTERS (1)
Katie's (1)	65:9	line (3)	looks (3)	89:1
64:13				
Keep (7)	lay (1)	19:20;41:14;61:15	13:10;27:6;59:24	maximize (3)
49:11,12;50:1,7;	15:1	lined (1)	loss (1)	30:11,17,22
86:15,18;90:6	LEA (3)	60:9	78:3	maximizing (2)
	66:6;81:23;93:6	lines (1)	lot (14)	30:24;31:3
Kelly (1)	leader (1)	61:12	5:11;9:22;10:25;	maximum (9)
75:20				
key (1)	37:12	list (1)	13:12;15:16;16:3;	4:18;21:16;33:17;
63:17	leaders (2)	18:12	43:22;57:15;69:1;	40:16;49:21;52:19;
kids (15)	41:22;43:3	listed (1)	85:18;87:12;89:23;	75:24;77:6;82:15
	leadership (6)	59:23	91:6,11	May (24)
10:3;20:25;22:19;	<b>_</b> ,	listened (1)	love (4)	3:3;8:4;11:15,22;
28:4;29:21,22;68:9,	37:20;46:12;47:16;			
23;69:1,8,16;80:1;	49:3,5;60:22	16:20	10:2,9;13:11;17:4	14:8;16:11,15,18,21,
83:8;86:9,17	learn (1)	little (20)	LRPD (1)	21;17:14;18:8;28:21;
kind (25)	60:17	5:19;6:24;12:15;	69:7	29:20;41:23;45:24;
	learned (1)	16:18;18:20;22:17;	lunch (2)	46:25;47:1,5;55:23;
10:22;14:5,8,20;	16:10	25:12;27:5,9;36:9,25;	94:2,3	56:23;58:16;80:10;
15:23;16:9;30:22;			94.2,3	
38:12;43:15;44:15;	learning (13)	69:13;70:9;72:24;		91:19
58:19;59:2;60:11;	7:6;9:19,20;10:18;	77:3;79:17;80:17;	Μ	maybe (13)
63:3,24;64:13;65:6;	12:20;16:3,22;17:15;	83:16;84:7;94:4		11:21;17:25;18:8;
	20:9,13;23:8;27:16;	lives (2)	ma'am (26)	43:16;46:8,8;59:3;
71:24;78:18;83:13,	33:1	86:20,21	18:3;23:17;24:10,	71:14,19,21;91:6,8;
17,24;89:22;90:6;				93:17
93:2	least (3)	live-streamed (1)	18,24;25:5,9;26:25;	
knew (1)	8:19;26:11;68:17	3:13	27:4,11;29:25;30:3,5;	McLaughlin (6)
63:25	leave (4)	load (6)	31:20;34:1,5;38:24;	75:20,20;82:9,11;
<b>KREMERS (37)</b>	64:11,18,18;94:3	45:16;53:11;65:4,5,	40:8;42:21;51:15;	93:6,9
	Lenisha (6)	13;70:11	54:13;56:9;63:12,15;	mean (10)
3:22;7:24;8:1;	21:17;22:7;40:16;	local (3)	73:24;77:10	7:7;10:22;43:12,13;
10:12;11:8;20:10,11,				
19;32:17,18;39:5;	41:1;49:22;50:12	15:19;57:20;58:8	Madam (2)	55:5;64:18;79:20,21;
42:10,11,18,22;43:9,	less (1)	locally (1)	34:9;53:9	92:10,25
15,22;44:6;51:22;	67:13	58:4	major (1)	meaningful (1)
	letter (1)	location (1)	60:14	89:21
56:4,10,24;58:14;	65:25	78:16		means (1)
63:22,23;65:2,19;			majority (1)	
73:15;74:9,10;78:13,	level (4)	locked (1)	57:19	14:6
15;85:11,12;88:11;	9:8;79:5,7;85:8	12:19	makes (3)	meet (8)
91:20	library (2)	Logan (25)	30:19;46:23;85:4	17:19;64:1;65:24;
	61:20,20	4:21;5:5,5,8,11;	making (11)	66:6;72:4;84:20;
т	license (4)	7:11,25;9:1;10:13,15;	5:18;8:6;15:11;	85:10;90:19
$\mathbf{L}$				
	42:14;45:6;55:8;	11:10,14,16,24;12:15;	29:18;58:21;66:4,14;	meeting (12)
lack (1)	78:9	13:6,11;18:1,3,15,17;	67:6;79:4,14;89:13	3:4,13,15;8:11,24;
90:17	licensed (5)	19:17;20:19,24;21:2	management (14)	15:1,9;72:7,8;90:18,
lacking (1)	44:25;45:25;46:5,9;	logical (2)	27:22;47:13;53:23;	22;94:15
	56:14	37:13;84:13	54:2;55:4;57:13,17;	meetings (2)
48:1	licensing (1)	long (2)	58:1;59:21;66:18,21;	67:2;91:25
Ladies (1)				
3:3	80:6	45:19;85:22	67:2;74:17;77:22	meeting's (1)
languages (1)	licensure (23)	longer (1)	manager (2)	92:20
61:20	28:11;34:15,17,18,	59:20	57:5,10	meets (1)
	19,21;41:6,9,18,21,	long-term (2)	manifestations (1)	60:11
large (2)	25;42:1,2,12,24;43:7;	29:16;44:24	14:10	Members (20)
85:1,4		· · · · · · · · · · · · · · · · · · ·		
larger (1)	44:6,20;46:3,6;47:12;	look (18)	many (3)	18:14;32:8;34:9;
63:25	48:2;80:5	3:20;6:6;14:2;	37:15;87:6,13	39:2,22;42:8;48:19,
Larry (2)	life-skills (1)	15:15;17:10,10,13,25;	March (1)	25;51:1;53:9;60:2;
36:16;38:1	86:1	20:24;27:10;59:2;	82:11	77:11;80:4;81:16;
<i>.</i>	LIGHTHOUSE (13)	64:22;70:4;71:15;	Marilyn (1)	88:20;91:5;92:4;
last (11)		07.22,10.7,11.13,	······································	00.20,71.3,72.4,
	4	•		

