In The Matter Of:

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION CHARTER AUTHORIZING PANEL

February 15, 0217

Sharon Hill Court Reporting 4021 Robinwood Cr. Bryant, AR 72022 (501) 847-0510

Original File CAP - 2-15-17.pm

Min-U-Script® with Word Index

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION CHARTER AUTHORIZING PANEL

FEBRUARY 15, 2017 8:30 A.M.

APPEARANCES

PANEL MEMBERS:

MS. DEBORAH COFFMAN	Chairman/Chief of Staff
DR. MARK GOTCHER	Vice Chairman/Deputy Commissioner
MS. IVY PFEFFER	Asst. Commissioner - HR/Educator Effectiveness & Licensure
DR. ERIC SAUNDERS	Asst. Commissioner - Fiscal & Administrative Services
MR. GREG ROGERS	Asst. Commissioner - Fiscal & Admin. Services
MS. STACY SMITH	Asst. Commissioner - Learning Services
MR. BOBBY LESTER	Director of Federal Programs
MS. ANNETTE BARNES*	Asst. Commissioner - Public School Accountability

ALSO APPEARING:

MS. KELLY McLAUGHLIN	Public School Program Advisor
MS. VIRGINIA PERRY	Public School Program Advisor
MR. FREDDIE SCOTT	Learning Services Operations Mgr.
MS. MARY PERRY	ADE Assistant to Director

ADE LEGAL COUNSEL:

MS. JENNIFER DAVIS ADE Staff Attorney

*Ms. Barnes was present for the afternoon session only.

ARKANSAS DEPARTMENT OF EDUCATION
#4 CAPITOL MALL
LITTLE ROCK, AR 72201

INDEX

				Page
Preliminary Matters	•	•	•	3
Consent Agenda	•	•	•	3
A-1: Warren Middle School	•	•	•	4
A-2: KIPP Delta Public Schools	•	•	•	10
A-3: Arkansas Connections Academy	•	•	•	18
Discussion & Vote re: Special March Meeting	•	•	•	52
A-4: Arkansas Virtual Academy	•	•	•	56
Misc. Matters	•	•	•	111
Court Reporter's Certificate				132

	_
1	PROCEEDINGS
2	CHAIRPERSON COFFMAN: Ladies and Gentlemen,
3	thank you for your patience. We'd like to begin the
4	February 15, 2017 meeting of the Charter Authorizing
5	Panel. I'd like to welcome everyone to the
6	Department and ask you to silence all electronic
7	devices.
8	As we look at our agenda today, I have no
9	Chair's Report. Does any other member of the Panel
10	have a report?
11	Seeing none, I'll ask you to consider the
12	Consent Agenda items.
13	CONSENT AGENDA
13 14	CONSENT AGENDA CHAIRPERSON COFFMAN: Any questions, concerns,
14	CHAIRPERSON COFFMAN: Any questions, concerns,
14 15	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda?
14 15 16	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda? DR. GOTCHER: Other than just an appreciation to
14 15 16 17	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda? DR. GOTCHER: Other than just an appreciation to the Charter team for making those adjustments we had
14 15 16 17 18	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda? DR. GOTCHER: Other than just an appreciation to the Charter team for making those adjustments we had discussed last month. So I appreciate you guys.
14 15 16 17 18	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda? DR. GOTCHER: Other than just an appreciation to the Charter team for making those adjustments we had discussed last month. So I appreciate you guys. Thank you.
14 15 16 17 18 19	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda? DR. GOTCHER: Other than just an appreciation to the Charter team for making those adjustments we had discussed last month. So I appreciate you guys. Thank you. CHAIRPERSON COFFMAN: Then I'll accept a motion.
14 15 16 17 18 19 20 21	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda? DR. GOTCHER: Other than just an appreciation to the Charter team for making those adjustments we had discussed last month. So I appreciate you guys. Thank you. CHAIRPERSON COFFMAN: Then I'll accept a motion. DR. SAUNDERS: So moved.
14 15 16 17 18 19 20 21	CHAIRPERSON COFFMAN: Any questions, concerns, anything that needs to be pulled from the agenda? DR. GOTCHER: Other than just an appreciation to the Charter team for making those adjustments we had discussed last month. So I appreciate you guys. Thank you. CHAIRPERSON COFFMAN: Then I'll accept a motion. DR. SAUNDERS: So moved. DR. GOTCHER: Second.

	4
1	DR. SAUNDERS: Yes, ma'am.
2	CHAIRPERSON COFFMAN: All those in favor?
3	(UNANIMOUS CHORUS OF AYES)
4	CHAIRPERSON COFFMAN: Any opposed?
5	Motion carries.
6	A-1: REQUEST FOR DISTRICT CONVERSION PUBLIC CHARTER SCHOOL
7	AMENDMENT: WARREN MIDDLE SCHOOL
8	CHAIRPERSON COFFMAN: Action Agenda Item 1,
9	Request for District Conversion Public Charter School
10	Amendment for Warren Middle School. Ms. McLaughlin.
11	We may want to start with Ms. Davis
12	MS. McLAUGHLIN: Yes.
13	CHAIRPERSON COFFMAN: with some quick
14	guidelines, and then we'll go right to you.
15	MS. McLAUGHLIN: Okay.
16	MS. DAVIS: Good morning. Jennifer Davis, Staff
17	Attorney for the Department. The procedures you're
18	going to follow today are going to be that the
19	applicant will have 20 minutes to present its
20	application or its request to you, and then followed
21	by 20 minutes collectively for any opposition. At
22	that point the applicant will then have an additional
23	5 minutes to make any closing statements or any
24	rebuttal that they'd like. You can ask any questions
25	at that time of the applicant, the Department we

can provide any information -- and then you can make 1 your decision. I do believe that you have a Google 2 doc that you can go ahead and state your reasons for 3 your decision in that for the applicant. 4 CHAIRPERSON COFFMAN: And will you check to see 5 if there's anyone here to speak, public comment? 6 7 MS. DAVIS: I will. Thank you. CHAIRPERSON COFFMAN: 8 9 Ms. McLaughlin, you're recognized. 10 MS. McLAUGHLIN: Good morning, Madam Chair. Today, we have Warren Middle School here to request 11 -- to make their amendment request. We have Justin 12 Beth Woodard, the Gifted and Talented Coordinator, 13 and Kathy Cornish, the middle school Principal. 14 15 CHAIRPERSON COFFMAN: If all persons speaking on 16 behalf of Warren Middle School will please stand and raise your right hand -- find my notes -- and anyone 17 18 speaking in opposition. Do you swear or affirm that the testimony you're about to give shall be the 19 truth, the whole truth and nothing but the truth? 20 21 (ALL SPEAKERS ANSWERED AFFIRMATIVELY) 22 CHAIRPERSON COFFMAN: All right. If you'll 23 state your name please and remember to stay right on 24 the microphone. 25 MS. CORNISH: Okay. Kathy Cornish, principal at

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Warren Middle School. Today, we are requesting to change how we have been servicing Gifted and Talented. Last year, if you recall, we came, a little over a year ago, to request changing from our original charter to changing it to where we incorporated it into our science curriculum. And now we, due to staff changes, we now want to request to go back. And I have our Gifted and Talented Coordinator, who was also the teacher at the science building last year that incorporated it into the science curriculum, to come and discuss the change that we are requesting.

I'm Justin Beth Woodard. MS. WOODARD: I'm the Gifted and Talented Coordinator for our school In the original charter, the students were district. being serviced through their pre-AP classes in all content areas, with the exception of 6th grade who were also getting an additional 45-minute pullout with the Gifted teacher weekly. They felt like that the students needed this extra pullout time due to their age, even though they were housed with the 6th and 7th grade at the middle school. Then there was a change to the charter due to staff. The teacher was a 7th grade teacher who also had GT certification, and they decided to service students through the GT

	- February 15, 0217
	7
1	science class. And science in grades students in
2	grades 6 through 8 had a GT science class in addition
3	to pre-AP content area classes in all their other
4	content areas. The current change that we are
5	requesting is due to the staff changes there are
6	there's no longer a certified GT teacher at the
7	middle school. We are asking that the waiver be
8	changed to the original waiver with the exception of
9	adding 7th and 8th grade for a 45-minute pullout as
10	well with the 6th grade. This is still above and
11	beyond what is required in the GT rules and
12	regulations.
13	CHAIRPERSON COFFMAN: Ms. Cornish, do you need
14	additional
15	MS. CORNISH: No.
16	CHAIRPERSON COFFMAN: Ms. McLaughlin, is there
17	anyone here to speak in opposition?
18	MS. McLAUGHLIN: No, ma'am.
19	CHAIRPERSON COFFMAN: Okay. Any final words
20	from either?
21	All right. Questions?
22	Dr. Saunders.
23	DR. SAUNDERS: I'd just like to make a motion at
24	the time.
25	CHAIRPERSON COFFMAN: Any questions from anyone

	8
1	else?
2	Dr. Saunders.
3	DR. SAUNDERS: I make a motion to approve.
4	MR. ROGERS: I second.
5	CHAIRPERSON COFFMAN: We have a motion from Dr.
6	Saunders and a second by Mr. Rogers to approve the
7	amendment as requested. Any discussion?
8	All those in favor?
9	(UNANIMOUS CHORUS OF AYES)
10	CHAIRPERSON COFFMAN: Any opposed?
11	Motion passes.
12	If you'll give us just a moment, we need to
13	write our reasons and then they'll read those reasons
14	to you out loud.
15	(A FEW MOMENTS OF SILENCE)
16	CHAIRPERSON COFFMAN: Dr. Gotcher.
17	DR. GOTCHER: I voted for the amendment to
18	renew. Is it it wasn't to renew; it's an
19	amendment, wasn't it? I'm just looking at the actual
20	motions, so I'm wondering if that needs to be
21	changed. Am I in the right place? Yeah, I am.
22	I voted for the amendment, so no concerns with
23	this request. I support their rationale.
24	CHAIRPERSON COFFMAN: Ms. Haley.
25	MS. HALEY: I voted for it. No concerns.

1	CHAIRPERSON COFFMAN: Mr. Lester.
2	MR. LESTER: I voted for the amendment and I
3	have no concerns.
4	CHAIRPERSON COFFMAN: Ms. Pfeffer.
5	MS. PFEFFER: I voted for the amendment. I
6	appreciate the district for responding to the
7	changing workforce and making decisions that are best
8	for students.
9	CHAIRPERSON COFFMAN: Mr. Rogers.
10	MR. ROGERS: I voted for. No concerns with it.
11	CHAIRPERSON COFFMAN: Dr. Saunders.
12	DR. SAUNDERS: I voted for it. I didn't have
13	any concerns. And I did want to commend the
14	district; I think that, in my opinion, you were one
15	of the first ones that I was aware of that really
16	went trying to move away from an age-based system and
17	kind of without a safety-net and trying to do it in
18	the best interest of kids. And that's difficult to
19	do sometimes when you don't know what the end-result
20	will look like and you don't know some of the
21	problems that you're going to encounter in doing so.
22	And so I do commend you and your staff for doing
23	that.
24	CHAIRPERSON COFFMAN: Ms. Smith.
25	MS. SMITH: I voted for the amendment. No

	10
1	concerns.
2	CHAIRPERSON COFFMAN: Congratulations. And just
3	to echo Dr. Saunders, we appreciate your quick
4	responsiveness to the needs, to continue in the
5	vision that your school has set. So, thank you very
6	much.
7	Without objection, we'll adjourn until 1:00.
8	Meeting adjourned until 1:00.
9	(OFF THE RECORD - 8:44 A.M.)
10	(BACK ON THE RECORD - 1:24 P.M.)
11	CHAIRPERSON COFFMAN: I'd like to thank everyone
12	for their patience. It's always a challenge when
13	people have multiple jobs to do in a single day, so
14	we appreciate everyone for waiting so patiently.
15	We'll resume our meeting. We are on the Action
16	Agenda at Action Item Number 2.
17	A-2: REQUEST FOR OPEN-ENROLLMENT CHARTER SCHOOL AMENDMENTS:
18	KIPP DELTA PUBLIC SCHOOLS
19	CHAIRPERSON COFFMAN: Ms. Perry, you're
20	recognized.
21	MS. VIRGINIA PERRY: Good afternoon. Agenda
22	Item Number 2 comes from KIPP Delta Public Schools
23	and Dr. Scott Shirey, the executive director, is here
24	to speak.
25	CHAIRPERSON COFFMAN: If all representatives

from the charter and anyone speaking in opposition would please stand to receive the oath; raise your right hand. Do you 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)

CHAIRPERSON COFFMAN: Thank you. If you'll speak clearly into the microphone for the livestreaming audience and state your name and title.

MR. SHIREY: Sure. Scott Shirey, executive director. And thank you for the kindness, but I am no Doctor. That's okay; just a Mister, but I'll take that.

Good afternoon, Board Members and Chair. Thank you. This is really a continuation of the approval we were granted a few months, in accordance with Beech Crest facility, which is under construction and underway, thanks to your approval. So we have three what I would describe as trickle-down requests from that.

The first is, actually, we're looking at the capacity of that facility. We would like to reconfigure our elementary literacy program, which right now goes through 4th grade, and shift -- and add 5th grade to that. That, of course, would mean

our middle school would go from being a 5-8 to a 6-8 school. And then because our elementary school is moving out into Beech Crest we would like to move our high school campus out of its modular trailers into the permanent facility on Cherry Street.

So just to explain the -- sort of the rationale behind all of these, obviously we want to make the best strategic use of the Beech Crest facility with the 63,000 square feet. We think we'll pick up some operational efficiencies by adding more grades to one campus; over time consolidate our leadership; and then also as we build a model out align with our school system in Blytheville. And we've run this through our board of directors and have their approval.

So what this would look like, again, shifting the model currently in Helena, you see the top line, we are a K-4; 5-8 is our middle school; 9-12. Next year, we'd like -- and this is why we're specifically asking for it to go to K-5, 6-8, 9-12 -- and then if that works well we'll probably be back next year asking to say, "Look, we want to be a K-6/7-12 model." Again, that's where the operational efficiencies kick in, we make best use of our facilities. Small example, right, just you don't

need three front receptionists; you need two front receptionists. The same advantage is by consolidating schools and leadership.

And so you can see just in terms of the move we're requesting, this is our current high school campus with the trailers, which is good fun on a rainy day. So this -- the request to move the high school campus to Cherry Street would allow them to go from this facility to this one. Well, that's the outside, but here's the inside space. We'll convert -- this is the new wing; this is an empty kindergarten wing, which we'd like to convert over to a science lab, so obviously much more suitable for high school students than our existing trailer campus.

So those are the three requests, again, to move our high school into our -- what will be our vacated elementary school and then to reorganize the grades so our elementary school serves K-5 and our middle school in Helena serves grades 6-8.

Any questions?

CHAIRPERSON COFFMAN: Ms. Davis, are there anyone here to speak in opposition?

MS. DAVIS: No, but I'll double-check.

CHAIRPERSON COFFMAN: Okay.

1	(COURT REPORTER'S NOTE: Ms. Davis exited the
2	room, then returned a few moments later.)
3	MS. DAVIS: (Shaking head from side to side.)
4	CHAIRPERSON COFFMAN: Okay. Thank you.
5	Any last words before we begin questions?
6	MR. SHIREY: No, ma'am, that's it.
7	CHAIRPERSON COFFMAN: All right.
8	Ms. Pfeffer.
9	MS. PFEFFER: Yes, just one question. You will
10	still have the three different buildings; correct?
11	You're just changing the grade configurations?
12	MR. SHIREY: Yes.
13	MS. PFEFFER: Okay. Do you have any concerns
14	over staffing of those buildings, and particularly
15	with special education teachers being able to have
16	the teachers for each of your to meet all those
17	needs?
18	MR. SHIREY: Yeah. Right now, our elementary
19	school is looking at over 80% teacher retention going
20	into next year, so we're excited about that.
21	Staffing is always a challenge, so I'm always worried
22	about it. But I think it's a good opportunity to try
23	this and, again, for all the reasons. I think having
24	more grades on one campus allows us to be a little
25	stronger and share services.

	15
1	MS. PFEFFER: Okay. Thank you.
2	CHAIRPERSON COFFMAN: Other questions?
3	Give us a little more information about your
4	plan for next year, why you just didn't go ahead and
5	make that go ahead and make that K-6/7-12 step
6	this year?
7	MR. SHIREY: Sure. One, obviously, our
8	kindergarten through our 4th graders are currently
9	at our elementary school; our 5th graders are
10	currently at the middle school. So going K-6 in one
11	step would mean that the middle school kids would
12	come back to our elementary school for a year and
13	then go back up to middle school, so from a natural
14	transition. And then we want to make sure we're
15	scaling with the right capacity, so asking our school
16	leader to take on an additional grade. Most
17	importantly, we want to make sure it works, and so
18	just being strategic and thoughtful about that.
19	CHAIRPERSON COFFMAN: And what happens to your
20	portables?
21	MR. SHIREY: Well, hopefully, the worst ones
22	will get moved away. The better ones, we may be able
23	to use for our Forrest City campus which is growing
24	from 5-6 to 5-7 next year.
25	CHAIRPERSON COFFMAN: Any other questions?

Dr. Gotcher.

CHAIRPERSON COFFMAN:

25

1	DR. GOTCHER: Yes, Madam Chair. I voted for the
2	amendment request. No concerns with this amendment
3	request, and commend them for seeking a more
4	efficient model.
5	CHAIRPERSON COFFMAN: Ms. Haley.
6	MS. HALEY: I have no concerns.
7	CHAIRPERSON COFFMAN: Mr. Lester.
8	MR. LESTER: I voted for the amendment. I have
9	no concerns with this request for amendment.
10	CHAIRPERSON COFFMAN: Ms. Pfeffer.
11	MS. PFEFFER: I voted for the amendment. I
12	don't have any concerns and I'm optimistic about the
13	improvement in facilities for the kids.
14	CHAIRPERSON COFFMAN: Mr. Rogers.
15	MR. ROGERS: I voted for. I don't have any
16	concerns with the relocation.
17	CHAIRPERSON COFFMAN: Dr. Saunders.
18	DR. SAUNDERS: Voted in favor. I have no
19	concerns.
20	CHAIRPERSON COFFMAN: Ms. Smith.
21	MS. SMITH: I voted in favor. No concerns.
22	CHAIRPERSON COFFMAN: Ms. Barnes.
23	MS. BARNES: I voted in favor. I have no
24	concerns at this time. The amendment request
25	reflects logical long-range planning and appears to

	10
1	allow time to make adjustments for effectiveness and
2	efficiency.
3	CHAIRPERSON COFFMAN: Best of luck to you.
4	MR. SHIREY: Thank y'all and good afternoon.
5	CHAIRPERSON COFFMAN: Thank you.
6	A-3: REQUEST FOR OPEN-ENROLLMENT CHARTER SCHOOL AMENDMENT:
7	ARKANSAS CONNECTIONS ACADEMY
8	CHAIRPERSON COFFMAN: Action Item 3, Ms. Perry,
9	you're recognized.
10	MS. VIRGINIA PERRY: Action Item 3 comes from
11	Arkansas Connections Academy, and we have Ms. Darla
12	Gardner, the ARCA school leader, and Bryce Adams, the
13	Connections Education VP of State Relations, to
14	present.
15	CHAIRPERSON COFFMAN: If all representatives
16	from the charter and anyone speaking in opposition
17	would please state to receive the oath; raise your
18	right hand. Do you swear or affirm that the
19	testimony you're about to give shall be the truth,
20	the whole truth, and nothing but the truth?
21	(ALL SPEAKERS ANSWERED AFFIRMATIVELY)
22	CHAIRPERSON COFFMAN: Please state your name for
23	the record and you may begin.
24	MS. GARDNER: Good afternoon. My name is Darla
25	Gardner and I'm the school leader at Arkansas

Connections Academy. Thank you for the opportunity to be here today to present this waiver request. I also want to personally thank you for your approval and support of Arkansas Connections Academy.

This slide doesn't relate to our request today; however, I wanted to show you our progress thus far. The map -- the blue dots indicate our students that are currently enrolled with us, and we literally have students all over the state. At the end of first semester we had 350 students enrolled, and as of this morning we have 468 students enrolled. We've seen high attendance at all of our field trips across the state. For February, we celebrate Heart Healthy Month and we hosted field trips in Jonesboro, Little Rock, and Rogers. Many, many families were able to attend.

Here's a list of waivers that we are requesting today, and you should have these in your packet. So Arkansas Connections Academy was approved by the Charter Authorizing Panel in November of 2015. At that time there was some concern raised by the Panel regarding the area of teachers licensed in other states, the use of those teachers. As a result of that concern, we rescinded the request for the teacher licensure waivers. We agreed that ARCA

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

teachers would be Arkansas licensed, temporarily teaching with an ALP or license via the reciprocity process. We also agreed that ARCA teachers would meet requirements for professional development, background and ethics checks, and the Arkansas Code of Ethics.

Today's request is very different from the initial request. This request is for ARCA teachers to be able to teach courses outside of their licensure code but within their subject area. year we serve students in grades K through 9th. We've been faced with a few different situations that we anticipate facing again as we continue to add grade levels. This semester we had three students enroll second semester. At their previous school, first semester they completed biology; our 9th grade students complete physical science. So therefore our science teacher, she's only licensed in 7th through 12th physics, which includes the physical science licensure code but not the biology code. our teacher taught biology out of state; she's licensed in another state. She has a bachelor's degree in physics education, a master's degree in curriculum; she's currently working on her doctorate. But we were required to go through the additional

licensure plan process. With adding 10th grade next year, we're also -- we'll be adding staff and at that time we'll hire a biology teacher. We'll be able to add that licensure, so she's on an ALP currently but in the future we plan to hire. And we also will continue to face that with different areas, especially -- we'll see it again next year as we're adding another chemistry course. The staff that we have on hand may be licensed for our current grades, but this would help us fill the needs of any students that enroll with us.

Another situation we face this year involves our career exploration course. The teacher for that course had a career in human resources prior to teaching, to her teaching career. She has a bachelor's degree in Business Administration. She has an Arkansas teaching license for family consumer science 7th through 12th grades, business technology 4th through 12th grades, and PE and health kindergarten through 12th. However, she didn't have the career development licensure code on her Arkansas license. Since the beginning of the school year we start the ALP process; she completed the steps necessary, took the courses to get the career development code placed on her license but she had

the knowledge and the background, in my professional opinion, to teach the course.

We'll also be adding various electives in the future where we may have somebody on staff that has knowledge in subject areas, such as web design, game design, that may not have that specific licensure code. And we anticipate once we are serving students through 12th grade that that may not be a need at that time because we'll be fully staffed to provide students with all of the courses they need when they enroll with us.

So with this waiver request we heard and understand your previous concerns and we assure that all ARCA teachers will continue to be Arkansas licensed but may be allowed to teach outside of their licensure code. We assure that all Arkansas [sic] teachers will continue to undergo the required background checks and will remain subject to the Arkansas Code of Ethics. We also assure you that waivers granted for teacher licensure will not apply to special education.

So thank you for your consideration of this request and I'm happy to answer any questions that you may have.

CHAIRPERSON COFFMAN: Ms. Davis, is there anyone

	23
1	here to speak in opposition?
2	MS. DAVIS: No.
3	CHAIRPERSON COFFMAN: Okay. Thank you.
4	Ms. Gardner, any last words?
5	MS. GARDNER: I do not have any. Thanks.
6	CHAIRPERSON COFFMAN: Last words
7	MS. GARDNER: Made me a little nervous.
8	DR. GOTCHER: That's a tough request.
9	CHAIRPERSON COFFMAN: All right. I'll open the
10	floor up to conversation.
11	Ms. Pfeffer.
12	MS. PFEFFER: Good afternoon. So when I looked
13	through your information, I think my initial question
14	was just going to be: what is your plan to insure
15	that you have quality teachers in place. But I think
16	with the presentation I've heard the process. And so
17	I guess what I just want to make sure, what you're
18	describing and I may need to go back and look
19	but even if you have if you have a waiver from
20	licensure if you are hiring a teacher that meets
21	Arkansas Qualified Teacher requirements, AQT, the
22	people you described would meet that without having a
23	license in that area, so I didn't see that anywhere
24	in your packet. And so I guess my question would be:
25	would you insure that for the core academic areas

	24
1	that your teachers, if they were not licensed, would
2	meet AQT?
3	MS. GARDNER: Yes.
4	MS. PFEFFER: Okay. And I think that would
5	address my concerns.
6	CHAIRPERSON COFFMAN: Dr. Gotcher.
7	DR. GOTCHER: Thank you, Madam Chair. Ms.
8	Pfeffer, being the expert here, is there another
9	pathway that they could travel down that satisfies
10	their situation without a waiver request? So let me
11	start with that question first.
12	MS. PFEFFER: It's all it's going to depend
13	on each individual situation. So for the different
14	scenarios that were described, I mean, there are
15	possibilities for licensure by reciprocity, there are
16	licensure options for ALPs and maybe I need to go
17	back and look at exactly what the waiver requests
18	were. But I think our I think the overall intent
19	is to make sure that the teachers teaching the
20	students have the content knowledge to insure that
21	they are. And then all of those options then would
22	lead into a pathway to become licensed if the teacher
23	so chose.
24	DR. GOTCHER: Correct. And my follow-up would
25	be if there is a pathway to allow these teachers to

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

be licensed I would prefer that be done, just like we would hope that for any school, but as flexible as we've -- we try to be in terms of fulfilling teacher shortages and unique situations. So I don't know; I quess the thing that I'm going to have to consider is 6-17-309, the waiver for licensure. Would that be too broad -- I guess, Ms. Davis, I may be asking and we may have to dig into this a little deeper through questions -- but is that waiver request for that particular code too broad that it might only satisfy a few specific unique needs to this district or to I'm not opposed to the waiver request, the school? but I think I would prefer to make sure that we're traveling down a pathway that maybe we could satisfy the need, to fulfill the need without a waiver request. That may be too expansive and I may be putting Ms. Davis a little on the spot. Go ahead.

MS. DAVIS: So 6-17-309 is part of the commonly granted waivers dealing with licensure. So this one is not something that -- any time that you've given them out this has been part of it in order for them to have non-licensed educators but still follow AQT. So if they want to do something different, like Ms. Pfeffer said, it would depend on specific situations.

DR. GOTCHER: And I may have picked the wrong

1 piece of code there when I'm looking at them in whole. 2 3 I had questions over that exact piece of code as well. I think what you were going 4 5 CHAIRPERSON COFFMAN: Go ahead, Dr. Saunders. 6 7 DR. SAUNDERS: I was just trying to understand. I think it might've been a question for Legal. And 8 9 it was as I'm looking at that code, it's talking 10 about receiving waivers and so it's negating the 11 ability for a waiver possibly, if you seek a waiver 12 from the ability to get a waiver. 13 MS. DAVIS: Are you referring to the subsection (b), like 3 and 4? Is that what you're looking at? 14 15 DR. SAUNDERS: Yes, ma'am. 16 MS. DAVIS: Okay. Three I don't think is an issue because that's where it incorporated the 17 18 previous rules that we had, that if you had non-19 licensed educators teaching kids for more than 30 20 days that we had rules. And so those rules were 21 repealed because it's in here. So I think that part 22 is okay. 23 In regards to four -- give me a second, let me 24 look at it -- and like I say, Ms. Haley may be able 25 to speak a little bit more towards that because that

	27
1	one is specifically dealing with just special
2	education.
3	DR. SAUNDERS: And the ability to receive a
4	waiver; right?
5	MS. DAVIS: Right. But that is just for special
6	education, and that is like I say, that's I know a
7	very specific pathway for those teachers.
8	DR. SAUNDERS: Okay.
9	MS. DAVIS: Or in that area. For other core
10	subjects you must have still be AQT.
11	DR. SAUNDERS: Okay.
12	CHAIRPERSON COFFMAN: Ms. Smith.
13	MS. SMITH: Okay. Just for clarification I
14	want to make sure I understand too. So al your
15	teachers are currently licensed. You're not asking
16	to waive that they're not going to be they're
17	going to all still have an Arkansas license. You're
18	asking to waive the area in which they teach, so
19	their
20	DR. GOTCHER: Endorsement.
21	MS. SMITH: their endorsement pieces, those
22	other sections?
23	MS. GARDNER: Yes. Everyone is Arkansas
24	licensed.
25	MS. SMITH: Right. So, Ms. Davis, so even

though we have the codes for waivers and all these 1 things listed, they're bound by what they testify to? 2 MS. DAVIS: That is correct. 3 MS. SMITH: If she's not asking -- so if we 4 grant it today, she can't walk out of here tomorrow 5 and they'll start hiring non-licensed Arkansas -- you 6 7 know -- because her testimony is they still have an Arkansas license? 8 9 MS. DAVIS: Right. That is correct. And 10 anything that they agree to here, whether it is different than in their written materials, are not --11 does become part of their contract. So if they say 12 13 "we're only going to use it in 8th grade science," then they're only eligible to use it in 8th grade 14 15 If they say that they're only going to use it for those outside of their content area, then 16 17 that's how they can use it. 18 MS. SMITH: Okay. Thank you. 19 CHAIRPERSON COFFMAN: Ms. Barnes. 20 MS. BARNES: Okay. So, yeah, I was thinking 21 through some of everybody's, I think, thoughts. And 22 I know in particular you spoke with respect to the 23 sciences and the physical science courses that you 24 teach and then the biology background that you have.

So I'm thinking about the waiver piece and wondering

25

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

-- because, you know, we have also discussed several avenues, and then Ms. Smith just made mention of whatever is in the record with respect to testimony then that's what the school is bound to. Where my pause comes in is knowing that whatever is done today then it becomes an avenue for additional schools to make the same request, if students are being enrolled from their areas. And I think that's where I'm a little concerned about the waiver part as opposed to the avenues that are available to do this and what impact would it have on -- I'm trying to walk it through in my mind. But do you kind of follow what I'm thinking here? And, you know, is this specific to every subject area that you may have a teacher that does not have the appropriate endorsement? this specific to the science that you've discussed with us? And if so, then what impact does that have with respect to any district that has students enrolled in the school and whether -- how they would be able to use those? Am I communicating what I'm thinking here and trying to process? MS. GARDNER: Yes. I might need a little help. MS. BARNES: MS. GARDNER: Yeah, I completely understand your concern. And the teacher waiver -- my understanding

1	and I did some research, reviewing other open-
2	enrollment charter schools, and this is a waiver that
3	and I may be incorrect in this, but I believe that
4	every other open-enrollment charter school in the
5	state has this waiver. I think Arkansas Connections
6	Academy is the only school that does not that's an
7	open-enrollment charter school.
8	MS. BARNES: Do you know?
9	CHAIRPERSON COFFMAN: Ms. Pfeffer.
10	MS. PFEFFER: And I'm not able to answer your
11	question, but I think I think what's different
12	about your amendment request and I want to make
13	sure that I'm not putting words in your mouth
14	MS. GARDNER: Okay.
15	MS. PFEFFER: but you are still planning to
16	have licensed Arkansas licensed educators
17	teaching?
18	MS. GARDNER: Yes.
19	MS. PFEFFER: What you are facing though is that
20	those Arkansas licensed educators may be assigned to
21	a class that is outside of their licensure area. For
22	example, they may be licensed for grades K-6 but you
23	need them to teach 7th grade math. Is that accurate?
24	Am I speaking
25	MS. GARDNER: Possibly, I mean, depending on the

	31
1	situation that would arise.
2	MS. PFEFFER: Yes.
3	MS. GARDNER: But it would be within their
4	subject area.
5	MS. PFEFFER: Okay. So you are not requesting a
6	waiver from AQT rules. And AQT insures that the
7	teacher in a core area would have that content
8	knowledge as demonstrated by either successfully
9	passing a test, having successful work experience.
10	You know, so your teachers, you would have that as
11	the security, I guess, to address Ms. Barnes'
12	concerns. We also with our proposed legislation have
13	included in there the ability for teachers to teach
14	outside of their grade level if it's in the same or
15	similar subject area for an effective teacher waiver.
16	So as I'm reading this, this is what I see you're
17	asking for. Am I close? Am I correct there?
18	MS. GARDNER: Yes, that's correct.
19	MS. PFEFFER: Okay. And then my only other
20	follow-up, you did mention special education and you
21	do realize that the licensure cannot be waived for
22	that, so
23	MS. GARDNER: Absolutely.
24	MS. PFEFFER: Okay. So, Ms. Barnes, I don't
25	know if that helps you at all, but

MS. BARNES: It helps. And I'm going to defer to you, Ms. Pfeffer, as Educator Effectiveness. I recognize though that --

MS. PFEFFER: Sure.

MS. BARNES: -- there are so many needs and we need -- you may have the subject matter but when you cross from elementary over to high school or drop from high school to elementary, those kinds of things are where my concerns lie, along with some others.

But as I said, I will -- you know -- I'll defer to your understanding of it --

MS. PFEFFER: Yeah.

MS. BARNES: -- because it lies on that side.

MS. PFEFFER: And my response would be that there are other cases where the teacher has no license at all and these are teachers who have an Arkansas license. So to me, that makes a big difference as well, too, and being able for a teacher to move from, you know, one area to the other. And then I think it's also the responsibility of the school district to know that if they put a teacher, for example, in a science class for which they don't have that content background, the students are going to be the ones who suffer and ultimately the student outcomes will show that there isn't the level of

	33
1	effectiveness needed. So
2	CHAIRPERSON COFFMAN: Dr. Saunders.
3	DR. SAUNDERS: Do you have are you planning
4	to have a process in place on notification to parents
5	or anything on teachers not qualified or certified in
6	the specific course they're teaching?
7	MS. GARDNER: We would follow the same
8	notification that we do for the ALP and we notify
9	families in writing within 30 days.
10	CHAIRPERSON COFFMAN: If the waiver is granted,
11	will the teachers that have ALPs continue to move
12	forward with seeking that license?
13	MS. GARDNER: After the school year maybe not,
14	because we have positions posted for next year. So
15	depending on the staff that we hire they may take
16	those courses over, so there may not be a need at
17	that time. However, I think there's a passion there
18	with a lot of our staff members currently on ALPs, so
19	they very well may. I would have to speak with them
20	individually to determine that.
21	DR. GOTCHER: Ms. Davis, if I could require your
22	assistance one more time I just briefly read the
23	Standards for Accreditation Section 15.03.
24	MS. DAVIS: Let me get those.
25	DR. GOTCHER: Okay. So would a waiver from that

particular section satisfy their particular need instead of the blanket of waivers requested? Again, I don't have -- I want to accommodate but I'm also cautious about granting waivers that may not be necessary, especially with the high level of excellence that this academy is demonstrating hiring teachers with license. Certainly, we would grant waivers -- I guess, Ms. Pfeffer, in your -- if a similar request came outside of this process that we need to employ a teacher that's licensed but we need them to teach physics and they have a biology license, there is a process for approving that for one year, right, or however long your department -- is that --

MS. PFEFFER: It's an ALP.

DR. GOTCHER: It's an ALP. So it still has that -- okay, that's correct.

MS. DAVIS: And, you know, it's going to probably take me a minute to look through -- I mean, because I'm going to have to look through all of them to insure that -- because there's going to be probably some issues in the rules that may also prevent this. And so I don't want to just give you a spur-of-the-moment answer --

DR. GOTCHER: Sure.

	35
1	MS. DAVIS: to say they only need this and
2	then they proceed and then they end up getting in
3	trouble with Ms. Barnes' unit. So I'm going to
4	DR. GOTCHER: And that's where the last word
5	comes in when they go to her unit; right?
6	MS. DAVIS: Pretty much. Yes.
7	DR. GOTCHER: I'm kidding.
8	MS. DAVIS: So if you'll give me a minute I'll
9	look through these
10	DR. GOTCHER: Okay.
11	MS. DAVIS: and look through the rules. And
12	I guess if y'all can continue with questions and give
13	me a minute?
14	DR. GOTCHER: Okay.
15	DR. SAUNDERS: I'm good with these but I had
16	questions on something else.
17	CHAIRPERSON COFFMAN: All right. Go ahead.
18	DR. SAUNDERS: I just wanted to clarify
19	something. In preparation on this, I was looking at
20	the existing waivers and some of the things and I
21	wanted a clarification on the audit. Could you
22	describe to me the audit procedures?
23	MS. GARDNER: Do you mind if I bring up Bryce
24	Adams?
25	DR. SAUNDERS: Please do. Yeah, absolutely.

