# In The Matter Of: <br> Before the Arkansas Department of Education Charter Authorization Panel 

July 15, 2015

# Sharon Hill Court Reporting <br> 4021 Robinwood Cr. 

Bryant, AR 72022
(501) 847-0510

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION CHARTER AUTHORIZING PANEL

Pulaski County Special School District Board Room July 15, 2015

A P P EARANCES
PANEL MEMBERS:

Ms. Deborah Coffman
Dr. Debbie Jones
Dr. Mark Gotcher
Ms. Ivy Pfeffer
Dr. Eric Saunders
Mr. Bobby Lester
Mr. Greg Rogers
Ms. Jennifer Liwo

ALSO APPEARING:
Ms. Mary Perry

ADE LEGAL COUNSEL:

Mr. Kendra Clay
Ms. Lori Freno
Ms. Jennifer Davis

Chairman - Chief of Staff
Vice Chair - Asst. Commissioner of Learning Services
Asst. Commissioner-Education Department
Asst. Commissioner-HR/Educator
Effectiveness \& Licensure
Asst. Commissioner-Research \& Technology
Asst. Commissioner-Federal Programs Director
Asst. Commissioner-Fiscal \& Administrative Services PLSB Staff Attorney

Coordinator, Division of Learning Services

ADE General Counsel
ADE Deputy General Counsel
ADE Attorney Specialist
I N D E X
Page
Exhibits Index ..... 3
Preliminary Matters ..... 4
Report-1: Chair's Report ..... 5
Report-2: Charter Application Cycles ..... 7
Hearing Procedures by Ms. Clay ..... 9
Report-3: Grant Application to USDE. ..... 10
Report-4: Ozark Montessori Academy Budget Report ..... 12
C-1: Consent Agenda. ..... 18
A-1: 2015 CAP Meeting Dates ..... 19
A-2: Charter Application Timelines ..... 22
A-3: Charter Amendment Request Form. ..... 27
A-4: Blytheville HS (Withdrawn) ..... 33
A-5: KIPP Delta (Withdrawn) ..... 33
A-6: Lincoln High School New Tech. ..... 34
A-7: Ozark Montessori Academy ..... 78
A-8: Pea Ridge Manufacturing \& Business Academy. ..... 102
A-9: Warren Middle School, Conversion Charter. ..... 113
Court Reporter's Certificate ..... 138

## E X H I B I TS

REPORT-4: OZARK MONTESSORI ACADEMY
EXHIBIT ONE (1)
Budget Report (2 pages)

C-1: MEETING MINUTES
EXHIBIT ONE (1)
Minutes of CAP Meeting of 04/15/15

PROCEEDINGS
CHAIRMAN COFFMAN: I'd like to call the meeting of the Charter Authorizing Panel to order and welcome everyone to the Pulaski County board room. Some of you may know the Department of Ed. is having airconditioner renovation today, so it is very hot back in our office and we are so pleased to be here and so pleased to welcome you. I'll ask you to silence all of your electronic devices.

The Authorizing -- Charter Authorizing Panel oversees the authorization, renewal, revision and revocation of charters. Arkansas Quality Charter Schools Act of 2013 requires the Commissioner to appoint ADE staff to this panel. On July 1, 2015, Commissioner Key named nine members to the Charter Authorizing Panel; five members have previously served on this panel and four members are new. So I'm going to start over here with Ms. Pfeffer and if you will introduce yourself and we'll go around the table for the record.

MS. PFEFFER: Okay. Good morning. Ivy Pfeffer, Assistant Commissioner for Educator Licensure and Educator Effectiveness, Department of Education. DR. SAUNDERS: Eric Saunders, Assistant Commissioner for Research and Technology, Arkansas

Department of Education.
DR. GOTCHER: Good morning. Mark Gotcher, Deputy Commissioner, Arkansas Department of Education.

MR. ROGERS: Greg Rogers, Assistant Commissioner of Fiscal and Academic Services.

DR. JONES: Debbie Jones, Assistant Commissioner of Learning Services.

MR. LESTER: Bobby Lester, Director of Federal Programs, ADE.

MS. LIWO: Good morning. Jennifer Liwo, Staff Attorney for the Professional Licensure Standards Board.