				Niuj 11, 2017
93:18,20,24	month (1)	name (24)	NOBLE (8)	once (4)
mention (3)	90:18	3:10;5:3;22:5;	9:12,15;10:16,21,	14:7,21;50:1;60:9
18:16;56:24;63:1	months (2)	40:25;47:6;53:5,25;	22,24;11:4,5	one (57)
mentioned (1)	68:17;75:11	54:23;55:14,16,17,18,	non-renew (1)	6:21;7:4;8:6,10,19;
			53:22	
44:14	more (33)	24;57:7;59:11;60:9;		11:15;13:1,17,22,25;
mentioning (1)	9:24;16:18;17:24;	61:13;62:22;66:5;	nonrenewal (1)	14:3,20;15:18;17:21;
8:17	19:4;22:22;25:6;26:7;	70:16;71:2,4;74:17;	58:20	22:9;25:2;27:7,20;
mentor (1)	30:20;32:19;33:1,2;	83:1	normally (1)	28:12;30:4,16;37:16;
36:23	41:14,16;47:15;48:8;	name-change (2)	60:23	38:3,11;39:19;41:5,9;
met (1)	50:20;57:13;58:6,17;	55:2,3	noted (1)	43:4;44:12;45:2,22;
8:8	59:2;60:12,17;61:4;	names (1)	20:3	46:15;47:10;53:10;
method (1)	69:13,23;77:3;79:17;	68:20	November (2)	59:11,11;60:7,22;
68:8	80:6,11;83:8;84:24;	narrow (3)	40:12;49:18	61:12;63:1;65:9,9,10,
Michele (2)	85:18;94:4	14:8,14,17	Nucor (1)	11;69:3,5;70:14,16;
82:18;83:3	morning (11)	narrowed (2)	64:18	72:9;73:5,10;79:23;
microphone (4)	3:2;4:11,22;5:15;	56:17,21	number (15)	80:4;89:18;92:14,16,
3:11;28:22;62:4;	22:3;34:10,12;36:5,6;	nature (1)	8:6;10:17;18:5;	16
67:25	53:7;88:25	56:7	30:19;33:12;37:24;	one- (1)
middle (14)	morphed (1)	Naviance (1)	40:6;49:15;52:13;	6:16
64:14;77:21;78:7,9,	10:22	13:22	58:10;66:6;75:17;	ones (1)
23,24;79:8,23;80:5;	most (5)	necessarily (1)	77:6;79:6;82:5	43:6
		29:3	numbers (3)	
83:21;84:12,25;	17:1;59:6,7;68:16;			one-year (4)
87:25;88:21	79:6	necessary (2)	68:16;77:3;80:21	5:22;22:12;29:5;
<b>middle-</b> (1)	mother (1)	17:2,7	0	53:12
85:7	36:21	need (38)	0	ongoing (1)
middle-level (1)	motion (40)	6:21;8:5,23;11:18,		27:20
84:19	3:21,25;19:3,7,11,	21;12:18,18;17:25;	oath (2)	online (1)
might (12)	25;20:4,6,11,15;	18:11,12;22:21;	21:21;52:24	77:21
50:4;54:18;63:4;	31:22;32:2,15,18,22,	24:14;25:12;27:9;	obligations (1)	only (11)
68:20,20;70:4,6,7;	25;33:6;39:3,4,6;	28:21;31:16;33:25;	45:21	8:13;9:20;11:16,19;
71:15;85:19;87:7,14	48:9,11;51:18,23;	38:15;49:10;58:22,	obtain (2)	47:14,25;67:18;
military (2)	71:10,11,18;72:10;	25;61:4;62:3;65:17;	45:5,13	71:17;78:21;87:8,9
69:1,6	73:9,16;74:10,16,23;	66:5;67:24;74:19;	obtaining (2)	on-site (1)
minor (2)	75:4;81:1,3,19;88:8,	83:7,12,14,16,25;	41:24;42:23	27:21
60:13,14	12;94:6	84:3,23;86:2;90:11,	obviously (2)	onto (1)
minute (3)	move (21)	19;92:11	67:7;74:25	9:11
19:14;54:17;81:15	4:7;7:17;12:10;	needed (6)	occupation (1)	<b>OPEN (10)</b>
minutes (14)	19:5;22:22;31:24;	12:11,13;24:1;	14:11	4:5;21:3;33:9;
3:23;5:1;11:17;	33:11;35:23;51:19;	26:13;37:12;75:12	occur (1)	37:15;40:3;41:22;
12:4;16:2;17:16,17;	52:12;54:12;55:17;	needs (5)	63:14	49:13;52:10;69:17,17
22:2;34:6;50:11;53:6;	60:7;64:7;73:11;74:5;	20:1;64:20;66:6;	October (14)	operate (1)
73:22;78:21;83:2	77:1,8;88:1,9;94:8	84:21;85:10	4:15;21:12;72:8,11,	48:24
MISC (1)	moved (5)	network (1)	18;73:3,5,6,13;74:7,	operates (1)
89:1	3:22;48:10;62:12;	45:4	13,21;75:2,6	47:13
missing (2)	69:4;81:2	new (18)	off (2)	operating (1)
29:4;31:10	moving (7)	16:16;38:13;41:9,	9:18;58:11	9:2
mission (7)	40:5;50:7;54:3;	10;43:25;51:8;60:9;	off-campus (2)	operation (1)
10:9;20:2;54:23;	62:8;77:16;78:1;82:4	64:23;66:7;70:16;	6:23;7:2	68:6
55:7;61:2;74:14,18	much (16)	72:3,6,20;74:17;	offer (2)	opinion (2)
mixed (1)	19:17;20:18;39:14,	81:24;88:1;92:22,25	67:12;78:8	37:13;86:9
21:7	23;40:1;43:2;49:8;	News (1)	offered (2)	opportunities (7)
model (6)	58:14;61:16;66:18;	37:4	61:18,19	17:3,5,15;20:9,13;
9:19,21;10:1,2;	69:15,18;75:7,13;	newscaster (1)	offerings (1)	78:3;89:23
53:25;54:1	85:21;87:3	37:3	57:15	opportunity (11)
moment (4)	multiple (1)	newspaper (1)	officer (1)	13:22;17:6;20:8;
3:20;8:17;21:6;	89:24	37:7	69:7	34:11;41:19;60:23,
33:22	multitude (1)	next (13)	oftentimes (1)	24;61:1;64:20;74:24;
MOMENTS (9)	57:1	11:21;13:24;14:1;	89:14	90:8
19:22;26:17;32:12;	myself (1)	21:5,8;24:11;64:21;	old (5)	opposed (7)
39:17;48:20;52:4;	68:1	71:15;75:16;77:19,	28:20,23;35:1;	19:13;32:7;39:11;
74:1;81:17;88:19		25;84:13;89:24	38:13;42:3	48:17;52:1;73:20;
monitor (1)	Ν	nice (1)	older (1)	88:16
75:6		40:2	85:17	opposition (6)
				· · · · · · · · · · · · · · · · · · ·