1	MR. ADAMS: Hey, good afternoon. Bryce Adams.
2	I'm actually going to have to look into that and
3	refresh my memory, if I could have a few minutes
4	DR. SAUNDERS: Okay. That's fine.
5	MR. ADAMS: to look at that audit procedure.
6	DR. SAUNDERS: Yeah.
7	MR. ADAMS: I think it goes all through the
8	board and I think that they've got somebody picked
9	out that they contract with, so I'll need to call
10	Board Relations on that.
11	DR. SAUNDERS: Well, okay. Just hold off
12	because that might answer my question. Are you
13	receiving an annual audit and turning it in to Leg-
14	Audit?
15	MR. ADAMS: Yeah, yeah. Uh-huh.
16	DR. SAUNDERS: Okay. That answers my question.
17	Thank you.
18	MR. ADAMS: Okay. Good.
19	DR. SAUNDERS: All right.
20	MS. DAVIS: And let me just make the
21	clarification, the reason why that issue has come up.
22	On the waiver sheet there is a waiver listed as 6-17-
23	913, which is an audit of the accounts. And I went
24	back through and reviewed both of the transcripts and
25	the legal comments and both of the information that

had been submitted. And so this waiver had initially been listed as a request in your initial application, but it looks like it was rescinded but it's still on the waiver sheet. So we just wanted to make sure that they are doing it, because we are going to remove it from the waiver sheet. And if you weren't doing it, then that was another discussion -- but, thankfully, we don't have to have that one. So, just when that comes off I don't want you guys to be surprised and that's why it was coming up.

DR. SAUNDERS: So you do not need that waiver from audit; correct?

MS. GARDNER: Correct.

DR. SAUNDERS: Okay.

CHAIRPERSON COFFMAN: Any additional questions for Ms. Gardner?

MR. ROGERS: I have a question but it's not on what we've got here. I was also looking over the list of waivers and previously there was a waiver given for 6-17-1117, which is over insurance, and I have concerns about it. And I know I can't bring it up today because they aren't prepared for it. So I'm kind of asking what's the procedure on that, because I have concerns about that waiver continuing. So I guess it's kind of procedure. I know I can't ask for

1	them to waiver that today or can I? Because I
2	don't know
3	MR. ADAMS: On that one as well I would have to
4	go back and I can find the rationale; I've got the
5	original application packet up. But as for process
6	to revisit that, I'm not sure.
7	CHAIRPERSON COFFMAN: We'll let Ms. Davis
8	respond to that as soon as she finishes looking at
9	the first question.
10	MS. DAVIS: Sorry.
11	CHAIRPERSON COFFMAN: Any other questions?
12	All right. We'll wait patiently.
13	MS. DAVIS: When I need y'all to ask questions
14	y'all won't.
15	Okay. Just in the few seconds that I've glanced
16	through the 40 pages of licensure rules
17	DR. GOTCHER: I'm sorry.
18	MS. DAVIS: I don't believe that there would
19	be anything in here that would prevent since they
20	are licensed, Arkansas licensed educators that
21	would prevent them from teaching outside of their
22	content area. So the standards would definitely need
23	to be waived in order for them to teach outside their
24	content area. And I don't believe that if that's how
25	they're going to use them that they would necessarily

	39
1	need anything, the other waivers that were listed.
2	Again, I'm still looking through them and right
3	now I'm only on page 40 of the rules, and so I'm
4	still searching, so
5	DR. GOTCHER: And this was just may I?
6	CHAIRPERSON COFFMAN: (Nodding head up and
7	down.)
8	DR. GOTCHER: I think this particular section
9	was just 15.03. Is that
10	MS. DAVIS: That's the standards, but there's
11	also they had asked for the educator rules
12	DR. GOTCHER: On the rules. Forgive me.
13	MS. DAVIS: governing licensure. And so
14	that's why
15	DR. GOTCHER: That's the 40-page document that I
16	have not looked at.
17	MS. DAVIS: Well, yeah, we're on 42 now, so
18	but like I say, I'm trying to
19	DR. GOTCHER: Understood. Thank you, Ms. Davis.
20	MS. DAVIS: But I don't think that there is
21	anything in here so far in the 40-something pages
22	that would prevent them from teaching outside, so
23	they would need a waiver of that that they would
24	definitely need a waiver on the standards.
25	DR. GOTCHER: Okay.

MS. SMITH: I guess I'm a little perplexed because, to me, they're asking for the minimum. I mean, they're saying our teachers are licensed.

DR. GOTCHER: Right.

MS. SMITH: Right. Where we've heard many people come here before and say "our teachers are not licensed" --

DR. GOTCHER: Exactly.

MS. SMITH: -- and we've given them -- so, again, it's based on what her testimony is. Her testimony is "we're hiring Arkansas licensed teachers and the only thing we're going to do with them is allow them the flexibility to teach within their content area, although maybe in a different grade band" -- so within their content. So, if they're a math person, they're going to teach in math -- but they may have the flexibility to move out of their grade level area. So that's based on testimony. So I guess I'm a little perplexed as to why we're --

MS. PFEFFER: I think, if I'm understanding -I'm trying to process what Dr. Gotcher is asking, and
I think with what Ms. Barnes also brought up, that
the -- whether or not they needed waivers from all of
the law since they are going to have licensed
teachers or is it more from the rules or Standards of

Accreditation. And I'm trying to go through my head on the licensure rules. So I think that's really what you're asking. For them to do what they're wanting to do, how much do they need to have waived, is your question; correct?

DR. GOTCHER: Yes, ma'am.

MS. PFEFFER: Okay. And Ms. Davis may be able to --

CHAIRPERSON COFFMAN: I think she's searching through it.

MS. PFEFFER: Yeah.

DR. GOTCHER: I don't want to hold this up
because I appreciate Ms. Smith's testimony and her
comments regarding their testimony. But I guess I'm
just trying to get to the necessity for additional
waiver requests when the standards and the rules may
completely satisfy, so --

MS. DAVIS: And, again, in the brief review of the rules it does not look like there's anything that would prohibit them from doing what they want to do without a waiver of the rules. The standards, definitely. And so far there are a few of the code sections that so far I'm not seeing anything prohibitive. And I'm reviewing the other four just to make sure.

DR. GOTCHER: Okay. MS. DAVIS: No pressure. MS. PFEFFER: But I do I mean, within th	
MS. PFEFFER: But I do I mean, within th	
	cher
rules and regs there are requirements that a tea	
teaching out of their area would have to have St	ate
Board approval, so that's why all ALPs come thro	ugh
7 in a process and have to get State Board approva	1.
8 All long-term subs for more than 30 days have to	come
9 through and get State Board approval. So I don'	t
think they could do this under our current rules	
without having either to get State Board approva	l for
every single time so I do think that waiver f	rom
the rules would be necessary.	
MS. DAVIS: Right.	
MS. PFEFFER: I just don't know that it wou	ld
necessarily have to be waiver from anything in t	he
17 law.	
MS. SMITH: So are the rules aren't they	
connected though to the law? I mean, don't we w	rite
rules based on legislation?	
MS. PFEFFER: We do. We do. But within th	е
rules there's a process from getting a waiver, i	s
23 what	
MS. SMITH: More detail?	
MS. PFEFFER: Yeah. Yeah.	

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. DAVIS: Okay. So, again, just the quick review, it does look like the laws that they've requested would not necessarily be needed because all of their people are Arkansas licensed; so that's not the issue. There would be a bunch of things in the licensure rules that we might want to consider because, you know, they would have to --you know -whether or not they want to come or you want to make them come to the State Board for all of those waivers and they can still follow that process or not, you know, there might be some issues -- and, again, I'd have to really read them. But because they are Arkansas licensed and you're waiving the licensure rules, is that going to cause an issue for them in their own license? That would be an issue by waiving those rules that I would -- I might want to consider. But they definitely need the standards; we've got that part.

DR. GOTCHER: Yes.

MS. DAVIS: So that's where we're at. So I think maybe the better question would be do you want -- whether them waiving the entire set of rules, would the applicant want to request and would you want to consider waiving those specific sections of the licensure rules that deal with having to come to

the State Board and that process for waivers outside of the grade level or something of that nature, or not, and they would still have to follow that process.

DR. SAUNDERS: I want to --

CHAIRPERSON COFFMAN: Dr. Saunders.

DR. SAUNDERS: When I'm looking at the laws -and I can't address 6-15-1004; I'd have to go through
that one closer. But I do believe they would still
need the waiver on 6-17-309 by the very first
sentence in there about referencing teaching outside
of your grade level, and --

MS. DAVIS: Right. We also have people that do teach outside of the grade level under the rules because they get approval from the State Board without a waiver of this.

DR. SAUNDERS: Going through that process, right. And so -- and I guess I'm assuming that bypassing the ALP process or the out-of -- I'm assuming that, making that statement. But I do think on 6-17-401, 902 and 919, looking at how those are tied together -- and from my understanding, the reason that they are requesting those -- basically, it's a coding issue in APSCN that allows them to pay a traditional teacher position for someone that's not

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

qualified within that area. In other words, if they're serving as a classroom teacher they can pay out of the teacher salary fund for that position, where if they did have that license and did meet that requirement that payment would come from that fund also. And so I think that just those bottom three are for I think good bookkeeping and clerical purposes, unless I'm misunderstanding them.

MS. DAVIS: No. And I would agree with that. Ι mean, I think that you probably know APSCN more -better than I do. But one of the things that I just want to point out -- and, again, I'm -- you know -- I am all for not giving out waivers that aren't needed, so let me just put that out there. But there are 84 districts, district conversions, schools of innovation, and open-enrollment charter schools right now, as of December 27th, that have this set of waivers, so -- and I'm not saying that we might not want to consider looking at those and see what is needed and what's not needed, especially with other changes that may come up. But I just want you to know that this is not something that you haven't seen on many occasions, nor the State Board, because the State Board has granted it 27 times under Act 1240, seven times under school of innovation, 26 district

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

conversions, and a hundred -- all of the openenrollments, with the exception -- and so I just want
y'all to be aware that it's not out of the norm to
see this set of waivers. And I do think that it all
kind of goes together because of the way that it was
worded.

CHAIRPERSON COFFMAN: Ms. Pfeffer.

MS. PFEFFER: And kind of going back to answer Dr. Gotcher's question about concerns, I think what I would have concerns about is if we advised them that they don't need a waiver for something and it's going to create a problem for them in the future. think we have to look at the main thing here, and the main thing is they are going to have licensed teachers teaching students and it's for when they have someone who's a quality educator who may need to be shifted around a little bit to meet a specific They're going to still follow AQT, so that need. person will have the background in order to do that. And I would hope that they would also encourage that person to seek licensure at some point, and I'm optimistic that our proposed legislation will do that. And I think that the charters that we've talked to would agree that when teachers are licensed they do tend to stay longer and that retention rate

1	just helps students. So I just anything that
2	they would change today I would want us to be sure we
3	weren't going to create an unintended consequence for
4	them.
5	CHAIRPERSON COFFMAN: Dr. Gotcher.
6	DR. GOTCHER: And I appreciate that, Ms.
7	Pfeffer. And, Ms. Davis, your information you
8	provided that gives a great context for what our
9	State Board has done and what this Panel has done in
10	the past. And so and this particular academy has
11	they're performing beyond what other charters are
12	doing in terms of their expectations of licensure.
13	So, forgive me, the Panel, for taking us down this
14	area, but I withdraw my concerns and I think I'm
15	satisfied now that I recognize the pattern of
16	behavior with our Board and with this particular
17	panel. So, thank you.
18	CHAIRPERSON COFFMAN: Ms. Davis, while you were
19	searching, Mr. Rogers had another concern that's
20	outside of our request today.
21	MS. DAVIS: Yes.
22	CHAIRPERSON COFFMAN: And so the question was,
23	how is that concern addressed?
24	MS. DAVIS: There can be two ways. If they can
25	address to a certain extent here today and Mr. Rogers

is satisfied, then -- and the board is satisfied, then it is good. Otherwise, I would encourage the applicant to contact Mr. Rogers and work out any concerns that they may have, address those -- and if not, then we will have to notify the charter to come in for a full hearing in front of you guys to talk about that. But that way, they will have the opportunity to really fully be prepared for that. Because at this point if you were to say, "I want to revoke that waiver," they're not prepared to say why they still need it, so they would need time to come back.

CHAIRPERSON COFFMAN: Ms. Gardner, what's your

MS. GARDNER: I was going to see if we had time to review that today.

MR. ROGERS: I would just rather y'all get with me and go over it because I'm pretty sure -- I don't want -- it's going to take a little bit longer than we've already been beating to death on your other one. So just for the sake of time, let's just get together with me because I do have concerns about it and I don't want to take up any more of everybody else's time. Let's just work it out, and then if it is something that is real I'll bring it back here.

	49
1	MS. GARDNER: Okay.
2	CHAIRPERSON COFFMAN: Any other discussion
3	around this waiver request?
4	Then I'll accept a motion.
5	DR. SAUNDERS: I'll make a motion to approve.
6	MS. SMITH: Second.
7	CHAIRPERSON COFFMAN: Motion has been made by
8	Dr. Saunders, seconded by Ms. Smith to approve the
9	request. Any discussion?
10	MS. BARNES: Not so much discussion, but I
11	wanted to make sure that you understand that my
12	questions do not necessarily convey a concern with
13	respect to your school, given your testimony, but
14	they are still a concern for me for long-range. And
15	my esteemed colleagues, I do defer to them for a
16	balance, but at the same time I'm also an advocate of
17	"when I know better, I do better." And so I needed
18	you to understand that this is nothing my concern
19	has nothing to do specifically with your request
20	today, given your testimony. But I do have a concern
21	regarding the whole process that we have in place and
22	you should not be held accountable for that from me.
23	Thank you.
24	CHAIRPERSON COFFMAN: All those let me
25	restate. We have a motion by Dr. Saunders, second by

	50
1	Ms. Smith to approve the waiver request. All those
2	in favor?
3	(MAJORITY CHORUS OF AYES)
4	CHAIRPERSON COFFMAN: Any opposed?
5	MS. BARNES: Abstain.
6	CHAIRPERSON COFFMAN: Motion carries.
7	If you'll give us a moment, we'll provide the
8	comments.
9	{A FEW MOMENTS OF SILENCE}
10	CHAIRPERSON COFFMAN: Ms. Haley.
11	MS. HALEY: I voted to approve the request and I
12	have no concerns.
13	CHAIRPERSON COFFMAN: Mr. Lester.
14	MR. LESTER: I voted for the amendment. I have
15	no concerns with the waiver request.
16	CHAIRPERSON COFFMAN: Ms. Pfeffer.
17	MS. PFEFFER: I'm confident that the testimony
18	today insures that the licensed teachers who are
19	assigned to an area outside of their licensure area
20	will have the necessary content knowledge as
21	demonstrated by meeting the AQT requirements.
22	CHAIRPERSON COFFMAN: Mr. Rogers.
23	MR. ROGERS: I voted to approve. I don't have
24	any concerns with these waivers at this time.
25	CHAIRPERSON COFFMAN: Dr. Saunders.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. SAUNDERS: I voted to approve. I had no concerns. I did want to compliment you on I think using Arkansas licensed teachers and the recognition of the skills and knowledge that those people have to demonstrate to receive the license. Teaching is not just about content knowledge; there's an art and science of teaching that's separate. And I did want to compliment you on that, so --

CHAIRPERSON COFFMAN: Ms. Smith.

MS. SMITH: I voted for. The school is committed to hiring licensed Arkansas teachers for The amendment allows for the school to all areas. allow those teachers to teach in their content area, although maybe at a different grade. No concerns. And just a side note too, kind of on what Dr. Saunders said, but you came and asked for a waiver but you explained in a limited way in which you would use the waiver and that is appreciated. just open "we want this waiver for this reason, but also for the contingency that we might have this, this and this and this down the road." You didn't do that. You kept it limited but still asking for a waiver, so --

CHAIRPERSON COFFMAN: Dr. Gotcher.

DR. GOTCHER: And I too echo the compliment of

1	Dr. Saunders and Ms. Smith, and I appreciate the
2	Panel discussion. But I voted for the amendment. I
3	have no concerns. And the panel discussion and our
4	Department counsel assisted in the clarity that I
5	needed to support this. And, again, it wasn't an
6	issue of what was being asked. As Ms. Pfeffer has
7	pointed out, or maybe it was Ms. Smith, many times
8	requests are made and they have no reason to need
9	them, and so I just wanted to make sure that waiver
10	requests are used in the spirit of which they're
11	needed. So anyway, I apologize that you that we
12	elongated the discussion and we thank you.
13	CHAIRPERSON COFFMAN: Thank you, Ms. Gardner.
14	Congratulations.
15	We'll take a very brief break and come back for
16	Action Item 4.
17	(BREAK: 2:17 - 2:25 P.M.)
18	CHAIRPERSON COFFMAN: Ms. Perry, you're
19	recognized for Action Item 4.
20	MR. ROGERS: Before we start, can I
21	CHAIRPERSON COFFMAN: Yes.
22	MR. ROGERS: Before we start on that one, I just
23	got through talking to Connections Academy concerning
24	my request my concerns about that waiver of 6-17-
25	1117. And I'd like to ask that they come back next

	53
1	month for consideration of that waiver being
2	rescinded. I talked to them and they said that would
3	give them plenty of time to look over it and see if
4	they needed it too.
5	CHAIRPERSON COFFMAN: Ms. Davis.
6	MS. DAVIS: Right now, you don't have a meeting
7	scheduled next month, but we can schedule one
8	providing that
9	MR. ROGERS: Well, I don't want it to just be
10	for that, so whenever the next available meeting we
11	have is then. Maybe that's what I should say.
12	MS. DAVIS: That would be April April 19th.
13	MR. ROGERS: No, maybe I do want it next month.
14	Okay, I want it next month.
15	MS. DAVIS: Okay. Then we will get one
16	scheduled.
17	MR. ROGERS: Yeah. I want it next month.
18	MS. DAVIS: So we will schedule one, coordinate
19	your schedules and schedule one.
20	MR. ROGERS: Okay.
21	CHAIRPERSON COFFMAN: Thank you, Ms. Davis.
22	Okay. Ms. Perry.
23	MS. DAVIS: Is there anything specific that
24	you know we'll need to notify the applicant of
25	their request to come back in. So is there anything

	54
1	that's specific, other than how they're using that
2	waiver that you would like for them to be prepared?
3	MR. ROGERS: Just that, the 6-17-1117 is the
4	only one that I'm concerned with right now.
5	MS. DAVIS: Right.
6	MR. ROGERS: That's the one that I would like
7	MS. DAVIS: But is there anything specific
8	regarding that or just how they're using it and what
9	is the affect if they don't have it?
10	MR. ROGERS: How they're using it while they
11	have it and just everything around that waiver.
12	MS. DAVIS: Okay.
13	MR. ROGERS: I don't even know how I'm saying
14	it. But, yeah
15	MS. DAVIS: Gotcha.
16	MR. ROGERS: Okay.
17	CHAIRPERSON COFFMAN: Ms. Davis, do we need to
18	take a vote on that or
19	MS. DAVIS: Yes.
20	MR. ROGERS: So say it again in a motion?
21	CHAIRPERSON COFFMAN: Do you want to make a
22	motion?
23	MR. ROGERS: I'd like to make a motion that we
24	bring Arkansas Connections Academy back next month
25	for review of the waiver of 6-17-1117.

	55
1	MS. BARNES: Second.
2	CHAIRPERSON COFFMAN: Any discussion?
3	MS. SMITH: I just just before I vote on
4	something that I'm not even sure I'm knowing what
5	we're talking about so what is that waiver and
6	I mean, so that has to do with what?
7	MR. ROGERS: Life insurance. I mean, health
8	insurance. Excuse me.
9	MS. SMITH: Health insurance.
10	MR. ROGERS: It's the \$150 that a school
11	district is required to pay to EBD for eligible
12	people, like teachers, to participate in the health
13	insurance program.
14	MS. SMITH: Okay. So right now they currently
15	have a waiver where they don't have to participate in
16	that?
17	MS. DAVIS: Yeah.
18	MR. ROGERS: Right. Where they wouldn't have to
19	pay the \$150 into EBD for anyone eligible to
20	participate. That whole code is
21	MS. SMITH: Are there any other charters that
22	have that same waiver?
23	MS. DAVIS: No.
24	MR. ROGERS: No.
25	MS. SMITH: So this is the only one?

	56
1	MS. DAVIS: Yes.
2	MR. ROGERS: Yes.
3	MS. SMITH: See, now I'm clarified.
4	DR. GOTCHER: It's \$154 now, isn't it?
5	MR. ROGERS: Yeah. It's \$154 now, but it's
6	increased on it.
7	CHAIRPERSON COFFMAN: Okay. We have a motion by
8	Mr. Rogers, seconded by Ms. Barnes. All those in
9	favor?
10	(UNANIMOUS CHORUS OF AYES)
11	CHAIRPERSON COFFMAN: Any opposed?
12	MS. DAVIS: Okay. We'll notify them.
13	CHAIRPERSON COFFMAN: We'll leave it up to you
14	and the Charter Office to coordinate a date.
15	MS. DAVIS: Okay.
16	CHAIRPRESON COFFMAN: Thank you.
17	A-4: REQUEST FOR OPEN-ENROLLMENT PUBLIC SCHOOL CHARTER
18	AMENDMENT: ARKANSAS VIRTUAL ACADEMY
19	CHAIRPERSON COFFMAN: All right. Ms. Perry,
20	we're going to try Action Item 4 again.
21	MS. VIRGINIA PERRY: Action Item 4 is Arkansas
22	Virtual Academy and Dr. Scott Sides, the
23	superintendent, is here to present.
24	CHAIRPERSON COFFMAN: If all representatives
25	from the charter and anyone speaking in opposition

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

would please stand to take the oath; raise your right hand please. Do you 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)

CHAIRPERSON COFFMAN: Thank you. And if you'll be sure to state your name and title and speak directly into the microphone. Thank you.

DR. SIDES: Thank you. Good afternoon. My name is Scott Sides; I'm Head of School at Arkansas Virtual Academy. We appreciate all of your time today, and we'll get right to it because we have quite a few slides. There are 32 in total, so I'll be moving rather expediently through the slides, understanding that questions will be following for clarification. As I prepare to move into the slides, there will be things that I will show you that will demonstrate growth across years for our students. There will be -- really, there's a range of information included. There are static proficiency pieces in this related to math and writing that have our full attention. But as we're moving through this, really our purpose behind this is our longrange planning and how we can continue to build the school, that's existed as an open-enrollment charter

now for 10 years, to optimize its function for our students throughout the state of Arkansas.

So the family that you see here on the cover, this is actually a family that is enrolled in the school and I wanted to include that on the cover for you all. So this is an important choice for families within the school. This is our tenth year as an open-enrollment public charter school. It was first established in 2002-2003 under a federal grant, branded as Arkansas Virtual School. And as that grant was waning, the board at that time decided that they wanted to pursue an open-enrollment charter because of the provision that it was making for families within the state. So they pursued an open-enrollment charter with the State Board of Education, which was granted 2007-2008 -- just providing a bit of background.

This is a school that helps families where students may have health risks, where students may have immune weaknesses, where life-changing illness may be present; this is a school that helps families where parents seek greater involvement, to also include a strong curriculum and the support of our teachers; this can be a safe haven for -- as it relates to safety and bullying, even if it might be a

temporary solution for families, even one year, where they are finding solutions to bullying. It can be very efficient supporting unique talents and accommodating a wide range of student learning.

We focus on being innovative and studentcentered. We know that research indicates that
students achieve when parents are involved, and
parents are involved in learning here at the school.
It's supported by certified teachers and assisted
then by technology. And students in ARVA are -- have
specific learning paths that speak to their specific
academic needs within the school, as we work to
individualize and personalize.

As we look at our current demographics, I would draw the board's attention to the percentage of black or African American students at 11% and white or Caucasian students at 84%, noting the higher -- the highest two demographics within our school there as it relates to race. 68% of our families who come into the school, based on their income and the number of students -- or, excuse me -- rather, the number of individuals who are in the household, 68% yield, the total for economically disadvantaged -- excuse me -- and then 15% of our students receive services through special education and have IEPs; an additional 7% of

students have a 504. So 22% of our entire population has a documented learning difference that is legitimate and documented.

So as we look at our enrollment at January 1, we see that -- I would draw the board's attention to the 8th grade and the 9th grade at higher enrollment levels, because this does bear on why we come forward to you with this amendment request today as we work on our long-range planning.

The benefits of this amendment: create a scenario where students -- where there's seat capacity for students moving from one grade to the next; it establishes a more complete and standing middle school model, providing additional opportunity for course expansion within the high school -- and this is especially important for the Arkansas Virtual Academy board of directors, from their viewpoint, that we would have the opportunity to expand our high school course offerings; and then stabilize these numbers across grades, supporting points one, two, and three.

Also, I had meant to provide this short
background. You all may -- I'm sure that you know
this already, but a few years back law had said that
a virtual school would be allowed to serve 3,000

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

students and serve grades K through 12. And the Arkansas Virtual Academy board of directors followed a slower growth method where the first year they expanded only K-8; the following year they expanded grades 9-10, then grade 11, and then this year into our first graduating class. So really this is sort of an addendum, if you will, that we're presenting for this continued slower growth method but meeting the needs that I'd expressed on the prior page.

So when you look at the current column you see for grade 8 239 students as of January 1; 235, grade When you advance that to the following year, we're proposing 240 in grade 9 next year. I'm really -- I'm making the basis for the seat capacity here --239 moving -- asking then to have 240 grade 9 -excuse me -- yes, that's right -- grade 9 for next Then if you look at grade 9 for current year, vear. We would target then to have 240 in grade 10 next year and you see that logic as you look through If you look at grade 11, 122 students; this page. then making the seat capacity for 125 moving forward. Not a full 100% of students will choose to move to the next grade level with us, so there would be some seat capacity that would be offered through this, but we should be able to provide that opportunity should

they wish to continue to advance with Arkansas Virtual Academy. Further, when you're looking at 2017-2018, you see an established 240 within the middle school grades 6, 7 and 8, thereby maximizing efficiencies in our middle school, and then creating numbers leading up to that K-5 whereby this would be sustainable in these later grades. So, 2017-2018 a maximum enrollment of 2,440.

Then following similar logic the following year, looking at especially grade 10 in 17-18 to then 18-19, making space for 240 moving forward, 155 moving into their senior year, with the middle school model established at 240 across grades 6, 7 and 8, and then number-sustaining that in the K-5 grades.

Similar logic, finally, in 2019-20, at a maximum enrollment of 3,000, looking at grade 11 in 18-19, following it to 19-20, seeing seat capacity there; sustaining the middle school; and then having numbers below that grades K to -- into lower grades to sustain this in the longer term. I do believe that this is a long-range enrollment ask. I believe that this really does situate our longer range future.

So, importantly, the course expansion that you see here, these would be additional core courses.

And we currently teach the 38, so our core course

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

provision is certainly meeting that already but the courses that you see here would be added to our core course list. And then the career tech ed. and elective offerings would be expanded significantly, including courses that you see here for career tech ed. and for elective offerings. Career tech ed. clusters and pathways that we would be pursuing are as you see listed on this slide.

Advancing quickly, recognizing that questions would come at the end -- so as we get into state assessments for grades 3-8 and also high school, Dr. Margaret Jorgensen, K-12's chief academic officer, and her team of analysts did this comparative analysis, which I certainly appreciate it because they -- you know -- they have a resource to do this and now this analysis is greater than what I would have. She would've been here with us today, but she's very sick and could not fly or she would be here to speak to this data. It's a very ethical group and, you know, I feel very confident in the information that she sets forward here. source here: ACT Aspire Technical Bulletin led her team to compare PARCC 2014-15 scores against the reading component of ACT Aspire 2015-2016, because the two assessments are not the same assessment; so

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

just trying to make the best comparison that could be done via the manuals and their review of the manuals.

So I'm going to need to take just a minute to explain what we're looking at here. These are comparisons of Arkansas Virtual Academy's performance and the state's performance for all students, and it ultimately asks the question in the far right-hand column, "How is any difference between the school and the state growing greater or being narrowed from 2014-15 PARCC to 2015-16 ACT Aspire reading?" So when you look in the 2014-15 school year column for ELA and you see the column that says Gap Between School and State, here are the percentage differences by grade in 2014-15 on ELA for PARCC. Then when you go to the next set of information, for 2015-16, reading via ACT Aspire, that same gap information is provided. Positive numbers would be Arkansas Virtual Academy increased percentage, negative being it's inverse; basically, increased percentage with state So let's take 5th grade, for example. When you look at Gap Between School and State and percentage points, a difference of 5 percentage points there. Then looking at 15-16 ACT Aspire, you see that Arkansas Virtual Academy outperformed by 3% for this grade level. And the difference between the

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

two years, basically the net, is a difference of 8 percentage points across the two years. So, I appreciate their hard work in trying to bring to this board comparative outcomes between PARCC and ACT Aspire to tell you the best story that we can tell related to our current achievement.

Advancing to the next slide -- this is the same comparison done for full academic year students, students who were within the school the entire -that entire academic year, and then testing in April, observing any gap between the school and the state by grade, 14-15. Then looking at that same column, 15-16, reading ACT Aspire, and then noting the two years' of information net total on the far right-hand column, this is for students who were full academic year students. So when we look at this -- and I'm sure this is making good sense at this point -- but for 4th grade the two-year collective total was an 11% negative difference for Arkansas Virtual Academy compared to the state, and then the positive differences grades 5-9 are what you see there in the right-hand column.

Now we get into comparisons that really weren't able to be made from 14-15 PARCC to ACT Aspire, and these are just bottom-line outcomes. Arkansas

Virtual Academy performance versus the state, differences that you see there between the school for all students and the state and then full academic year students between Arkansas Virtual Academy and the state.

This is now the writing component, still the same comparison. Writing is an area of continued focus for us. It has our full attention. I realize that -- you know, I think that we saw scores that may have been surprising to us all there in writing, but certainly we take this quite seriously and are working to continue to improve this. And we'll get into more specific things at the very end of our presentation.

I'm making sure that we're looking at the same slides here. Okay.

This is English Language Arts combined. From ACT Aspire these again are percentage of students at or above proficiency, so these are static proficiencies, noting differences between our school and the state there for all students and then for full academic year students.

Then, math -- math is -- the ACT Aspire and math was a performance area that was different than we'd seen in prior years, and math is where we are

focusing a lot of effort at this time. As you see on this slide here, you do note the difference; there was a difference there in 14-15 PARCC, favorable in 8th grade but generally not otherwise, noting especially 3rd, 4th and 10th. But 2015-16 ACT Aspire was, I would say, exaggerated beyond what we had seen in PARCC. The difference then, the net in the far right-hand corner -- far right-hand side, that was for all students. This is for full academic year students.

For 14-15 PARCC math and then 15-16 ACT Aspire math, and then the sum of those two years in the far right-hand side for full academic year students.

For science it was harder to run the same comparison with grades 5, 7, and 10, having been tested in 14-15. But you do see the column for 15-16 ACT Aspire and you do see where the comparison could be made for grades 5, 7, and 10. That was for all students. This is full academic year students.

For 14-15 science, tested there 5th, 7th and 10th, and 15-16 science, noting differences in performance there, and then ultimately taking the two years for the total in the far right-hand column.

So now we get into persistence descriptions for our students. And it's really important that we look

closely here because when we're asking ourselves for students who are enrolled three or more years, how are they faring compared to students who are enrolled one year or less? And there is a positive difference in the bottom right-hand corner for students who were enrolled three years or more when being compared to students who enrolled less than one year; also noticing those trend lines for less than one year, one year but less than two years, two years but less than three years, and three years or more, with the subject area noted by color. So this was for grades 3 to 8.

Then when we look at high school, using this same analysis, appreciating especially the ACT Aspire science and mathematics trend line there, but noting in the bottom right-hand corner -- when we're looking at these math static proficiencies, this is really important for us to be able to review together as it relates to students who are enrolled with us for a longer period of time. ACT Aspire mathematics for three years or more was 18 percentage points higher than a student enrolled less than one year; and then ACT Aspire science there as well; ACT writing, however, not improved.

Next slide, Did ARVA students who tested in 2014

and 2015-16 in ELA improve year over year? And the answer is yes. The static proficiencies alone, when you consider that we have no control of how students arrive with us, what we can control is an impact while they are studying with us. So when we look at this, English Language Arts 2014-15 to English Language Arts 15-16, there is a positive difference for that cohort of students, which did also surpass the percentages that you see in the far most right-hand column. This is for ELA improvement year over year.

Then for math, doing the same -- the same analysis, following the same students from 3rd to 4th, 4th to 5th, 5th to 6th, and et cetera, again noting in many instances positive differences and ones that, you know, are in the 20th percentage points of difference for grades 3, 4, 5; noting also though an improvement comparatively for the state in the far right-hand column.

I've provided some additional information about our school. I would want you to know the things that we try really hard to do to help our families, throughout the summer even where we call them. We made 1,440 contacts, or at least an outreach of 1,440, across the summer, twice. We have outings

	70
1	throughout the state during the summer. We have pre-
2	enrollment sessions for every family before they
3	enroll. We do our very, very best to help them
4	understand how this model operates
5	Is that 20 minutes?
6	CHAIRPERSON COFFMAN: (Nodding head up and
7	down.)
8	DR. SIDES: Okay. How the model operates, roles
9	and responsibilities, shared the shared
10	responsibility that we have and so-on. So this is
11	just information and I'll wrap up for you about
12	a tiered support that we provide that you know
13	for student engagement. We work really, really hard
14	to keep them engaged and to provide tiered support
15	for our families.
16	So I can continue with these slides or I can end
17	my presentation via the 20 minutes.
18	CHAIRPERSON COFFMAN: Ms. Davis, is there anyone
19	here to speak in opposition?
20	MS. DAVIS: No.
21	CHAIRPERSON COFFMAN: You have 5 additional
22	minutes.
23	DR. SIDES: Okay. Thank you. Thank you very
24	much. If we could just continue to have the
25	information on the screen thank you very much.

So sharing with the board the number of contact attempts during the summer, and twice, in fact.

Also, modifying the support over summer for families who have struggled in the prior year, so really working to be proactive during the summer months to help them set goals, to help them better organize and be ready for a more successful following year.

We have face-to-face park outings throughout the state. And then 14% of families are receiving tiered support from our Family Academic Support team, and this is a team that its sole purpose is providing support for engagement with our families who are working within our school. And then additional statistics around tiered support, recognizing that some of this tiered support has been referred to truancy. We have a truancy coordinator who also follows these students and works with districts in the event that our students are maybe exhibiting truancy.

And, finally, showing a number of outings throughout the state where approximately 750 students and families were in attendance, providing information on booster outings that we do for our families and really just trying to provide you some data about how we are executing outreach for a school

	72
1	where students are spread out throughout the state,
2	you know, where families are partners with us.
3	And this really concludes the formal part of my
4	presentation, and I know that the board will have
5	specific questions that you all will want answered.
6	CHAIRPERSON COFFMAN: Thank you, Dr. Sides.
7	DR. SIDES: Absolutely.
8	CHAIRPERSON COFFMAN: Okay. Who would like to
9	start with the first question?
10	DR. SAUNDERS: I do.
11	CHAIRPERSON COFFMAN: Dr. Saunders.
12	DR. SAUNDERS: Yeah. Could you address for me
13	I know that we have previously had applicants
14	before us I believe referencing you and saying that
15	the courses are not clearinghouse approved. Do you
16	can you address that? Are they?
17	DR. SIDES: The courses are not clearinghouse
18	approved.
19	DR. SAUNDERS: With NCAA?
20	DR. SIDES: With NCAA?
21	DR. SAUNDERS: Yeah.
22	DR. SIDES: It is true that for NCAA that you
23	know, there's a very specific procedure
24	DR. SAUNDERS: Right.
25	DR. SIDES: that must be followed as it

1 relates to NCAA

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. SAUNDERS: Okay.

DR. SIDES: But they are not immediately approved, as you indicated.

DR. SAUNDERS: Okay.

CHAIRPERSON COFFMAN: Other questions? Ms.

Pfeffer.

MS. PFEFFER: Good afternoon.

DR. SIDES: Hi.

MS. PFEFFER: My questions center around your teacher workforce. And just looking at some historical data, you have a lot of first-year teachers on staff. It's from the data that you've reported and your -- I believe this would've been for last school year. The data that was reported, you had in your elementary 78% of your teachers were beginning teachers and in your high school 85% were beginning teachers, and I'm not seeing the middle school. But just in thinking about your teaching workforce and all the courses you were talking about expanding, I'm just wondering how you're thinking about continued staffing. Because, and I don't know, I would want you to talk to me a little bit about your average rate of turnover and just what are your thoughts, you know, for this kind of expansion and

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

for those -- all those courses. What would we be looking at in terms of being able to staff all those classrooms with teachers who would be there and be consistent for students?

DR. SIDES: Yes, ma'am. So I would like to -- I would like to begin by saying that we have worked through bolstering our reporting and we have a team that really -- a lot of the people that you see involved here are now deeply involved in our reporting, to insure that we are absolutely accurate with what we provide. I'll start there. It does not pass the sniff test in my view that the majority of our teachers were first-year teachers. Immediately, individuals come to mind who I know have been teaching for a long time. In fact, even in our high school most all of the teachers who are there now were there in the prior year, so they would've at least had two years right there. So, you know, I believe that that is an appearance different than our -- the teacher core that we have. We have a very, very capable team of teachers. We do find in some instances that a new teacher can be very successful in this model and that they can adapt quickly and come right along and be hard-working with all the right attitudinal pieces.