CHAIRMAN COFFMAN: And good morning; I'm Deborah Coffman, Chief of Staff, and I'll be chairing this panel. And with that said, we'll start with Report One, the Chair's Report.

REPORT-1: CHAIR'S REPORT
CHAIRMAN COFFMAN: As the new chair it's my goal to facilitate a fair and responsible hearing, so I will request that each person speaking come to the podium, state your name clearly for the record, and any title or position. I will ask that you continue to speak clearly into the microphone for the benefit of the panel, of the audience, and of the viewing
audience that's joining us today via live-streaming. This meeting is being recorded. Ms. Sharon Hill, our court reporter is also providing a transcript of this meeting which will be posted on the Arkansas Department of Education website.

Are there any reports or statements from panel members? Dr. Saunders.

DR. SAUNDERS: Yes. I just wanted to report that Ms. Coffman and my self had the opportunity to attend the National Charter School Conference a few weeks ago. It was very enlightening. They spent a lot of time and effort on -- I think a lot of focus on the authorization and how that occurs throughout the United States and looks different from state-tostate and district-to-district; very enlightening and just lots of opportunities there, such as different models. And I would encourage everyone to get out and do some research on the different ways that states authorize charter schools throughout the nation for possible ideas in the future.

CHAIRMAN COFFMAN: Thank you, Dr. Saunders. Anyone else? Dr. Jones.

DR. JONES: I just wanted to mention that Mary Perry and Alexandra, the charter team, have been working to submit the federal grant for charters and
have worked with partners, like Arkansas Public Resource Center. But I appreciate the work that Mary's team has done; it has been incredible work. And so a lot of the support that charters receive is for the reason they come from that federal grant. And so without that money the ADE could not contribute the money that they do. So thank you, Mary.

MS. PERRY: Thank you.
CHAIRMAN COFFMAN: And just to also let you know that we have several members of this panel that will be attending the Charter Authorizing Conference in October, in Denver. And a few of our new board members, State Board members have also agreed to attend that meeting. We're very thankful for that.

REPORT-2: UPDATE ON CURRENT CHARTER APPLICATION CYCLES
CHAIRMAN COFFMAN: All right. Without any further ado, we'll move to Report Number 2, Update on the Current Charter Application Cycles. Ms. Perry. MS. PERRY: Good morning. Mary Perry, Coordinator of the Division of Learning Services. I just wanted to let you know I come routinely to keep you informed about the application cycles as they're going many, many months throughout the school year. Right now we had a June 2nd deadline; that was the
most recent deadline for both open enrollment potential applicants and district conversion potential applicants to submit letters of intent to apply. We received 19 letters of intent to apply for open enrollment charters from 14 different entities. Out of those, five letters were submitted by entities already operating charters in Arkansas. We also received 10 letters of intent to apply for district conversion charters, with nine districts participating in a mandatory applicant workshop and one district decided not to go forward with an application at this time. So -- and one district already has a district conversion charter. So those are the folks who are interested right now; those are the numbers of folks who have indicated an interest. The open enrollment application is due to us on July 22 nd and the district conversion not until September. So actually I anticipate it will be your very next meeting when you meet as a group that you'll be conducting hearings if we decide on the dates going forward in one of the action items. At your next meeting you'll be conducting hearings for open enrollment applicants.

CHAIRMAN COFFMAN: Thank you, Ms. Perry. Ms. Clay, at this time would you like to go over our
procedures for today?
MS. CLAY: Good morning. Kendra Clay, General Counsel for the Department of Education. You have several amendment requests on your agenda today. All of those will follow the same hearing procedures. It may be familiar to some of you who have served on the panel before.

First of all, all persons, with the exception of attorneys, that are going to speak need to be sworn in. The charter school will then have 20 minutes to present its case for an amendment. Any parties opposed will follow the charter school and then they'll have 20 minutes as well. The charter school will then have 5 minutes for rebuttal, and you will follow with questions and discussion. You can vote on the matter today, defer it to a later meeting -and part of deferring that vote is allowing the charter school to get technical assistance, if you think there's additional information that is needed.