7:14;21:21;23:13; 35:20:42:6:54:9 option (3) 12:17;14:1;87:9 options (3) 90:4;91:20,21 order (10) 3:4:5:1:17:2:23:25; 24:14;65:13;75:5; 77:2,22:93:4 organization (1) 47:13 original (2) 10:20;53:10 others (1) 92:15 otherwise (1) 87:14 ours (2) 13:18;22:19 ourselves (1) 13:25 out (30) 7:1;9:25;10:24; 11:5;14:14,17,25; 15:1;16:4,10,13;18:8; 20:23;22:17;35:13; 39:19;44:2,3;56:16, 20;58:19;60:9;63:12; 67:18:68:1:79:8.25: 85:23;86:11;88:25 out] (1) 12:16 out-of-state (4) 41:20;42:12,16; 69:4 over (11) 3:20;7:23;36:22: 37:20;41:8;54:25; 57:12,18:58:13: 91:15;93:14 overall (1) 67:6 oversees (1) 13:19 overview (2) 60:10,19 overwhelming (1) 85:5 own (1) 62:20 Р packet (1) 91:13 pages (1) 21:7 paid (3) 36:21;66:19,19 Panel (50) 3:4,12;4:16,22; 5:23;6:5;7:12;18:14;

19:14:21:13:31:13; 32:8:34:10:35:22: 38:19:39:1,15,22; 40:18;42:8;48:19,21, 25;49:23;50:25;53:9; 55:17;59:4,13;60:2; 67:21;70:2;75:22; 77:11:80:3,25:81:16, 18;82:12;83:9;87:16; 88:20;91:5,25;92:1,2, 4;93:18,20,24 paperwork (1) 55:16 par(1)37:6 parents (2) 22:18;68:18 part (16) 8:10;9:11;10:8; 16:22,24;17:25; 30:11:31:10:59:14, 15;61:25;62:5,6; 79:13;83:23;89:8 participate (1) 20:8 participating (1) 13:17 particular (2) 28:12;43:24 particularly (1) 28:5 partnering (1) 27:24 parts (1) 47:18 **past** (8) 27:3;38:15;44:13, 22;47:24;53:17; 57:12;89:14 pathways (1) 20:22 paying (2) 13:24;67:13 PEFFFER (2) 51:16;66:17 penalties (1) 53:20 people (2) 46:20,25 Pepsi-Cola (1) 69:5 perhaps (1) 47:25 period (1) 8:18 permanent (1) 45:11 permission (2) 62:10,21 **Perry (39)** 4:9,11,11;11:23,25; 12:3,8,12;17:8;21:10, 12;28:17,22,23;29:7,

11:30:4,6,8:33:14; 38:10,17;40:7,8,11, 12;42:7;44:9,11; 49:18;52:13,15; 55:15;59:5,6;61:25; 62:5,17;64:5 person (5) 3:9;28:12;44:25; 46:4,10 persons (1) 47:22 PFEFFER (231) 3:2,18,25;4:4,7,25; 5:7;7:9,12,16,21,23; 11:9,11;13:5,7;16:17, 17;17:22;18:4,13,24; 19:2,7,9,13,19,23; 20:3,10,14,18;21:1,5, 19;22:1,5;23:12,15, 18;24:7,17,19,23,25; 25:3,6,10,18,21; 26:16,18,20,22;27:1, 5,25;28:6,8,13,16,21; 29:6,9,12,24;30:1,5,8; 31:13,18,21;32:2,7, 13,17,21,24;33:5,8, 11,20,24;34:2,6; 35:17,22,25;36:3; 38:7,10,18,22;39:1,6, 11,15,18;40:5,9,19, 24;42:5,8;44:1,5,10, 12,20;45:7,9,24;47:5, 6;48:7,11,14,17,21; 49:12,15,25;50:6,10, 25;51:7,10,12,14,21, 23;52:1,5,12,22;53:4; 54:8,11,14,16,19,21; 57:7;58:16;59:18; 61:6;62:3;63:10,13, 16,18,21;65:20; 66:11:67:20.24:68:3: 69:22;70:2,25;71:4,6; 72:1,5,15;73:9,16,20, 25;74:2,9,15,22;75:3, 7,10,16;76:3,6,9,12, 15,17,22;77:8,11,14; 78:13;79:1,18;80:2,9, 16,24;81:3,5,7,10,14, 18;82:1,4,10,19,25; 83:9;85:11,15;86:3,6; 87:15;88:7,12,16,20; 89:2,5;90:11,21,24; 91:2,11,14,17;92:3,9; 93:8,11,23;94:9,11 phenomenal (3) 36:19,19;38:2 phone (7) 4:21;5:3;10:24; 12:16;33:19;76:1,4 pick (1) 44:15 Picture (2) 9:18.20

pie (2)65:7.17 piece (3) 16:5;48:2;90:12 pieces (9) 7:4;8:25;14:5;56:5; 65:7,11,12,14,17 piloted (1) 10:19 **PINE (4)** 49:14,16,19;50:13 place (5) 14:22;21:7;39:24; 43:3.5 placed (2) 46:2,12 plan (11) 16:24;42:12;46:4,7; 56:6,11;63:3;69:15; 89:15,18;92:24 Planned (5) 5:21;12:1;16:23,24; 17:23 plans (3) 43:11;74:6;93:14 platforms (1) 13:23 please (10) 3:9;21:21;22:5; 35:16:40:11:47:6; 52:24:53:5:57:7: 76:22 plus (1) 61:20 point (7) 9:16;13:2;14:7,24; 15:7:60:12:89:22 police (1) 69:7 population (2) 55:21;83:25 populations (1) 89:12 position (10) 28:25;29:8,10,16; 35:4;46:12,18;47:1,2; 83:1 positions (1) 46:20 possess (1) 34:25 possibly (1) 71:11 post- (1) 89:20 posted (1) 3:16 potentially (3) 14:15;64:1;70:3 practice (1) 5:16 premature (1) 72:24

### May 14, 2019

preparation (1) 8:21 present (11) 4:10,23;16:2;21:17; 22:2:34:7:61:8.9; 76:8,23;93:4 presentation (4) 7:13:35:18:76:2; 82:18 presented (2) 62:14;71:12 pretty (7) 39:20,23;43:2; 46:20;61:16;85:21; 90:13 prevent (1) 42:23 prevented (1) 46:10 previous (4) 42:4:46:17:54:1; 67:1 previously (2) 23:10;57:16 pricing (1) 61:18 Principal (19) 34:15,16,18,19,21; 41:6,9,18;42:1,2,13, 21;43:13;45:13; 46:13:47:12:76:1.8; 83:3 principals (2) 43:19:44:7 principalship (1) 36:12 prior (6) 26:6;33:1;46:2; 62:18;63:11;93:16 probably (10) 20:19:24:11:47:15: 58:10;60:24,25;79:2, 20;93:12,18 problem (2) 17:24;79:15 problematic (1) 92:12 problems (1) 84:1 procedures (1) 15:4 process (13) 14:9,19:16:10,12, 15;35:6;41:24;45:19, 20;59:17;60:16;62:6, 13 professional (2) 14:6;45:23 Program (21) 4:12;6:23;7:5;9:2,5, 7,11,18;10:19,24; 11:1,2,3;12:19;13:10, 16;20:17;35:3;37:5;