So to be more specific in my answer, we, like you, also value experience. We have not had teacher shortage issues. There was a day when we had special education teacher shortage issues; I can say that for sure. However, that is not where we are now. I believe that we have -- really, our teacher team, our faculty, has settled down quite a lot to become more and more able in the school, and, further, we do everything associated with TESS. So they are receiving -- I mean, we're doing all the teacher things. We're doing everything that TESS requires and we're supporting them. They have our full attention and we are focused on their growth and their capacity.

So as it relates to recruitment, we find a lot of interest in teaching in this setting; however, what we find less is a complete comprehension of what it takes to -- the time commitment and how hard the work is. The work is very hard. And so that's really -- that's -- it's more about making sure that after we find a talented person that we are laying out a very, very fair expectation for them. That is really more of challenge than having a group of candidates who will want to teach for this school.

But we work hard to vet. We have a digital vetting

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

mechanism before we ever meet with them where they create videos and we understand how well do they -how well can they use technology in order to submit video for us then to even get to the next step, a conversation around the position itself and potentially an interview. So there's a very thorough vetting process that does -- it is inclusive of technology. There has been some turnover for our teachers. You know, as I mentioned, it is quite -it's hard work and there's also a learning curve. We did experience a different percentage of turnover within our special education teacher team, but that has settled down quite a lot since when we were experiencing that, I would say more about two years ago. MS. PFEFFER: So to what do you attribute the success there? And have you replicated some of that throughout your school? DR. SIDES: Let me just really think about that. So I'm going to be very -- absolutely honest. believe that when we -- what we're asking here is not the magnitude of growth that we originally experienced. MS. PFEFFER: Okay.

DR. SIDES: Going from 500 to 1400, while it was

a controlled method by which it was done -- K-8, then high school -- there were a lot of new teachers at that time --

MS. PFEFFER: Okay.

DR. SIDES: -- and a lot of work to be done there. And some I think really enjoy teaching in this environment and some less so. And so that was part of what, you know, I think led to who we continue to have with us and differences that you discern in the data.

In terms of replication, you know, I think that we have an excellent team of administrators who work really, really hard for their teachers and just -- I know that that's common; that's a common practice and not something that I could really attest to in terms of replication. But it's because our principals absolutely work -- absolutely care for and work hard for their teachers in supporting them, and then ultimately our Assistant Head of school for Academics supporting the principals. You know, I believe that where we are having success instructionally, where our teachers are standing with us in the long-term, it's by virtue of support, administrative support, just like, you know, research would bear out time and time again.

	78
1	MS. PFEFFER: Okay. Thank you.
2	DR. SIDES: Yes, ma'am.
3	CHAIRPERSON COFFMAN: Ms. Smith.
4	MS. SMITH: Okay. So just a question on your
5	total. Right now your cap is 2,000?
6	DR. SIDES: Yes, ma'am.
7	MS. SMITH: Okay. So the information you showed
8	on the screen earlier showed that you currently had
9	around 1800 kids; I think it was 1892?
10	DR. SIDES: Yes, ma'am.
11	MS. SMITH: Okay. So, on the sheet in BoardBook
12	which maybe the Charter Office put together on the
13	Arkansas Virtual Academy background sheet
14	DR. SIDES: Uh-huh.
15	MS. SMITH: it shows that you guys currently
16	have an enrollment of 2,092 currently enrolled at
17	your school, over 2,000. So, which is correct? And
18	if the charter made this sheet where did they pull
19	those numbers from?
20	DR. SIDES: Yes, ma'am. What I showed you was
21	right, and what I showed you in the Current column
22	and also what I submitted to the Department of
23	Education's Charter School Office. And here is
24	something that I just need to take head-on right now:
25	when I say that my team is involved in our reporting,

1	they're absolutely involved in our reporting, really
2	coming as understanding from that 2,092 that you
3	cite, understanding that there was a mistaken piece
4	of information, especially related to our middle
5	school, that inflated those numbers, because our real
6	enrollment at that time was 1,874. So that's you
7	know ultimately, we have an entire group of people
8	that are eSchool knowledgeable at this point. It's
9	been have you got a couple of minutes?
10	MS. SMITH: So, Dr. Saunders and Greg, can one
11	of y'all access it to look at what their how many
12	students they have enrolled? Is that in My School
13	Info?
14	DR. SAUNDERS: I'd let him continue, I think.
15	DR. SIDES: Yeah.
16	MS. SMITH: Okay. Go ahead.
17	DR. SIDES: Okay. Sure.
18	MS. PERRY: Mary Perry, Division of Learning
19	Services. I have right here I'm looking in our
20	statewide information systems report for Arkansas
21	Virtual Academy, and it shows I'm looking at the
22	report by race by district, like we pull, and it does
23	indeed show 2,092 students going across there. So we
24	pulled that from our data systems.
25	MS. SMITH: Okay. So, go ahead.

	80
1	DR. SIDES: So, that was Cycle 2.
2	MS. SMITH: Okay.
3	DR. SIDES: And not bearing on funding but
4	bearing on how we are improving the specificity of
5	what was submitted. And, you know, for example,
6	Cycle 5 that we've been working on right now, this
7	has been our internal control method of how we are
8	reviewing this data together, including even the
9	principals reviewing attendance at the school level
10	and so-on basically, we put an internal control
11	method on this in order that, you know, we can verify
12	additionally that information further. There is a
13	team at K-12 whose sole purpose is the review of
14	information submitted. So this is a team that we are
15	giving lead time for their review and so there's an
16	additional internal control on this information. But
17	that 2,092 was inaccurate; it was 1,874. By the 18th
18	of October that information had been fully set into
19	order within eSchool.
20	MS. SMITH: Okay.
21	DR. SIDES: The submission deadline was October
22	15th.
23	MR. ROGERS: And you just referenced I'm
24	sorry.
25	CHAIRPERSON COFFMAN: Mr. Rogers, go ahead.

1 MR. ROGERS: You just referenced internal 2 controls regarding your cycle data. When were those 3 internal controls input? And how many years has your 4 Cycle 2 data been incorrect? 5 DR. SIDES: K-12's internal review has been in 6 effect; however, the lead time that has been provided 7 has been a shorter lead time than we have determined 8 that we would be providing, especially concerning 9 that 2,092. I mean, it was at that point that we 10 understood how not only are we going to maximize the 11 support there in their review but further, the 12 eSchool work wouldn't be settled with a smaller group 13 holding the keys; rather, it would be me and our 14 Assistant Head of School for Academics. I mean, I'm 15 talking about involved in the system, pulling reports 16 and seeing not just reviewing the cycle, but I 17 mean actually in the system working; like you could 18 use my you could take my credentials and see. And 19 19 10 MR. ROGERS: How many years has the cycle data 20 been incorrect? 21 DR. SIDES: The cycle data has been		
internal controls input? And how many years has your Cycle 2 data been incorrect? DR. SIDES: K-12's internal review has been in effect; however, the lead time that has been provided has been a shorter lead time than we have determined that we would be providing, especially concerning that 2,092. I mean, it was at that point that we understood how not only are we going to maximize the support there in their review but further, the eSchool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	1	MR. ROGERS: You just referenced internal
DR. SIDES: K-12's internal review has been in effect; however, the lead time that has been provided has been a shorter lead time than we have determined that we would be providing, especially concerning that 2,092. I mean, it was at that point that we understood how not only are we going to maximize the support there in their review but further, the eSchool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	2	controls regarding your cycle data. When were those
DR. SIDES: K-12's internal review has been in effect; however, the lead time that has been provided has been a shorter lead time than we have determined that we would be providing, especially concerning that 2,092. I mean, it was at that point that we understood how not only are we going to maximize the support there in their review but further, the eSchool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	3	internal controls input? And how many years has your
effect; however, the lead time that has been provided has been a shorter lead time than we have determined that we would be providing, especially concerning that 2,092. I mean, it was at that point that we understood how not only are we going to maximize the support there in their review but further, the eschool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	4	Cycle 2 data been incorrect?
has been a shorter lead time than we have determined that we would be providing, especially concerning that 2,092. I mean, it was at that point that we understood how not only are we going to maximize the support there in their review but further, the eschool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And """ MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	5	DR. SIDES: K-12's internal review has been in
that we would be providing, especially concerning that 2,092. I mean, it was at that point that we understood how not only are we going to maximize the support there in their review but further, the eschool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	6	effect; however, the lead time that has been provided
that 2,092. I mean, it was at that point that we understood how not only are we going to maximize the support there in their review but further, the eSchool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	7	has been a shorter lead time than we have determined
understood how not only are we going to maximize the support there in their review but further, the eSchool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	8	that we would be providing, especially concerning
support there in their review but further, the eSchool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	9	that 2,092. I mean, it was at that point that we
eSchool work wouldn't be settled with a smaller group holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	10	understood how not only are we going to maximize the
holding the keys; rather, it would be me and our Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	11	support there in their review but further, the
Assistant Head of School for Academics. I mean, I'm talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	12	eSchool work wouldn't be settled with a smaller group
talking about involved in the system, pulling reports and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	13	holding the keys; rather, it would be me and our
and seeing not just reviewing the cycle, but I mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	14	Assistant Head of School for Academics. I mean, I'm
mean actually in the system working; like you could use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	15	talking about involved in the system, pulling reports
use my you could take my credentials and see. And MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	16	and seeing not just reviewing the cycle, but I
MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	17	mean actually in the system working; like you could
MR. ROGERS: How many years has the cycle data been incorrect? DR. SIDES: The cycle data has been	18	use my you could take my credentials and see. And
been incorrect? DR. SIDES: The cycle data has been	19	
DR. SIDES: The cycle data has been	20	MR. ROGERS: How many years has the cycle data
•	21	been incorrect?
	22	DR. SIDES: The cycle data has been
MR. ROGERS: Cycle 2 data.	23	MR. ROGERS: Cycle 2 data.
DR. SIDES: The cycle data	24	DR. SIDES: The cycle data
MR. ROGERS: It's a trick question.	25	MR. ROGERS: It's a trick question.

1	DR. SIDES: It is a trick question? I believe
2	that this is I believe this is the history: Cycle
3	2 data for this current year was showed 2,092. It
4	had an inflated number within middle school I'm
5	going to answer you very directly where the person
6	leading this reporting effort indicated that fields
7	had been re-set and there was a misunderstanding.
8	Now, ultimately, I review that and it's on me and I
9	own it. Now prior year we submitted, I believe I
10	believe that everything had been submitted on time in
11	prior year.
12	MR. ROGERS: So last year's Cycle 2 data was
13	correct?
14	DR. SIDES: October 15, 2016 is what had been
15	submitted with different
16	MR. ROGERS: And 2015, was the Cycle 2 data
17	incorrect then too? So that's why when you said
18	you had internal controls
19	DR. SIDES: Right.
20	MR. ROGERS: that were fixing it, I'm just
21	wondering when those internal controls are going to
22	take over. Because my group that does federal
23	allocation funding relies on that Cycle 2 data.
24	DR. SIDES: I understand.
25	MR. ROGERS: And as long as ARVA's Cycle 2 data

is overstated, other schools who rely on that allocation to get Title 1 funding are getting essentially shorted because you've over -- well, not you; I'm sorry -- the school overstated their Cycle 2 data. Based off the information that we have we form those allocations, so it's hurting other schools. So that's why I'm asking when those internal controls are going to -- because I really -- right now, I have a hard time increasing your cap because I can't tell that you're reporting the kids correctly that you do have.

DR. SIDES: I understand. I understand. This is a new understanding -- a newer understanding for us, and that's the truth. This is something that -- you know -- recently, we've had a person who has resigned and a look under the hood provided an opportunity for a team commitment to insuring that these things are very much in order. So to answer you directly, that is a newer understanding.

CHAIRPERSON COFFMAN: Dr. Sides, did you reach out for assistance from anyone when you discovered these errors?

DR. SIDES: I believe that I have shared this information in a way that would be appropriate and transparent in allowing those who would judge me to

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

judge me, and basically just saying, "Look, here's the truth you need to know and here's how we're going to go about fixing this moving forward." And in the role that I have at this moment -- or at that moment, rather -- that was the best that I could do.

MR. LESTER: That was my concern as well from the Title 1 office, the misappropriation of funds.

DR. SIDES: Well, we -- the Title 1 information is audited and audited for --

MR. ROGERS: Yes, it is on your end. But what I'm saying is when the Cycle 2 data is incorrect and that overstates how many Title 1 kids that you have -- I think last year you -- or this year you underreported by 600 kids on your free-and-reduced. was actually 1200, but you only reported 600. then last year it was overstated, so it's all over the map on your reporting. And when you go off on that, on the Cycle 2 data, it upsets the whole allocations for all poverty kids for all over the state. And so when I was reading your request, and knowing that what my finance group is saying, the noise I'm hearing, I am struggling with increasing a cap for another 1,000 kids when I really don't know until -- and you did -- and you did; when you saw the error you came and you talked to the Research

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Technology group and said that there was a mistake. So I do want to acknowledge that you did, were transparent as soon as you saw it and said that -but it was too late and so we can't go back and open that data up and re-do it again. And last year it was the same thing. And so when I was reading on that I'm just -- I'm struggling by giving the cap a higher number when I really don't know what your number is, until you called and said. If I look at the Cycle -- right now, I can't have any confidence in the Cycle 2 data until we hear from you that it was actually only 1800 when it was reported to us over 2,000. And so, that's kind of my -- where I'm at right now. But I do want to acknowledge that you did -- I don't think it's malicious, because you did as soon as you found it came and reported it to us. So I do want to say that.

DR. SIDES: I appreciate that. What I can tell you is -- and whether this meets your satisfaction, I don't know. But I can tell you that as a team this has our full attention and it has -- and it's something that really -- it really is making us better. And I know that that's not okay, but at the end of the day how this team is functioning between two systems really -- we have K-12 systems where all

this information resides and then we have a transfer into what is the most important of the two systems in terms of our state reporting. And so the commitment to the translation from one system to the next -- you know -- just truly every single person that is sitting here with me right now absolutely is aware of everything that you're asking because -- together, we are absolutely committed to reconciliation of this matter whereby it would never, ever be an issue again.

CHAIRPERSON COFFMAN: Ms. Smith.

MS. SMITH: Ms. Perry or someone from the Charter Office, are you guys aware of any other reporting issues or reports or any other issues like this that have taken place in any other areas, or is this just kind of an isolated, you know, one-time thing? Or are you aware of in the past that there had been frequent report -- I mean, are you aware? I know Ms. Boyd is not here today, so --

MS. MARY PERRY: It's simply always been -there have been issues that have been -- it has been
with reporting the students correctly, getting them
into resident districts, that kind of thing. But I
believe the resident district reports have
straightened themselves out a little bit. But if

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

they've got extra students reported in there, in districts, and they don't really have those students, keep in mind that we may be telling districts that they're eligible for waivers under 1240, and ARVA could not really -- perhaps doesn't really have students in those districts. So that's another concern. But it all relates back to the data, the students.

DR. SIDES: If I could add, for resident districts we have that information when families come They enter for us who is their resident in. district, so that information is all there; it's just -- it just has to be, you know, to 100% agreement and translated. And I do believe that the resident district is not part of this issue; it was purely -you know, it was purely a student number. would -- resident district would be applicable as it relates to the difference in that number. October 15th -- October 18th -- I am not making excuses, okay, but I want you to know that by October 18th this was reconciled in full within the state I have a printed accurate report for the system. 18th.

MS. SMITH: But we had issues last year too; is that what you're saying, that there was issues in

	88
1	last years' reporting? Were there issues last year
2	with reporting as well? So we had issues this year
3	and we had issues last year with reporting; do you
4	agree with that?
5	DR. SIDES: I'm less focused on two years ago.
6	MS. SMITH: I'm just asking.
7	DR. SIDES: I wouldn't
8	MS. SMITH: There was reporting errors this year
9	but you
10	DR. SIDES: That's correct.
11	MS. SMITH: corrected them?
12	DR. SIDES: That's correct, ma'am.
13	MS. SMITH: Are you aware of reporting issues
14	last year?
15	DR. SIDES: If a person who is looking two years
16	back right now is saying that there is, then I would
17	imagine that there were.
18	MS. SMITH: Okay. So you're not recalling that
19	there was issues?
20	DR. SIDES: Two years ago, again, this is a
21	MS. SMITH: Well, for last year.
22	DR. SIDES: look-under-the-hood
23	MS. SMITH: Yeah, last year.
24	DR. SIDES: where we came to understand.
25	Well, really really, it came forward it came

	09
1	forward as part of the charter amendment because
2	that's when the 2,092 came up, and then it was and
3	that's when we got the full look-under-the-hood. So,
4	you know, it came as a result of this
5	MS. SMITH: So there were three years of
6	reporting issues, if I'm hearing that correctly.
7	Greg?
8	MR. ROGERS: I know this year, this past
9	October, and then last October, a year ago, before
10	that so October of '16 and October of '15 that
11	there were reporting issues. I don't know about I
12	didn't go back three years. I just went back
13	MS. SMITH: But you know there were two?
14	MR. ROGERS: Yeah, I know there were two. But I
15	don't want to they're not the only one. There are
16	others.
17	MS. SMITH: Right.
18	MR. ROGERS: But that's just
19	MS. SMITH: But they responded and corrected it,
20	but it was too late at the one time?
21	MR. ROGERS: Right. Once cycle reporting is
22	closed you can't go back and fix it. Once Cycle 2
23	closed, you can't go back. So the biggest thing is
24	that that's where we pull that from, so that but,
25	yeah.

CHAIRPERSON COFFMAN: Ms. Barnes.

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

MS. BARNES: Well, the question may have already been responded to and I do not want to belabor the I think, Dr. Sides, you said that as soon as you became aware, which would've been three days post official signage and submission of your Statement of Assurances, that all was well. I think I was trying to determine -- so while it has been corrected, it is -- the correction was post any opportunity to do an allocation readjustment or anything of that nature. And, you know, I think that's just -- that is what it I am concerned though with all of the training that we have available, and while the individuals or members may no longer be responsible for those particular assignments, the ramifications that go with it. You know, so I need to have some type of an assurance with respect to how you plan to engage personnel in the appropriate training, what checks and balances you actually can -- you know -- I wouldn't necessarily ask you to guarantee because, you know, things are out of your control sometimes. However, when we were talking about federal funds it grows really, really deep.

And so I know I've said a lot of things. I think for my team members though I was simply saying

that I can appreciate you coming forward and trying to rectify it, but there's some parts that it doesn't really matter how many times we ask about that it's not -- it's too -- it can't be undone, that part, the allocation part. Now if we go into a drill-down, then you can go into a whole lot of other components and that would need to be worked out through the Title 1 office and finance.

CHAIRPERSON COFFMAN: Would you like to respond to Ms. Barnes?

DR. SIDES: Sure. So you're asking how I will assure that the training will be in place for everyone who will be involved, and I'll just lay out basically a step sequence. We currently search right now for the position who will lead this in the longer term for us. As I described, it was really a team and collaborative effort that have -- that has been doing the work for Cycle 5, insuring its quality, and also finding a zero-percent variance through the internal review process that I described. So we're already, you know, I think settling in this way. But, you know, we need a person on our team whose expertise is this to lead these processes for us, working closely with our operations manager, and ultimately -- you know -- we have a commitment from

every single person working within the schools; our principals themselves were reviewing attendance for this current cycle to insure that it was exactly right. So the training itself, you know, we all basically have been, all collectively, in training since this change and since this -- since understanding -- since coming to understand the difference in what -- in that data piece.

CHAIRPERSON COFFMAN: Where have you been receiving training? Who have you been receiving training from?

DR. SIDES: I went with our operations manager to the APSCN office and I spent time there working; you know, we spent an entire day there. And really the majority of our days, myself included, right now have been pouring through all the information, especially for this cycle, to insure that in no way -- because ultimately I own this -- to insure that, you know, in no way can this be something that happens again. So I went myself within the last three weeks to the APSCN training office to make sure that I was doing what I should with my team in this effort.

CHAIRPERSON COFFMAN: And your internal control process, do you have written procedures?

DR. SIDES: We have written procedures through K-12's internal control process.

CHAIRPERSON COFFMAN: I'm sorry. Would you repeat that?

DR. SIDES: So when we submit information to K12's internal review team, there are specific
procedural items there and so that is procedurally
spelled out. And when I say "internal control," what
I -- when I say "local internal control," you know,
we are going to need to -- we'll need to spell that
out more completely for the cycle reporting. But
right now it's -- the entire team is engaged. The
entire team is engaged and verifying and crossverifying for data accuracy.

CHAIRPERSON COFFMAN: Ms. Pfeffer.

MS. PFEFFER: And I'm looking at your enrollment by grade and you've -- you're providing us with the current enrollment and then enrollments going forward if the enrollment caps were increased. In which grade levels right now -- I don't know that I have anything showing what your current grade level caps are right now. In which grade levels are you at capacity? Because you definitely in those middle grades, in early junior high, early high school, you have a large number, but then it drops dramatically

back off again at the 11th and 12th grade levels. So

I was just wondering at what grade levels you are
currently at capacity right now?

DR. SIDES: Yes, ma'am. So we have not exercised in the same way as I set forward grade level caps, except to make sure that teachers were not -- did not have more students than they should.

MS. PFEFFER: Okay.

DR. SIDES: So really, we didn't say within a specific grade. What we did say is that, for example, for 8th grade, where we're near that 240, we really did set that where -- you know, that right there drives the most high-functioning middle school model. And so those really were internal caps that were set, not specifically board approved or not specifically outlined within our charter.

MS. PFEFFER: Okay. And, again, I think then that kind of feeds into the thought of staffing for the high school, if those high school classes dramatically increase. Going up with those enrollment caps up to 240 is a big difference in staffing for some of those high school classes at 150 than at 240. So I think that's where I go back around to longer-range staffing needs when we're not sure what our data is right now and how strong of a

1	workforce it actually is in terms of inexperienced
2	teachers teaching, teachers who are teaching under a
3	waiver from licensure, things like that. So and
4	I'm just I think for me it's just about trying
5	just wondering, having you know kind of having
6	those lingering questions.
7	DR. SIDES: I would like to confirm, if I could,
8	that we are sure of our data. We do know how many
9	students are enrolled, at what grade level and so-on,
10	and how they're assigned to teachers. It was just in
11	looking back at this it was the translation of that
12	and to 100% where it really matters for your
13	information.
14	CHAIRPERSON COFFMAN: Kim, can you put that
15	slide back up that says Suggested Enrollment by
16	Grade, which is the one Ms. Pfeffer was addressing?
17	DR. GOTCHER: Slide number 7, Kim. Slide 7, I
18	believe that's right.
19	MS. FRIEDMAN: I can't see the page numbers back
20	here, so
21	DR. GOTCHER: Okay. Right before Core Courses.
22	Next one.
23	CHAIRPERSON COFFMAN: Right there. Thank you.
24	Dr. Sides, I need you to Ms. Pfeffer was
25	addressing this slide, I believe, in her

conversation. So if I were looking at kindergarten, 1 you currently have 106 students in kindergarten. 2 Next year, would you cap -- I was trying to just 3 clarify in my mind -- would you cap kindergarten at 4 5 150 and then the next year 180? Is that your --DR. SIDES: These would be basically optimal --6 7 an optimal arrangement. If that were -- if that were the requirement of the board, then, yes, we would 8 9 stop enrollment at those specific thresholds. were the wish of the board to basically take time, 10 staff for additional seats beyond what is -- what 11 would be a projection, then we could take either 12 13 direction. But internally these would be the targets that we would be focused on for optimal function. 14 15 CHAIRPERSON COFFMAN: Okay. Other questions? 16 MS. SMITH: I don't have a question; I have a 17 comment. 18 CHAIRPERSON COFFMAN: All right. DR. GOTCHER: I have a question for Ms. Barnes. 19 20 Go right ahead. CHAIRPERSON COFFMAN: 21 DR. GOTCHER: Ms. Barnes, Mr. Lester, do we --22 forgive me; I've never thought to even have this 23 question to be asked. But do we self-report to the 24 federal government if we know that there's been an 25 oversight and over-reporting in claimage of title --

	97
1	MR. LESTER: The charter, yes.
2	DR. GOTCHER: Can you
3	MR. LESTER: The charter, yes.
4	DR. GOTCHER: So we report that?
5	MR. LESTER: Yes.
6	DR. GOTCHER: Okay.
7	MR. LESTER: He received it in his office, the
8	charter.
9	DR. GOTCHER: Right.
10	MR. LESTER: The other one is, you know
11	DR. GOTCHER: And we've done so for the past
12	MR. LESTER: The charter goes in one time a
13	year, in August.
14	DR. GOTCHER: Okay. And we've done so, I guess?
15	MR. LESTER: That's why it was it was not
16	enough time; this year it was not enough time to get
17	that corrected
18	DR. GOTCHER: Okay.
19	MR. LESTER: on that cycle report.
20	DR. GOTCHER: Thank you.
21	CHAIRPERSON COFFMAN: Ms. Smith, I think you had
22	a comment.
23	MS. SMITH: Yes, this is just a comment. So to
24	show my cards now, I won't vote for an increase of
25	1,000 students and it's I might vote for an

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

amendment of a much less number. In looking at it, you had a senior class of 50-something students and looking at your 9th and 10th graders having that 200 population. And calculating for the next year in growth just within those, I could probably do a growth of 200 students just -- and then insuring that numbers get correct and consistency before. will not say yes to 1,000 today -- but it is your choice if you do an amendment; that is not ours. And I don't know how the rest of this panel feels, but that's just kind of the cards I'm holding right now. DR. SIDES: So that I can clarify, are you suggesting that this would be rewritten and that we -- that I would be coming back to --MS. SMITH: No. You have the ability -- Ms. Davis, if I'm correct -- you have the ability to amend what you are requesting to this Panel during this hearing, that this is a negotiation today. -- so if we were to vote as the motion is, what you've asked for, for 1,000, I don't know how anybody else would vote; I know how I would vote. DR. SIDES: I understand, ma'am. But if you choose to amend it that's MS. SMITH: your decision. DR. SIDES: I understand. Would it be possible

1	because this is the board's decision, not mine,
2	would it be possible for me to revisit this with the
3	Arkansas Virtual Academy board of directors and come
4	to you with the amendment that you suggest?
5	MS. SMITH: Yeah, that's yeah, that's no,
6	it's not that I'm suggesting it; I'm just saying
7	DR. GOTCHER: Yeah, I want it to be clear that's
8	not Ms. Smith's suggestion.
9	MS. SMITH: Yeah, I'm not saying and I'm not
10	I don't know how everybody else may say 1,000
11	is great and vote yea today. So I'm just saying if I
12	was to vote on this today for 1,000 students my
13	answer would be no. I would consider much less in
14	terms of students for the following year and looking
15	at your numbers and where your kids are and looking
16	at your classes that have 200 students moving up.
17	But those are my comments.
18	CHAIRPERSON COFFMAN: Ms. Pfeffer.
19	MS. PFEFFER: And also to clarify, the
20	enrollment by grade, we would not be voting on those
21	as a cap by enrollment by grade; I mean, it's
22	strictly 1,000 kids wherever they land. So we don't
23	really have any way of knowing how many are going to
24	be where; is that correct?
25	DR. GOTCHER: That's a board decision, I'm

	100
1	hearing.
2	MS. PFEFFER: Is okay. I just wanted to make
3	sure I was understanding that correctly too.
4	CHAIRPERSON COFFMAN: Ms. Davis, I believe
5	that's correct. Do you?
6	MS. DAVIS: I do. Yes.
7	MS. PFEFFER: Okay.
8	CHAIRPERSON COFFMAN: Dr. Saunders.
9	DR. SAUNDERS: Yes. Regarding the comment by
10	Ms. Smith and, ironically, I was thinking roughly
11	the same idea. And I think it's more along the lines
12	of without going through a list of things, I think
13	there are a lot of data questions and with a lot of
14	reported data, and some in the past. And without
15	knowing exactly what it is that I'm looking at to be
16	voting on, I would not feel comfortable with the
17	expansion up to the 3,000. But looking I would be
18	more comfortable with an expansion of 200, with the
19	idea that you would possibly come back next year and
20	demonstrate quality data reporting for us to then
21	consider it from that point forward. So, that's just

CHAIRPERSON COFFMAN: Ms. Barnes.

my thoughts that I would share.

22

23

24

25

MS. BARNES: Well, actually, you know, I'm very uncomfortable with asking Dr. Sides on the spot here

to make decisions that he's already explained to us that he cannot make as an individual. And so given the fact that we are all concerned about data accuracy and how we can best support the charter and the students that are being served, as well as the state of Arkansas, I, when the time comes, would rather ask for -- since we already have something scheduled for March, I would rather that Dr. Sides has an opportunity to go back and visit with his board of directors and let them make a decision as to how they want to move forward. Because this is really a situation where in the midst of this particular hearing we are recognizing that we have to make sure that we're making -- we're being wise stewards of and in good counsel.

So, Dr. Sides, what I'm prepared to do myself is, as we move through this, ask if it's amenable to the board, to this Panel, for him to have that opportunity, since we're already going to be meeting next month, and if that would be enough time for him to have a conversation with his board about it.

CHAIRPERSON COFFMAN: Ms. Davis.

MS. DAVIS: Your options could be a few things.

If you do want to hear it in March, probably the best option for that would be -- and I'm not sure what

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

their board meeting schedules are, so that would have to be a consideration -- would be to table this vote and then he can come back in March. And that would -- he can supplement any of the information that had been previously submitted, much like you've had other applicants do in the past, and that would prevent -so they wouldn't have to do like a whole new amendment request. If he's not comfortable with that, then -- or doesn't, you know, have the ability to, you know, to agree, you can vote on it today; and if it fails, then they can come back as a whole new amendment request at any point in time like any of our charters can, or, you know, there are some options there. As far as if it fails today, and it's not either withdrawn or tabled, then there may not be a chance it could get on the March agenda; it would be the April agenda, only because if it fails then it would be a new amendment request and it still needs time to process through our Charter Unit. So that would be the only thing.

So those are a couple different options and I think some of it, you know, may be what's going to be kind of convenient for you guys, but also what, you know, Dr. Sides can agree to at this point on behalf of his entity.

CHAIRPERSON COFFMAN: Dr. Gotcher.

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

DR. GOTCHER: Yes. And just piggy-backing on what Ms. Barnes said, I think for me I need to see a demonstration of just ongoing consistent accurate data, and I think both can happen in tandem. prepared, with some that have been expressed so far, about moving forward with an expansion without some plan for consistent data reporting. I think that's important. Because the other thing I'm grappling with is just harming any growth. I always appreciate and love the fact that our campuses grow, but I also want to do it with the best accountability efforts as well. So I just wanted to lay that out. As I process through this, I'm thinking in my mind a way that our data team can insure accurate data before I can especially endorse a 1,000 student increase. not sure where I am on the other numbers at this point.

CHAIRPERSON COFFMAN: Ms. Pfeffer.

MS. PFEFFER: And I think I would just say that if our concerns are grave enough about the data that an expansion will just add more uncertainty, then I would not feel comfortable with any number of increase, if that's the discussion and the thoughts that we're having. Because, you know, it's also the

economically disadvantaged numbers that I've got questions about, based on what's reported here in today's presentation and what's reported in other places; that's data that has been pulled. So, you know, there just -- it seems like every piece of data we've looked at has been in question, so I would -- that was -- those are just my thoughts in how we do this.

CHAIRPERSON COFFMAN: Dr. Sides, I was buying you a little time to consider all of your options.

And what would you recommend to the Panel?

DR. SIDES: Well, I appreciate the Panel's position and concern. At this point I believe that it would be appropriate for me to now visit with the board of directors related to this exchange and -- but in terms of whether I'm saying March or whether I'm saying April, if you could just let me know which of those two things I'm going forward to them with, that's what I need to know in approaching them.

CHAIRPERSON COFFMAN: Ms. Davis, does the Panel have options to table to March or to table till April?

MS. DAVIS: I'd have to look, but I think you have to pick it back up at the next meeting. So it would have to be -- because at some point then it

just naturally dies. If he is uncertain what his board is going to do, then my suggestion would be -- because, you know, while our rules for charters do say that amendments have to be heard in February and I believe October, they can request an amendment from the -- not request an amendment --

CHAIRPERSON COFFMAN: Request a waiver.

MS. DAVIS: Request a waiver -- it's been a long day -- request a waiver from the Commissioner of those dates. So my suggestion might be, especially with just your discussion, you go ahead and handle your vote today, as you feel is best. Go ahead and vote on it, because then whatever the vote is -- if the vote is not favorable for this increase, then they still have an opportunity to work with their board and they can come back with either an alternate amendment or no amendment until later, or that's up to them then at that point.

MS. BARNES: I just want to make sure I've got it in my head. We don't have the option of moving to table this?

MS. DAVIS: You can table it till the next meeting and it would have to come back --

MS. BARNES: Only until March --

MS. DAVIS: Yes.

1	MS. BARNES: and not in April?
2	MS. DAVIS: So that would be the other concern.
3	So, I mean
4	DR. GOTCHER: March or April?
5	MS. BARNES: March.
6	MS. DAVIS: It would be the next meeting.
7	MS. BARNES: It has to come up in our next
8	meeting, since our colleague wanted it in March.
9	MS. DAVIS: You have a next meeting in March, so
10	that would be the thing.
11	CHAIRPERSON COFFMAN: If at March he is not
12	prepared, can he ask us to table again till April?
13	MS. DAVIS: I mean, he could. If he's I
14	don't necessarily think that that's always a good
15	idea, tabling it, because then everybody is going to
16	say, "Well, I don't want to have to go through the
17	process, so I just want to get it on the agenda," and
18	we'll just keep coming back, keep coming back, keep
19	coming back, because that's always an option, and you
20	could. But if they're not prepared either at that
21	time or something of that nature then I would suggest
22	you go ahead. My recommendation would be just that
23	you go ahead and vote how you feel your best vote
24	would be and let them come back when they are
25	prepared to discuss it.

1	MS. BARNES: May I ask one
2	MR. ROGERS: I just want because those are
3	just comments and suggestions. I mean, I'm kind of
4	going off of what Ivy said. There's no guarantee
5	that it would even be an increase of 200; that was
6	just what one person on the Panel thought. And I
7	feel like we're going down a track of tabling
8	something to get them to come back and take a chance
9	that was suggested, and there's no guarantee that's
10	going to happen either.
11	MS. DAVIS: Right.
12	MR. ROGERS: And so I feel like that, of course,
13	we have an expansion of 1,000 right now; if that's
14	not what they're comfortable doing right now and they
15	don't want to
16	MS. DAVIS: Right.
17	MR. ROGERS: If we don't make the decision to
18	table it, then it I mean, we have to vote on what
19	we have. I mean, I think it's kind of our decision
20	to table it
21	MS. DAVIS: Yes.
22	MR. ROGERS: to give time for them to get
23	more information, if we wanted to.
24	MS. DAVIS: Right. And, you know, keep in mind
25	that you do have a Google doc that you will put your

reasons for the vote in, so that way the applicant is aware of what your concerns were. I know that it has been addressed since some people -- the concern might be any increase in cap at this time; some people wanted a lower increase. So those reasons would be in that Google doc that the applicant can then take back and consider and then choose whether or not they wanted to come back and ask for less or what number that would be, or at all, in the event that your vote was not favorable. So, yes.

CHAIRPERSON COFFMAN: I think my intent was to give Dr. Sides the opportunity to withdraw or to request to table, but we can certainly move forward with a vote.

MS. DAVIS: Well, and it really is your decision to request to table that. I mean, it's not the applicant that is doing it; it's your decision.