45:3:86:16 programs (1) 90:4 progress (3) raise (2 73:14:74:21:75:6 project (5) rating ( 15:9,12;16:4,7,8 projected (1) Ratio (1 67:15 proposal (1) 64:2 proposing (1) rationa 61:24 provide (14) rattle (1 5:1;20:13;23:2,3,8; 27:12,18;58:8;60:10; reach (3 74:14;84:22;85:7; 88:22;91:4 reachin provided (4) 57:16,19;58:4; reacting 66:24 provides (2) read (2) 27:14,19 providing (8) readine 3:15;13:23;29:20; 57:21,23,24;58:1,12 reading prudent (1) 63:24 ready (' Public (3) 4:12:47:9:56:7 pull(3)real (3) 24:11;47:17;85:23 pulled (1) real-(1 57:15 purchasing (1) realize 66:13 purpose (1) really (3 59:19 push (3) 24:1,3:45:22 put (5) 23:25;43:4;55:14, 14:91:12 putting (1) 79:25 Q real-wo qualifications (3) reason 42:11:43:10:47:23 qualified (1) 42:24 reasons quality (1) 49:5Quick (4) receive 36:8;54:22;76:13; 77:16 quickly (3) receive 28:18:90:14:92:17 auite (4) receivin 9:23;30:18,23;89:2

	recontine (1)
R	receptive (1) 14:15
Ν	reciprocity (2)
raise (2)	43:1,7
21:22;82:19	recognized (7)
rating $(2)$	40:25;47:7;52:14; 53:5,6;57:8;83:2
56:7;66:1 Ratio (13)	recommendation (1)
22:11;23:1;27:1;	12:23
29:1,3,4,8,13;34:25;	reconfiguration (1)
35:5,7;50:17,22	76:11
rationales (1) 43:4	<b>reconfiguring (1)</b> 77:1
45:4 rattle (1)	record (14)
58:10	3:10;5:4;19:15;
reach (3)	22:6;32:8;39:15;
20:23;55:21;80:7	40:25;47:7;48:19; 53:5;57:8;73:22;83:1
<b>reaching (1)</b> 84:5	88:17
reacting (1)	recorded (1)
72:22	3:14
read (2)	reduced (1)
19:20;39:19	57:17 reduction (1)
readiness (2)	66:24
23:7;27:16 reading (1)	re-evaluate (1)
23:21	13:2
ready (7)	referred (1)
7:10;23:16;54:11;	6:7 reflect (2)
73:8,9;76:13;93:19 real (3)	71:12;81:23
5:14;13:21;85:19	regard (1)
real- (1)	60:3
7:5	regarding (4)
realize (1)	8:3;18:25;52:23; 90:5
6:12 really (34)	Reginald (1)
9:8;10:1,8;12:19;	90:15
15:24;16:9;17:22;	regular (1)
23:6;27:19;29:16;	85:25 reiterate (1)
36:23;50:19;55:19;	71:1
56:18;57:2;59:16; 62:9;64:25;69:1,2,14,	related (1)
15;73:1;83:20;84:22;	65:12
85:10;86:11;89:17,	relates (2)
17,25;90:1,5,8;93:3	27:15;43:18 relationships (2)
real-world (1)	86:19;87:11
10:18 reason (8)	release (1)
6:21;17:22;46:16;	8:14
53:14,16,21;92:10,11	relinquish (1)
reasons (6)	92:21 rely (1)
30:15,16,16;41:11;	93:14
50:17;57:1 receive (5)	remain (1)
21:21;22:11;27:17;	77:6
52:24;66:1	remainder (3)
received (3)	6:19;12:25;22:13
43:7;53:12;62:10	<b>remaining (4)</b> 12:25;18:25;31:16;
receiving (2) 23:5;45:3	38:20
recently (1)	renewal (2)
9:10	30:7;54:7
	1

renewals (1) 72:9 replacement (2) 57:4:67:4 report (3) 66:2,4;68:22 reporter (1) 3:14 **Representatives (3)** 4:19:21:20:82:15 request (56) 3:9;4:5,24;8:2; 11:16,25;19:4,16; 21:3,8,11,17;22:13; 23:22;25:17;31:23; 32:16;33:7,9,13,19; 34:7,17;39:2,7,13; 40:3,9,18;41:4;43:15, 23;48:9;49:13,16,23; 51:2,20;52:3,10,20; 53:10,12,21,24;60:7; 66:6;74:11;75:14,18; 76:23;77:4;81:11; 82:2;88:10;93:4 requested (3) 23:22;31:25;73:12 requesting (14) 5:20,20,23;7:7; 22:3,9;23:1;24:9; 25:14:26:5:30:15; 34:14,23;50:14 requests (2) 34:21:58:24 require (2) 8:18;90:18 requirement (2) 8:20;29:1 requirements (7) 8:7,11;17:19;34:15, 18,22;44:21 Resource (1) 47:9 respect (1) 61:2 responses (2) 39:20;48:19 responsibilities (1) 43:10 responsibility (2) 43:11,14 responsible (2) 3:8:35:11 rest (1) 11:20 restrictive (1) 11:18 result (1) 55:3 return (1) 74:7 review (3) 59:1:73:14:75:2 reviewed (1)

;