CHAIRPERSON COFFMAN: Okay

MR. ROGERS: It's our discussion. I thought to table it to allow them to come back next month if they want to have a discussion about changing it, but I didn't want to -- because it's -- I just felt like it was going down a path where we were suggesting "y'all come back next month and ask for only 200," because I don't want that to be the case at all,

1	because that's not guaranteed. That was just a
2	suggestion that Stacy made, and that's in my
3	little mind, that's where I felt like we were going.
4	So I was just trying to really more clarify for
5	myself.
6	DR. SAUNDERS: I agree with what Mr. Rogers
7	said, but I would still like to know the preference
8	of the applicant, if they have one.
9	DR. SIDES: I would certainly need to meet with
10	my board, forward on this information, and understand
11	what their intent is, understanding your viewpoint
12	from having reviewed this. I believe that you
13	know I think it would be hard to get this fully
14	settled before your April meeting. So understanding
15	that, does that mean basically a withdrawal of this
16	amendment request? I would be withdrawing this
17	amendment request; is that what I understand?
18	CHAIRPERSON COFFMAN: Ms. Davis.
19	MR. ROGERS: I have another question.
20	MS. DAVIS: I'm sorry; I wasn't completely
21	listening.
22	CHAIRPERSON COFFMAN: Dr. Sides, if you'll ask
23	your question again for Ms. Davis.
24	DR. SIDES: Sure. So if I withdraw, and if the
25	board wants me to continue to pursue this, does that

1 mean that this would be an April hearing, if I withdraw at this point? 2 MS. DAVIS: With the timing, yes, they would 3 have to submit a new amendment request and work with 4 5 the Charter Office. And they would also have to request a waiver from the Commissioner for an 6 7 amendment to be heard in April. But, yes, at this 8 point there's plenty of time to get it on the April 9 agenda. Yes. I believe that the board would need 10 DR. SIDES: 11 more time than what we have until your next meeting. 12 So at this point I withdraw this amendment request. 13 CHAIRPERSON COFFMAN: Then no action is required by the Panel at this time, Ms. Davis; is that 14 15 correct? 16 MS. DAVIS: Right. 17 CHAIRPERSON COFFMAN: All right. 18 MS. SMITH: Just a comment. Mr. Sides, I do 19 want to say that I appreciate the fact that you want 20 to consult with your board. So many times when 21 people are before us and we give suggestions, it's 22 instant, you know. So I do appreciate the fact that 23 you do have a working board that you're working with 24 to advise you, so --25 DR. SIDES: Thank you. I appreciate the board's

1	counsel today, and I want you all to know how much we
2	are committed to, you know, the data the data
3	piece here. Thank you.
4	CHAIRPERSON COFFMAN: Just one other thing
5	DR. SIDES: Yes, ma'am.
6	CHAIRPERSON COFFMAN: I always recommend to a
7	school district is written procedures.
8	DR. SIDES: Yes, ma'am.
9	CHAIRPERSON COFFMAN: Because then if you make a
10	mistake you have something to go back to to review,
11	to see where the error occurred so that it can be
12	corrected. So any time you're working with money
13	it's always great to have those written procedures.
14	DR. SIDES: Yes, ma'am. And for general
15	financial accounting and those sorts of things we
16	absolutely have all internal controls, et cetera.
17	It's the state reporting that now we'll put the
18	similar guidelines on. Thank you.
19	FINAL MATTERS
20	CHAIRPERSON COFFMAN: Okay. Are there any
21	additional issues before the Panel today?
22	MS. HALEY: I would like to bring up Rockbridge
23	Montessori for just a short discussion and maybe talk
24	about having them come in to visit at our next
25	meeting or at the April meeting. I don't want to go

1	into a lot of detail today, unless that's
2	appropriate, but we have some real concerns over
3	their special education program and their capacity to
4	implement that program to meet the needs of kids and
5	meet their obligations under IDEA.
6	CHAIRPERSON COFFMAN: Any questions or
7	MS. BARNES: I don't have any questions, but the
8	seriousness of that lends me toward them coming in to
9	the next meeting, not waiting until April.
10	MR. ROGERS: That's where I was going; that's
11	what I was going to say. If it's that much then I
12	would rather do it at the next meeting, so if it's
13	something we need to look at it would be the first
14	available time.
15	CHAIRPERSON COFFMAN: Ms. Davis, do we have the
16	appropriate number of days to notify them?
17	MS. DAVIS: Yes, we can get them in. It would
18	be no different than how we handled the previous
19	applicant, even though they just happened to be here.
20	So, yes, you can. But we do need the information
21	that we need them to provide to us.
22	CHAIRPERSON COFFMAN: Okay. So we probably need
23	a motion to oh, Ms. Perry.
24	MS. MARY PERRY: I'd like to say we might want
25	them to discuss a few more things, other than just

1	special education. There's a concern with governance
2	and whether or not their governance structure
3	complies with what was approved in their charter
4	application.
5	CHAIRPERSON COFFMAN: Okay. We need a motion to
6	bring them before us in March; is that correct?
7	MS. DAVIS: Yes.
8	CHAIRPERSON COFFMAN: Go ahead.
9	MS. HALEY: I make the motion to bring
10	Rockbridge Montessori in before us in March to talk
11	about their special education services, as well as
12	the issues Ms. Perry discussed. We do have a list of
13	specific issues that they have received in a letter,
14	and so if we could reference that document in terms
15	of what we'd like them to discuss then I think that
16	would be appropriate.
17	MS. DAVIS: Yeah. And can you provide us with a
18	copy of that?
19	MS. HALEY: Yes.
20	MS. DAVIS: Okay.
21	CHAIRPERSON COFFMAN: I need a second.
22	MS. PFEFFER: And I second.
23	MS. MARY PERRY: And Mr. Scott, Freddie Scott
24	has been working very closely with the governance
25	issues. If you would allow us the permission to

place what we would like there, what he knows -he'll be in a board meeting in just a couple of weeks
and cover it, and we can put down our issues and
concerns with the governance structure. We probably
need to do a little bit more research, but we know
there are issues.

CHAIRPERSON COFFMAN: Okay. I have a motion by Ms. Haley and a second by Ms. Pfeffer to ask Rockbridge Montessori to come before the Panel in March. Any discussion?

MR. ROGERS: So it can be for everything?

CHAIRPERSON COFFMAN: Yeah. We'll make a list in just a minute.

MR. ROGERS: Okay. That's why I wanted --

MS. PFEFFER: And I would like to add that we're probably going to need some ADE personnel here that are aware of those issues that have worked. So I don't know if we need to list those specific people or just the appropriate Assistant Commissioners can let them know that we're going to need them.

MS. SMITH: Yeah, I would ask the Charter Unit to be the facilitator of that. So, Ms. Perry, if you guys can be the facilitator of reaching out to the appropriate units to make sure the appropriate personnel are here with any issues pertaining to

them.

CHAIRPERSON COFFMAN: So I have a motion by Ms. Haley, a second by Ms. Pfeffer to bring Rockbridge Montessori before the Panel in March. All those in favor?

(UNANIMOUS CHORUS OF AYES)

CHAIRPERSON COFFMAN: Any opposed? Motion carries.

So we've already listed special ed.; I heard governance.

MS. SMITH: Is there finance issues?

MR. ROGERS: Well, when we were in discussion, I just asked if it was for everything because I felt like with Ms. Haley was going down, and then when -- and Ms. Perry brought it up, that I felt like that -- it sounds like we're just having to open it all up. And so I guess I wasn't sure at the time if it -- if the motion should've been more clear about that it's -- because I don't even -- I guess what I'm saying is full renewal or full continuance or a full -- I don't know the right words to say for it, but that's what I felt like I was hearing. And I felt like since we discussed it and got clarification that that's what the motion meant, that we were good; that's why I voted for it. Should it have been more broader?

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

time.

MS. DAVIS: If you have other issues. was brought up to review their special education services because there are concerns, and also while they're here, so they don't have to come back another month, the governance issues. So the discussion -because either one of those could lead to a revocation of their charter, either one of those So the discussion would be limited to those things in that area, much like any other time you can ask the charters anything when they're up here in front of you. But if revocation is going to be an issue they need to be prepared and notified that that is an issue to come here and discuss. So while you -- I mean, they can discuss other issues. going to revocate them or consider revocating them on another issue, they need to be aware of it. MR. ROGERS: So should the motion be for a full review of Rockbridge? MS. DAVIS: If a full review is requested by the board, I mean, but if the issues are limited to the other two, it just depends. MS. VIRGINIA PERRY: Can I add just very quickly

that I've talked to Patti Martin in Finance and she

Their audit is not due yet; they have 18

has no significant issues with Rockbridge at this

1	months to submit it, so they still have six months
2	for that. They were a little late with their annual
3	review but other than that, everything else
4	appears to be in compliance with well, except for
5	special ed.
6	MR. ROGERS: I think I just feel like with
7	the seriousness of it that it does need to be a full
8	review. Because I don't I didn't know this, that
9	we were having governance or special ed. issues, and
10	so now I want to review their finance. I was
11	unprepared today to talk about Rockbridge, so that's
12	just kind of
13	MS. DAVIS: We can request that they come in and
14	be prepared to discuss a full review; specifically at
15	issue are the special education and governance
16	issues, but that they need to be prepared and bring
17	the appropriate stuff to discuss finance and any
18	other issues that may or may not arise.
19	MR. ROGERS: So do we need to amend her motion
20	or was her motion
21	CHAIRPERSON COFFMAN: Or can we make a second
22	motion to broaden that?
23	MS. DAVIS: I would make a second motion.
24	MR. ROGERS: I've got a question on that. Is 30
25	I guess 30-day notice enough time for a full

	110
1	review for someone to prepare properly to come before
2	us?
3	MS. DAVIS: Right.
4	DR. GOTCHER: That's a great may I?
5	CHAIRPERSON COFFMAN: (Nodding head up and
6	down.)
7	DR. GOTCHER: That's a great question. I was
8	going to say a full review, specific to items in
9	other words, I'd hate to limit it just to the things
10	Ms. Haley brought up if other things so we could
11	make a motion for a full review, with specific items
12	identified by the Department.
13	DR. SAUNDERS: So is it possible we may address
14	the items listed, but not limited to?
15	MR. ROGERS: That's the way I took it, because I
16	don't know where this is
17	DR. GOTCHER: We don't know where it's going.
18	MR. ROGERS: fixing to lead. And I would
19	hate that once we start talking about special ed. and
20	we see where that's going, then we ask another
21	question about just licensure and we can't go there
22	because we didn't put that in our motion but it is
23	something that during their testimony comes out that
24	could be of importance and so that's why I was
25	just saying I felt like it should be more broad

because -- I don't know; this is all new to me, so that's --

DR. SAUNDERS: Yeah. And I do believe under APA that -- Legal will have to define that, but I do think that we should defer to what their thoughts are on that.

MS. DAVIS: Okay. We're checking the rules real quick because now with the March hearing set on March 15th and today being -- you know -- today is the 15th, we're checking to see if we need 30 or 35 days, because 30 days would be from today and we would still have time to have to prepare the notice. So it may either have to be pushed to -- so please hold that thought one second.

DR. SAUNDERS: Okay.

MS. DAVIS: And just to address it -- okay -they can come in for -- you can say full review. But
keep in mind, when they come in for renewal they have
an application that they provide information -- yeah,
okay. We're okay; it's 20 days notice. But when
they come in for like a renewal, they have an
application and there's specific information that
you're looking at and reviewing them on. There's not
one just to say there's a review. We can -- you know
-- much like you did on other charters, you have

said, "I want to see X, Y and Z, so when you come in here" -- and, again, you may ask them about other things. But if you are going to have a revocation issue on something outside of X, Y and Z that they have prepared for, you need to give them the opportunity to prepare for revocation on that issue. Again, you can ask them other questions on how they're meeting the needs of their charter and you can ask them about their finances --

MR. ROGERS: Is that what the motion needs to be, revocation? I mean, does that -- I mean, because that way they know to come in here with their shoes tied and their boxing gloves on. I don't know; that's why I'm just asking.

MS. DAVIS: We can suggest that there may be other issues that are asked and we ask them to insure that they bring those persons that can respond to, say, finance issues. But I would limit -- I mean, unless there are just widespread issues that are known at this time I would limit your review to those things that are at issue, because those are the things that are at issue. The other things that may be discovered -- now if they're known at this time, then please let's go ahead and put that out there and deal with that. But if not -- we have two issues

1 that are known and in question, so it would be limited to that so that way they can fully prepare 2 for that. 3 MS. BARNES: So I know we have a motion and a 4 second --5 CHAIRPERSON COFFMAN: And a vote. 6 7 MS. BARNES: Okay. And so now we need to address whether we need a second motion. 8 9 uncomfortable with having this length and detail of a conversation this long and not just saying either 10 11 we're going to have a full review and ask the Charter Office to have them be prepared to respond. I mean, 12 13 I recognize that March is next month, but the seriousness of what -- just special ed. alone and 14 15 governance for me means a full review, and I believe that they should have ample time within a month to do 16 Us having this discussion though makes me a 17 18 little uncomfortable because they're not here to respond in any shape, form or fashion. 19 20 So I'm prepared to make a second motion that we 21 call Rockbridge charter in for a full review in 22 March. 23 MS. DAVIS: Can I just make one comment? 24 don't -- I know since -- in the time that I've been

here -- but I did ask Ms. Perry as well -- we're

25

uncertain that there has ever been a charter that has come in for a full review; it's usually for specific issues. So we're not saying that it can't be done; we just -- you know, like we need to know how to best prepare them. Like should they use the renewal application as their basis for the questions and information you're wanting to see in that or would we prepare something else? That would be my only question, so that way we can prepare you with the information that you need in order to conduct a full review.

MS. BARNES: Okay. So obviously I rescind that particular motion, but here's what I want to say. I simply want to say that I believe, based on our discussion, that a motion should be made to have the charter come in for a review and specificity will be provided to the charter school -- the Charter Office as to what the charter needs to be prepared to respond to, but there's a review that's necessary. So do we need to state to include but not limited to special education, governance, and finance? I mean, you understand?

MS. DAVIS: No, and I think that you can say that there would be a full review. I think that you're okay with that, a full review, and say, you

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

know, specifically special education, governance, and finance, but be prepared to discuss any and all issues. I just don't want to appear that it is unfair to the charter if revocation is at issue, so I just wanted to let you guys know that. But, I mean, I think it's okay to say that.

MS. SMITH: Well, and I want to spend our time really digging into what the issues are. I mean, I know this has kind of been bubbling a little bit and, I mean, to the point that I felt like -- you know, Ms. Haley works in Learning Services; you know, I stepped out of it, so -- but she can handle it. know Ms. Pfeffer stepped out of it and sent someone else from her division when they did the visit, just because we serve on this Panel and trying not to be influenced by decisions. So I think the goal would be to make sure that we are really addressing what the issues and the concerns are that are being brought up and that they saw. The Charter Unit, I think this is their responsibility, which is also within Learning Services. I think it's their responsibility to from this point -- to the point that the hearing comes, to work with the school, to look at the records, and I think that's what Ms. Virginia Perry did. They've already been digging

into it to see are there other issues that they 1 needed to bring to our attention. The Charter Office 2 was aware of the visit, and I think Ms. Haley had 3 been in contact with the Charter Office. So I do 4 5 think that we need to say specific to what the main concerns are. And when they get here next month and 6 7 we dig into those concerns, if we find more, then I guess they probably get to come back the next month. 8 9 I mean, I think when we say a full review and we look at the -- I don't want to see slides of their scores 10 and their -- I want to look at what the issues are. 11 12 MS. DAVIS: Okay. DR. GOTCHER: And we're in the middle of 13 session. 14 15 CHAIRPERSON COFFMAN: So, so far -- I'm just 16 recapping here -- I think we're going to focus on special ed. and governance. 17 18 MS. DAVIS: Okay. 19 CHAIRPERSON COFFMAN: And then finance, in or 20 out? Do we need to have another motion to review 21 finance? 22 I'm not aware of any issues right MR. ROGERS: 23 now, but that's kind of what I -- yes, I want to 24 focus on the points, and that's why I was asking if 25 the motion should be a little bit to specifically

target those issues that we know of, but not limited to those areas. And that's -- I guess that -- because I don't -- I'm not trying to discount what they already know. But what I'm worried about is -- because if we start talking about the academic side, and then we start seeing there is a finance side but we can't talk about that because we didn't make the motion to bring them for it, they're not prepared, then we have to call them back again. Because if it is something serious --

CHAIRPERSON COFFMAN: Ms. Haley.

MS. HALEY: I would just say that finance is part of what we're reviewing, and special ed. too, in terms of their special ed. finance. And I'm not saying there's an issue or there's not an issue, but we're looking at everything.

MS. DAVIS: So what we can do in the letter is to say that they are up for -- that you've requested a review and we can state that it's specifically special education and related financing and the governance issues. But we can also say, "However, be prepared, and it is recommended that you bring other" -- you know -- "the necessary personnel to discuss other issues that may arise." And if there is an issue -- I mean, because you can ask a question about

	126
1	another issue, but if it gets to the point to where
2	it's too far down the issues then the focus
3	completely changes to that issue. Then, we may need
4	to give them but that way they can
5	MR. ROGERS: So does the motion cover finance or
6	do we need to change it to address finance?
7	MS. DAVIS: I think if it covers special
8	education, which would include the necessary
9	financing, I think the current motion as voted on is
10	okay.
11	MR. ROGERS: Only special ed. finance or full
12	finance? I mean, because we get that specifically
13	I mean
14	MS. DAVIS: Right.
15	MR. ROGERS: Because one of the things when I
16	first
17	MS. DAVIS: Related financing. If you want to
18	see non-special education and all their other
19	financing, then I think
20	MR. ROGERS: Yes.
21	MS. DAVIS: that you would need to make
22	another motion to include that.
23	MR. ROGERS: I do. Yes, I want to.
24	CHAIRPERSON COFFMAN: Go ahead.
25	DR. GOTCHER: I would agree.

1	MR. ROGERS: I don't even know how to make the
2	amended do I make an amended motion? No, that one
3	was already voted, so I have to make a new motion.
4	For next month, when Rockbridge comes in, I'd like to
5	make a motion that we also include finance
6	MS. DAVIS: Wait, wait, wait.
7	MR. ROGERS: as part of their review.
8	MS. DAVIS: Okay. Yes. Okay. We still have
9	Ms. Barnes' motion.
10	CHAIRPERSON COFFMAN: She rescinded.
11	MS. DAVIS: Did you rescind it?
12	MS. BARNES: Actually, I rescinded the first one
13	and now I've rescinded the second one. So go ahead,
14	Mr. Rogers.
15	MS. DAVIS: Okay. Okay. Just making sure that
16	that's rescinded.
17	CHAIRPERSON COFFMAN: So I have a motion on the
18	table from Mr. Rogers to also include finance as a
19	list of topics for review.
20	MR. ROGERS: I would actually like I would
21	like to say "but not limited to." I would like to
22	include the things that we've just put in the
23	previous motion, and finance, but not limited to just
24	finance.
25	MS. DAVIS: Right. We will

- February 15, 0217				
	128			
1	MR. ROGERS: But specifically I would like to			
2	have finance included.			
3	MS. DAVIS: Okay. We			
4	MR. ROGERS: That's a long motion.			
5	MS. DAVIS: Well, we will state then okay			
6	just to make sure that this would be clear, the			
7	letter to them would be that we would want to review,			
8	should this motion pass, a full review but			
9	specifically address special education, governance,			
10	and financial matters; however, please be prepared to			
11	discuss anything else that may arise.			
12	MR. ROGERS: Yes.			
13	MS. DAVIS: Is that sufficient?			
14	MR. ROGERS: Yes.			
15	MS. DAVIS: Okay.			
16	MR. ROGERS: That's my motion.			
17	MS. DAVIS: Okay.			
18	MR. LESTER: I'll second.			
19	CHAIRPERSON COFFMAN: I have a motion by Mr.			
20	Rogers, second by Mr. Lester to also include finance			
21	and the additional language that Ms. Davis said.			
22	Any discussion?			
23	All those in favor?			
24	(UNANIMOUS CHORUS OF AYES)			

CHAIRPERSON COFFMAN: Any opposed?

25

1	Motion carries.
2	Additional issues?
3	MS. PFEFFERS: Depending on the day, with the
4	legislative session still going on so I know we
5	have these two, and this is these are important
6	matters. We need when that is planned, we need to
7	be mindful of time because I have a feeling that, you
8	know, at that time we're very likely going to need to
9	be a lot of us are going to have to be in one
10	in a legislative meeting, so and we may have to
11	push them later in the day because I don't want to
12	try to rush one early in the morning. So
13	DR. GOTCHER: And we could have another
14	situation like today; we fully anticipated being back
15	at 1:00, and we all saw how long
16	MS. PFEFFER: Yeah.
17	MS. DAVIS: Right.
18	DR. GOTCHER: So
19	MS. PFEFFER: Yeah. Even if we're having to
20	split up over two days
21	DR. GOTCHER: Monday or Friday would be
22	preferable just because
23	MS. PFEFFER: For sure. Yeah.
24	CHAIRPERSON COFFMAN: Ms. Perry is coming behind
25	you.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

I'm sorry, but just remember MS. MARY PERRY: we're really in a crunch because we have to give like 10 days notice before -- or all these days' notice before the next State Board meeting to let people -if you make -- if you have an action item, which the Rockbridge would be posted as potential action, then the reason you have your board meeting -- your meetings the week after the State Board is in order so that we can give them a chance -- as the law requires, give them a chance to request a review, and we have to give them a few days to do that. we still have to have all of that and notify the State Board within a particular timeframe too. we're really, really close, so I don't recommend you pushing it beyond Friday, the 17th, for that reason. MS. PFEFFER: Well, and it may have to be late in the evening. I mean, I'm just stating the fact that -- I don't think we need to plan on it being in a regular time period --MS. MARY PERRY: Yes, ma'am. MS. PFEFFER: -- especially the later we get in session, the longer those committee meetings are going to have to go. MS. MARY PERRY: I think that would be better, to keep it perhaps on the 15th, when we know we can meet

CERTIFICATE

STATE OF A	RKANSAS)	
)	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 February 15, 2017, 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: February 26, 2017.

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

	64:5	addendum (1)	afternoon (10)	69:2;121:14
		61:7		
\$	accept (3)		10:21;11:14;16:19;	along (3)
	3:20;16:3;49:4	adding (6)	18:4,24;23:12;36:1;	32:9;74:24;100:11
\$150 (2)	access (1)	7:9;12:10;21:1,2,8;	57:9;73:8;131:2	ALP (7)
55:10,19	79:11	22:3	again (30)	20:2;21:4,23;33:8;
•	accommodate (1)	addition (1)	12:16,23;13:16;	34:15,16;44:19
\$154 (2)	34:3	7:2		
56:4,5			14:23;20:13;21:7;	ALPs (4)
	accommodating (1)	additional (21)	34:2;39:2;40:10;	24:16;33:11,18;
[59:4	4:22;6:18;7:14;	41:18;43:1,11;45:12;	42:6
L	accordance (1)	15:16;20:25;29:6;	52:5;54:20;56:20;	alternate (1)
F • 3 (4)	11:16	37:15;41:15;59:25;	66:18;69:14;77:25;	105:16
[sic] (1)				
22:16	accountability (1)	60:14;62:24;69:20;	85:5;86:10;88:20;	although (2)
	103:12	70:21;71:13;80:16;	92:20;94:1,17;	40:14;51:14
{	accountable (1)	96:11;111:21;	106:12;109:23;	always (9)
	49:22	128:21;129:2;131:6,	120:2,7;125:9	10:12;14:21,21;
	accounting (1)	7	against (1)	86:20;103:10;
{A (1)		-	63:23	
50:9	111:15	additionally (1)		106:14,19;111:6,13
-	accounts (1)	80:12	age (1)	amenable (1)
\mathbf{A}	36:23	address (12)	6:21	101:17
A	Accreditation (2)	24:5;31:11;44:8;	age-based (1)	amend (3)
	33:23;41:1	47:25;48:4;72:12,16;	9:16	98:17,23;117:19
A-1 (1)				
4:6	accuracy (2)	118:13;119:16;	agenda (12)	amended (2)
A-2 (1)	93:14;101:4	121:8;126:6;128:9	3:8,12,13,15,25;	127:2,2
10:17	accurate (5)	addressed (2)	4:8;10:16,21;102:16,	AMENDMENT (41)
	30:23;74:10;87:22;	47:23;108:3	17;106:17;110:9	4:7,10;5:12;8:7,17,
A-3 (1)	103:4,15	addressing (3)	ago (5)	19,22;9:2,5,25;16:12;
18:6				
A-4 (1)	achieve (1)	95:16,25;123:17	6:4;76:15;88:5,20;	17:2,2,8,9,11,24;
56:17	59:7	ADE (1)	89:9	18:6;30:12;50:14;
ability (7)	achievement (1)	114:16	agree (8)	51:12;52:2;56:18;
	65:6	adjourn (3)	28:10;45:9;46:24;	60:8,10;89:1;98:1,9;
26:11,12;27:3;	acknowledge (2)	10:7;131:9,12	88:4;102:10,24;	99:4;102:8,12,18;
31:13;98:15,16;				
102:9	85:2,14	adjourned (3)	109:6;126:25	105:5,6,17,17;
able (15)	across (7)	10:8;131:16,20	agreed (2)	109:16,17;110:4,7,12
14:15;15:22;19:15;	19:12;57:18;60:20;	adjustments (2)	19:25;20:3	AMENDMENTS (3)
	62:13;65:2;69:25;	3:17;18:1	agreement (1)	10:17;16:6;105:4
20:9;21:3;26:24;	79:23	Administration (1)	87:13	American (1)
29:20;30:10;32:18;		` /		
41:7;61:25;65:24;	Act (18)	21:16	ahead (18)	59:16
68:18;74:2;75:8	45:24;63:22,24;	administrative (1)	5:3;15:4,5;25:17;	ample (1)
above (2)	64:10,16,23;65:4,13,	77:23	26:6;35:17;79:16,25;	121:16
	24;66:18,23;67:5,11,	administrators (1)	80:25;96:20;105:11,	analysis (4)
7:10;66:19	17;68:14,20,23,23	77:12	12;106:22,23;113:8;	63:14,16;68:14;
Absolutely (11)				
31:23;35:25;72:7;	Action (12)	advance (2)	120:24;126:24;	69:13
74:10;76:20;77:17,	4:8;10:15,16;18:8,	61:12;62:1	127:13	analysts (1)
17;79:1;86:6,8;	10;52:16,19;56:20,	Advancing (2)	al (1)	63:13
	21;110:13;130:5,6	63:9;65:7	27:14	annual (2)
111:16	actual (1)	advantage (1)	align (1)	36:13;117:2
Abstain (1)				
50:5	8:19	13:2	12:12	ANSWERED (5)
academic (13)	actually (11)	advise (1)	allocation (4)	5:21;11:6;18:21;
23:25;59:12;63:12;	11:21;36:2;58:4;	110:24	82:23;83:2;90:10;	57:5;72:5
	81:17;84:15;85:12;	advised (1)	91:5	anticipate (2)
65:8,10,15;66:3,22;	90:19;95:1;100:24;	46:10	allocations (2)	20:13;22:7
67:9,13,19;71:10;				
125:5	127:12,20	advocate (1)	83:6;84:19	anticipated (1)
Academics (2)	Adams (9)	49:16	allow (7)	129:14
77:19;81:14	18:12;35:24;36:1,	affect (1)	13:8;18:1;24:25;	APA (1)
	1,5,7,15,18;38:3	54:9	40:13;51:13;108:20;	119:3
ACADEMY (24)	adapt (1)	affirm (4)	113:25	apologize (1)
18:7,11;19:1,4,19;				
30:6;34:6;47:10;	74:23	5:18;11:3;18:18;	allowed (2)	52:11
52:23;54:24;56:18,	add (7)	57:2	22:15;60:25	appear (1)
	11:25;20:13;21:4;	AFFIRMATIVELY (4)	allowing (1)	123:3
22;57:11;60:17;61:2;	87:9;103:22;114:15;	5:21;11:6;18:21;	83:25	appearance (1)
62:2;64:18,24;65:19;				
66:1,4;78:13;79:21;	116:22	57:5	allows (3)	74:19
99:3	added (1)	African (1)	14:24;44:24;51:12	appears (2)
Academy's (1)	63:2	59:16	alone (2)	17:25;117:4

applicable (1)	18:12;19:25;20:3,	77:19;81:14;	128:24;131:14	90:5
87:17	8;22:14	114:19	D	become (3)
applicant (12)	area (27)	assisted (2)	В	24:22;28:12;75:7
4:19,22,25;5:4;	7:3;19:22;20:10;	52:4;59:9		becomes (1)
43:23;48:3;53:24;	23:23;27:9,18;28:16;	associated (1)	bachelor's (2)	29:6 Paceh (2)
108:1,6,17;109:8; 112:19	29:14;30:21;31:4,7,	75:9	20:22;21:16	Beech (3)
	15;32:19;38:22,24;	assuming (3) 3:24;44:18,20	back (52)	11:17;12:3,8
applicants (2) 72:13;102:6	40:14,18;42:5;45:1; 47:14;50:19,19;	assurance (1)	6:8;10:10;12:21; 15:12,13;23:18;	begin (5) 3:3;14:5;18:23;
application (7)	51:13;66:7,24;68:11;	90:17	24:17;36:24;38:4;	74:6;131:2
4:20;37:2;38:5;	116:9	Assurances (1)	46:8;48:12,25;52:15,	beginning (3)
113:4;119:19,22;	areas (9)	90:7	25;53:25;54:24;	21:22;73:17,18
122:6	6:17;7:4;21:6;	assure (4)	60:24;85:4;87:7;	behalf (2)
apply (1)	22:5;23:25;29:8;	22:13,16,19;91:12	88:16;89:12,12,22,	5:16;102:24
22:20	51:12;86:15;125:2	attempts (1)	23;94:1,23;95:11,15,	behavior (1)
appreciate (17)	arise (4)	71:2	19;98:14;100:19;	47:16
3:18;9:6;10:3,14;	31:1;117:18;	attend (1)	101:9;102:3,11;	behind (3)
41:13;47:6;52:1;	125:24;128:11	19:16	104:24;105:16,23;	12:7;57:23;129:24
57:11;63:14;65:3;	ARKANSAS (46)	attendance (4)	106:18,18,19,24;	belabor (1)
85:18;91:1;103:10;	18:7,11,25;19:4,	19:12;71:22;80:9;	107:8;108:7,8,20,24;	90:3
104:12;110:19,22,25	19;20:1,5;21:17,21;	92:2	111:10;116:4;124:8;	below (1)
appreciated (1)	22:14,16,19;23:21;	attention (7)	125:9;129:14;131:5	62:19
51:18	27:17,23;28:6,8;30:5,	57:22;59:15;60:5;	background (9)	benefits (1)
appreciating (1)	16,20;32:17;38:20;	66:8;75:13;85:21;	20:5;22:1,18;	60:10
68:14	40:11;43:4,13;51:3,	124:2	28:24;32:23;46:19;	best (15)
appreciation (1)	11;54:24;56:18,21;	attest (1)	58:17;60:23;78:13	9:7,18;12:8,24;
3:16	57:10;58:2,10;60:16;	77:15	balance (1)	18:3;64:1;65:5;70:3;
approaching (1) 104:19	61:2;62:1;64:5,17,	attitudinal (1) 74:25	49:16	84:5;101:4,24;
	24;65:19,25;66:4; 78:13;79:20;99:3;		balances (1) 90:19	103:12;105:12;
appropriate (11) 29:15;83:24;90:18;	101:6	Attorney (1) 4:17	band (1)	106:23;122:4 Beth (2)
104:14;112:2,16;	around (8)	attribute (1)	40:15	5:13;6:13
113:16;114:19,24,24;	46:17;49:3;54:11;	76:16	Barnes (36)	better (9)
			Daries (50)	Detter ()
117.17	71.14.73.10.76.5	audience (1)	17.22 23.28.19 20.	15.22.43.21.45.11.
117:17 approval (9)	71:14;73:10;76:5; 78:9:94:24	audience (1) 11:9	17:22,23;28:19,20; 29:23:30:8:31:24:	15:22;43:21;45:11; 49:17.17:71:6:85:23:
approval (9)	78:9;94:24	11:9	29:23;30:8;31:24;	49:17,17;71:6;85:23;
approval (9) 11:15,18;12:15;				
approval (9)	78:9;94:24 arrangement (1)	11:9 audit (8)	29:23;30:8;31:24; 32:1,5,13;40:22;	49:17,17;71:6;85:23; 130:24;131:4
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11;	78:9;94:24 arrangement (1) 96:7	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15	78:9;94:24 arrangement (1) 96:7 arrive (1)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6;
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6)	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3)	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3;
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1)	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13;	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7)	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1)	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19;
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16,	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16;20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25;
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15)	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18,	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14,	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10)	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14,	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14;	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25; 112:9	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25 assessments (2)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13) 9:15;46:3;86:6,13,	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15 basis (2)	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2 blue (1)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25; 112:9 APSCN (4)	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25 assessments (2) 63:11,25	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13) 9:15;46:3;86:6,13, 17,18;88:13;90:5;	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15 basis (2) 61:14;122:6	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2 blue (1) 19:7
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25; 112:9 APSCN (4) 44:24;45:10;92:13,	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25 assessments (2) 63:11,25 assigned (3)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13) 9:15;46:3;86:6,13, 17,18;88:13;90:5; 108:2;114:17;	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15 basis (2) 61:14;122:6 bear (2)	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2 blue (1) 19:7 Blytheville (1)
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25; 112:9 APSCN (4) 44:24;45:10;92:13, 21 AQT (8) 23:21;24:2;25:22;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25 assessments (2) 63:11,25 assigned (3) 30:20;50:19;95:10 assignments (1) 90:15	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13) 9:15;46:3;86:6,13, 17,18;88:13;90:5; 108:2;114:17; 116:16;124:3,22 away (2) 9:16;15:22	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15 basis (2) 61:14;122:6 bear (2) 60:7;77:24 bearing (2) 80:3,4	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2 blue (1) 19:7 Blytheville (1) 12:13 Board (46) 11:14;12:14;36:8,
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25; 112:9 APSCN (4) 44:24;45:10;92:13, 21 AQT (8) 23:21;24:2;25:22; 27:10;31:6,6;46:18;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25 assesments (2) 63:11,25 assigned (3) 30:20;50:19;95:10 assignments (1) 90:15 assistance (2)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13) 9:15;46:3;86:6,13, 17,18;88:13;90:5; 108:2;114:17; 116:16;124:3,22 away (2) 9:16;15:22 AYES (8)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15 basis (2) 61:14;122:6 bear (2) 60:7;77:24 bearing (2) 80:3,4 beating (1)	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2 blue (1) 19:7 Blytheville (1) 12:13 Board (46) 11:14;12:14;36:8, 10;42:6,7,9,11;43:9;
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25; 112:9 APSCN (4) 44:24;45:10;92:13, 21 AQT (8) 23:21;24:2;25:22; 27:10;31:6,6;46:18; 50:21	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25 assessments (2) 63:11,25 assigned (3) 30:20;50:19;95:10 assignments (1) 90:15 assistance (2) 33:22;83:21	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13) 9:15;46:3;86:6,13, 17,18;88:13;90:5; 108:2;114:17; 116:16;124:3,22 away (2) 9:16;15:22 AYES (8) 4:3;8:9;16:15;	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15 basis (2) 61:14;122:6 bear (2) 60:7;77:24 bearing (2) 80:3,4 beating (1) 48:20	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2 blue (1) 19:7 Blytheville (1) 12:13 Board (46) 11:14;12:14;36:8, 10;42:6,7,9,11;43:9; 44:1,15;45:23,24;
approval (9) 11:15,18;12:15; 19:3;42:6,7,9,11; 44:15 approve (12) 3:24;8:3,6;16:5,9, 12;49:5,8;50:1,11,23; 51:1 approved (6) 19:19;72:15,18; 73:4;94:15;113:3 approving (1) 34:12 approximately (1) 71:21 April (15) 53:12,12;65:10; 102:17;104:17,22; 106:1,4,12;109:14; 110:1,7,8;111:25; 112:9 APSCN (4) 44:24;45:10;92:13, 21 AQT (8) 23:21;24:2;25:22; 27:10;31:6,6;46:18;	78:9;94:24 arrangement (1) 96:7 arrive (1) 69:4 art (1) 51:6 Arts (3) 66:17;69:6,7 ARVA (3) 59:10;68:25;87:4 ARVA's (1) 82:25 Aspire (16) 63:22,24;64:10,16, 23;65:5,13,24;66:18, 23;67:5,11,17;68:14, 20,23 assessment (1) 63:25 assesments (2) 63:11,25 assigned (3) 30:20;50:19;95:10 assignments (1) 90:15 assistance (2)	11:9 audit (8) 35:21,22;36:5,13, 14,23;37:12;116:25 audited (2) 84:9,9 August (1) 97:13 Authorizing (2) 3:4;19:20 available (4) 29:10;53:10;90:13; 112:14 avenue (1) 29:6 avenues (2) 29:2,10 average (1) 73:24 aware (13) 9:15;46:3;86:6,13, 17,18;88:13;90:5; 108:2;114:17; 116:16;124:3,22 away (2) 9:16;15:22 AYES (8)	29:23;30:8;31:24; 32:1,5,13;40:22; 49:10;50:5;55:1; 56:8;90:1,2;91:10; 96:19,21;100:23,24; 103:3;105:19,24; 106:1,5,7;107:1; 112:7;121:4,7; 122:12;127:12; 131:10,12 Barnes' (3) 31:11;35:3;127:9 based (7) 40:10,18;42:20; 59:20;83:5;104:2; 122:14 basically (10) 44:23;64:19;65:1; 80:10;84:1;91:14; 92:5;96:6,10;109:15 basis (2) 61:14;122:6 bear (2) 60:7;77:24 bearing (2) 80:3,4 beating (1)	49:17,17;71:6;85:23; 130:24;131:4 beyond (5) 7:11;47:11;67:6; 96:11;130:15 big (2) 32:17;94:21 biggest (1) 89:23 biology (6) 20:16,20,21;21:3; 28:24;34:11 bit (9) 26:25;46:17;48:19; 58:16;73:23;86:25; 114:5;123:9;124:25 black (1) 59:15 blanket (1) 34:2 blue (1) 19:7 Blytheville (1) 12:13 Board (46) 11:14;12:14;36:8, 10;42:6,7,9,11;43:9;

-				
15;60:17;61:2;65:4;	14:10,14	capacity (11)	47:5,18,22;48:13;	5:5
71:1;72:4;94:15;	Bulletin (1)	11:22;15:15;60:12;	49:2,7,24;50:4,6,10,	checking (2)
96:8,10;99:3,25;	63:22	61:14,21,24;62:17;	13,16,22,25;51:9,24;	119:7,10
101:10,18,21;102:1;	bullying (2)	75:14;93:23;94:3;	52:13,18,21;53:5,21;	checks (3)
104:15;105:2,16;	58:25;59:2	112:3	54:17,21;55:2;56:7,	20:5;22:18;90:18
109:10,25;110:10,20,	bunch (1)	caps (5)	11,13,19,24;57:6;	chemistry (1)
23;114:2;116:20;	43:5	93:19,21;94:6,14,	70:6,18,21;72:6,8,11;	21:8
130:4,7,8,13	Business (2)	21	73:6;78:3;80:25;	Cherry (2)
BoardBook (1)	21:16,18	cards (2)	83:20;86:11;90:1;	12:5;13:8
78:11		97:24;98:11	91:9;92:9,24;93:3,	chief (1)
	buying (1)			
board's (4)	104:9	care (2)	15;95:14,23;96:15,	63:12
59:15;60:5;99:1;	bypassing (1)	77:17;131:2	18,20;97:21;99:18;	choice (2)
110:25	44:19	career (8)	100:4,8,23;101:22;	58:6;98:9
bolstering (1)		21:13,14,15,21,24;	103:1,19;104:9,20;	choose (3)
74:7	C	63:3,5,6	105:7;106:11;	61:22;98:23;108:7
bookkeeping (1)		carries (5)	108:11,18;109:18,22;	CHORUS (8)
45:7	calculating (1)	4:5;16:17;50:6;	110:13,17;111:4,6,9,	4:3;8:9;16:15;
booster (1)	98:4	115:8;129:1	20;112:6,15,22;	50:3;56:10;115:6;
71:23	call (4)	case (1)	113:5,8,21;114:7,12;	128:24;131:14
both (3)	36:9;69:23;121:21;	108:25	115:2,7;117:21;	chose (1)
36:24,25;103:5	125:9	cases (1)	118:5;121:6;124:15,	24:23
bottom (3)	called (1)	32:15	19;125:11;126:24;	cite (1)
45:6;68:5,16	85:9	Caucasian (1)	127:10,17;128:19,25;	79:3
bottom-line (1)	came (10)	59:17	129:24;131:6,11,15	City (1)
65:25	6:3;34:9;51:16;	cause (1)	CHAIRPRESON (1)	15:23
bound (2)	84:25;85:16;88:24,	43:14	56:16	claimage (1)
28:2;29:4	25,25;89:2,4	cautious (1)	Chair's (1)	96:25
boxing (1)	campus (7)	34:4	3:9	clarification (5)
120:13	12:4,11;13:6,8,15;	celebrate (1)	challenge (3)	27:13;35:21;36:21;
Boyd (1)	14:24;15:23	19:13	10:12;14:21;75:23	57:16;115:23
86:19	campuses (1)	center (1)	chance (4)	clarified (1)
branded (1)	103:11	73:10	102:16;107:8;	56:3
58:10	can (86)	centered (1)	130:9,10	clarify (5)
break (2)	4:24;5:1,1,3;13:4;	59:6	change (7)	35:18;96:4;98:12;
52:15,17	28:17;35:12;38:1,4;	certain (1)	6:2,11,23;7:4;47:2;	99:19;109:4
brief (2)	43:10;45:2;47:24,24;	47:25	92:6;126:6	clarity (1)
41:18;52:15	52:20;53:7;57:24;	Certainly (6)	changed (2)	52:4
,		34:7;63:1,14;		
briefly (1) 33:22	58:24;59:2;65:5;		7:8;8:21	class (6)
	69:4;70:16,16;72:16;	66:11;108:13;109:9	changes (4)	7:1,2;30:21;32:22;
bring (14)	74:22,23;75:4;76:3;	certification (1)	6:7;7:5;45:21;	61:6;98:2
35:23;37:21;48:25;	79:10;80:11;85:18,	6:24	126:3	classes (5)
54:24;65:3;111:22;	20;90:19;91:1,6;	certified (3)	changing (5)	6:16;7:3;94:19,22;
113:6,9;115:3;	92:19;95:14;97:2;	7:6;33:5;59:9	6:4,5;9:7;14:11;	99:16
117:16;120:17;	98:12;101:4;102:3,4,	cetera (2)	108:21	classroom (1)
124:2;125:8,22	10,11,13,24;103:5,	69:14;111:16	Charter (52)	45:2
broad (3)	15,16;105:5,16,22;	Chair (4)	3:4,17;4:6,9;6:5,	classrooms (1)
25:7,10;118:25	106:12;108:6,13;	5:10;11:14;17:1;	15,23;10:17;11:1;	74:3
broaden (1)	111:11;112:17,20;	24:7	18:6,16;19:20;30:2,4,	clear (3)
117:22	113:17;114:3,11,19,	CHAIRPERSON (173)	7;45:16;48:5;56:14,	99:7;115:18;128:6
broader (1)	23;116:9,14,22;	3:2,14,20,23;4:2,4,	17,25;57:25;58:8,12,	clearinghouse (2)
115:25	117:13,21;119:17,17,	8,13;5:5,8,15,22;	15;78:12,18,23;	72:15,17
brought (5)	24;120:7,9,15,17;	7:13,16,19,25;8:5,10,	86:13;89:1;94:16;	clearly (1)
40:22;115:15;	121:2,23;122:9,23;	16,24;9:1,4,9,11,24;	97:1,3,8,12;101:4;	11:8
116:2;118:10;123:19	123:12;125:17,19,21,	10:2,11,19,25;11:7;	102:19;110:5;113:3;	clerical (1)
Bryce (3)	25;126:4;130:9,25	13:22,25;14:4,7;15:2,	114:21;116:7;120:8;	45:7
18:12;35:23;36:1	candidates (1)	19,25;16:3,8,11,16,	121:11,21;122:1,16,	close (2)
bubbling (1)	75:24	20,25;17:5,7,10,14,	17,17,18;123:4,19;	31:17;130:14
123:9	cap (8)	17,20,22;18:3,5,8,15,	124:2,4	closed (2)
build (2)	78:5;83:9;84:23;	22;22:25;23:3,6,9;	charters (7)	89:22,23
12:12;57:24	85:7;96:3,4;99:21;	24:6;26:6;27:12;	46:23;47:11;55:21;	closely (3)
building (1)	108:4	28:19;30:9;33:2,10;	102:13;105:3;	68:1;91:24;113:24
6:10	capable (1)	35:17;37:15;38:7,11;	116:10;119:25	closer (1)
buildings (2)	74:21	39:6;41:9;44:6;46:7;	check (1)	44:9
		. , , ,	. *	

closing (1)	4:21;92:5	117:4	22:22;53:1;102:2	convey (1)
4:23	color (1)	complies (1)	consistency (1)	49:12
clusters (1)	68:11	113:3	98:7	coordinate (2)
63:7	column (12)	compliment (3)	consistent (3)	53:18;56:14
Code (15)	61:10;64:8,11,12;	51:2,8,25	74:4;103:4,8	Coordinator (4)
20:5,10,20,20;	65:12,15,22;67:16,	component (2)	consolidate (1)	5:13;6:9,14;71:16
21:21,25;22:7,16,19;	23;69:10,19;78:21	63:24;66:6	12:11	copy (1)
25:10;26:1,4,9; 41:22;55:20	combined (1) 66:17	components (1) 91:6	consolidating (1) 13:3	113:18 core (8)
codes (1)	comfortable (5)	comprehension (1)	construction (1)	23:25;27:9;31:7;
28:1	100:16,18;102:8;	75:17	11:17	62:24,25;63:2;74:20;
coding (1)	103:23;107:14	concern (15)	consult (1)	95:21
44:24	coming (10)	19:21,24;29:25;	110:20	corner (3)
COFFMAN (174)	37:10;79:2;91:1;	47:19,23;49:12,14,	consumer (1)	67:8;68:5,16
3:2,14,20,23;4:2,4,	92:7;98:14;106:18,	18,20;84:6;87:7;	21:17	Cornish (5)
8,13;5:5,8,15,22;	18,19;112:8;129:24	104:13;106:2;108:3;	contact (3)	5:14,25,25;7:13,15
7:13,16,19,25;8:5,10,	commend (3)	113:1	48:3;71:1;124:4	corrected (5)
16,24;9:1,4,9,11,24;	9:13,22;17:3	concerned (4)	contacts (1)	88:11;89:19;90:8;
10:2,11,19,25;11:7;	comment (9)	29:9;54:4;90:12;	69:24	97:17;111:12
13:22,25;14:4,7;15:2,	5:6;16:21,22;	101:3	content (14)	correction (1) 90:9
19,25;16:3,8,11,16, 20,25;17:5,7,10,14,	96:17;97:22,23; 100:9;110:18;121:23	concerning (2) 52:23;81:8	6:17;7:3,4;24:20; 28:16;31:7;32:23;	correctly (4)
17,20,22;18:3,5,8,15,	comments (5)	concerns (42)	38:22,24;40:14,15;	83:10;86:22;89:6;
22;22:25;23:3,6,9;	36:25;41:14;50:8;	3:14;8:22,25;9:3,	50:20;51:6,13	100:3
24:6;26:6;27:12;	99:17;107:3	10,13;10:1;14:13;	context (1)	counsel (3)
28:19;30:9;33:2,10;	Commissioner (2)	17:2,6,9,12,16,19,21,	47:8	52:4;101:15;111:1
35:17;37:15;38:7,11;	105:9;110:6	24;22:13;24:5;31:12;	contingency (1)	couple (3)
39:6;41:9;44:6;46:7;	Commissioners (1)	32:9;37:21,24;46:9,	51:20	79:9;102:21;114:2
47:5,18,22;48:13;	114:19	10;47:14;48:4,22;	continuance (1)	course (12)
49:2,7,24;50:4,6,10,	commitment (4)	50:12,15,24;51:2,14;	115:20	11:25;21:8,13,14;
13,16,22,25;51:9,24;	75:18;83:17;86:3;	52:3,24;103:21;	continuation (1)	22:2;33:6;60:15,19;
52:13,18,21;53:5,21;	91:25	108:2;112:2;114:4;	11:15	62:23,25;63:3;
54:17,21;55:2;56:7,	committed (3)	116:3;123:18;124:6,	continue (15)	107:12
11,13,16,19,24;57:6;	51:11;86:8;111:2	7	10:4;20:13;21:6;	courses (13)
70:6,18,21;72:6,8,11; 73:6;78:3;80:25;	committee (1) 130:22	concludes (1) 72:3	22:14,17;33:11; 35:12;57:24;62:1;	20:9;21:24;22:10; 28:23;33:16;62:24;
83:20;86:11;90:1;	common (2)	conduct (1)	66:12;70:16,24;77:9;	63:2,5;72:15,17;
91:9;92:9,24;93:3,	77:14,14	122:10	79:14;109:25	73:20;74:1;95:21
15;95:14,23;96:15,	commonly (1)	confidence (1)	continued (3)	COURT (1)
18,20;97:21;99:18;	25:18	85:10	61:8;66:7;73:22	14:1
100:4,8,23;101:22;	communicating (1)	confident (2)	continuing (1)	cover (4)
103:1,19;104:9,20;	29:20	50:17;63:20	37:24	58:3,5;114:3;126:5
105:7;106:11;	comparative (2)	configurations (1)	contract (2)	covers (1)
108:11,18;109:18,22;	63:13;65:4	14:11	28:12;36:9	126:7
110:13,17;111:4,6,9,	comparatively (1) 69:18	confirm (1) 95:7	control (10)	create (4)
20;112:6,15,22; 113:5,8,21;114:7,12;	compare (1)	Congratulations (2)	69:3,4;80:7,10,16; 90:21;92:24;93:2,8,9	46:12;47:3;60:10; 76:2
115:2,7;117:21;	63:23	10:2;52:14	controlled (1)	creating (1)
118:5;121:6;124:15,	compared (3)	connected (1)	77:1	62:5
19;125:11;126:24;	65:20;68:3,6	42:19	controls (6)	credentials (1)
127:10,17;128:19,25;	comparison (5)	CONNECTIONS (9)	81:2,3;82:18,21;	81:18
129:24;131:6,11,15	64:1;65:8;66:7;	18:7,11,13;19:1,4,	83:7;111:16	Crest (3)
cohort (1)	67:15,17	19;30:5;52:23;54:24	convenient (1)	11:17;12:3,8
69:8	comparisons (2)	Consent (3)	102:23	cross (1)
collaborative (1)	64:5;65:23	3:12,13,25	conversation (6)	32:7
91:17 colleague (1)	complete (3) 20:17;60:13;75:17	consequence (1) 47:3	23:10;76:5;96:1; 101:21;121:10;131:7	cross- (1) 93:13
106:8	completed (2)	consider (12)	CONVERSION (2)	crunch (1)
colleagues (1)	20:16;21:23	3:11;25:5;43:6,16,	4:6,9	130:2
49:15	completely (5)	24;45:19;69:3;99:13;	conversions (2)	current (14)
collective (1)	29:24;41:17;93:11;	100:21;104:10;	45:15;46:1	7:4;13:5;21:9;
65:18	109:20;126:3	108:7;116:15	convert (2)	42:10;59:14;61:10,
collectively (2)	compliance (1)	consideration (3)	13:10,12	17;65:6;78:21;82:3;

CHARTER AUTHORI	ZING PANEL			February 15, 0217
00 2 02 10 21 126 0	122 22 124 12 18	2 6 4 17 25 24 12	11 1 (1)	22 16 7 0 11 12 25
92:3;93:18,21;126:9	122:23;124:12,18;	3:6;4:17,25;34:13;	disadvantaged (2)	23;16:7,9,11,12,25;
currently (16)	125:17;126:7,14,17,	52:4;78:22;118:12	59:23;104:1	17:1,17,18;23:8;24:6,
12:17;15:8,10;	21;127:6,8,11,15,25;	depend (2)	discern (1)	7,24;25:25;26:3,6,7,
19:8;20:24;21:4;	128:3,5,13,15,17,21;	24:12;25:24	77:10	15;27:3,8,11,20;33:2,
27:15;33:18;55:14;	129:17	depending (3)	discount (1)	3,21,25;34:16,25;
62:25;78:8,15,16;	day (8)	30:25;33:15;129:3	125:3	35:4,7,10,14,15,18,
91:14;94:3;96:2	10:13;13:7;75:3;	depends (1)	discovered (2)	25;36:4,6,11,16,19;
curriculum (4)	85:24;92:14;105:9;	116:21	83:21;120:23	37:11,14;38:17;39:5,
6:6,11;20:24;58:23	129:3,11	describe (2)	discuss (11)	8,12,15,19,25;40:4,8,
curve (1)	days (13)	11:19;35:22	6:11;106:25;	21;41:6,12;42:1;
76:10	26:20;33:9;42:8;	described (4)		
			112:25;113:15;	43:19;44:5,6,7,17;
Cycle (26)	90:5;92:15;112:16;	23:22;24:14;91:16,	116:13,14;117:14,17;	46:9;47:5,6;49:5,8,
80:1,6;81:2,4,16,	119:10,11,20;129:20;	20	123:2;125:23;128:11	25;50:25;51:1,15,24,
20,22,23,24;82:2,12,	130:3,11;131:1	describing (1)	discussed (5)	25;52:1;56:4,22;
16,23,25;83:4;84:11,	days' (1)	23:18	3:18;29:1,16;	57:9;63:11;70:8,23;
18;85:10,11;89:21,	130:3	descriptions (1)	113:12;115:23	72:6,7,10,11,12,17,
22;91:18;92:3,17;	deadline (1)	67:24	discussion (23)	19,20,21,22,24,25;
93:11;97:19	80:21	design (2)	8:7;16:13;37:7;	73:2,3,5,9;74:5;
	deal (2)	22:5,6	49:2,9,10;52:2,3,12;	76:19,25;77:5;78:2,6,
D	43:25;120:25	detail (3)	55:2;103:24;105:11;	10,14,20;79:10,14,
	dealing (2)	42:24;112:1;121:9	108:19,21;111:23;	15,17;80:1,3,21;81:5,
Darla (2)	25:19;27:1	determine (2)	114:10;115:12;	22,24;82:1,14,19,24;
18:11,24	death (1)	33:20;90:8	116:5,8;121:17;	83:12,20,23;84:8;
data (42)	48:20	determined (1)	122:15;128:22;131:8	85:18;87:9;88:5,7,10,
63:19;71:25;73:12,	December (1)	81:7	DISTRICT (17)	12,15,20,22,24;90:4;
13,15;77:10;79:24;	45:17	development (3)	4:6,9;6:15;9:6,14;	91:11;92:12;93:1,5;
80:8;81:2,4,20,22,23,	decided (2)	20:4;21:21,25	25:11;29:18;32:21;	94:4,9;95:7,17,21,24;
24;82:3,12,16,23,25;	6:25;58:11	devices (1)	45:15,25;55:11;	96:6,19,21;97:2,4,6,
83:5;84:11,18;85:5,	decision (10)	3:7	79:22;86:24;87:12,	9,11,14,18,20;98:12,
	5:2,4;98:24;99:1,	dies (1)	15,17;111:7	22,25;99:7,25;100:8,
11;87:7;92:8;93:14;	25;101:10;107:17,	105:1	districts (7)	9,25;101:8,16;
94:25;95:8;100:13,				
14,20;101:3;103:5,8,	19;108:15,17	difference (16)	45:15;71:17;86:23;	102:24;103:1,2;
15,15,21;104:4,5;	decisions (3)	32:18;60:2;64:8,	87:2,3,6,10	104:9,12;106:4;
111:2,2	9:7;101:1;123:16	22,25;65:1,19;67:2,3,	Division (2)	108:12;109:6,9,22,
date (1)	deep (1)	7;68:4;69:7,17;	79:18;123:14	24;110:10,25;111:5,
56:14	90:23	87:18;92:8;94:21	doc (3)	8,14;118:4,7,13,17;
dates (1)	deeper (1)	differences (7)	5:3;107:25;108:6	119:3,15;124:13;
105:10	25:8	64:13;65:21;66:2,	Doctor (1)	126:25;129:13,18,21;
Davis (130)	deeply (1)	20;67:21;69:15;77:9	11:12	131:9,11
4:11,16,16;5:7;	74:9	different (16)	doctorate (1)	dramatically (2)
13:22,24;14:1,3;16:1,	defer (4)	14:10;20:7,12;	20:24	93:25;94:20
2;22:25;23:2;25:7,	32:1,10;49:15;	21:6;24:13;25:23;	document (2)	draw (2)
17,18;26:13,16;27:5,	119:5	28:11;30:11;40:14;	39:15;113:14	59:15;60:5
9,25;28:3,9;33:21,24;	define (1)	51:14;66:24;74:19;	documented (2)	drill-down (1)
34:18;35:1,6,8,11;	119:4	76:11;82:15;102:21;	60:2,3	91:5
36:20;38:7,10,13,18;	definitely (5)	112:18	done (11)	drives (1)
39:10,13,17,19,20;	38:22;39:24;41:22;	difficult (1)	25:1;29:5;47:9,9;	94:13
41:7,18;42:2,14;43:1,	43:17;93:23	9:18	64:2;65:8;77:1,5;	drop (1)
20;44:13;45:9;47:7,	degree (3)	dig (2)	97:11,14;122:3	32:7
18,21,24;53:5,6,12,	20:23,23;21:16	25:8;124:7	dots (1)	drops (1)
15,18,21,23;54:5,7,	DELTA (2)	digging (2)	19:7	93:25
12,15,17,19;55:17,	10:18,22	123:8,25	double-check (1)	due (5)
23;56:1,12,15;70:18,	demographics (2)	digital (1)	13:24	6:7,20,23;7:5;
20;98:16;100:4,6;	59:14,18	75:25	down (15)	116:25
101:22,23;104:20,23;	demonstrate (3)	direction (1)	16:11;24:9;25:14;	during (5)
105:8,22,25;106:2,6,	51:5;57:18;100:20	96:13	39:7;47:13;51:21;	70:1;71:2,5;98:17;
9,13;107:11,16,21,	demonstrated (2)	directly (3)	70:7;75:7;76:13;	118:23
24;108:15;109:18,20,	31:8;50:21	57:8;82:5;83:19	107:7;108:23;114:3;	
23;110:3,14,16;	demonstrating (1)	director (2)	115:14;118:6;126:2	E
112:15,17;113:7,17,	34:6	10:23;11:11	DR (208)	
20;116:1,19;117:13,	demonstration (1)	directors (6)	3:16,21,22,23,23;	earlier (1)
23;118:3;119:7,16;	103:4	12:14;60:17;61:2;	4:1;7:22,23;8:2,3,5,	78:8
120.15.121.22.	Department (7)	00.2.101.10.104.15	16 17.0.11 12.10.2	70.0

120:15;121:23;

Department (7)

99:3;101:10;104:15

16,17;9:11,12;10:3,

early (3)