May 14, 2019

61:23 rewarding (1) 87:4 right (78) 7:16:8:7:9:1.19; 11:4,24;12:17;18:13; 19:2;21:5,22;23:15, 18,19:25:23:26:11; 27:8;31:13,15,18; 32:8:34:12:38:18: 39:1,12;40:5,6,9,19; 42:5,8,25,25;44:3; 45:1,13;48:18;49:8, 12;50:6,10,25;51:16, 17;52:2,5;53:4;54:15, 20;64:7,9,15,16,25; 67:16;69:22;72:5; 73:21;75:16;77:18; 81:25;82:8,20;86:3,5; 87:20,22,25;88:7,17; 90:9,10;91:2;93:11, 21,23;94:9,11 rigor (1) 56:18 Roberts (67) 21:17;22:3,7,7; 23:17,24;24:4,6,10, 18,22,24;25:2,5,9,20, 24;26:2,4,10,15,25; 27:4,11:28:3,7,10,14; 29:23,25:30:3,13,25; 31:5.7.9.11.20:32:11: 40:17,23;41:1,1; 42:15,20,25;43:12,17; 44:19;45:1,8,14; 46:21;47:4;48:1,21; 49:22:50:9,12,12; 51:6,8,11,13,15;52:5, 9 Rock (1) 57:10 Rogers (36) 7:21,22;20:3;26:16, 19;32:13,15;36:18; 37:13,15,21;38:7,9; 54:19,20;63:18,20; 64:4,6,10,13,17; 66:15,18;67:10; 72:13,16;74:22,23; 86:3,5;87:17,20,24; 88:4,6 role (2) 28:2;29:19 roles (1) 47:24 Room (1) 94:2 roughly (2) 61:21;69:10 rule (2) 65:9,15 rules (3) 65:4,8,25

				<b>-</b>
run (1)	22:19;26:12;41:15;	71:21;72:4	57:10	22:18;65:10,15;
87:22	44:8;47:19;58:11;	serve (13)	side (18)	80:4
runs (1)	84:25;89:12,15	4:17;21:15;33:16;	7:15,15;19:1,1;	somewhere (3)
78:20	schools' (1)	40:15;43:13;49:20;	23:14,14;31:17,17;	42:14;60:25;64:19
	33:3	52:18;54:4;57:9;	35:21,21;38:21,21;	sooner (1)
S	school's (1)	60:21;75:23;82:14;	42:7,7;54:10,10;	84:7
	17:9 Sahannmayon ( <b>28</b> )	83:6	67:14;88:5	sorry (5)
same (16) 16:23;25:13;28:19;	<b>Schoppmeyer (28)</b> 33:18,20,23;34:1,5,	Service (5) 35:3;57:14,21;	<b>signal (1)</b> 55:4	28:23;33:23;62:5; 63:17;68:14
32:22;39:21;41:11;	8;36:3,5,6,14,16,20,	66:24;67:9	silence (1)	sort (5)
50:15,17;59:20;	25;37:2,12,17,21;	services (19)	3:6	13:19;15:1,4;18:19,
60:15;68:19;69:11;	38:1,6,8,23,24;39:12,	23:2,4,5,9;27:12,14,	SILENCE] (10)	22
75:4;77:7;85:16;	14,25;40:1;46:17,18	18,23;29:21;35:11;	19:22;26:17;32:12;	so-to-speak (1)
91:23	scoring (1)	57:12,15,19;58:1,2;	33:22;39:17;48:20;	68:23
savings (1)	56:10	67:5,12,13;89:15	52:4;74:1;81:17;	sought (2)
67:6	searched (1)	serving (5)	88:19	49:5;56:16
saying (2)	55:19	36:11;68:9;74:18;	similar (1)	sound (2)
59:18,19	seat (5)	83:8;89:11	91:13	17:4;93:21
scaffolded (1)	8:2,10,14;20:12;	sessions (1)	sit (1)	sounds (1)
12:22	53:11	85:24	9:25	59:3
scenarios (1)	Seat-Time (1)	set (6)	site (5)	space (1)
44:16	6:6	17:19;28:12,20,23;	10:5,6;15:8,14;	35:12
schedule (9)	Second (24)	63:7,7	27:14	spanning (1)
8:24;17:10,11,11,	3:24;4:1;19:8,9;	setting (5) 84:3,22;86:1;87:8,	sites (2) 7:1;10:4	10:7 speak (10)
13;60:8;72:2,5,8 scheduled (1)	32:1,3;37:18;39:5,7; 41:6;48:12,13;51:22,	10	situation (1)	3:11;12:15;23:13;
92:13	23;53:21;70:11;	settings (1)	67:19	35:19;42:6;47:5;
schedules (1)	73:15,17;81:4,6,7;	85:4	situations (1)	52:23;54:9;57:5,11
85:17	88:11,13;94:10	set-up (3)	85:3	<b>SPEAKERS (2)</b>
scheduling (1)	secondary (2)	14:25;15:9;85:6	six-hour (1)	21:25;53:3
53:15	80:10;89:21	seven-year (1)	17:20	speaking (4)
scholars (2)	seconds (1)	54:7	Size (3)	3:9;21:20;62:4;
35:12;38:3	55:15	several (3)	65:12,16;70:10	69:3
Scholastic (1)	seeing (2)	4:9;47:14;79:7	Size/ (1)	Spears (15)
37:9	15:6;31:21	shadow (3)	65:4	75:25;76:3,5,7,10,
SCHOOL (120)	seek (1)	14:16,16,18	Size/Teaching (1)	14,20;79:11,18,20;
4:5,6,12,14,16,19; 5:6,24;6:22;10:7;	44:24 seem (1)	<b>Shaking (8)</b> 7:15;19:1;23:14;	53:11 skills (2)	80:8,12,14,22;81:13 specific (10)
11:20;12:22,22;16:4;	14:15	31:17;35:21;38:21;	84:2;85:25	8:1;10:5;13:13;
17:12;20:1,7;21:3,4,9,	seems (2)	42:7;54:10	sleeping (1)	15:24;28:3,4;70:13,
10,14;22:8,16,23;	16:20;20:2	shall (5)	15:10	14;73:23;81:15
25:7,21;26:8;27:20;	select (2)	21:23;34:3;40:21;	small (1)	specifically (6)
28:19;29:9,19;33:9;	60:18;70:14	53:1;76:18	87:10	12:3;35:3;47:21;
37:22;40:3,4,11,14;	selected (1)	share (1)	smaller (2)	57:14;59:10;84:19
41:3,15;45:17;46:13,	59:10	86:20	84:3,22	speed-dating (1)
17;47:9;49:6,13,14,	selecting (1)	Sharon (1)	SMITH (5)	14:19
17;50:13;51:5;52:10,	60:18	3:14	4:6,14,17,20;13:16	spend (1)
11,16,19;53:8,25;	selection (2)	shifts (1)	social (7)	94:4
54:4;56:7,20;59:17;	59:17;62:8	43:14	10:25,25;23:8;	spoke (2)
60:16,21;61:1;64:13;	semester (5)	short (6)	27:15;35:11;84:1;	56:16;58:5
66:1,2,7,19;67:8; 68:10;69:4;70:16;	10:4;15:25;16:11; 30:19;33:4	17:13,14,15,21; 49:10;89:3	85:3 social/emotional (1)	Springdale (1) 37:24
71:19;72:21;74:5,18,	semesters (1)	shorter (2)	84:2	staff (10)
24;75:5,14,15,18,19,	26:7	6:24;7:3	Society (1)	16:19;18:4;36:17;
23;76:8;77:19,20,21,	senior (2)	shortly (1)	15:18	43:23;44:5;47:8;
24;78:2,6,7,9,23,24,	5:13,15	30:7	so-forth (3)	57:20;58:17;80:11;
24,24;79:6,9,14,23;	sense (1)	showing (1)	26:8;30:20;54:24	84:18
80:5;82:2,6;83:18,21;		67:14	someone (6)	staffing (8)
84:12,24;85:9,22;	separate (2)	SIATech (10)	28:2;44:17;46:7,11;	53:25;58:21;59:21;
87:8,18,25;88:22;	79:24;88:5	52:11,17;53:8,22;	71:10;93:14	70:18;80:3,15;84:16,
90:16;91:2,3;92:18,	separating (1)	55:8;56:14;59:9;	sometime (1)	17
23,23,25	11:5 Santanakan (2)	64:18;65:24;73:12	64:21	stage (1)
schools (9)	September (2)	SIATech/Little (1)	sometimes (4)	87:13
	1		1	1