educators (5) Endorsement (3) et (2) 13:14;35:20 103:11;110:19,22 25:22;26:19;30:16, 20;38:20 27:20,21;29:15 69:14;111:16 exited (1) 130:17 effect (1) 9:19 63:19 expand (1) 75:7 81:6 engage (1) 90:17 20:5,6;22:19 expanded (3) 102:11,14,17 31:15 engaged (3) 70:14;93:12,13 6:21;16:11;23:19; expanded (3) 102:11,14,17 18:1;32:2;33:1 engagement (2) 27:25;54:13;55:4; expanding (1) 75:22 efficiencies (3) 70:13;71:12 58:25;59:1;69:23; 60:15,62:23;73:25; 13:14;35:20 103:11;110:19,22 efficiencies (3) 70:13 20:5,6;22:19 expanded (3) 102:11,14,17 efficiency (1) 66:17;69:6,6 96:22;107:5;14:92:23; expansion (8) 19:15;33:9;58:6, efficient (2) 77:6 evening (1) expansive (1) 25:16 21:17;58:3,4;70:2 92:23 enroll (4) 20:15;21:11;22:11; 70:3 everybody (3) expectation (1) 19:6;39:21;41:22 <t< th=""><th></th><th></th><th></th><th></th><th></th></t<>					
EBD (2)	93.24.24.129.12	eligible (4)	13	77:12	61:9:103:6
Section Sect					
echo (2) 10:3;51:25 economically (2) 59:23;104:1 ed(12) 63:3,6,6;115:9; 121:14;124:17; 121:14;124:17; 120:114;124:17; 120:14;124:17; 120:14;126:11 education (22) 14:15;18:13;20;23; 14:15;18:13;20;23; 14:15;18:13;20;23; 14:15;18:13;20;23; 14:15;18:13;20;23; 14:15;18:13;20;23; 14:15;18:13;20;23; 14:15;18:13;20;23; 15:15;59:25;75;4; 16:12;123;113:1, 11:116;2:117:15; 122:21;123:1; 123:20;126:8,18; 128:9 Education's (1) 78:23 Education's (1) 78:24 79:88:80:19:81:12 71:18:16:22 71:18:					` ,
10:351:25 eske (8) 81:35:16:98:21; error (2) 84:25:111:11 10:41:15 excited (1) 10:41:5	*				
10:351:25 eske (8) 81:35:16:98:21; error (2) 84:25:111:11 10:41:15 excited (1) 10:41:5	echo (2)	elongated (1)	environment (1)	exception (3)	extra (2)
ceconomically (2) 59:23;104:1 81:435:16;98:21; ed (12) 63:3,66;115:9; 123:14;128:11 else's (1) 48:24 79:8,80:19:81:12 55:85;92;1,23; faced (1) face (2) 21:14;124:17; deducation (22) 14:15;18:13;20:23; 22:21;27:26:31:20; 58:15;59:25;75:4; 76:12;112:3;113:1, 11:16:2;117:15; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 125:20;1208:18; 13:16 educators (5) 25:22;26:19;30:16, 27:20;21:29:15 edicet(1) 31:15 edicetos(3) 13:15 effective (1) 31:15 effective (1) 31:15 effective (2) 17:45;93 effective (3) 17:45;93 effort (4) 67:18;26;91:17; 99:17 77:6 efficient (2) 17:45;93 effort (4) 67:18;26;91:17; 99:23 efforts (1) 70:3 effort (4) 70:3 effort (4) 70:3 emolled (15) 70:33:12 either (12) 90:17 90:12 either (12) 90:19 efficient (2) 77:20;31:8;42:11; 90:19 effort (4) 67:18;26;91:17; 99:16,16;101:20; 77:6 emolled (15) 97:16,16;101:20; 77:18;100:19 77:6 emolled (15) 97:16,16;101:20; 77:18;100:19 77:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19 100:17;13;100:19	10:3:51:25		77:7	6:17:7:8:46:2	6:20:87:1
Sepical 104-15 excited (1) F					0.20,07.1
ed (12) 63:3,6,6;115:9; 13:14;128:11 else's (1) 17:55;118:19; 12:14;124:17; 125:13,14;126:11 education (22) 14:15;18:13;20:23; 22:21;27;2,6;31:20; 58:15;59:25;75:4; 76:12:112:3;113:1, 11;16:2;17:15; 122:21;123:1; 125:20,125:8,118; 128:9 Education's (1) 78:23 Educator's (1) 20:38:20 effective (1) 20:38:20 effective (1) 20:38:20 effective (1) 31:15 effectiveness (3) 18:13:2:2;33:1 effectiveness (3) 18:13:2:2;33:1 efficient (2) 17:45:93 effort (4) 66:17;69:6,6 effective (1) 67:182:6;91:17; 99:19 103:12 efficient (2) 70:33:18:42:11; 99:10:17;3:122:8; 83:22:888 83:22:888 14:20 Excuse (1) 66:16: 20:12 Excuse (1) 61:16 20:12 Excuse (1) 61:16 20:12 Excuse (1) 61:16 20:12 Excuse (1) 61:16 Excuse (1) 61:					17
63:3.6.6:115:9; 17:5.9;118:19; else's (1) 48:24 employ (1) 27:6:13;14;126:11 education (22) 48:10 21:73:44;54:52:0; empty (1) 60:16:62:10:67:5; 68:14;79:48:18; 76:12:112:3:113:1, 11;16:2:117:15; 46:20;48:2 encounter (1) 92:17:103:21; 46:20;48:2 end (7) 12:22:1;123:1; 46:20;48:2 end (7) 85:22:23:11;46:16 education's (1) 78:23 end (7) 23:22;39:11;46:16 educator (3) 32:22;39:11;46:16 educators (5) 25:22;26:19;30:16, 20;38:20 end (7) 25:22;26:19;30:16, 20;38:20 end (7) 27:20;21;29:15 end-result (1) 90:17 end (1) 90:17 effect (1) 90:17 string (2) existed (1) 130:17 faculty (1) ethical (1) effectivenes (3) 12:10;24;62:5 end (2) 97:16,16:101:20; end (3) 97:17:25 end (2) 97:16,16:101:20; end (3) 97:17:25 end (2) 97:16,16:101:20; end (1) 97:16,16:101:20; efficient (2) 17:45;93 efforts (1) 20:15;21:11;22:11; 70:3 enrolled (15) 97:16,16:101:20; ethical (2) 17:20;31:8;42:11; 90:12;11:12:11; 70:3 enrolled (15) 97:16,16:101:20; ethical (2) 100:13;30:19 event (2) 100:17;30:19 event (2) 100:17;18:103:3 expand (1) 75:7 family (5) 27:22;23:10;16;10:120; event (2) 70:13;30:19 event (2) 100:17;18:103:3 expand (1) 75:7 family (5) 27:22;23:10;16;10:120; event (2) 70:13;30:19 event (2) 100:17;18:103:20; expecially (1) 100:17;18:103:20; executive (2) facilitator (2) 10:23;11:10 10:			*		r
117:5,9:118:19;					
121:14:124:17; 48:24 employ (1) 34:10 21:7;345:45:20; 42:12:72:6;31:20; 58:15;59:25;75:4; 67:12:112:3;113:1, 11:16:2;117:15; 46:20;48:2 end (7) essentially (1) 68:14;79:48:18; 122:21;123:1; 46:20;48:2 end (7) esstablished (3) 58:96:23;13 established (3) 58:96:23;13 established (3) 58:22;39:11;46:16 educators (5) 27:20;21;29:15 end-result (1) 9:19 61:40:11:16 end-result (1) 9:19 61:40:11:16 end-result (1) 9:19 61:40:11:16 end-result (1) 9:19 61:40:11:16 end-result (1) 61:11/23:23 effective (1) 31:15 engaged (3) 70:14;93:12,13 12:0;24;62:5 english (3) 60:18 engaged (3) 70:14;93:12,13 engagement (2) engage (1) engaged (3) 70:13;71:12 engaged (3) 70:14;93:12,13 engogement (2) engaged (3) 77:6 engogy (1) 130:17 engaged (3) 66:17;69:6,6 enjoy (1) 77:6 engogy (1) 130:17 engaged (3) 9:11;17:25 engole (15) 130:17 engaged (1) 130:17 engaged (1) 130:17 engaged (1) 130:17 engaged (3) 77:6 engogy (1) 130:17 engaged (3) 9:11;17:25 engogy (1) 130:17 engaged (3) 130:17 engage	63:3,6,6;115:9;	123:14;128:11	83:22;88:8	14:20	face (2)
121:14:124:17; 48:24 employ (1) 34:10 21:7;345:45:20; 42:12:72:6;31:20; 58:15;59:25;75:4; 67:12:112:3;113:1, 11:16:2;117:15; 46:20;48:2 end (7) essentially (1) 68:14;79:48:18; 122:21;123:1; 46:20;48:2 end (7) esstablished (3) 58:96:23;13 established (3) 58:96:23;13 established (3) 58:22;39:11;46:16 educators (5) 27:20;21;29:15 end-result (1) 9:19 61:40:11:16 end-result (1) 9:19 61:40:11:16 end-result (1) 9:19 61:40:11:16 end-result (1) 9:19 61:40:11:16 end-result (1) 61:11/23:23 effective (1) 31:15 engaged (3) 70:14;93:12,13 12:0;24;62:5 english (3) 60:18 engaged (3) 70:14;93:12,13 engagement (2) engage (1) engaged (3) 70:13;71:12 engaged (3) 70:14;93:12,13 engogement (2) engaged (3) 77:6 engogy (1) 130:17 engaged (3) 66:17;69:6,6 enjoy (1) 77:6 engogy (1) 130:17 engaged (3) 9:11;17:25 engole (15) 130:17 engaged (1) 130:17 engaged (1) 130:17 engaged (1) 130:17 engaged (3) 77:6 engogy (1) 130:17 engaged (3) 9:11;17:25 engogy (1) 130:17 engaged (3) 130:17 engage	117:5.9:118:19:	else's (1)	eSchool (3)	Excuse (4)	21:6.12
20:12 20:12 20:12 20:12 20:12 20:12 20:13 20:1					
education (22) 34:10 21:7;34:5;45:20; 60:16;62:10;67:5; 87:20 excuss (1) face-to-face (1) 71:8 72:0 71:8 71:8 71:25 71:8 71:25 71:4;22:23 71:4;22:3 71:25 11:4;22:23 71:25 11:4;22:23 71:25 11:4;22:23 46:20;48:2 essentially (1) 9:217:103:16; 10:51:0;130:21 executive (2) 6:11:10:25:17:13 6:11:10:25:17:13 71:25 11:4;22;23 facilitator (2) 11:4;22;23 facilititor (2) 11:4;22;23 facilititor (2) 11:4;22;23 facility (5) 20:25;21;21;23:1; 46:20;48:2 83:3 exercised (1) 91:25;51;11:10 12:25;17:13 49:5 11:17,22;12:5,8; 11:17,22;12:5,8; 11:17,22;12:5,8; 49:5 11:17,22;12:5,8; 49:5 11:17,22;12:5,8; 49:5 11:17,22;12:5,8; 49:5 11:17,22;12:5,8; 49:5 11:17,22;12:5,8; 49:15 existed (1) 71:18					
14:15;18:13:20:23;					
22:21;27:2,6;31:20;					
58:15;59:25;75:4; encounter (1) 92:17;103:16; 71:25 114:22,23 facilities (2) 76:12;112:3;113:1, 11;116:2;117:15; encourage (2) essentially (1) 10:23;11:10 facilities (2) 12:25;17:13 12:25;17:13 facilities (2) 12:25;17:13	14:15;18:13;20:23;	empty (1)	60:16;62:10;67:5;	87:20	71:8
58:15;59:25;75:4; encounter (1) 92:17;103:16; 71:25 114:22,23 facilities (2) 76:12;112:3;113:1, 11;116:2;117:15; encourage (2) essentially (1) 10:23;11:10 facilities (2) 12:25;17:13 12:25;17:13 facilities (2) 12:25;17:13	22:21:27:2.6:31:20:	13:11	68:14:79:4:81:8:	executing (1)	facilitator (2)
76:12;112:3;113:1,					
11;116:2;117:15;					
122:21;123:1;					
125:20;126:8,18; 128:9 19:9;35:2;63:10; 66:13;70:16;84:10; 88:24 60:13 existed (1) 20:13;30:19 facing (2) 20:13;30:19 facing (1) 20:13;41:11:16 exited (1) 49:15 exiting (2) 71:2;74:15;10:13 exited (1) 49:15 exiting (2) 71:2;74:15;10:13 facing (1) 75:7 facing (1) 75:7 facing (1) 75:7 facing (1) 75:7 facing (1) 75:14 75:7 facing (1) 75:14			•		
128:9					
128:9	125:20;126:8,18;	end (7)	established (3)	94:5	11:17,22;12:5,8;
Education's (1) 66:13;70:16;84:10; 85:24 establishes (1) 60:13 71:18 existed (1) 20:13;30:19 facing (2) 20:13;30:19 Educator (3) 85:24 endorse (1) esteemed (1) 57:25 fact (7) 32:2;39:11;46:16 educators (5) Endorsement (3) 27:20,21;29:15 ed-9:14;111:16 ethical (1) et (2) 13:14;35:20 103:11;110:19,22 existing (2) 25:22;26:19;30:16, 20;38:20 effect (1) 9:19 ethical (1) exited (1) 130:17 81:6 engage (1) effective (1) 9:19 ethics (3) expand (1) 75:7 81:15 engaged (3) effectiveness (3) 70:14;93:12,13 engagement (2) 6:21;16:11;23:19; expanding (1) 75:22 efficiency (1) efficiency (1) efficient (2) 17:6 efficient (2) 17:4;59:3 enjoy (1) enjoy (1) expanding (1) 77:6 evening (1) evening (1) expansion (8) ex					
78:23 85:24 endorse (1) 60:13 esteemed (1) existed (1) 20:13;30:19 fact (7) Educator (3) 32:2;39:11;46:16 educators (5) Endorsement (3) et (2) 13:14;35:20 103:11;110:19;22 25:22;26:19;30:16, 20;38:20 Endorsement (1) et (2) 13:14;35:20 103:11;110:19;22 effect (1) 81:6 end-result (1) ethical (1) exited (1) 13:11 faculty (1) effective (1) 31:15 engage (1) ethics (3) even (18) expand (1) fails (3) effectiveness (3) 90:17 engaged (3) even (18) expanded (3) 102:11,14,17 efficiencies (3) 70:14;93:12,13 6:21;16:11;23:19; expanding (1) 75:22 fails (3) efficiencies (3) 70:13;71:12 58:25;59:1;69:23; respanding (1) 75:22 families (17) efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; respended (3) 60:15;62:23;73:25; respanding (1) 10:15;33:9;58:6, respanding (1) 75:22 60:15;69:6,6 96:22;107:5;112:19; respanding (1) 75:12 60:15;69:23;73:25; respanding (1) 75:12 60:15;69:6,6 96:22;107:5;112:19; respanding (1)					
Educator (3) endorse (1) esteemed (1) 57:25 fact (7) 32:2;39:11;46:16 Endorsement (3) 49:15 existing (2) 71:2;74:15;101:3 25:22;26:19;30:16, 20;38:20 end-result (1) ethical (1) 13:14;35:20 103:11;110:19,22 effect (1) 9:19 63:19 expand (1) 75:7 81:6 engage (1) ethics (3) even (18) 60:18 fails (3) effective (1) 90:17 20:55,6;22:19 expanded (3) 10:211,14,17 effectiveness (3) 70:14;93:12,13 6:21;16:11;23:19; expanding (1) 75:22 18:1;32:2;33:1 engagement (2) 27:25;54:13;55:4; 73:21 expansion (8) 19:15;33:9;58:6, 12:10,24;62:5 English (3) 74:15;76:4;80:8; 60:15;62:23;73:25; 19:15;33:9;58:6, efficient (2) 77:6 enjoy (1) 130:17 expansive (1) 25:16 21:17;58:3,4;70: effort (4) 97:16,16;101:20; 77:13 expectation (1) 75:22 family (5) 92:23 enroll (4) 48:23;99:10					
32:2;39:11;46:16 educators (5) 25:22;26:19;30:16, 20;38:20 effect (1) 81:6 effective (1) 9:19 81:6 effective (1) 31:15 effectiveness (3) 18:1;32:2;33:1 efficiencies (3) 12:10,24:62:5 efficient (2) 18:2 enjoy (1) efficient (2) 17:6 enough (5) effort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 efforts (1) 103:16 Endorsement (3) 27:20,21;29:15 69:14;111:16 et (2) 69:14;111:16 et (2) 69:14;111:16 ethical (1) 63:19 ethics (3) 20:5,6;22:19 ethics (3) 20:5,6;22:19 even (18) 60:18 evapanded (3) 61:4,4;63:4 expanding (1) 75:27 fails (3) 102:11,14,17 fair (1) 75:22 families (17) 175:22 families (17) 19:15;33:9;58:6, 14,18,21;59:1,19 even (1) 130:17 even (2) even (1) 130:17 even (2) even (2) 17:2,74:15;101:3 103:11;110:19,22 13:11;10:19,22 13:14;35:20 103:11;110:19,22 13:14;35:20 103:11;110:19,22 13:14;15 evited (1) 14:1 expand (1) 61:4,4;63:4 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 14,18,21;59:1,19 evening (1) 130:17 evening (1) 130:17 even (18) even (18) even (19) 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:17 even (18) evited (1) 14:1 expand (1) 61:4,4;63:4 expanding (1) 75:22 families (17) 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:3 102:11,14,17 10:19,22 13:14;10:19,22 13:14;13:20 103:11;10:19,22 13:14;10:19,22 13:14;10:19,22 13:14;10:19,22 13:14;15 100:17 evited (1) 14:1 expand (1) 61:4,4;63:4 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 14,18,21;59:1,19 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:19 100:17,18;103:19 100:17,18;103:19 100:17,18;103:19 100:17,18;					
educators (5) Endorsement (3) et (2) 13:14;35:20 103:11;110:19,22 25:22;26:19;30:16, 20;38:20 27:20,21;29:15 69:14;111:16 exited (1) 130:17 effect (1) 9:19 63:19 expand (1) 75:7 81:6 engage (1) 90:17 20:5,6;22:19 expanded (3) 102:11,14,17 31:15 engaged (3) 70:14;93:12,13 6:21;16:11;23:19; expanded (3) 102:11,14,17 181;32:2;33:1 engagement (2) 27:25;54:13;55:4; expanding (1) 75:22 efficiencies (3) 70:13;71:12 58:25;59:1;69:23; 60:15;62:23;73:25; 13:14;35:20 103:11;110:19,22 efficiencies (3) 70:14;93:12,13 6:21;16:11;23:19; 61:4,4;63:4 expanding (1) 75:22 efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 100:17,18;103:7,22; 19:15;33:9;58:6, efficient (2) 77:6 enough (5) 130:17 expansive (1) 25:16 21:17;58:3,4;70:2 92:23 enroll (4) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67					
25:22;26:19;30:16, 27:20,21;29:15 end-result (1) 9:19 63:19 expand (1) 75:7 fails (3) effective (1) 90:17 engage (3) 70:14;93:12,13 engagement (2) 70:13;71:12 58:25;59:1;69:23; 12:10,24;62:5 enjoy (1) 17:4;59:3 enjoy (1) 17:4;59:3 enfort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 either (12) efficien (2) 7:20;31:8;42:11; 96:12;102:15; 19:58:4;68:2,3,6,7, everyone (6) ethical (1) 14:1 expand (1) 75:7 faculty (1) 75:7 fails (1) 14:1 expand (1) 75:7 fails (3) end (1) 75:7 fails (3) end (1) 70:14;93:12,13 engaged (3) 61:4;10:11;23:19; expanding (1) 75:22 families (17) 19:15;33:9;58:6, 14:18,21;59:1,19 expansion (8) 60:15;62:23;73:25; 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 12:13;29:10 event (2) expansion (8) 19:15;33:9;58:6, 12:13;29:14 expansion (8) 19:15;33:9;58:6, 12:13;29:14 expansion (8) 19:15;33:9;58:6, 12:13;13:12 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 expansion (8	32:2;39:11;46:16	103:16	49:15	existing (2)	71:2;74:15;101:3;
25:22;26:19;30:16, 27:20,21;29:15 end-result (1) 9:19 63:19 expand (1) 75:7 fails (3) effective (1) 90:17 engage (3) 70:14;93:12,13 engagement (2) 70:13;71:12 58:25;59:1;69:23; 12:10,24;62:5 enjoy (1) 17:4;59:3 enjoy (1) 17:4;59:3 enfort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 either (12) efficien (2) 7:20;31:8;42:11; 96:12;102:15; 19:58:4;68:2,3,6,7, everyone (6) ethical (1) 14:1 expand (1) 75:7 faculty (1) 75:7 fails (1) 14:1 expand (1) 75:7 fails (3) end (1) 75:7 fails (3) end (1) 70:14;93:12,13 engaged (3) 61:4;10:11;23:19; expanding (1) 75:22 families (17) 19:15;33:9;58:6, 14:18,21;59:1,19 expansion (8) 60:15;62:23;73:25; 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 14:18,21;59:1,19 evening (1) expansion (8) 19:15;33:9;58:6, 12:13;29:10 event (2) expansion (8) 19:15;33:9;58:6, 12:13;29:14 expansion (8) 19:15;33:9;58:6, 12:13;29:14 expansion (8) 19:15;33:9;58:6, 12:13;13:12 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 evening (1) evening (1) expansion (8) 19:15;33:9;58:6, 12:13;13:13 10:17 expansion (8		Endorsement (3)	et (2)		
20;38:20 end-result (1) ethical (1) 14:1 faculty (1) 81:6 engage (1) ethics (3) 60:18 fails (3) effective (1) 90:17 20:5,6;22:19 expande (3) 102:11,14,17 31:15 engaged (3) even (18) 61:4,4;63:4 fair (1) effectiveness (3) 70:14;93:12,13 6:21;16:11;23:19; expanding (1) 75:22 18:1;32:2;33:1 engagement (2) 27:25;54:13;55:4; expansion (8) 19:15;33:9;58:6, 12:10,24;62:5 English (3) 74:15;76:4;80:8; 60:15;62:23;73:25; 14;18,21;59:1,19 efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 100:17,18;103:7,22; 69:22;70:15;71:3 18:2 enjoy (1) 115:19;127:1;129:19 107:13 expansive (1) 12;22,24;72:2;87 efficient (2) 77:6 evening (1) 25:16 21:17;58:3,4;70: 17:4;59:3 enroll (4) evert (2) expectation (1) 71:10 67:1;82:6;91:17; 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67					
effect (1) 81:6 effective (1) 9:19 engage (1) 90:17 engaged (3) 1:15 effectiveness (3) 18:1;32:2;33:1 efficiencies (3) 12:10,24;62:5 efficiency (1) 18:2 enjoy (1) 17:4;59:3 effort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 efforts (1) 103:12 effort (2) 17:20;31:8;42:11; 96:12;102:15; 19:8,10,11;29:7, 19:8,14,18,21;39:10; 106:15 even (18 expand (1) 60:18 expanded (3) 61:4,4;63:4 fails (3) 102:11,14,17 60:18 expanded (3) 61:4,4;63:4 fair (1) 60:18 expanded (3) 61:4,4;63:4 fair (1) 60:18 expanded (3) 61:4,4;63:4 fair (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,2					
81:6 effective (1) 31:15 engaged (3) esthics (3) 20:5,6;22:19 even (18) 61:4,4;63:4 expanding (1) 75:22 families (17) 18:1;32:2;33:1 engagement (2) 12:10,24;62:5 English (3) 62:1;16:11;23:19; efficiency (1) 18:2 enjoy (1) 17:4;59:3 effort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 efforts (1) 103:12 either (12) 7:20;31:8;42:11; 96:12;102:15; 19:58:4;68:2,3,6,7, efficient (2) 103:12 either (12) 17:20;31:8;42:11; 96:12;102:15; 19:58:4;68:2,3,6,7, expanding (1) 61:4,4;63:4 expanding (1) 75:22 families (17) expansion (8) 60:15;62:23;73:25; 14,18,21;59:1,19 expansion (8) 60:15;62:23;73:25; 14,18,21;59:1,19 100:17,18;103:7,22; 100:17,18;103:1,20:1,20:1,20:1,20:1,20:1,20:1,20:1,20			` ,		
effective (1) 31:15 effectiveness (3) 18:1;32:2;33:1 efficiencies (3) 12:10,24;62:5 efficiency (1) 18:2 efficient (2) 17:4;59:3 effort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 effort (12) 103:12 effort (12) 103:12 effort (12) 103:12 effort (12) 103:12 effort (13) 102:11,14,17 expanded (3) 61:4,4;63:4 expanding (1) 75:22 families (17) 17:52 expansion (8) 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17 expanded (3) 61:4,4;63:4 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 expansion (8) 102:11,14,17 fair (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 fair (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 fair (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 fair (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 fair (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:19; 1					
effective (1) 31:15 effectiveness (3) 18:1;32:2;33:1 efficiencies (3) 12:10,24;62:5 efficiency (1) 18:2 efficient (2) 17:4;59:3 effort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 effort (12) 103:12 effort (12) 103:12 effort (12) 103:12 effort (12) 103:12 effort (13) 100:17,6;6;22:19 even (18) 6:21;16:11;23:19; 27:25;54:13;55:4; 58:25;59:1;69:23; 73:21 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17 expanded (3) 61:4,4;63:4 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 fair (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 expanding (1) 75:22 families (17) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 expanding (1) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:7,22; 100:17,18;103:14 102:11,14,17 expanding (1) 19:15;33:9;58:6, 60:15;62:23;73:25; 100:17,18;103:17 100:17,18;103:7,22; 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17 100:17,18;103:17	81:6	engage (1)	ethics (3)	60:18	fails (3)
31:15 engaged (3) even (18) 61:4,4;63:4 fair (1) 18:1;32:2;33:1 engagement (2) 27:25;54:13;55:4; 73:21 families (17) efficiencies (3) 70:13;71:12 58:25;59:1;69:23; expansion (8) 19:15;33:9;58:6, 12:10,24;62:5 English (3) 74:15;76:4;80:8; 60:15;62:23;73:25; 14,18,21;59:1,19 efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 100:17,18;103:7,22; 69:22;70:15;71:3 18:2 enjoy (1) 115:19;127:1;129:19 evening (1) expansive (1) 12,22,24;72:2;87 effort (4) 97:16,16;101:20; event (2) expansive (1) 21:17;58:3,4;70:2 67:1;82:6;91:17; 97:16,16;101:20; event (2) expectation (1) 71:10 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 enrolled (15) everybody's (1) 57:14 102:14;103:6; either (12) 19:8,10,11;29:7, 28:21 experience (3) 31:9;75:2;76:11 fair (1) 10:14;103:6;	effective (1)			expanded (3)	
effectiveness (3) 18:1;32:2;33:1 efficiencies (3) 12:10,24;62:5 efficiency (1) 18:2 efficient (2) 17:4;59:3 effort (4) 67:1;82:6;91:17; 92:23 efforts (1) 103:12 efforts (1) 103:12 efficiency (3) 17:4;93:12,13 engagement (2) 27:25;54:13;55:4; 58:25;59:1;69:23; 96:22;107:5;112:19; 100:17,18;103:7,22; 100:17,18;103:7,2; 100:17,18;103:7,22; 100:17,18;103:1,20; 100:17,18;103:1,20; 100:17,18;103:1,20; 100:17,18;103:1,20; 100:17,18;103:1,20; 100:17,					
18:1;32:2;33:1 engagement (2) 27:25;54:13;55:4; 73:21 families (17) efficiencies (3) 70:13;71:12 58:25;59:1;69:23; expansion (8) 19:15;33:9;58:6, 12:10,24;62:5 English (3) 74:15;76:4;80:8; 60:15;62:23;73:25; 14,18,21;59:1,19 efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 100:17,18;103:7,22; 69:22;70:15;71:3 18:2 enjoy (1) 115:19;127:1;129:19 expansive (1) 12,22,24;72:2;87 efficient (2) 77:6 evening (1) expansive (1) family (5) 17:4;59:3 enough (5) 130:17 event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 103:12 70:3 enrolled (15) 48:23;99:10; 47:12 expediently (1) 8,12,23;69:9,19; either (12) 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
efficiencies (3) 70:13;71:12 58:25;59:1;69:23; expansion (8) 19:15;33:9;58:6, efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 60:15;62:23;73:25; 14;18;21;59:1,19 efficient (2) 18:2 enjoy (1) 115:19;127:1;129:19 100:17,18;103:7,22; 69:22;70:15;71:3 efficient (2) 77:6 evening (1) expansive (1) 12;22,24;72:2;87 effort (4) 97:16,16;101:20; event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
12:10,24;62:5 English (3) 74:15;76:4;80:8; 60:15;62:23;73:25; 14,18,21;59:1,19 efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 100:17,18;103:7,22; 69:22;70:15;71:3 18:2 enjoy (1) 115:19;127:1;129:19 107:13 12,22,24;72:2;87 efficient (2) 77:6 evening (1) expansive (1) family (5) 17:4;59:3 enough (5) 130:17 event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 100:17,18;103:7,22; 69:22;70:15;71:3 18:2 enjoy (1) 115:19;127:1;129:19 107:13 12,22,24;72:2;87 efficient (2) 77:6 evening (1) expansive (1) family (5) 17:4;59:3 enough (5) 130:17 25:16 21:17;58:3,4;70:2 effort (4) 97:16,16;101:20; event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 92:23 enroll (4) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)	efficiencies (3)	70:13;71:12	58:25;59:1;69:23;	expansion (8)	19:15;33:9;58:6,
efficiency (1) 66:17;69:6,6 96:22;107:5;112:19; 100:17,18;103:7,22; 69:22;70:15;71:3 18:2 enjoy (1) 115:19;127:1;129:19 107:13 12,22,24;72:2;87 efficient (2) 77:6 evening (1) expansive (1) family (5) 17:4;59:3 enough (5) 130:17 25:16 21:17;58:3,4;70:2 effort (4) 97:16,16;101:20; event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 92:23 enroll (4) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)	12:10.24:62:5	English (3)	74:15:76:4:80:8:	60:15:62:23:73:25:	14.18.21:59:1.19:
18:2 enjoy (1) 115:19;127:1;129:19 107:13 12,22,24;72:2;87 efficient (2) 77:6 evening (1) expansive (1) family (5) 17:4;59:3 enough (5) 130:17 25:16 21:17;58:3,4;70:2 effort (4) 97:16,16;101:20; event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 everybody (3) expectations (1) 19:6;39:21;41:22 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
efficient (2) 77:6 evening (1) expansive (1) family (5) 17:4;59:3 enough (5) 130:17 25:16 21:17;58:3,4;70:2 effort (4) 97:16,16;101:20; event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 71:18;108:9 75:22 far (16) 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
17:4;59:3 enough (5) 130:17 25:16 21:17;58:3,4;70:2 effort (4) 97:16,16;101:20; event (2) 71:10 67:1;82:6;91:17; 103:21;117:25 71:18;108:9 75:22 far (16) 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
effort (4) 97:16,16;101:20; event (2) expectation (1) 71:10 67:1;82:6;91:17; 103:21;117:25 71:18;108:9 75:22 far (16) 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
67:1;82:6;91:17; 103:21;117:25 71:18;108:9 75:22 far (16) 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)	17:4;59:3		130:17		21:17;58:3,4;70:2;
67:1;82:6;91:17; 103:21;117:25 71:18;108:9 75:22 far (16) 92:23 enroll (4) everybody (3) expectations (1) 19:6;39:21;41:22 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)	effort (4)	97:16,16;101:20;	event (2)	expectation (1)	71:10
92:23 efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 7:20;31:8;42:11; 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 expediently (1) 8,12,23;69:9,19; 57:14 102:14;103:6; 102:14;103:6; 102:14;103:6; 103:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
efforts (1) 20:15;21:11;22:11; 48:23;99:10; 47:12 23;64:7;65:14;67 103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)			*		
103:12 70:3 106:15 expediently (1) 8,12,23;69:9,19; either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
either (12) enrolled (15) everybody's (1) 57:14 102:14;103:6; 7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)	, ,				
7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 9 6:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)					
7:20;31:8;42:11; 19:8,10,11;29:7, 28:21 experience (3) 124:15;126:2 9 6:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)	either (12)	enrolled (15)	everybody's (1)		102:14;103:6;
96:12;102:15; 19;58:4;68:2,3,6,7, everyone (6) 31:9;75:2;76:11 faring (1)				experience (3)	
					0 , ,
	105:16;106:20;	19,22;78:16;79:12;	3:5;10:11,14;	experienced (1)	68:3
107:10;116:6,7; 95:9 27:23;91:13;131:17 76:23 fashion (1)					
119:13;121:10 enrollment (18) exact (1) experiencing (1) 121:19	119:13;121:10		exact (1)	experiencing (1)	121:19
ELA (4) 30:2;58:15;60:4,6; 26:3 76:14 favor (11)	ELA (4)	30:2;58:15;60:4,6:			favor (11)
64:12,14;69:1,10 62:8,16,21;70:2; exactly (4) expert (1) 4:2;8:8;16:14;					
					17:18,21,23;50:2;
	, ,				
					56:9;115:5;128:23;
electives (1) 99:20,21 exaggerated (1) 91:23 131:13			exaggerated (1)		
22:3 enrollments (2) 67:6 explain (2) favorable (3)	22:3	enrollments (2)	67:6	explain (2)	favorable (3)
electronic (1) 46:2;93:18 example (6) 12:6;64:4 67:3;105:14;			example (6)		
3:6 enter (1) 12:25;30:22;32:22; explained (2) 108:10		-			
elementary (10) 87:11 64:20;80:5;94:11 51:17;101:1 February (3)					
11:23;12:2;13:18, entire (8) excellence (1) exploration (1) 3:4;19:13;105:4					
19;14:18;15:9,12; 43:22;60:1;65:9, 34:6 21:13 federal (4)	19;14:18;15:9,12;	43:22;60:1;65:9,	34:6	21:13	federal (4)
					58:9;82:22;90:22;
(-) (-) (-) (-) (-) (-) (-) (-) (-) (-)	,-,	- , , . = , ,	(-)	<u> </u>	, , , , , , , , , , , , , , , , , , , ,

				, , , , , , , , , , , , , , , , , , ,
96:24	72:9;112:13;126:16;	Friday (2)	126:1	6:17,22,24;7:9,10;
feeds (1)	127:12	129:21;130:15	Gifted (5)	11:24,25;14:11;
94:18	first-year (2)	FRIEDMAN (1)	5:13;6:2,8,14,19	15:16;20:14,16;21:1;
feel (8)	73:12;74:13	95:19	given (6)	22:8;28:13,14;30:23;
63:20;100:16;	fix (1)	front (4)	25:20;37:20;40:9;	31:14;40:14,18;44:2,
103:23;105:12;	89:22	13:1,1;48:6;116:11	49:13,20;101:2	12,14;51:14;60:6,6,
106:23;107:7,12;	fixing (3)	fulfill (1)	gives (1)	12;61:5,11,11,13,15,
117:6	82:20;84:3;118:18	25:15	47:8	16,17,18,20,23;
feeling (1)	flexibility (2)	fulfilling (1)	giving (3)	62:10,16;64:14,20,
129:7	40:13,17	25:3	45:13;80:15;85:7	25;65:12,18;67:4;
feels (1)	flexible (1)	full (36)	glanced (1)	93:17,20,21,22;94:1,
98:10	25:2	48:6;57:22;61:22;	38:15	2,5,10,11;95:9,16;
feet (1)	floor (1)	65:8,15;66:3,8,22;	gloves (1)	99:20,21
12:9	23:10	67:9,13,19;75:12;	120:13	graders (3)
felt (9)	fly (1)	85:21;87:21;89:3;	goal (1)	15:8,9;98:3
6:19;108:22;109:3;	63:18	115:20,20,20;116:17,	123:16	grades (27)
115:13,15,22,22;	focus (5)	19;117:7,14,25;	goals (1)	7:1,2;12:10;13:18,
118:25;123:10	59:5;66:8;124:16,	118:8,11;119:17;	71:6	20;14:24;20:11;21:9,
FEW (15)	24;126:2	121:11,15,21;122:2,	goes (4)	18,19;30:22;60:20;
8:15;11:16;14:2;	focused (3)	10,24,25;124:9;	11:24;36:7;46:5;	61:1,5;62:4,7,13,14,
16:24;20:12;25:11;	75:13;88:5;96:14	126:11;128:8	97:12	19,19;63:11;65:21;
36:3;38:15;41:22;	focusing (1)	fully (6)	Good (21)	67:15,18;68:11;
50:9;57:13;60:24;	67:1	22:9;48:8;80:18;	4:16;5:10;10:21;	69:17;93:24
				,
101:23;112:25;	follow (7)	109:13;121:2;129:14	11:14;13:6;14:22;	graduating (1)
130:11	4:18;25:22;29:12;	fun (1)	16:19;18:4,24;23:12;	61:6
field (2)	33:7;43:10;44:3;	13:6	35:15;36:1,18;45:7;	grant (4)
19:12,14	46:18	function (2)	48:2;57:9;65:17;	28:5;34:7;58:9,11
fields (1)	followed (3)	58:1;96:14	73:8;101:15;106:14;	granted (6)
82:6	4:20;61:2;72:25	functioning (1)	115:24	11:16;22:20;25:19;
fill (1)	following (9)	85:24	Google (3)	33:10;45:24;58:16
21:10	57:15;61:4,12;	fund (2)	5:2;107:25;108:6	granting (1)
final (2)	62:9,9,17;69:13;	45:3,5	Gotcha (1)	34:4
7:19;111:19	71:7;99:14	funding (3)	54:15	grappling (1)
finally (2)	follows (1)	80:3;82:23;83:2	GOTCHER (69)	103:9
62:15;71:20	71:17	funds (2)	3:16,22,24;8:16,	grave (1)
finance (24)	follow-up (2)	84:7;90:22	17;16:9,12,25;17:1;	103:21
84:21;91:8;115:11;	24:24;31:20	Further (4)	23:8;24:6,7,24;	great (6)
116:23;117:10,17;	Forgive (3)	62:2;75:8;80:12;	25:25;27:20;33:21,	16:18;47:8;99:11;
120:18;122:21;	39:12;47:13;96:22	81:11	25;34:16,25;35:4,7,	111:13;118:4,7
123:2;124:19,21;	form (2)	future (4)	10,14;38:17;39:5,8,	greater (3)
125:6,12,14;126:5,6,	83:5;121:19	21:5;22:4;46:12;	12,15,19,25;40:4,8,	58:22;63:16;64:9
11,12;127:5,18,23,	formal (1)	62:22	21;41:6,12;42:1;	Greg (2)
24;128:2,20	72:3	~	43:19;47:5,6;51:24,	79:10;89:7
finances (1)	Forrest (1)	G	25;56:4;95:17,21;	group (7)
120:9	15:23			
		4.45	96:19,21;97:2,4,6,9,	63:20;75:23;79:7;
financial (2)	forward (17)	game (1)	11,14,18,20;99:7,25;	81:12;82:22;84:21;
111:15;128:10	forward (17) 33:12;60:7;61:21;	22:5	11,14,18,20;99:7,25; 103:1,2;106:4;118:4,	81:12;82:22;84:21; 85:1
111:15;128:10 financing (4)	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3;	22:5 Gap (4)	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25;	81:12;82:22;84:21; 85:1 grow (1)
111:15;128:10 financing (4) 125:20;126:9,17,	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1;	22:5 Gap (4) 64:12,16,21;65:11	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9,	81:12;82:22;84:21; 85:1 grow (1) 103:11
111:15;128:10 financing (4) 125:20;126:9,17, 19	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21;	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25)	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2)
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7)	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7;	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5,	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1)	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21;	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13;	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22,	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1)
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3,	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14)	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2)	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1)	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23;	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4;	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8)
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15;	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9,	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8;
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1)	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2)	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9, 15;121:15;122:21;	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6;
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1) 36:4	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2) 26:23;41:24	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13 general (1)	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9,	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6; 103:10
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1)	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2)	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9, 15;121:15;122:21; 123:1;124:17; 125:21;128:9	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6; 103:10 GT (5)
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1) 36:4 finishes (1) 38:8	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2) 26:23;41:24 Freddie (1) 113:23	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13 general (1)	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9, 15;121:15;122:21; 123:1;124:17; 125:21;128:9 governing (1)	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6; 103:10 GT (5) 6:24,25;7:2,6,11
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1) 36:4 finishes (1) 38:8 first (14)	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2) 26:23;41:24 Freddie (1) 113:23 free-and-reduced (1)	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13 general (1) 111:14 generally (1) 67:4	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9, 15;121:15;122:21; 123:1;124:17; 125:21;128:9 governing (1) 39:13	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6; 103:10 GT (5) 6:24,25;7:2,6,11 guarantee (3)
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1) 36:4 finishes (1) 38:8 first (14) 9:15;11:21;19:9;	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2) 26:23;41:24 Freddie (1) 113:23 free-and-reduced (1) 84:14	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13 general (1) 111:14 generally (1) 67:4 Gentlemen (1)	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9, 15;121:15;122:21; 123:1;124:17; 125:21;128:9 governing (1) 39:13 government (1)	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6; 103:10 GT (5) 6:24,25;7:2,6,11 guarantee (3) 90:20;107:4,9
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1) 36:4 finishes (1) 38:8 first (14) 9:15;11:21;19:9; 20:16;24:11;38:9;	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2) 26:23;41:24 Freddie (1) 113:23 free-and-reduced (1) 84:14 frequent (1)	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13 general (1) 111:14 generally (1) 67:4 Gentlemen (1) 3:2	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9, 15;121:15;122:21; 123:1;124:17; 125:21;128:9 governing (1) 39:13 government (1) 96:24	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6; 103:10 GT (5) 6:24,25;7:2,6,11 guarantee (3) 90:20;107:4,9 guaranteed (1)
111:15;128:10 financing (4) 125:20;126:9,17, 19 find (7) 5:17;38:4;74:21; 75:15,17,21;124:7 finding (2) 59:2;91:19 fine (1) 36:4 finishes (1) 38:8 first (14) 9:15;11:21;19:9;	forward (17) 33:12;60:7;61:21; 62:11;63:21;84:3; 88:25;89:1;91:1; 93:18;94:5;100:21; 101:11;103:7; 104:18;108:13; 109:10 found (1) 85:16 four (2) 26:23;41:24 Freddie (1) 113:23 free-and-reduced (1) 84:14	22:5 Gap (4) 64:12,16,21;65:11 Gardner (25) 18:12,24,25;23:4,5, 7;24:3;27:23;29:22, 24;30:14,18,25;31:3, 18,23;33:7,13;35:23; 37:13,16;48:13,15; 49:1;52:13 general (1) 111:14 generally (1) 67:4 Gentlemen (1)	11,14,18,20;99:7,25; 103:1,2;106:4;118:4, 7,17;124:13;126:25; 129:13,18,21;131:9, 11 Gotcher's (1) 46:9 governance (14) 113:1,2,24;114:4; 115:10;116:5;117:9, 15;121:15;122:21; 123:1;124:17; 125:21;128:9 governing (1) 39:13 government (1)	81:12;82:22;84:21; 85:1 grow (1) 103:11 growing (2) 15:23;64:9 grows (1) 90:23 growth (8) 57:18;61:3,8; 75:13;76:22;98:5,6; 103:10 GT (5) 6:24,25;7:2,6,11 guarantee (3) 90:20;107:4,9

guess (18)	19:13	25:2;46:20	20:19	innovative (1)
23:17,24;25:5,7;	hear (2)	hopefully (1)	including (2)	59:5
31:11;34:8;35:12;	85:11;101:24	15:21	63:5;80:8	input (1)
37:25;40:1,19;41:14;	heard (6)	hosted (1)	inclusive (1)	81:3
44:18;97:14;115:17,	22:12;23:16;40:5;	19:14	76:7	inside (1)
19;117:25;124:8;	105:4;110:7;115:9	housed (1)	income (1)	13:10
125:2	hearing (10)	6:21	59:20	instances (2)
guidelines (2)	48:6;84:22;89:6;	household (1)	incorporated (3)	69:15;74:22
4:14;111:18	98:18;100:1;101:13;	59:22	6:6,10;26:17	instant (1)
guys (8)	110:1;115:22;119:8;	human (1)	incorrect (5)	110:22
3:18;37:9;48:6;	123:23	21:14	30:3;81:4,21;	instead (1)
78:15;86:13;102:23;	Heart (1)	hundred (1)	82:17;84:11	34:2
114:23;123:5	19:13	46:1	increase (8)	instructionally (1)
TT	held (1)	hurting (1)	94:20;97:24;	77:21
H	49:22	83:6	103:16,24;105:14;	insurance (5)
	Helena (2)	т	107:5;108:4,5	37:20;55:7,8,9,13
Haley (18)	12:17;13:20	I	increased (4)	insure (10)
8:24,25;17:5,6;	help (6)		56:6;64:18,19;	23:14,25;24:20;
26:24;50:10,11;	21:10;29:23;69:22;	idea (4)	93:19	34:21;74:10;92:3,17,
111:22;113:9,19;	70:3;71:6,6	100:11,19;106:15;	increasing (2)	18;103:15;120:16
114:8;115:3,14;	helps (5)	112:5	83:9;84:22	insures (2)
118:10;123:11;	31:25;32:1;47:1;	identified (1)	indeed (1)	31:6;50:18
124:3;125:11,12	58:18,21	118:12	79:23	insuring (3)
hand (6)	here's (5)	IEPs (1)	indicate (1)	83:17;91:18;98:6
5:17;11:3;18:18;	13:10;19:17;84:1,	59:25	19:7	intent (3)
21:9;57:2;69:10	2;122:13	illness (1)	indicated (2)	24:18;108:11;
handle (2)	Hey (1)	58:20	73:4;82:6	109:11
105:11;123:12	36:1	imagine (1)	indicates (1)	interest (2)
handled (1)	Hi (1)	88:17	59:6	9:18;75:16
112:18	73:9	immediately (2)	individual (2)	internal (17)
happen (2)	high (21)	73:3;74:13	24:13;101:2	80:7,10,16;81:1,3,
103:5;107:10	12:4;13:5,7,14,17;	immune (1)	individualize (1)	5;82:18,21;83:7;
happened (1)	19:12;32:7,8;34:5;	58:20	59:13	91:20;92:24;93:2,6,8,
112:19	60:15,18;63:11;	impact (3)	individually (1)	9;94:14;111:16
happens (2)	68:13;73:17;74:15;	29:11,17;69:4	33:20	internally (1)
15:19;92:20	77:2;93:24,24;94:19,	implement (1)	individuals (3)	96:13
happy (1)	19,22	112:4	59:22;74:14;90:13	interview (1)
22:23	higher (4)	importance (1)	inexperienced (1)	76:6
hard (11)	59:17;60:6;68:21;	118:24	95:1	into (31)
65:3;69:22;70:13;	85:8	important (7)	inflated (2)	6:6,10;11:8;12:3,4;
75:18,19,25;76:10;	highest (1)	58:6;60:16;67:25;	79:5;82:4	13:17;14:20;24:22;
77:13,17;83:9;	59:18	68:18;86:2;103:9;	influenced (1)	25:8;36:2;55:19;
109:13	high-functioning (1)	129:5	123:16	57:8,16;59:20;61:5;
harder (1)	94:13	importantly (2)	Info (1)	62:12,19;63:10;
67:14	hire (3)	15:17;62:23	79:13	65:23;66:13;67:24;
hard-working (1)	21:3,5;33:15	improve (2)	information (38)	80:18;86:2,23;91:5,
74:24	hiring (5)	66:12;69:1	5:1;15:3;23:13;	6;94:18;112:1;123:8;
harming (1)	23:20;28:6;34:6;	improved (1)	36:25;47:7;57:20;	124:1,7
103:10	40:11;51:11	68:24	63:21;64:15,16;	inverse (1)
hate (2)	historical (1)	improvement (3)	65:14;69:20;70:11,	64:19
118:9,19	73:12	17:13;69:10,18	25;71:23;78:7;79:4,	involved (8)
haven (1)	history (1)	improving (1)	20;80:12,14,16,18;	59:7,8;74:9,9;
58:24	82:2	80:4	83:5,24;84:8;86:1;	78:25;79:1;81:15;
head (9)	hold (3)	inaccurate (1)	87:10,12;92:16;93:5;	91:13
14:3;39:6;41:1;	36:11;41:12;	80:17	95:13;102:4;107:23;	involvement (1)
57:10;70:6;77:19;	119:13	include (9)	109:10;112:20;	58:22
81:14;105:20;118:5	holding (2)	58:5,23;122:20;	119:19,22;122:7,10	involves (1)
head-on (1)	81:13;98:11	126:8,22;127:5,18,	initial (3)	21:12
78:24	honest (1)	22;128:20	20:8;23:13;37:2	ironically (1)
/8:24 health (5)	76:20	included (4)	20:8;23:13;37:2 initially (1)	100:10
	hood (1)			
21:19;55:7,9,12;		31:13;57:20;92:15;	37:1 innevation (2)	isolated (1)
58:19	83:16	128:2	innovation (2)	86:16
Healthy (1)	hope (2)	includes (1)	45:16,25	issue (24)
	t .	t .	t .	

26:17;36:21;43:5,	K-6/7-12 (2)	66:17;69:6,7;	Lester (18)	19:17;37:19;63:3;
14,15;44:24;52:6;	12:22;15:5	128:21	9:1,2;17:7,8;50:13,	19.17,37.19,03.3,
86:9;87:15;90:4;	K-8 (2)	large (1)	14;84:6;96:21;97:1,	114:12,18;127:19
116:12,13,16;117:15;	61:4;77:1	93:25	3,5,7,10,12,15,19;	listed (7)
120:4,6,21,22;123:4;	Kathy (2)	last (21)	128:18,20	28:2;36:22;37:2;
125:15,15,25;126:1,3	5:14,25	3:18;6:3,10;14:5;	letter (3)	39:1;63:8;115:9;
issues (51)	keep (8)	23:4,6;35:4;73:15;	113:13;125:17;	118:14
16:1;34:22;43:11;	70:14;87:3;106:18,	82:12;84:13,16;85:5;	128:7	listening (1)
75:3,4;86:14,14,21;	18,18;107:24;	87:24;88:1,1,3,14,21,	level (13)	109:21
87:24,25;88:1,2,3,13,	119:18;130:25	23;89:9;92:20	31:14;32:25;34:5;	literacy (1)
19;89:6,11;111:21;	kept (1)	late (4)	40:18;44:2,12,14;	11:23
113:12,13,25;114:3,	51:22	85:4;89:20;117:2;	61:23;64:25;80:9;	literally (1)
6,17,25;115:11;	keys (1)	130:16	93:21;94:6;95:9	19:8
116:1,5,14,20,24;	81:13	later (5)	levels (6)	little (23)
117:9,16,18;120:16,	kick (1)	14:2;62:7;105:17;	20:14;60:7;93:20,	6:4;14:24;15:3;
18,19,25;122:3;	12:24	129:11;130:21	22;94:1,2	19:14;23:7;25:8,17;
123:3,8,18;124:1,11,	kidding (1)	law (5) 40:24;42:17,19;	license (15)	26:25;29:9,23;40:1,
22;125:1,21,24; 126:2;129:2;131:6	35:7 kids (13)	40:24;42:17,19; 60:24;130:9	20:2;21:17,22,25; 23:23;27:17;28:8;	19;46:17;48:19; 73:23;86:25;104:10;
Item (10)	9:18;15:11;17:13;	laws (2)	32:16,17;33:12;34:7,	109:3;114:5;117:2;
4:8;10:16,22;18:8,	26:19;78:9;83:10;	43:2;44:7	12;43:15;45:4;51:5	121:18;123:9;124:25
10;52:16,19;56:20,	84:12,14,19,23;	lay (2)	licensed (30)	live- (1)
21;130:5	99:15,22;112:4	91:13;103:13	19:22;20:1,18,22;	11:8
items (6)	Kim (2)	laying (1)	21:9;22:15;24:1,22;	local (1)
3:12;93:7;118:8,	95:14,17	75:21	25:1;26:19;27:15,24;	93:9
11,14;131:3	kind (20)	lead (8)	30:16,16,20,22;	logic (3)
Ivy (1)	9:17;29:12;37:23,	24:22;80:15;81:6,	34:10;38:20,20;40:3,	61:19;62:9,15
107:4	25;46:5,8;51:15;	7;91:15,23;116:6;	7,11,24;43:4,13;	logical (1)
	73:25;85:13;86:16,	118:18	46:14,24;50:18;51:3,	17:25
J	23;94:18;95:5;98:11;	leader (3)	11	long (7)
	102:23;107:3,19;	15:16;18:12,25	licensure (27)	34:13;74:15;82:25;
January (2)	117:12;123:9;124:23	leadership (2)	19:25;20:10,20;	105:8;121:10;128:4;
60:4;61:11	kindergarten (6)	12:11;13:3	21:1,4,21;22:6,16,20;	129:15
Jennifer (1)	13:12;15:8;21:20;	leading (2)	23:20;24:15,16;25:6,	long- (1)
4:16	96:1,2,4	62:6;82:6	19;30:21;31:21;	57:23
jobs (1)	kindness (1)	learning (8)	38:16;39:13;41:2;	longer (9) 7:6;46:25;48:19;
10:13 Jonesboro (1)	11:11 kinds (1)	59:4,8,11;60:2; 76:10;79:18;123:11,	43:6,13,25;46:21; 47:12;50:19;95:3;	62:20,22;68:20;
19:14	32:8	21	118:21	90:14;91:15;130:22
Jorgensen (1)	KIPP (2)	least (2)	lie (1)	longer-range (1)
63:12	10:18,22	69:24;74:18	32:9	94:24
judge (2)	knowing (5)	leave (1)	lies (1)	long-range (4)
83:25;84:1	29:5;55:4;84:21;	56:13	32:13	17:25;49:14;60:9;
junior (1)	99:23;100:15	led (2)	Life (1)	62:21
93:24	knowledge (7)	63:22;77:8	55:7	long-term (2)
Justin (2)	22:1,5;24:20;31:8;	Leg- (1)	life-changing (1)	42:8;77:22
5:12;6:13	50:20;51:4,6	36:13	58:20	look (38)
	knowledgeable (1)	Legal (3)	likely (1)	3:8;9:20;12:16,22;
K	79:8	26:8;36:25;119:4	129:8	23:18;24:17;26:24;
	known (3)	legislation (3)	limit (3)	34:19,20;35:9,11;
K- (1)	120:20,23;121:1	31:12;42:20;46:22	118:9;120:18,20	36:2,5;41:19;43:2;
93:5	knows (1)	legislative (2)	limited (10)	46:13;53:3;59:14;
K-12 (2)	114:1	129:4,10	51:17,22;116:8,20;	60:4;61:10,17,19,20;
80:13;85:25	L	legitimate (1)	118:14;121:2;	64:11,21;65:16;
K-12's (3)	L	60:3 lends (1)	122:20;125:1; 127:21,23	67:25;68:13;69:5; 79:11;83:16;84:1;
63:12;81:5;93:2 K-4 (1)	lab (1)	112:8	line (2)	85:9;104:23;112:13;
12:18	13:13	length (1)	12:17;68:15	123:24;124:9,11
K-5 (4)	Ladies (1)	121:9	lines (2)	looked (3)
12:20;13:19;62:6,	3:2	less (12)	68:8;100:11	23:12;39:16;104:6
14	land (1)	68:4,7,8,9,9,22;	lingering (1)	looking (37)
K-6 (2)	99:22	75:17;77:7;88:5;	95:6	8:19;11:21;14:19;
15:10;30:22	Language (4)	98:1;99:13;108:8	list (8)	26:1,9,14;35:19;

37:18;38:8;39:2;	99:23;110:20	7:16,18	101:12	more (40)
44:7,21;45:19;62:2,	map (2)	mean (40)	might (13)	12:10;13:13;14:24;
10,16;64:4,23;65:12;	19:7;84:17	11:25;15:11;24:14;	25:10;29:23;36:12;	15:3;17:3;26:19,25;
66:15;68:16;73:11;	March (20)	30:25;34:19;40:3;	43:6,11,16;45:18;	33:22;40:25;42:8,24;
74:2;79:19,21;88:15;	101:8,24;102:3,16;	42:3,19;45:10;55:6,	51:20;58:25;97:25;	45:10;48:23;60:13;
93:16;95:11;96:1;	104:16,21;105:24;	7;75:10;81:9,14,17;	105:10;108:3;112:24	66:13;68:2,6,10,21;
98:1,3;99:14,15;	106:4,5,8,9,11;113:6,	86:18;99:21;106:3,	might've (1)	71:7;75:1,7,8,20,23;
100:15,17;119:23;	10;114:10;115:4;	13;107:3,18,19;	26:8	76:14;93:11;94:7;
125:16	119:8,8;121:13,22	108:16;109:15;	mind (9)	100:11,18;103:22;
looks (1)	Margaret (1)	110:1;116:14,20;	29:12;35:23;74:14;	107:23;109:4;
37:3	63:12	120:11,110.14,20,	87:3;96:4;103:14;	110:11;112:25;
look-under-the-hood (2)	Martin (1)	120:11,11,18,121.12, 122:21;123:5,8,10;	107:24;109:3;119:18	114:5;115:18,25;
88:22;89:3	116:23	122.21,123.3,8,10,	mindful (1)	114.3,113.16,23,
· · · · · · · · · · · · · · · · · · ·				
lot (15)	Mary (7)	126:12,13;130:17	129:7 mine (1)	morning (4)
33:18;67:1;73:12;	79:18;86:20;	means (1)	99:1	4:16;5:10;19:11;
74:8;75:7,15;76:13;	112:24;113:23;	121:15		129:12
77:2,5;90:24;91:6;	130:1,20,24	meant (2)	minimum (1)	Most (5)
100:13,13;112:1;	master's (1)	60:22;115:24	40:2	15:16;69:9;74:16;
129:9	20:23	mechanism (1)	minute (5)	86:2;94:13
loud (1)	materials (1)	76:1	34:19;35:8,13;	motion (61)
8:14	28:11	meet (11)	64:3;114:13	3:20,23;4:5;7:23;
love (1)	math (12)	14:16;20:4;23:22;	minutes (8)	8:3,5,11;16:4,5,8,17;
103:11	30:23;40:16,16;	24:2;45:4;46:17;	4:19,21,23;36:3;	49:4,5,7,25;50:6;
lower (2)	57:21;66:23,23,23,	76:1;109:9;112:4,5;	70:5,17,22;79:9	54:20,22,23;56:7;
62:19;108:5	25;67:11,12;68:17;	130:25	misappropriation (1)	98:19;112:23;113:5,
luck (1)	69:12	meeting (28)	84:7	9;114:7;115:2,7,18,
18:3	mathematics (2)	3:4;10:8,15;50:21;	mistake (2)	24;116:17;117:19,20,
	68:15,20	53:6,10;61:8;63:1;	85:1;111:10	22,23;118:11,22;
\mathbf{M}	matter (3)	101:19;102:1;	mistaken (1)	120:10;121:4,8,20;
	32:6;86:9;91:3	104:24;105:23;	79:3	122:13,15;124:20,25;
ma'am (17)	matters (4)	106:6,8,9;109:14;	Mister (1)	125:8;126:5,9,22;
4:1;7:18;14:6;	95:12;111:19;	110:11;111:25,25;	11:12	127:2,3,5,9,17,23;
26:15;41:6;74:5;	128:10;129:6	112:9,12;114:2;	misunderstanding (2)	128:4,8,16,19;129:1;
78:2,6,10,20;88:12;	maximize (1)	120:8;129:10;130:4,	45:8;82:7	131:9,11
94:4;98:22;111:5,8,	81:10	7;131:16,20	model (10)	motions (1)
14;130:20	maximizing (1)	meetings (2)	12:12,17,23;17:4;	8:20
Madam (3)	62:4	130:8,22	60:14;62:12;70:4,8;	mouth (1)
5:10;17:1;24:7	maximum (2)	meets (2)	74:23;94:14	30:13
magnitude (1)	62:8,15	23:20;85:19	modifying (1)	move (13)
76:22	may (58)	member (1)	71:3	9:16;12:3;13:4,7,
main (3)	4:11;15:22;18:23;	3:9	modular (1)	16;32:19;33:11;
46:13,14;124:5	21:9;22:4,6,8,15,24;	Members (4)	12:4	40:17;57:16;61:22;
MAJORITY (3)	23:18;25:7,8,16,16,	11:14;33:18;90:14,	moment (5)	101:11,17;108:13
50:3;74:12;92:15	25;26:24;29:14;30:3,	25	8:12;16:21;50:7;	moved (2)
makes (2)	20,22;32:6;33:15,16,	memory (1)	84:4,4	3:21;15:22
32:17;121:17	19;34:4,22;39:5;	36:3	MOMENTS (4)	moving (12)
making (14)	40:17;41:7,16;45:21;	mention (2)	8:15;14:2;16:24;	12:3;57:14,22;
3:17;9:7;44:20;	46:16;48:4;58:19,19,	29:2;31:20	50:9	60:12;61:15,21;
58:13;61:14,21;	21;60:23;66:9;87:3;	mentioned (1)	Monday (1)	62:11,11;84:3;99:16;
62:11;65:17;66:15;	90:2,14;99:10;	76:9	129:21	103:7;105:20
75:20;85:22;87:19;	102:15,22;107:1;	method (5)	money (1)	much (15)
101:14;127:15	117:18,18;118:4,13;	61:3,8;77:1;80:7,	111:12	10:6;13:13;35:6;
malicious (1)	119:13;120:2,15,22;	11	Montessori (4)	41:4;49:10;70:24,25;
85:15	125:24;126:3;	microphone (3)	111:23;113:10;	83:18;98:1;99:13;
manager (2)	128:11;129:10;	5:24;11:8;57:8	114:9;115:4	102:5;111:1;112:11;
91:24;92:12	130:16	MIDDLE (25)	month (17)	116:9;119:25
manuals (2)	maybe (12)	4:7,10;5:11,14,16;	3:18;19:14;53:1,7,	multiple (1)
64:2,2	24:16;25:14;33:13;	6:1,22;7:7;12:1,18;	13,14,17;54:24;	10:13
many (15)	40.14.43.21.51.14.	12:10:15:10 11 12:	101.20.108.20.24.	must (2)

many (15)

19:15,15;32:5;

40:5;45:23;52:7;

84:12;91:3;95:8;

69:15;79:11;81:3,20; **McLaughlin (7)**

13:19;15:10,11,13;

60:14;62:4,5,12,18;

93:23;94:13;124:13

73:18;79:4;82:4;

midst (1)

101:20;108:20,24;

11:16;71:5;117:1,1

116:5;121:13,16;

124:6,8;127:4

months (4)

40:14;43:21;51:14;

4:10,12,15;5:9,10;

78:12;111:23

52:7;53:11,13;71:18;

must (2)

myself (4)

109:5

27:10;72:25

92:15,20;101:16;

	negative (2)	noting (8)	9:14;12:10;13:9;	96:6,7,14
N	64:18;65:19	59:17;65:13;66:20;	14:9,24;15:7,10;	optimistic (2)
	negotiation (1)	67:4,21;68:15;69:15,	25:19;27:1;32:19;	17:12;46:22
name (6)	98:18	17	33:22;34:13;37:8;	optimize (1)
5:23;11:9;18:22,	nervous (1)	November (1)	38:3;44:9;45:11;	58:1
24;57:7,9	23:7	19:20	48:21;52:22;53:7,15,	option (3)
narrowed (1)	net (3)	Number (17)	18,19;54:4,6;55:25;	101:25;105:20;
64:9	65:1,14;67:7	10:16,22;59:20,21;	59:1;60:12,20;68:4,7,	106:19
natural (1)	new (10)	71:1,20;82:4;85:8,9;	8,9,22;79:10;86:4;	options (7)
15:13	13:11;74:22;77:2;	87:16,18;93:25;	89:15,20;95:16,22;	24:16,21;101:23;
naturally (1)	83:13;102:7,11,18;	95:17;98:1;103:23;	97:10,12;107:1,6;	102:14,21;104:10,21
105:1	110:4;119:1;127:3	108:8;112:16	109:8;111:4;116:6,7;	order (9)
nature (3)	newer (2)	numbers (11)	119:14,24;121:23;	25:21;38:23;46:19;
44:2;90:10;106:21	83:13,19	60:20;62:6,18;	126:15;127:2,12,13;	76:3;80:11,19;83:18;
NCAA (4)	Next (47)	64:17;78:19;79:5;	129:9,12	122:10;130:8
72:19,20,22;73:1	12:18,21;14:20;	95:19;98:7;99:15;	ones (5)	organize (1)
near (1)	15:4,24;21:1,7;	103:17;104:1	9:15;15:21,22;	71:6
94:11	33:14;52:25;53:7,10,	number-sustaining (1)	32:24;69:16	original (4)
necessarily (6)	13,14,17;54:24;	62:14	one-time (1)	6:5,15;7:8;38:5
38:25;42:16;43:3;	60:13;61:13,16,19,	0	86:16	originally (1)
49:12;90:20;106:14	23;64:15;65:7;68:25;	U	ongoing (1)	76:22 others (2)
necessary (7)	76:4;86:4;95:22; 96:3,5;98:4;100:19;	anth (3)	103:4 only (23)	32:9;89:16
21:24;34:5;42:13;	101:20;104:24;	oath (3) 11:2;18:17;57:1	20:18;25:10;28:13,	Otherwise (2)
50:20;122:19;	101.20,104.24, 105:22;106:6,7,9;	objection (1)	14,15;30:6;31:19;	48:2;67:4
125:23;126:8	103.22,100.0,7,9,	10:7	35:1;39:3;40:12;	ours (1)
necessity (1)	111:24;112:9,12;	obligations (1)	54:4;55:25;61:4;	98:9
41:15	121:13;124:6,8;	112:5	81:10;84:15;85:12;	ourselves (1)
need (80)	127:4;130:4	observing (1)	89:15;102:17,20;	68:1
7:13;8:12;13:1,1;	Nodding (3)	65:11	105:24;108:24;	out (35)
22:8,10;23:18;24:16; 25:15,15;29:23;	39:6;70:6;118:5	obviously (4)	122:8;126:11	8:14;12:3,4,12;
30:23;32:6;33:16;	noise (1)	12:7;13:13;15:7;	open (4)	20:21;25:21;28:5;
34:1,10,10;35:1;	84:22	122:12	23:9;51:19;85:4;	36:9;40:17;42:5;
36:9;37:11;38:13,22;	non- (1)	occasions (1)	115:16	45:3,12,13,14;46:3;
39:1,23,24;41:4;	26:18	45:23	open- (3)	48:3,24;52:7;72:1;
43:17;44:10;46:11,	none (1)	occurred (1)	30:1;46:1;58:14	75:22;77:24;83:21;
16,18;48:11,11;52:8;	3:11	111:11	OPEN-ENROLLMENT (9)	86:25;90:21;91:7,13;
53:24;54:17;64:3;	non-licensed (2)	October (11)	10:17;18:6;30:4,7;	93:8,11;103:13;
78:24;84:2;90:16;	25:22;28:6	80:18,21;82:14;	45:16;56:17;57:25;	114:23;118:23;
91:7,22;93:10,10;	non-special (1)	87:19,19,20;89:9,9,	58:8,12	120:24;123:12,13;
95:24;103:3;104:19;	126:18	10,10;105:5	operates (2)	124:20
109:9;110:10;	nor (1)	OFF (7)	70:4,8	outcomes (4)
112:13,20,21,22;	45:23	10:9;36:11;37:9;	operational (2)	32:25;64:20;65:4,
113:5,21;114:5,16,	norm (1)	83:5;84:17;94:1;	12:10,23	25
18,20;116:12,16;	46:3	107:4	operations (2)	outings (4)
117:7,16,19;119:10;	NOTE (3)	offered (1)	91:24;92:12	69:25;71:8,20,23
120:5;121:7,8;122:4,	14:1;51:15;67:2 noted (1)	61:24 offerings (3)	opinion (2) 9:14;22:2	outlined (1) 94:16
10,20;124:5,20;	68:11	60:19;63:4,6	opportunity (13)	out-of (1)
126:3,6,21;129:6,6,8;	notes (1)	Office (14)	14:22;19:1;48:8;	44:19
130:18	5:17	56:14;78:12,23;	60:14,18;61:25;	outperformed (1)
needed (12)	notice (5)	84:7;86:13;91:8;	83:17;90:9;101:9,19;	64:24
6:20;33:1;40:23;	117:25;119:12,20;	92:13,21;97:7;110:5;	105:15;108:12;120:6	outreach (2)
43:3;45:13,20,20;	130:3,3	121:12;122:17;	opposed (10)	69:24;71:25
49:17;52:5,11;53:4; 124:2	noticing (1)	124:2,4	4:4;8:10;16:16;	outside (16)
needs (15)	68:8	officer (1)	25:12;29:9;50:4;	13:10;20:9;22:15;
3:15;8:20;10:4;	notification (2)	63:12	56:11;115:7;128:25;	28:16;30:21;31:14;
14:17;21:10;25:11;	33:4,8	official (1)	131:15	34:9;38:21,23;39:22;
32:5;59:12;61:9;	notified (1)	90:6	opposition (9)	44:1,11,14;47:20;
94:24;102:18;112:4;	116:12	once (4)	4:21;5:18;7:17;	50:19;120:4
120:8,10;122:18	notify (6)	22:7;89:21,22;	11:1;13:23;18:16;	over (24)
negating (1)	33:8;48:5;53:24;	118:19	23:1;56:25;70:19	6:4;12:11;13:12;
26:10	56:12;112:16;130:12	one (56)	optimal (3)	14:14,19;19:9;26:3;
	<u> </u>	1	1	<u> </u>

				• /
32:7;33:16;37:18,20;	74:12;128:8	Perry (25)	8:21;23:15;33:4;	130:6
48:18;53:3;69:1,10;	passes (1)	10:19,21;18:8,10;	49:21;86:15;91:12;	potentially (1)
71:3;78:17;82:22;	8:11	52:18;53:22;56:19,	114:1	76:6
83:3;84:16,19;85:13;	passing (1)	21;79:18,18;86:12,	placed (1)	pouring (1)
112:2;129:20	31:9	20;112:23,24;113:12,	21:25	92:16
overall (1)	passion (1)	23;114:22;115:15;	places (1)	poverty (1)
24:18	33:17	116:22;121:25;	104:4	84:19
over-reporting (1)	past (6)	123:25;129:24;	plan (7)	practice (1)
96:25	47:10;86:17;89:8;	130:1,20,24	15:4;21:1,5;23:14;	77:14
oversight (1)	97:11;100:14;102:6	persistence (1)	90:17;103:8;130:18	pre- (1)
96:25	path (1)	67:24	planned (1)	70:1
overstated (3)	108:23	person (11)	129:6	pre-AP (2)
		40:16;46:19,21;	planning (5)	6:16;7:3
83:1,4;84:16	paths (1)			
overstates (1)	59:11	75:21;82:5;83:15;	17:25;30:15;33:3;	prefer (2)
84:12	pathway (5)	86:5;88:15;91:22;	57:24;60:9	25:1,13
own (3)	24:9,22,25;25:14;	92:1;107:6	please (11)	preferable (1)
43:15;82:9;92:18	27:7	personalize (1)	5:16,23;11:2;	129:22
-	pathways (1)	59:13	18:17,22;35:25;57:1,	preference (1)
P	63:7	personally (1)	2;119:13;120:24;	109:7
	patience (2)	19:3	128:10	preparation (1)
packet (3)	3:3;10:12	personnel (4)	plenty (2)	35:19
19:18;23:24;38:5	patiently (2)	90:18;114:16,25;	53:3;110:8	prepare (8)
page (4)	10:14;38:12	125:23	PM (3)	57:16;118:1;
	pattern (1)		` '	
39:3;61:9,20;95:19		persons (2)	10:10;52:17;	119:12;120:6;121:2;
pages (2)	47:15	5:15;120:17	131:20	122:5,8,9
38:16;39:21	Patti (1)	pertaining (1)	point (21)	prepared (20)
Panel (21)	116:23	114:25	4:22;45:12;46:21;	37:22;48:8,10;
3:5,9;19:20,21;	pause (1)	Pfeffer (70)	48:9;65:17;79:8;	54:2;101:16;103:6;
47:9,13,17;52:2,3;	29:5	9:4,5;14:8,9,13;	81:9;100:21;102:12,	106:12,20,25;116:12;
98:10,17;101:18;	pay (4)	15:1;17:10,11;23:11,	24;103:18;104:13,	117:14,16;120:5;
104:11,20;107:6;	44:24;45:2;55:11,	12;24:4,8,12;25:24;	25;105:18;110:2,8,	121:12,20;122:18;
110:14;111:21;	19	30:9,10,15,19;31:2,5,	12;123:10,22,22;	123:2;125:8,22;
114:9;115:4;123:15;	payment (1)	19,24;32:2,4,12,14;	126:1	128:10
131:7	45:5	34:8,15;40:20;41:7,	pointed (1)	present (5)
Panel's (1)	PE (1)	11;42:3,15,21,25;	52:7	4:19;18:14;19:2;
104:12	21:19			
		46:7,8;47:7;50:16,	points (7)	56:23;58:21
PARCC (8)	people (14)	17;52:6;73:7,8,10;	60:20;64:22,23;	presentation (5)
63:23;64:10,14;	10:13;23:22;40:6;	76:16,24;77:4;78:1;	65:2;68:21;69:17;	23:16;66:14;70:17;
65:4,24;67:3,7,11	43:4;44:13;51:4;	93:15,16;94:8,17;	124:24	72:4;104:3
parents (4)	55:12;74:8;79:7;	95:16,24;99:18,19;	population (2)	presenting (1)
33:4;58:22;59:7,8	108:3,4;110:21;	100:2,7;103:19,20;	60:1;98:4	61:7
park (1)	114:18;130:4	113:22;114:8,15;	portables (1)	pressure (1)
71:8	percentage (11)	115:3;123:13;	15:20	42:2
part (14)	59:15;64:13,18,19,	129:16,19,23;130:16,	position (5)	Pretty (2)
25:18,21;26:21;	22,22;65:2;66:18;	21	44:25;45:3;76:5;	35:6;48:18
28:12;29:9;43:18;	68:21;69:16;76:11	PFEFFERS (1)	91:15;104:13	prevent (5)
72:3;77:8;87:15;	percentages (1)	129:3	positions (1)	34:23;38:19,21;
89:1;91:4,5;125:13;	69:9	physical (3)	33:14	39:22;102:6
127:7	performance (5)	20:17,19;28:23	Positive (5)	previous (5)
participate (3)	64:5,6;66:1,24;	physics (3)	64:17;65:20;68:4;	20:15;22:13;26:18;
55:12,15,20	67:22	20:19,23;34:11	69:7,15	112:18;127:23
particular (11)	performing (1)	pick (2)	possibilities (1)	previously (3)
25:10;28:22;34:1,	47:11	12:9;104:24	24:15	37:19;72:13;102:5
1;39:8;47:10,16;	perhaps (2)	picked (2)	possible (3)	Principal (2)
90:15;101:13;	87:5;130:25	25:25;36:8	98:25;99:2;118:13	5:14,25
122:13;130:13	period (2)	piece (7)	possibly (3)	principals (4)
particularly (1)	68:20;130:19	26:1,4;28:25;79:3;	26:11;30:25;	77:16,20;80:9;92:2
14:14	permanent (1)	92:8;104:5;111:3	100:19	printed (1)
partners (1)	12:5	pieces (3)	post (2)	87:22
72:2	permission (1)	27:21;57:21;74:25	90:5,9	prior (7)
			· ·	
parts (1)	113:25	piggy-backing (1)	posted (2)	21:14;61:9;66:25;
91:2	perplexed (2)	103:2	33:14;130:6	71:4;74:17;82:9,11
pass (2)	40:1,19	place (7)	potential (1)	proactive (1)
	1	1	I .	<u> </u>

				• /
71:5	47:8;64:17;69:20;	race (2)	rebuttal (1)	26:13
probably (10)	81:6;83:16;122:17	59:19;79:22	4:24	reflects (1)
12:21;34:19,22;	providing (7)	rainy (1)	recall (1)	17:25
45:10;98:5;101:24;	53:8;58:16;60:14;	13:7	6:3	refresh (1)
112:22;114:4,16;	71:11,22;81:8;93:17	raise (4)	recalling (1)	36:3
124:8	provision (2)	5:17;11:2;18:17;	88:18	regarding (6)
		57:1		
problem (1)	58:13;63:1		recapping (1)	19:22;41:14;49:21;
46:12	PUBLIC (7)	raised (1)	124:16	54:8;81:2;100:9
problems (1)	4:6,9;5:6;10:18,22;	19:21	receive (5)	regards (1)
9:21	56:17;58:8	ramifications (1)	11:2;18:17;27:3;	26:23
procedural (1)	pull (3)	90:15	51:5;59:24	regs (1)
93:7	78:18;79:22;89:24	range (4)	received (2)	42:4
procedurally (1)	pulled (3)	57:19,24;59:4;	97:7;113:13	regular (1)
93:7	3:15;79:24;104:4	62:22	receiving (6)	130:19
procedure (4)	pulling (1)	rate (2)	26:10;36:13;71:9;	regulations (1)
36:5;37:23,25;	81:15	46:25;73:24	75:10;92:10,10	7:12
72:23	pullout (3)	rather (8)	recently (1)	relate (1)
procedures (6)	6:18,20;7:9	48:17;57:14;59:21;	83:15	19:5
4:17;35:22;92:25;	purely (2)	81:13;84:5;101:7,8;	receptionists (2)	related (6)
93:1;111:7,13	87:15,16	112:12	13:1,2	57:21;65:6;79:4;
proceed (1)	purpose (3)	rationale (3)	reciprocity (2)	104:15;125:20;
35:2	57:23;71:11;80:13	8:23;12:6;38:4	20:2;24:15	126:17
process (25)	purposes (1)	reach (1)	recognition (1)	relates (7)
	45:8	, ,	51:3	
20:3;21:1,23;		83:20		58:25;59:19;68:19;
23:16;29:21;33:4;	pursue (2)	reaching (1)	recognize (3)	73:1;75:15;87:7,18
34:9,12;38:5;40:21;	58:12;109:25	114:23	32:3;47:15;121:13	Relations (2)
42:7,22;43:10;44:1,4,	pursued (1)	read (4)	recognized (4)	18:13;36:10
17,19;49:21;76:7;	58:14	8:13;16:22;33:22;	5:9;10:20;18:9;	relies (1)
91:20;92:25;93:2;	pursuing (1)	43:12	52:19	82:23
102:19;103:14;	63:7	reading (7)	recognizing (3)	relocation (1)
106:17	push (1)	31:16;63:24;64:10,	63:9;71:14;101:13	17:16
processes (1)	129:11	16;65:13;84:20;85:6	recommend (3)	rely (1)
91:23	pushed (1)	readjustment (1)	104:11;111:6;	83:1
professional (2)	119:13	90:10	130:14	remain (1)
20:4;22:1	pushing (2)	ready (1)	recommendation (1)	22:18
proficiencies (3)	130:15;131:5	71:7	106:22	remember (2)
66:20;68:17;69:2	put (11)	real (4)	recommended (1)	5:23;130:1
proficiency (2)	32:21;45:14;78:12;	48:25;79:5;112:2;	125:22	remove (1)
57:20;66:19	80:10;95:14;107:25;	119:7	reconciled (1)	37:6
program (4)	111:17;114:3;	realize (2)	87:21	renew (2)
11:23;55:13;112:3,	118:22;120:24;	31:21;66:8	reconciliation (1)	8:18,18
4	127:22	really (58)	86:8	renewal (4)
progress (1)	putting (2)	9:15;11:15;41:2;	reconfigure (1)	115:20;119:18,21;
19:6	25:17;30:13	43:12;48:8;57:19,23;	11:23	122:5
prohibit (1)		61:6,13;62:22;65:23;	RECORD (4)	reorganize (1)
41:20	Q	67:25;68:17;69:22;	10:9,10;18:23;29:3	13:18
prohibitive (1)		70:13,13;71:4,24;	records (1)	repealed (1)
41:24	Qualified (3)	72:3;74:8;75:6,20,	123:24	26:21
projection (1)	23:21;33:5;45:1	23;76:19;77:6,13,13,	recruitment (1)	repeat (1)
96:12	quality (4)	15;79:1;83:8;84:23;	75:15	93:4
properly (1)	23:15;46:16;91:18;	85:8,22,22,25;87:2,5,	rectify (1)	replicated (1)
118:1	100:20	5;88:25,25;90:23,23;	91:2	76:17
proposed (2)	quick (4)	91:3,16;92:14;94:9,	re-do (1)	replication (2)
31:12;46:22	4:13;10:3;43:1;	12,14;95:12;99:23;	85:5	77:11,16
proposing (1)	119:8	101:12;108:15;	reference (1)	Report (8)
61:13	quickly (3)	109:4;123:8,17;	113:14	3:9,10;79:20,22;
provide (12)	63:9;74:23;116:22	130:2,14,14	referenced (2)	86:18;87:22;97:4,19
5:1;22:9;50:7;	quite (5)	reason (6)	80:23;81:1	reported (10)
60:22;61:25;70:12,	57:13;66:11;75:7;	36:21;44:23;51:19;	referencing (2)	73:14,15;84:14,15;
14;71:24;74:11;	76:9,13	52:8;130:7,15	44:11;72:14	85:12,16;87:1;
112:21;113:17;	,	reasons (6)	referred (1)	100:14;104:2,3
119:19	R	5:3;8:13,13;14:23;	71:15	REPORTER'S (1)
provided (6)		108:1,5	referring (1)	14:1
		7-	- · b (-)	

-				
reporting (22)	86:1	revocating (1)	108:19;109:6,19;	17:17,18;26:3,6,7,15;
74:7,10;78:25;	resigned (1)	116:15	112:10;114:11,14;	27:3,8,11;33:2,3;
79:1;82:6;83:10;	83:16	revocation (6)	115:12;116:17;	35:15,18,25;36:4,6,
84:17;86:3,14,22;	resource (1)	116:7,11;120:3,6,	117:6,19,24;118:15,	11,16,19;37:11,14;
88:1,2,3,8,13;89:6,	63:15	11;123:4	18;120:10;124:22;	44:5,6,7,17;49:5,8,
11,21;93:11;100:20;	resources (1)	revoke (1)	126:5,11,15,20,23;	25;50:25;51:1,16;
103:8;111:17	21:14	48:10	127:1,7,14,18,20;	52:1;72:10,11,12,19,
reports (3)	respect (5)	rewritten (1)	128:1,4,12,14,16,20	21,24;73:2,5;79:10,
81:15;86:14,24	28:22;29:3,18;	98:13	role (1)	14;100:8,9;109:6;
representatives (3)	49:13;90:17	right (86)	84:4	118:13;119:3,15
10:25;18:15;56:24	respond (6)	4:14;5:17,22,23;	roles (1)	saw (5)
	38:8;91:9;120:17;		70:8	66:9;84:24;85:3;
REQUEST (62)		7:21;8:21;11:3,24;		
4:6,9,20;5:11,12;	121:12,19;122:19	12:25;14:7,18;15:15;	room (1)	123:19;129:15
6:4,7;8:23;10:17;	responded (2)	16:3;18:18;23:9;	14:2	saying (21)
13:7;17:2,3,9,24;	89:19;90:3	27:4,5,25;28:9;	roughly (1)	40:3;45:18;54:13;
18:6;19:2,5,24;20:7,	responding (1)	34:13;35:5,17;36:19;	100:10	72:14;74:6;84:1,11,
8,8;22:12,23;23:8;	9:6	38:12;39:2;40:4,5;	rules (30)	21;87:25;88:16;
24:10;25:9,12,16;	response (1)	42:14;44:13,18;	7:11;26:18,20,20;	90:25;99:6,9,11;
29:7;30:12;34:9;	32:14	45:16;53:6;54:4,5;	31:6;34:22;35:11;	104:16,17;115:19;
37:2;43:23;47:20;	responsibilities (1)	55:14,18;56:19;57:1,	38:16;39:3,11,12;	118:25;121:10;
49:3,9,19;50:1,11,15;	70:9	12;61:16;72:24;	40:25;41:2,16,19,21;	122:3;125:15
52:24;53:25;56:17;	responsibility (4)	74:18,24,25;78:5,21,	42:4,10,13,18,20,22;	scaling (1)
60:8;84:20;102:8,12,	32:20;70:10;	24;79:19;80:6;82:19;	43:6,14,16,22,25;	15:15
18;105:5,6,7,8,9;	123:20,22	83:8;85:10,14;86:6;	44:14;105:3;119:7	scenario (1)
108:13,16;109:16,17;	responsible (1)	88:16;89:17,21;	run (2)	60:11
110:4,6,12;117:13;	90:14	91:14;92:4,15;93:12,	12:13;67:14	scenarios (1)
130:10	responsiveness (1)	20,22;94:3,12,25;	rush (1)	24:14
requested (5)	10:4	95:18,21,23;96:18,	129:12	schedule (3)
8:7;34:2;43:3;	rest (1)	20;97:9;98:11;	rushing (1)	53:7,18,19
116:19;125:18	98:10	107:11,13,14,16,24;	131:4	scheduled (3)
requesting (8)	restate (1)	110:16,17;115:21;	10111	53:7,16;101:8
6:1,12;7:5;13:5;	49:25	118:3;124:22;	S	schedules (2)
19:17;31:5;44:23;	result (2)	126:14;127:25;	5	53:19;102:1
98:17	19:23;89:4	129:17	safe (1)	SCHOOL (113)
requests (6)	resume (1)	right- (1)	58:24	4:6,7,9,10;5:11,14,
11:19;13:16;24:17;	10:15	69:9	safety (1)	16;6:1,14,22;7:7;
41:16;52:8,10	retention (2)	right-hand (10)	58:25	10:5,17;12:1,2,2,4,
require (1)	14:19;46:25	64:7;65:14,22;	safety-net (1)	13,18;13:5,8,14,17,
33:21	returned (1)	67:8,8,13,23;68:5,16;	9:17	18,19,20;14:19;15:9,
	14:2	69:19		
required (6)	review (44)		sake (1)	10,11,12,13,15;18:6, 12,25;20:15;21:22;
7:11;20:25;22:17;	` /	risks (1)	48:21	
55:11;110:13;131:1	41:18;43:2;48:16;	58:19	salary (1)	25:2,12;29:4,19;30:4,
requirement (2)	54:25;64:2;68:18;	road (1)	45:3	6,7;32:7,8,21;33:13;
45:5;96:8	80:13,15;81:5,11;	51:21	same (20)	45:25;49:13;51:10,
requirements (4)	82:8;91:20;93:6;	Rock (1)	13:2;29:7;31:14;	12;55:10;56:17;
20:4;23:21;42:4;	111:10;116:2,18,19;	19:15	33:7;49:16;55:22;	57:10,25;58:5,7,8,10,
50:21	117:3,8,10,14;118:1,	Rockbridge (10)	63:25;64:16;65:7,12;	18,21;59:8,12,18,20;
requires (2)	8,11;119:17,24;	111:22;113:10;	66:7,15;67:14;68:14;	60:14,15,19,25;62:4,
75:11;130:10	120:20;121:11,15,21;	114:9;115:3;116:18,	69:12,12,13;85:6;	5,12,18;63:11;64:8,
rescind (2)	122:2,11,16,19,24,	24;117:11;121:21;	94:5;100:11	11,13,21;65:9,11;
122:12;127:11	25;124:9,20;125:19;	127:4;130:6	satisfaction (1)	66:2,20;68:13;69:21;
rescinded (7)	127:7,19;128:7,8;	ROGERS (84)	85:19	71:13,25;73:15,17,
19:24;37:3;53:2;	130:10	8:4,6;9:9,10;17:14,	satisfied (3)	19;74:16;75:8,24;
127:10,12,13,16	reviewed (2)	15;19:15;37:17;	47:15;48:1,1	76:18;77:2,19;78:17,
research (5)	36:24;109:12	47:19,25;48:3,17;	satisfies (1)	23;79:5,12;80:9;
30:1;59:6;77:24;	reviewing (8)	50:22,23;52:20,22;	24:9	81:14;82:4;83:4;
84:25;114:5	30:1;41:24;80:8,9;	53:9,13,17,20;54:3,6,	satisfy (4)	93:24;94:13,19,19,
re-set (1)	81:16;92:2;119:23;	10,13,16,20,23;55:7,	25:10,14;34:1;	22;111:7;122:17;
	125:13	10,18,24;56:2,5,8;	41:17	123:23
82:7				
82:7 resident (6)		80:23,25:81:1-20-23	SAUNDERS (DZ)	SCHOOLS (10)
resident (6)	revisit (2)	80:23,25;81:1,20,23, 25:82:12.16.20.25:	SAUNDERS (62) 3:21.23:4:1:7:22.	SCHOOLS (10) 10:18.22:13:3:
resident (6) 86:23,24;87:9,11,	revisit (2) 38:6;99:2	25;82:12,16,20,25;	3:21,23;4:1;7:22,	10:18,22;13:3;
resident (6)	revisit (2)		, , ,	, , ,