		1		May 14, 2017
stand (2)	89:18	Superintendent (13)	41:8	85:15
21:21;52:24	strengthen (1)	4:21;5:6;21:16;	sworn (2)	third-ranked (1)
standard (7)	67:19	22:7;33:18;40:16;	50:1,8	37:22
12:5;17:9,19;34:17,	strong (2)	41:2;49:22;50:12;	system (3)	thorough (1)
24;35:7;58:19	41:22;87:10	54:1,4;75:25;82:17	47:18;77:22;86:13	66:3
Standards (19)	strongly (1)	supervision (1)	systems (1)	thoroughly (1)
6:11;28:20,24;29:1,	29:19	8:18	90:1	61:25
5;32:23;35:1,6;38:13,	structure (4)	support (27)		though (10)
16;41:9,10;42:3;	58:22;59:22;70:19;	20:6,11,15;27:8,20;	Т	12:16;17:14;24:8;
43:25;48:23;59:9;	85:7	32:15,18,22,25;35:2;		27:25;29:20;44:16;
60:11;65:8,10	stuck (1)	57:23,25;58:3,7,9,12;	tailor (1)	46:4;64:10;68:17;
standby (1)	64:13	61:1;71:16;74:4,6,10,	85:10	90:7
78:22	student (11)	16,23,24;75:11;87:10,	talent (1)	thought (4)
start (15)	13:17,18;14:24;	12	41:19	25:13;53:16;60:6;
14:5;16:15,15;	15:5,18;41:12;68:13,	supported (2)	talk (10)	70:6
22:21;23:18,22;24:9;	15;77:2;80:20;89:14	12:21;33:6	8:16;16:6;24:12;	thoughtful (1)
				18:18
32:14;35:14;50:18;	Student/ (1)	supporting (1)	27:5,9;74:7;83:16;	
51:8;66:7;83:8,10,10	22:25	75:1	89:15;92:11;94:7	three (9)
start-date (2)	Student/Counselor (1)	supportive (2)	Tammy (1)	10:6;14:16;51:6,7;
25:14;26:1	22:25	48:22;88:21	82:17	52:7;65:11,14,16;
started (4)	Student/Guidance (4)	supports (1)	taught (1)	68:17
9:6;10:21;13:15;	22:11;34:24;35:5,7	20:16	14:6	throughout (1)
74:3	student/teacher (1)	supposed (2)	teach (1)	77:4
starting (3)	25:3	15:10,12	78:10	tied (3)
23:24;24:15;25:22	students (59)	SUPT (103)	teacher (6)	10:16;15:24,24
starts (2)	4:18;6:23;7:5;8:20;	5:5,11;7:11,25;9:1;	8:20;31:6;36:23;	till (1)
14:20;71:19	13:12,14;15:16,25;	10:15;11:10,14,24;	41:12;84:16;87:11	64:20
state (21)	16:1,21;17:3,5;20:7;	12:15;13:6,11;18:3,	teachers (12)	timeframe (2)
3:9;5:3;9:20;12:4;	21:15;22:16;23:5,7;	17;19:17;20:24;21:2;	6:25;23:6;24:12;	45:12,15
13:23;22:5,23;33:14;	27:8,13,15,18;28:14,	22:3,7;23:17,24;24:4,	27:17;28:4;31:1;	timeline (2)
37:22;40:12,24;	15;30:20;33:16;	6,10,18,22,24;25:2,5,	47:16;53:14;72:21;	66:7,9
41:24;47:6;49:18;	40:15;49:21;52:18;	9,20,24;26:2,4,10,15,	78:6,8;86:19	times (1)
52:15;53:5;57:7;	53:14;56:19;60:23;			13:12
		25;27:4,11;28:3,7,10,	teaching (5)	
58:11;59:10;80:17;	68:16,16;69:3;72:22;	14;29:23,25;30:3,13,	33:1;65:4,5,13;	title (4)
83:1	74:19,25;75:24;	25;31:5,7,9,11,20;	70:11	3:10;5:4;12:6;22:6
stated (2)	77:23;79:6;80:7;	32:11;33:23;34:1,5,8;	team (1)	today (22)
20:2;59:11	81:20;82:14;84:1,21,	36:6,14,16;37:2,12,	81:22	4:9;5:13,14,18;
states (2)	23;85:1,2,5,8,9,17;	17,21;38:1,6,24;	Technologies (2)	20:25;21:17;22:9;
47:14,24	87:6,12;88:22;89:11,	39:14;40:1,23;41:1;	52:17;57:24	38:25;41:4;50:14;
stating (1)	16,19;90:2	42:15,20,25;43:12,17;	technology (3)	53:10;58:24;60:1,8;
39:21	student's (3)	44:19;45:1,8,14;	57:23;58:3,7	62:14;69:25;70:7,24;
Statute (1)	14:25;15:2,15	46:21;47:4;50:9,12;	teleconference (1)	71:8,9;82:18;83:5
34:16	stuff (1)	51:6,8,11,13,15;52:9;	91:1	together (6)
stay (2)	5:17	76:5,7,10,14,20;	temporary (1)	65:18;80:1;89:25;
15:17;19:19	subjects (1)	79:11,20;80:8,12,14,	6:16	91:7,12;94:4
stays (1)	85:23	22;81:13	terms (3)	top (1)
15:5	submit (3)	Sure (19)	62:24;70:3;80:3	41:19
step (1)	53:17;55:16;91:16	5:5;7:11,25;8:6;	testimony (6)	totally (1)
44:2	submitted (2)	9:1;11:14;21:12;23:4;	21:23;34:3;40:21;	79:24
stepped (1)	6:3;93:7	24:20;29:22;30:23;	52:25;76:18;82:21	toward (1)
44:3	success (4)	31:2;45:5,16;57:1;	testing (5)	44:18
	9:22;16:24;90:2,5	62:3;65:6;89:5;90:23		
steps (4)		· · · ·	22:23;26:8;30:21;	towards (2)
15:23;55:22;61:15;	successful (5)	surrounding (7)	33:2;35:9	43:20;45:22
71:16	84:24;86:2,23,24;	22:17;25:7;26:12;	Thanks (4)	track (4)
stick (1)	89:19	32:20;33:2;41:14;	5:11;18:21;20:24;	56:20;68:20;74:19;
13:1	sudden (1)	50:18	21:2	90:2
still (9)	92:13	swear (9)	theirs (1)	tracker (2)
9:9;12:8;18:5;	suggested (1)	21:22;33:25;34:2;	45:3	68:13,15
43:12;67:12;72:23,	67:2	40:20,20;52:25;	therapeutic (1)	tracking (3)
24;77:23;90:11	suggestion (1)	76:17;82:20,20	27:22	68:9;86:10,13
story (1)	60:6	swearing (2)	thinking (9)	tradition (1)
63:25	suited (1)	50:2;76:13	60:13;70:3;71:10;	39:19
strategic (1)	58:6	switched (1)	72:9,18;73:2,3;80:3;	traditional (4)

85:21:87:8:91:24; 92:23 UNA training (2) 27:18;92:7 transcript (2) 3:15;6:7 transcripts (1) 6:8 unde transition (7) 29:2:35:6:38:13; 58:21;63:3;75:6; 85:25 unde transportation (3) Unif 78:17,23,25 traveling (1) 78:7 Unit tried (1) 9:3 triggered (1) 6:15 Tripp (2) 44:11;47:8 Trish (1) 10:20 truck (1) 69:4 truly (1) 84:2 upco truth (19) upda 21:24,24,24;34:4,4, 4;40:21,22,22;50:4; 53:1.1.2:76:19.19.19: 82:22,22,22 try (4) uppe 85:24;86:11;91:7; 92:7 use ( trying (8) 18:7,23;41:8;79:5, using 7,16;80:19;92:9 Tucker (3) 82:17.24:87:5 Tuesday (1) 11:22 Turn (1) 68:1 twice (1) 53:15 two (19) 6:20;11:6;12:25; verif 22:9;26:11;35:9; 36:10,12,18;37:16; 41:4;50:14,24;56:17; 60:22;67:1;69:3;72:9; 84:24 type (3) 11:1;27:8;89:20 view types (1) 85:3 typically (1) 65:7

		1
umbrella (1)	vital (1)	weeks (2
10:11	10:8	15:6;2
UNANIMOUS (11)	volunteer (1)	weigh-in
4:3;19:12;32:6;	36:21	59:16
39:10;48:16;51:25;	voted (7)	welcom
73:19;81:9,11,19;	19:25;20:4;32:15;	3:5;11
88:15	53:22;64:11,17;75:4	78:12
	votes (1)	whatnot
under (10)		
9:10;28:20,23;35:1;	19:15	56:11
37:20;41:10;42:2;	**7	what's (
58:5;64:23;66:2	$\mathbf{W}$	8:9;15
underneath (2)		36:25
9:2;10:11	wait (3)	68:22
Uniform (6)	7:13;54:17;63:24	wheneve
22:10,15;30:13;	waiting (2)	6:8,10
41:5,11;50:15	62:6;88:24	whole (6
Unit (1)	waiver (62)	21:24
92:19	5:22;6:2,5,6,9,13,	53:1;7
unlike (1)	17,19,21;7:8;11:17;	who's (2
56:10	17:1,2,7,23;18:11;	3:5;36
up (19)	20:12,16;22:12,14,24;	who've
13:16;17:15;21:7;	23:21;25:16;27:2;	56:19
22:22;24:1,11;28:18;		WILLIA
	28:10,20,25;29:5,8,	
30:7;37:3,6;39:23;	10,15;30:11;32:19,	3:24;1
42:16;44:15;50:3;	25;34:14,16,17,19,20,	12:2,7
55:15;61:16;70:22;	21,23,25;36:12;41:6;	19:8;2
90:6;93:16	42:2;43:5,24;44:6,7;	26:3,5
upcoming (3)	45:11;48:22;50:23;	31:4,6
24:15;25:15;90:18	51:19;53:11,13;64:7,	32:24,
update (10)	14;65:14,18;69:25;	8,15,2
5:2;40:11;48:22;	70:11;74:11	25;38
51:13,14;70:21;	waivers (13)	48:3,6
71:15;73:13;74:13,20	18:12;23:10;35:2;	10,13,
upper-level (1)	38:14;39:23;43:24;	61:10
78:3	46:19;50:15;53:13;	63:8;6
use (3)	63:24;64:3;73:11;	71:17
13:22;14:3;68:18	74:5	7,11;7
using (5)	walk (1)	15,15
10:13,15;11:4;	87:13	18;83
70:15;72:21	WALTER (4)	84:5,7
	47:5,8,8;48:4	William
$\mathbf{V}$	Walter's (1)	47:20
	49:3	willing (
valued (1)	wants (3)	9:24
12:20	7:18;37:6;71:10	willingn
variety (1)	way (10)	49:6
14:4	13:18;19:21;54:23;	WILSO
vendor (2)	64:23;65:6;67:18;	7:20;1
58:8,9	72:19;80:18;86:10;	26:20,
verify (1)	91:8	35:24
16:25	ways (1)	49:11
Verizon (1)	15:16	54:14
87:13	website (1)	68:1,5
versus (1)	3:16	69:8,1
41:17	Wednesday (3)	75:3,4
viewing (1)	11:17,19;12:4	7,22,2
3:12	Wednesdays (3)	89:4,9
Virginia (1)	6:24;8:14;17:16	withdra
4:11	week (8)	90:17
visit (1)	17:17;24:4,5,6,21;	within (
6:10	26:5,9;27:22	6:7;10
visiting (1)	weekly (1)	14:11
7:1	17:10	58:11