-				
science (22)	44:11	shared (3)	90:6	74:12
6:6,9,11;7:1,1,2;	separate (1)	70:9,9;83:23	significant (1)	sole (2)
13:13;20:17,18,19;	51:7	sharing (1)	116:24	71:11;80:13
21:18;28:13,15,23;	sequence (1)	71:1	significantly (1)	solution (1)
29:16;32:22;51:7;	91:14	sheet (6)	63:4	59:1
67:14,20,21;68:15,23	serious (1)	36:22;37:4,6;	silence (3)	solutions (1)
sciences (1)	125:10	78:11,13,18	3:6;8:15;16:24	59:2
28:23	seriously (1)	shift (1)	SILENCE} (1)	somebody (2)
scores (3)	66:11	11:24	50:9	22:4;36:8
63:23;66:9;124:10	seriousness (3)	shifted (1)	similar (5)	someone (5)
		46:17		` ′
Scott (6)	112:8;117:7;		31:15;34:9;62:9,	44:25;46:16;86:12;
10:23;11:10;56:22;	121:14	shifting (1)	15;111:18	118:1;123:13
57:10;113:23,23	serve (4)	12:16	simply (3)	sometimes (2)
screen (2)	20:11;60:25;61:1;	Shirey (11)	86:20;90:25;	9:19;90:21
70:25;78:8	123:15	10:23;11:10,10;	122:14	soon (4)
search (1)	served (1)	14:6,12,18;15:7,21;	single (4)	38:8;85:3,16;90:4
91:14	101:5	16:18,23;18:4	10:13;42:12;86:5;	so-on (3)
searching (3)	serves (2)	shoes (1)	92:1	70:10;80:10;95:9
39:4;41:9;47:19	13:19,20	120:12	sitting (1)	Sorry (8)
seat (5)	service (1)	short (2)	86:6	38:10,17;80:24;
60:11;61:14,21,24;	6:25	60:22;111:23	situate (1)	83:4;93:3;109:20;
62:17	serviced (1)	shortage (2)	62:22	130:1;131:1
seats (1)	6:16	75:3,4	situation (6)	sort (2)
96:11	services (7)	shortages (1)	21:12;24:10,13;	12:6;61:6
Second (23)	14:25;59:24;79:19;	25:4	31:1;101:12;129:14	sorts (1)
3:22;8:4,6;16:7;	113:11;116:3;	shorted (1)	situations (3)	111:15
20:15;26:23;49:6,25;	123:11,21	83:3	20:12;25:4,24	sounds (1)
55:1;113:21,22;	servicing (1)	shorter (1)	six (1)	115:16
114:8;115:3;117:21,	6:2	81:7	117:1	source (1)
23;119:14;121:5,8,	serving (2)	show (5)	skills (1)	63:22
20;127:13;128:18,	22:7;45:2	19:6;32:25;57:17;	51:4	space (2)
20;131:10	session (3)	79:23;97:24	slide (9)	13:10;62:11
seconded (5)	124:14;129:4;	showed (5)	19:5;63:8;65:7;	speak (12)
3:24;16:9;49:8;	130:22	78:7,8,20,21;82:3	67:2;68:25;95:15,17,	5:6;7:17;10:24;
56:8;131:12	sessions (1)	showing (2)	17,25	11:8;13:23;23:1;
seconds (1)	70:2	71:20;93:21	slides (6)	26:25;33:19;57:7;
38:15	set (11)	shows (2)	57:13,14,16;66:16;	59:11;63:19;70:19
Section (3)	10:5;43:22;45:17;	78:15;79:21	70:16;124:10	SPEAKERS (4)
33:23;34:1;39:8	46:4;64:15;71:6;	sick (1)	slower (2)	5:21;11:6;18:21;
sections (3)	80:18;94:5,12,15;	63:18	61:3,8	57:5
27:22;41:23;43:24	119:8	side (8)	Small (1)	speaking (6)
		14:3,3;32:13;	12:25	5:15,18;11:1;
security (1) 31:11	sets (1) 63:21			
		51:15;67:8,13;125:5,	smaller (1)	18:16;30:24;56:25
Seeing (6)	setting (1)	6	81:12	special (27) 14:15;22:21;27:1,
3:11;41:23;62:17;	75:16	Sides (77)	Smith (68)	
73:18;81:16;125:6	settled (4)	56:22;57:9,10;	9:24,25;16:5,9,10;	5;31:20;59:25;75:3;
seek (3)	75:7;76:13;81:12;	70:8,23;72:6,7,17,20,	17:20,21;27:12,13,	76:12;112:3;113:1,
26:11;46:21;58:22	109:14	22,25;73:3,9;74:5;	21,25;28:4,18;29:2;	11;115:9;116:2;
seeking (2)	settling (1)	76:19,25;77:5;78:2,6,	40:1,5,9;42:18,24;	117:5,9,15;118:19;
17:3;33:12	91:21	10,14,20;79:15,17;	49:6,8;50:1;51:9,10;	121:14;122:21;
seems (1)	seven (1)	80:1,3,21;81:5,22,24;	52:1,7;55:3,9,14,21,	123:1;124:17;
104:5	45:25	82:1,14,19,24;83:12,	25;56:3;78:3,4,7,11,	125:13,14,20;126:7,
self-report (1)	several (1)	20,23;84:8;85:18;	15;79:10,16,25;80:2,	11;128:9
96:23	29:1	87:9;88:5,7,10,12,15,	20;86:11,12;87:24;	specific (28)
semester (4)	Shaking (1)	20,22,24;90:4;91:11;	88:6,8,11,13,18,21,	22:6;25:11,24;
19:10;20:14,15,16	14:3	92:12;93:1,5;94:4,9;	23;89:5,13,17,19;	27:7;29:13,16;33:6;
senior (2)	shall (4)	95:7,24;96:6;98:12,	96:16;97:21,23;	43:24;46:17;53:23;
62:12;98:2	5:19;11:4;18:19;	22,25;100:25;101:8,	98:15,23;99:5,9;	54:1,7;59:11,11;
sense (1)	57:3	16;102:24;104:9,12;	100:10;110:18;	66:13;72:5,23;75:1;
65:17	shape (1)	108:12;109:9,22,24;	114:21;115:11;123:7	93:6;94:10;96:9;
sent (1)	121:19	110:10,18,25;111:5,	Smith's (2)	113:13;114:18;
123:13	share (2)	8,14	41:13;99:8	118:8,11;119:22;
sentence (1)	14:25;100:22	signage (1)	sniff (1)	122:2;124:5

		1		
specifically (12)	14,15;63:10;64:9,13,	113:2;114:4	99:4;106:21;	system (6)
12:19;27:1;49:19;	19,21;65:11,20;66:1,	struggled (1)	120:15	9:16;12:13;81:15,
94:15,16;117:14;	3,5,21;69:18;70:1;	71:4	Suggested (2)	17;86:4;87:22
123:1;124:25;	71:9,21;72:1;84:20;	struggling (2)	95:15;107:9	systems (5)
125:19;126:12;	86:3;87:21;101:6;	84:22;85:7	suggesting (3)	79:20,24;85:25,25;
128:1,9	111:17;122:20;	student (6)	98:13;99:6;108:23	86:2
specificity (2)	125:19;128:5;130:4,	32:24;59:4;68:22;	suggestion (4)	00.2
80:4;122:16	8,13	70:13;87:16;103:16	99:8;105:2,10;	T
spell (1)	statement (2)	student- (1)	109:2	-
93:10	44:20;90:6	59:5	suggestions (2)	table (12)
spelled (1)	statements (1)	students (86)	107:3;110:21	102:2;104:21,21;
93:8	4:23	6:15,20,25;7:1;9:8;	suitable (1)	105:21,22;106:12;
spend (1)	states (1)	13:14;19:7,9,10,11;	13:13	107:18,20;108:13,16,
123:7	19:23	20:11,14,17;21:10;	sum (1)	20;127:18
spent (2)	state's (1)	22:7,10;24:20;29:7,	67:12	tabled (1)
92:13,14	64:6	18;32:23;46:15;47:1;	summer (6)	102:15
spirit (1)	statewide (1)	57:18;58:2,19,19;	69:23,25;70:1;	tabling (2)
52:10	79:20	59:7,10,16,17,21,24;	71:2,3,5	106:15;107:7
split (1)	static (4)	60:1,11,12;61:1,11,	superintendent (1)	Talented (5)
129:20	57:20;66:19;68:17;	20,22;64:6;65:8,9,15,	56:23	5:13;6:3,8,14;
spoke (1)	69:2	16;66:3,4,18,21,22;	supplement (1)	75:21
28:22	stating (1)	67:9,10,13,19,19,25;	102:4	talents (1)
spot (2)	130:17	68:2,3,5,7,19,25;	support (16)	59:3
25:17;100:25	statistics (1)	69:3,8,13;71:17,18,	8:23;19:4;52:5;	talk (6)
spread (1)	71:14	21;72:1;74:4;79:12,	58:23;70:12,14;71:3,	48:6;73:23;111:23;
72:1	stay (2)	23;86:22;87:1,2,6,8;	10,10,12,14,15;	113:10;117:11;125:7
spur-of-the-moment (1)		94:7;95:9;96:2;	77:23,23;81:11;	talked (4)
34:24	step (4)	97:25;98:2,6;99:12,	101:4	46:24;53:2;84:25;
square (1)	15:5,11;76:4;91:14	14,16;101:5	supported (1)	116:23
12:9	stepped (2)	studying (1)	59:9	talking (8)
stabilize (1)	123:12,13	69:5	supporting (5)	26:9;52:23;55:5;
60:19	steps (1)	stuff (1)	59:3;60:20;75:12;	73:20;81:15;90:22;
Stacy (1)	21:23	117:17	77:18,20	118:19;125:5
109:2	stewards (1)	subject (8)	Sure (43)	tandem (1)
Staff (13)	101:15	20:10;22:5,18;	11:10;15:7,14,17;	103:5
4:16;6:7,23;7:5;	still (27)	29:14;31:4,15;32:6;	23:17;24:19;25:13;	target (2)
9:22;21:2,8;22:4;	7:10;14:10;25:22;	68:11	27:14;30:13;32:4;	61:18;125:1
				01.10,125.1
33:15,18;73:13;74:2;	27:10,17;28:7;30:15;	subjects (1)	34:25;37:4;38:6;	targets (1)
33:15,18;73:13;74:2; 96:11	34:16;37:3;39:2,4;	27:10	34:25;37:4;38:6; 41:25;47:2;48:18;	targets (1) 96:13
33:15,18;73:13;74:2;	34:16;37:3;39:2,4; 43:10;44:3,9;46:18;		34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4;	targets (1)
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22;	27:10 submission (2) 80:21;90:6	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17;	targets (1) 96:13 taught (1) 20:21
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6)	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15;	27:10 submission (2) 80:21;90:6 submit (4)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17;	targets (1) 96:13 taught (1) 20:21 teach (15)
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22;	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12;	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4;	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25;	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14,	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3)	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19;	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22;	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24;	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8)	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15;	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17;	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10,	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36)
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21;	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18,
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2)	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11)	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11;	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9;	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5,	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2,
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5, 6	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8 strictly (1)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22 successfully (1)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20 sustainable (1)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2, 4,6,10;76:12
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5, 6 state (52)	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8 strictly (1) 99:22	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22 successfully (1) 31:8	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20 sustainable (1) 62:7	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2, 4,6,10;76:12 teachers (52)
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5, 6 state (52) 5:3,23;11:9;18:13,	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8 strictly (1) 99:22 strong (2)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22 successfully (1) 31:8 suffer (1)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20 sustainable (1) 62:7 sustaining (1)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2, 4,6,10;76:12 teachers (52) 14:15,16;19:22,23;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5, 6 state (52) 5:3,23;11:9;18:13, 17,22;19:9,13;20:21,	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8 strictly (1) 99:22 strong (2) 58:23;94:25	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22 successfully (1) 31:8 suffer (1) 32:24	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20 sustainable (1) 62:7 sustaining (1) 62:18	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2, 4,6,10;76:12 teachers (52) 14:15,16;19:22,23; 20:1,3,8;22:14,17;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5, 6 state (52) 5:3,23;11:9;18:13, 17,22;19:9,13;20:21, 22;30:5;42:5,7,9,11;	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8 strictly (1) 99:22 strong (2) 58:23;94:25 stronger (1)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22 successfully (1) 31:8 suffer (1) 32:24 sufficient (1)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20 sustainable (1) 62:7 sustaining (1) 62:18 swear (4)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2, 4,6,10;76:12 teachers (52) 14:15,16;19:22,23; 20:1,3,8;22:14,17; 23:15;24:1,19,25;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5, 6 state (52) 5:3,23;11:9;18:13, 17,22;19:9,13;20:21, 22;30:5;42:5,7,9,11; 43:9;44:1,15;45:23,	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8 strictly (1) 99:22 strong (2) 58:23;94:25 stronger (1) 14:25	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22 successfully (1) 31:8 suffer (1) 32:24 sufficient (1) 128:13	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20 sustainable (1) 62:7 sustaining (1) 62:18 swear (4) 5:18;11:3;18:18;	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2, 4,6,10;76:12 teachers (52) 14:15,16;19:22,23; 20:1,3,8;22:14,17; 23:15;24:1,19,25; 27:7,15;31:10,13;
33:15,18;73:13;74:2; 96:11 staffed (1) 22:9 staffing (6) 14:14,21;73:22; 94:18,22,24 stand (3) 5:16;11:2;57:1 Standards (8) 33:23;38:22;39:10, 24;40:25;41:16,21; 43:17 standing (2) 60:13;77:22 start (11) 4:11;21:23;24:11; 28:6;52:20,22;72:9; 74:11;118:19;125:5, 6 state (52) 5:3,23;11:9;18:13, 17,22;19:9,13;20:21, 22;30:5;42:5,7,9,11;	34:16;37:3;39:2,4; 43:10;44:3,9;46:18; 48:11;49:14;51:22; 66:6;102:18;105:15; 109:7;117:1;119:12; 127:8;129:4;130:12 stop (1) 96:9 story (1) 65:5 straightened (1) 86:25 strategic (2) 12:8;15:18 streaming (1) 11:9 Street (2) 12:5;13:8 strictly (1) 99:22 strong (2) 58:23;94:25 stronger (1)	27:10 submission (2) 80:21;90:6 submit (4) 76:3;93:5;110:4; 117:1 submitted (9) 16:6;37:1;78:22; 80:5,14;82:9,10,15; 102:5 subs (1) 42:8 subsection (1) 26:13 success (2) 76:17;77:21 successful (3) 31:9;71:7;74:22 successfully (1) 31:8 suffer (1) 32:24 sufficient (1)	34:25;37:4;38:6; 41:25;47:2;48:18; 49:11;52:9;55:4; 57:7;60:23;65:17; 66:15;75:5,20;79:17; 91:11;92:21;94:6,25; 95:8;100:3;101:14, 25;103:17;105:19; 109:24;114:24; 115:17;123:17; 127:15;128:6;129:23 surpass (1) 69:8 surprised (1) 37:10 surprising (1) 66:10 sustain (1) 62:20 sustainable (1) 62:7 sustaining (1) 62:18 swear (4)	targets (1) 96:13 taught (1) 20:21 teach (15) 20:9;22:2,15; 27:18;28:24;30:23; 31:13;34:11;38:23; 40:13,16;44:14; 51:13;62:25;75:24 teacher (36) 6:9,19,23,24;7:6; 14:19;19:25;20:18, 21;21:3,13;22:20; 23:20,21;24:22;25:3; 29:14,25;31:7,15; 32:15,18,21;34:10; 42:4;44:25;45:2,3; 73:11;74:20,22;75:2, 4,6,10;76:12 teachers (52) 14:15,16;19:22,23; 20:1,3,8;22:14,17; 23:15;24:1,19,25;

				. ,
40:3,6,11,25;46:15,	thankfully (1)	25;48:16;49:20;	trips (2)	11:17;42:10;44:14;
24;50:18;51:3,11,13;	37:8	50:18;57:12;60:8;	19:12,14	45:24,25;58:9;83:16;
55:12;58:24;59:9;	thanks (2)	63:17;86:19;98:8,18;	trouble (1)	87:4;95:2;112:5;
73:13,16,17,18;74:3,	11:18;23:5	99:11,12;102:10,14;	35:3	119:3
13,13,16,21;76:9;	thereby (1)	105:12;111:1,21;	truancy (3)	under- (1)
77:2,13,18,22;94:6;	62:4	112:1;117:11;119:9,	71:16,16,19	84:13
95:2,2,10	therefore (1)	9,11;129:14;131:7	true (1)	undergo (1)
teaching (21)	20:17	Today's (2)	72:22	22:17
20:2;21:15,15,17;	thinking (8)	20:7;104:3	truly (1)	Understood (2)
24:19;26:19;30:17;	28:20,25;29:13,21;	together (7)	86:5	39:19;81:10
33:6;38:21;39:22;	73:19,21;100:10;	44:22;46:5;48:22;	truth (14)	underway (1)
42:5;44:11;46:15;	103:14	68:18;78:12;80:8;	5:20,20,20;11:4,5,	11:18
51:5,7;73:19;74:15;	thorough (1)	86:7	5;18:19,20,20;57:3,4,	undone (1)
75:16;77:6;95:2,2	76:6	tomorrow (1)	4;83:14;84:2	91:4
team (24)	though (10)	28:5	try (5)	unfair (1)
3:17;63:13,23;	6:21;28:1;30:19;	took (2)	14:22;25:3;56:20;	123:4
71:10,11;74:7,21;	32:3;42:19;69:18;	21:24;118:15	69:22;129:12	unintended (1)
75:6;76:12;77:12;	90:12,25;112:19;	top (1)	trying (19)	47:3
78:25;80:13,14;	121:17	12:17	9:16,17;26:7;	unique (3)
83:17;85:20,24;	thought (5)	topics (1)	29:11,21;39:18;	25:4,11;59:3
90:25;91:16,22;	94:18;96:22;107:6;	127:19	40:21;41:1,15;64:1;	23.4,11,39.3 unit (5)
92:22;93:6,12,13;	108:19;119:14	total (6)	65:3;71:24;90:7;	35:3,5;102:19;
103:15	thoughtful (1)	57:13;59:23;65:14,	91:1;95:4;96:3;	114:21;123:19
tech (3)	15:18	18;67:23;78:5	109:4;123:15;125:3	units (1)
63:3,5,6	thoughts (6)	tough (1)	turning (1)	114:24
Technical (1)	28:21;73:25;	23:8	36:13	unless (3)
63:22	100:22;103:24;		turnover (3)	45:8;112:1;120:19
	100:22;103:24;	toward (1) 112:8		
technology (5)			73:24;76:8,11	unprepared (1) 117:11
21:18;59:10;76:3,	three (17)	towards (1) 26:25	twice (2) 69:25;71:2	
8;85:1	11:18;13:1,16;		two (27)	up (38) 12:9;15:13;23:10;
telling (1) 87:3	14:10;20:14;26:16;	track (1) 107:7	13:1;47:24;59:18;	
	45:6;60:21;68:2,6,10,	traditional (1)		35:2,23;36:21;37:10,
temporarily (1) 20:1	10,21;89:5,12;90:5; 92:21	44:25	60:20;63:25;65:1,2,	22;38:5;39:6;40:22; 41:12;45:21;48:23;
	thresholds (1)	trailer (1)	13;67:12,22;68:9,9; 74:18;76:14;85:25;	56:13;62:6;70:6,11;
temporary (1) 59:1	96:9	13:14	86:2;88:5,15,20;	85:5;89:2;94:20,21;
tend (1)	throughout (7)	trailers (2)	89:13,14;104:18;	95:15;99:16;100:17;
46:25	58:2;69:23;70:1;	12:4;13:6	116:21;120:25;	104:24;105:17;
tenth (1)	71:8,21;72:1;76:18	training (8)	129:5,20;131:3	104:24,103:17,
58:7	thus (1)	90:12,18;91:12;	two-year (1)	115:15,16;116:2,10;
term (2)	19:6	92:4,5,10,11,21	65:18	118:5,10;123:19;
62:20;91:16	tied (2)	transcripts (1)		
terms (12)	tica (2)			125.18.129.20
13:4;25:3;47:12;	44.22.120.13		type (1) 90:16	125:18;129:20 unsets (1)
	44:22;120:13 tiered (5)	36:24	90:16	upsets (1)
	tiered (5)	36:24 transfer (1)	90:16	upsets (1) 84:18
74:2;77:11,15;86:3;	tiered (5) 70:12,14;71:9,14,	36:24 transfer (1) 86:1		upsets (1) 84:18 use (14)
74:2;77:11,15;86:3; 95:1;99:14;104:16;	tiered (5) 70:12,14;71:9,14, 15	36:24 transfer (1) 86:1 transition (1)	90:16 U	upsets (1) 84:18 use (14) 12:8,24;15:23;
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14	tiered (5) 70:12,14;71:9,14, 15 till (3)	36:24 transfer (1) 86:1 transition (1) 15:14	90:16 U ultimately (8)	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15,
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2)	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22;	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1)	90:16 U ultimately (8) 32:24;64:7;67:22;	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25;
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8;	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18;
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2)	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1)	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2)	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7)	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1)
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3)	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5)	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2)	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15;	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7;	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24;	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5)
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1)	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1)	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10;
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1)	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9	U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1)	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2 testimony (15)	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1) 110:3	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9 traveling (1)	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1) 16:17	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13 usually (1)
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2 testimony (15) 5:19;11:4;18:19;	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1) 110:3 title (8)	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9 traveling (1) 25:14	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1) 16:17 uncertain (2)	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2 testimony (15) 5:19;11:4;18:19; 28:7;29:3;40:10,11,	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1) 110:3 title (8) 11:9;57:7;83:2;	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9 traveling (1) 25:14 trend (2)	90:16 U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1) 16:17 uncertain (2) 105:1;122:1	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13 usually (1) 122:2
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2 testimony (15) 5:19;11:4;18:19; 28:7;29:3;40:10,11, 18;41:13,14;49:13,	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1) 110:3 title (8) 11:9;57:7;83:2; 84:7,8,12;91:8;96:25	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9 traveling (1) 25:14 trend (2) 68:8,15	U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1) 16:17 uncertain (2) 105:1;122:1 uncertainty (1)	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13 usually (1)
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2 testimony (15) 5:19;11:4;18:19; 28:7;29:3;40:10,11, 18;41:13,14;49:13, 20;50:17;57:3;	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1) 110:3 title (8) 11:9;57:7;83:2; 84:7,8,12;91:8;96:25 today (37)	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9 traveling (1) 25:14 trend (2) 68:8,15 trick (2)	U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1) 16:17 uncertain (2) 105:1;122:1 uncertainty (1) 103:22	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13 usually (1) 122:2 V
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2 testimony (15) 5:19;11:4;18:19; 28:7;29:3;40:10,11, 18;41:13,14;49:13, 20;50:17;57:3; 118:23	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1) 110:3 title (8) 11:9;57:7;83:2; 84:7,8,12;91:8;96:25 today (37) 3:8;4:18;5:11;6:1;	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9 traveling (1) 25:14 trend (2) 68:8,15 trick (2) 81:25;82:1	U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1) 16:17 uncertain (2) 105:1;122:1 uncertainty (1) 103:22 uncomfortable (3)	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13 usually (1) 122:2 V vacated (1)
74:2;77:11,15;86:3; 95:1;99:14;104:16; 113:14;125:14 TESS (2) 75:9,11 test (2) 31:9;74:12 tested (3) 67:16,20;68:25 testify (1) 28:2 testimony (15) 5:19;11:4;18:19; 28:7;29:3;40:10,11, 18;41:13,14;49:13, 20;50:17;57:3;	tiered (5) 70:12,14;71:9,14, 15 till (3) 104:21;105:22; 106:12 timeframe (1) 130:13 times (5) 45:24,25;52:7; 91:3;110:20 timing (1) 110:3 title (8) 11:9;57:7;83:2; 84:7,8,12;91:8;96:25 today (37)	36:24 transfer (1) 86:1 transition (1) 15:14 translated (1) 87:14 translation (2) 86:4;95:11 transparent (2) 83:25;85:3 travel (1) 24:9 traveling (1) 25:14 trend (2) 68:8,15 trick (2)	U ultimately (8) 32:24;64:7;67:22; 77:19;79:7;82:8; 91:25;92:18 UNANIMOUS (7) 4:3;8:9;16:15; 56:10;115:6;128:24; 131:14 unanimously (1) 16:17 uncertain (2) 105:1;122:1 uncertainty (1) 103:22	upsets (1) 84:18 use (14) 12:8,24;15:23; 19:23;28:13,14,15, 17;29:20;38:25; 51:18;76:3;81:18; 122:5 used (1) 52:10 using (5) 51:3;54:1,8,10; 68:13 usually (1) 122:2 V

		T	T	· /
75:2	waiting (2)	30:11;37:23;45:20;	7:19;14:5;23:4,6;	21,23;89:8,9;96:3,5;
variance (1)	10:14;112:9	48:13;102:22;104:2,	30:13;45:1;115:21;	97:13,16;98:4;99:14;
91:19	waive (2)	3	118:9	100:19
various (1)	27:16,18	whenever (1)	work (20)	years (24)
22:3	waived (3)	53:10	31:9;48:3,24;	57:18;58:1;60:24;
verify (1)	31:21;38:23;41:4	whereby (2)	59:12;60:8;65:3;	65:1,2;66:25;67:12,
80:11	waiver (65)	62:6;86:9	70:13;75:19,19,25;	23;68:2,6,9,9,10,10,
verifying (2)	7:7,8;19:2;22:12;	wherever (1)	76:10;77:5,12,17,17;	21;74:18;76:14;81:3,
93:13,14	23:19;24:10,17;25:6,	99:22	81:12;91:18;105:15;	20;88:5,15,20;89:5,
versus (1)	9,12,15;26:11,11,12;	white (1)	110:4;123:23	12
66:1	27:4;28:25;29:9,25;	59:16	worked (3)	years' (2)
vet (1)	30:2,5;31:6,15;33:10,	whole (11)	74:6;91:7;114:17	65:14;88:1
75:25	25;36:22,22;37:1,4,6,	5:20;11:5;18:20;	workforce (4)	year's (1)
vetting (2)	11,19,24;38:1;39:23,	26:2;49:21;55:20;	9:7;73:11,20;95:1	82:12
75:25;76:7	24;41:16,21;42:12,	57:4;84:18;91:6;	working (13)	yield (1) 59:22
via (4) 20:2;64:2,16;70:17	16,22;44:10,16; 46:11;48:10;49:3;	102:7,11 who's (1)	20:24;66:12;71:5, 13;80:6;81:17;91:24;	39:22
video (1)	50:1,15;51:16,18,19,	46:16	92:1,13;110:23,23;	\mathbf{Z}
76:4	23;52:9,24;53:1;	whose (2)	111:12;113:24	L
videos (1)	54:2,11,25;55:5,15,	80:13;91:22	works (4)	zero-percent (1)
76:2	22;95:3;105:7,8,9;	wide (1)	12:21;15:17;71:17;	91:19
view (1)	110:6	59:4	123:11	91.19
74:12	waivers (20)	widespread (1)	worried (2)	1
viewpoint (2)	19:17,25;22:20;	120:19	14:21;125:4	1
60:17;109:11	25:19;26:10;28:1;	wing (2)	worst (1)	1 (8)
VIRGINIA (5)	34:2,4,8;35:20;	13:11,12	15:21	4:8;60:4;61:11;
10:21;18:10;56:21;	37:19;39:1;40:23;	wise (1)	wrap (1)	83:2;84:7,8,12;91:8
116:22;123:25	43:9;44:1;45:13,18;	101:14	70:11	1,000 (9)
VIRTUAL (17)	46:4;50:24;87:4	wish (2)	write (2)	84:23;97:25;98:8,
56:18,22;57:11;	waiving (4)	62:1;96:10	8:13;42:19	20;99:10,12,22;
58:10;60:16,25;61:2;	43:13,15,22,24	withdraw (5)	writing (6)	103:16;107:13
62:2;64:5,17,24;	walk (2)	47:14;108:12;	33:9;57:21;66:6,7,	1,440 (2)
65:19;66:1,4;78:13;	28:5;29:11	109:24;110:2,12	10;68:23	69:24,25
79:21;99:3	waning (1)	withdrawal (1)	written (6)	1,874 (2)
virtue (1)	58:11	109:15	16:21;28:11;92:25;	79:6;80:17
77:23	wants (1)	withdrawing (1)	93:1;111:7,13	1:00 (3)
vision (1)	109:25	109:16	wrong (1)	10:7,8;129:15
10:5	WARREN (5)	withdrawn (1)	25:25	1:24 (1)
visit (5)	4:7,10;5:11,16;6:1	102:15	wrote (1)	10:10
101:9;104:14;	way (16)	within (28)	16:11	10 (6)
111:24;123:14;124:3		20:10;31:3;33:9;	*7	58:1;61:18;62:10;
vote (22)	83:24;91:21;92:17,	40:13,15;42:3,21;	Y	67:15,18;130:3
54:18;55:3;97:24,	19;94:5;99:23;	45:1;58:7,14;59:12,		100% (3)
25;98:19,21,21;	103:14;108:1;	18;60:15;62:3;65:9;	y'all (8)	61:22;87:13;95:12
99:11,12;102:2,10;	118:15;120:12;	71:13;76:12;80:19;	18:4;35:12;38:13,	106 (1)
105:12,13,13,14;	121:2;122:9;126:4	82:4;87:21;92:1,20;	14;46:3;48:17;79:11;	96:2
106:23,23;107:18;	ways (1)	94:9,16;98:5;121:16;	108:24	10th (4)
108:1,9,14;121:6	47:24	123:21;130:13	yea (1)	21:1;67:5,21;98:3
voted (24)	weaknesses (1)	without (11)	99:11	11 (3)
8:17,22,25;9:2,5,	58:20	9:17;10:7;23:22;	year (76)	61:5,20;62:16
10,12,25;17:1,8,11,	web (1)	24:10;25:15;41:21;	6:3,4,10;12:19,21;	11% (2)
15,18,21,23;50:11,	22:5	42:11;44:16;100:12,	14:20;15:4,6,12,24;	59:16;65:19
14,23;51:1,10;52:2;	week (1)	14;103:7	20:11;21:2,7,12,22;	1117 (1)
115:25;126:9;127:3	130:8	wondering (6) 8:20;28:25;73:21;	33:13,14;34:13;58:7;	52:25
voting (2)	weekly (1)		59:1;61:3,4,5,12,13,	11th (1)
00.20.100.14	6.10	82:21;94:2;95:5	17,17,19;62:9,12;	94:1
99:20;100:16 VP (1)	6:19		61.11.65.0 10 16.	12 (1)
VP (1)	weeks (2)	Woodard (3)	64:11;65:8,10,16;	12 (1)
	weeks (2) 92:21;114:2	Woodard (3) 5:13;6:13,13	66:4,22;67:9,13,19;	61:1
VP (1) 18:13	weeks (2) 92:21;114:2 welcome (1)	Woodard (3) 5:13;6:13,13 word (1)	66:4,22;67:9,13,19; 68:4,7,8,9,22;69:1,1,	61:1 1200 (1)
VP (1)	weeks (2) 92:21;114:2 welcome (1) 3:5	Woodard (3) 5:13;6:13,13 word (1) 35:4	66:4,22;67:9,13,19; 68:4,7,8,9,22;69:1,1, 10,11;71:4,7;73:15;	61:1 1200 (1) 84:15
VP (1) 18:13 W	weeks (2) 92:21;114:2 welcome (1) 3:5 weren't (3)	Woodard (3) 5:13;6:13,13 word (1) 35:4 worded (1)	66:4,22;67:9,13,19; 68:4,7,8,9,22;69:1,1, 10,11;71:4,7;73:15; 74:17;82:3,9,11;	61:1 1200 (1) 84:15 122 (1)
VP (1) 18:13	weeks (2) 92:21;114:2 welcome (1) 3:5	Woodard (3) 5:13;6:13,13 word (1) 35:4	66:4,22;67:9,13,19; 68:4,7,8,9,22;69:1,1, 10,11;71:4,7;73:15;	61:1 1200 (1) 84:15

CHARTER AUTHORI	ZINGTANEL			February 13, 0217
45:24;87:4	10:16,22;80:1;		98:2	45:14
125 (1)	81:4,23;82:3,12,16,	3	5-6 (1)	84% (1)
61:21	23,25;83:4;84:11,18;	3	15:24	59:17
12's (1)	85:11;89:22		5-7 (1)	85% (1)
93:6	2,000 (3)	3 (5)	15:24	73:17
		18:8,10;26:14;		
12th (6)	78:5,17;85:13	68:12;69:17	5-8 (2)	8th (6)
20:19;21:18,19,20;	2,092 (7)	3% (1)	12:1,18	7:9;28:13,14;60:6;
22:8;94:1	78:16;79:2,23;	64:24	5-9 (1)	67:4;94:11
14% (1)	80:17;81:9;82:3;89:2	3,000 (3)	65:21	
71:9	2,440 (1)	60:25;62:16;	5th (6)	9
1400 (1)	62:8	100:17	11:25;15:9;64:20;	
76:25	2:00 (1)	30 (6)	67:20;69:14,14	9 (5)
14-15 (6)	131:2	26:19;33:9;42:8;		61:12,13,15,16,17
65:12,24;67:3,11,	2:17 (1)	117:24;119:10,11	6	902 (1)
16,20	52:17	30-day (1)		44:21
15 (3)	2:25 (1)	117:25	6 (3)	9-10 (1)
3:4;82:14;89:10	52:17	32 (1)	7:2;62:4,13	61:5
15- (1)	20 (5)	57:13	600 (2)	9-12 (2)
65:12	4:19,21;70:5,17;		84:14,15	12:18,20
15% (1)	119:20	35 (1)	6-15-1004 (1)	913 (1)
59:24	200 (6)	119:10	44:8	36:23
15.03 (2)	98:3,6;99:16;	350 (1)	6-17- (2)	919 (1)
33:23;39:9	100:18;107:5;108:24	19:10	36:22;52:24	44:21
150 (2)	2002-2003 (1)	38 (1)	6-17-1117 (3)	9th (4)
94:22;96:5	58:9	62:25	37:20;54:3,25	20:11,16;60:6;98:3
· · · · · · · · · · · · · · · · · · ·		3-8 (1)	, ,	20:11,10;00:0;98:3
15-16 (5)	2007-2008 (1) 58:16	63:11	6-17-309 (3)	
64:23;67:11,16,21;		3rd (2)	25:6,18;44:10	
69:7	2014 (1)	67:5;69:13	6-17-401 (1)	
155 (1)	68:25	_	44:21	
62:11	2014-15 (5)	4	63,000 (1)	
15th (5)	63:23;64:10,11,14;		12:9	
80:22;87:19;119:9,	69:6	4 (6)	6-8 (3)	
10;130:25	2015 (2)	26:14;52:16,19;	12:1,20;13:20	
16 (2)	19:20;82:16	56:20,21;69:17	68% (2)	
65:13;89:10	2015-16 (4)	4:06 (1)	59:19,22	
17-18 (1)	64:10,15;67:5;69:1	131:20	6th (4)	
62:10	2015-2016 (1)	40 (2)	6:17,21;7:10;69:14	
17th (1)	63:24	38:16;39:3	_	
130:15	2016 (1)	40-page (1)	7	
18 (2)	82:14	39:15		
68:21;116:25	2017 (1)	40-something (1)	7 (6)	
18- (1)	3:4	39:21	62:4,13;67:15,18;	
62:10	2017-2018 (2)	42 (1)	95:17,17	
180 (1)	62:3,7	39:17	7% (1)	
96:5	2019-20 (1)	45-minute (2)	59:25	
1800 (2)	62:15	6:18;7:9	750 (1)	
78:9;85:12	20th (1)	468 (1)	71:21	
18-19 (1)	69:16	19:11	78% (1)	
62:16	22% (1)	4th (7)	73:16	
1892 (1)	60:1	11:24;15:8;21:19;	7th (7)	
78:9	235 (2)	65:18;67:5;69:14,14	6:22,24;7:9;20:18;	
18th (4)	61:11,18	03.10,07.3,07.14,14	21:18;30:23;67:20	
80:17;87:19,21,23	239 (2)	5	, ,- , 0	-
19 (1)	61:11,15	3	8	
62:11	240 (9)	5 (8)		-
19-20 (1)	61:13,15,18;62:3,	5 (8)	8 (6)	
62:17	11,13;94:11,21,23	4:23;64:22;67:15,	7:2;61:11;62:4,13;	
19th (1)	26 (1)	18;69:17;70:21;80:6;	65:1;68:12	
53:12	45:25	91:18	8:44 (1)	
	27 (1)	500 (1)	10:9	
2	45:24	76:25 504 (1)	80% (1)	
	27th (1)	504 (1)	14:19	
2 (15)	45:17	60:1	84 (1)	
= (10)	10.17	50-something (1)	O-1 (1)	