ks (2) 5:6:26:12 gh-in (1) ):16 come (4) 5;11:10;13:6; 3:12 tnot (1) 5:11 t's (8) 9;15:8;17:17; 5:25;46:3;62:14; 8:22;87:17 never (4) 8,10;9:6;10:21 le (6) :24;34:4;40:22; 3:1;76:19;82:22 's (2) 5;36:21 've (1) 5:19 **LIAMS (83)** 24;11:11,13,15; 2:2,7,10,13;13:4; 9:8;20:5,6;25:12,25; 5:3,5,13;30:10,14; 1:4,6,8,10,12,24; :24,25;36:1,2,4,5,6, 15,24:37:11,14,19, 5:38:4:46:15.22: 3:3,6,13;54:22;55:2, ),13,23;56:1,3;60:6; 1:10,12,22;62:13; 3:8;64:5;69:24; 1:17,23;72:12;73:4, 11;74:15,16;77:13, 5,15;78:1,11;80:17, 3;83:11,12,20,23; 1:5.7.9:94:8 iams' (1) 7:20 ng (1) 24 ngness (1) 9:6 LSON (43) 20;19:5,23,25; 5:20,21;32:1;33:5,6; 5:24;48:10,12; 9:11:50:4:51:19: 4:14,15,18;67:22; 8:1,5,8,12,14,22; 9:8,11,15,18,21; 5:3,4;81:4,6,7;86:6, 22,24;87:1;88:9; 9:4,9 draw (1) ):17 in (7) 7;10:10;11:3; 4:11;16:4;23:9;

#### May 14, 2019

without (3) 62:20:64:3:92:6 wonderful (1) 85:6 wondering (1) 85:16 word (1) 90:17 wording (1) 55:8 work (19) 8:13,15;9:3;10:10; 28:3,5;43:13;45:17, 19;46:4;49:6;54:24; 55:5,6,19;81:23;87:2; 91:25;92:4 working (15) 9:4;11:7;18:5;23:6; 42:18;43:20;44:18; 45:21;46:1;58:9;73:3; 85:22;86:12;89:24; 93:9 workplace (1) 14:7 works (4) 13:18;69:5;73:5; 92:1 world (2) 7:6;61:20 Y y'all (3) 69:18;81:21;88:24 year (48) 5:23,24;6:3,11,17, 18;10:5;11:21;13:24; 14:1;22:13;23:25; 24:11,11,13,16,17; 25:15,22;26:3;36:23; 37:16,18;41:15; 57:14,18;61:21;63:4; 64:21;66:7,19,20,21, 22,23;67:15;69:9,12, 12;77:19,20,25;83:7; 84:4;89:19,24;92:23, 25 yearbook (1) 37:8 yearly (1) 51:11 years (15) 6:20;10:7;13:1; 24:15;25:16;36:17, 22;37:15,16;51:6,7; 57:13;58:13;68:6; 79:7 yesterday (1) 92:19 you-all (1) 54:25

U

May	14.	2019
TATAY	т.,	2017

	50:10;53:6;83:2	77:19	52:19;77:2,9,17
1	200 (1)	4-8 (1)	941 (1)
	28:15	77:20	33:18
1 (4)	2004 (2)	<b>4-C2</b> (2)	9th (3)
54:5;63:7,11;64:1	33:14;82:11 2008 (1)	34:17,21 <b>4-E1 (1)</b>	77:5;79:12,22
1,019 (1)	40:12	34:25	
40:16 <b>10 (10)</b>	201 (2)	<b>4-E2</b> (1)	
4:18;12:23;14:10,	9:12;10:17	34:24	
12,12,14,17;52:15;	2010 (1)	4th (1)	
55:15;58:11	49:18	79:24	
100% (2)	2011 (1)	_	
10:3;53:19	52:15	5	
101 (3)	2012 (1)	<b>E</b> (2)	
9:12;10:16,17	75:21 <b>2014 (1)</b>	<b>5 (3)</b> 27.2.40.15.92.5	
10th (1)	2014 (1) 21:12	37:3;49:15;83:5 500 (2)	
13:19	2015 (2)	82:15;87:19	
11 (1) 59.12	4:15;35:1	<b>5-8</b> (2)	
58:13 11:45 (1)	2018 (1)	80:5;84:19	
94:15	66:22	5th (8)	
11th (7)	2019 (3)	79:24;83:15;84:11,	
86:16;91:23;92:3,6;	3:3;35:15;54:6	11,12;85:8,20;87:24	
93:12;94:6,7	201-A (1)		
12 (6)	94:2	6	
4:18;25:6;33:14,17;	2020 (1)		
61:21;75:21	30:7 <b>2020-21 (1)</b>	<b>6 (2)</b> 52:13;83:6	
12th (3)	2020-21 (1) 25:21	<b>650 (1)</b>	
77:5,6;86:16	25.21 210 (2)	49:22	
<b>13th (8)</b> 22:21;23:23;24:9,	31:1;41:12	6th (7)	
15,21;25:14,15,25	25 (2)	25:22;79:22;83:15;	
14 (2)	8:19;16:2	84:12;85:8,20;87:24	
3:3;4:15	265 (1)	_	-
15 (1)	87:20	7	
21:12	275 (1)	- (0)	
16.0 (1)	52:19	7 (2)	
35:2	3	33:17;75:17 <b>7-12 (5</b> )	
<b>16.01.1</b> (1)	5	82:14;83:6,14;88:1,	
35:3 <b>16.01.2 (1</b> )	3 (2)	4	
35:4	33:12;40:12	750 (1)	
16.01.3 (1)	30 (5)	21:16	
35:4	11:17;12:4;17:16,	7th (3)	
16-17-302 (1)	17;36:22	79:22,22;80:7	
34:16	301 (2)	0	
18 (1)	9:12;10:17	8	
69:8	<b>30-minute (1)</b> 8:14	<b>9</b> ( <b>1</b> )	
<b>180</b> (1)	30th (3)	<b>8 (4)</b> 49:18;78:1;82:5,11	
8:12 <b>190 (3</b> )	30:6;92:22;93:3	<b>800 (1)</b>	
22:15;25:1,5		85:1	
190-day (1)	4	8-12 (4)	
41:12		75:24;77:2,9,16	
1-A5.2 (1)	4 (1)	850 (1)	
18:11	40:6	75:25	
1st (3)	4-(1)	8th (7)	
64:11,20;93:5	34:14	77:6,23;78:18;	
•	<b>4-12 (1)</b> 8:21	79:13,22,23;80:7	
2	<b>450 (1)</b>	9	
20 (6)	4:19	,	-
<b>20 (6)</b> 5:1;22:1;34:6;	4-7 (1)	9-12 (4)	
J.1,22.1,34.0;	. (=/	( - )	