One thing that's not required by your procedures but we're going to ask you to do today -- this is to help the State Board review your decisions and make a decision on whether they would like to conduct a separate hearing, which they are allowed to do. There's a Google doc that you have, and if you're
having trouble accessing that we can -- we can manually type it in. But after the vote on each amendment request we're going to ask each panel member to state his or her reasons for the vote. We'll then upload that sheet to the State Board so that they'll have more information to base their decision on whether to review or not review your decision. So although that's not required by your procedures, we are going to ask you to do that from here on out on your amendment requests votes and also when you see the applications in the next couple of meetings.

CHAIRMAN COFFMAN: Any questions about that? DR. JONES: Is that for -- you enter a response for even if you vote yes -- yes or no?

MS. CLAY: Yes.
DR. JONES: Okay.
MS. CLAY: Either way that you vote. And Ms. Coffman will direct you -- there will be a time where you vote and then we'll take just a minute or two and allow you-all to type them in, so then we'll have them all compiled to forward on to the State Board.

CHAIRMAN COFFMAN: Any other questions? Thank you, Ms. Clay.

REPORT-3: UPDATE ON THE ARKANSAS CHARTER SCHOOL PROGRAM GRANT

APPLICATION TO THE U.S. DEPARTMENT OF EDUCATION CHAIRMAN COFFMAN: All right. Report Number Three, Update on the Arkansas Charter School Program Grant Application to the U.S. Department of Education.

MS. PERRY: Yes. Dr. Jones already mentioned that -- thank you, Dr. Jones, for your support as we worked on that. As she said, we're diligently working. I just want to tell you a little bit about the design because it is a redesign of what's happened in the past with the charter grant. And it includes -- the design was created by really taking an analysis of the needs in our state, including areas of improvement that were identified when the U.S. Department of Education visited Arkansas in April 2013 and conducted a monitoring visit of the Charter School Grant Program. We looked at their results. We looked at the grant requirements too, with a special focus on components that seemed to appear in multiple prompts and took a look at that. We then created -- first created a logic bottle that had four action areas leading to the ultimate goal of growing the numbers of successful charters in Arkansas. We anticipate, although it's not completely finalized yet, requesting an annual amount
to flow through to our sub-grantees of $\$ 5,750,000$ to fund competitive open enrollment district conversion and dissemination grants and grants to allow successful charters to create turnaround models. So we're putting -- we think that would be a very, very good thing to be able to get some charters interested in doing a turnaround model and providing some funding that would support that.

As Dr. Jones mentioned some of our partners, I want to say that we appreciate -- we greatly appreciate the support we're getting from Scott Smith, Tripp Walter and Tyler Barnett with the Arkansas Public School Resource Center. They have been a great help as we're down the home-stretch with that application. And it will be submitted on time, which is due tomorrow afternoon.

CHAIRMAN COFFMAN: Thank you, Ms. Perry. Any questions?
(BRIEF MOMENT OF SILENCE)
REPORT-4: OZARK MONTESSORI ACADEMY BUDGET REPORT
CHAIRMAN COFFMAN: All right. We'll move to Report Number 4, Ozark Montessori Academy Budget Report. Ms. Perry.

MS. PERRY: Yes. This report is a result of a request made by the Charter Authorizing Panel. On

February 18, 2015, when the charter appeared before the Authorizing Panel requesting an amendment, the Panel requested the charter provide a five-year budget. They asked the panel [sic] come and present that at a later date, and Ozark Montessori is here today with this report and they're also here on the action agenda with an amendment request. Coming forward to introduce presenters, to start the presentation is Dr. Christine Silano who's the superintendent of Ozark Montessori. And it is a school that has not yet opened; it's scheduled to open very shortly for the first time. CHAIRMAN COFFMAN: Good morning, Dr. Silano. DR. SILANO: Good morning. CHAIRMAN COFFMAN: If you'll state the name and your title for the record, please? DR. SILANO: Christine Silano, executive director of Ozark Education. CHAIRMAN COFFMAN: Go ahead. DR. SILANO: So, yes, the Panel did request that we come back with a five-year budget. Our original budget was perhaps based on some faulty assumptions in regards to federal funding and there was some question, as we had just requested a change of address, about our financial capacity to meet our new
responsibilities. And so we did submit the five-year budget that you should have received a copy of, and I apologize; we neglected to put the name of our school at the top. But this five-year budget is based on actual enrollment numbers for the first year of the students that we have, so based on our free and reduced number of students at $50 \%$ that we did have enrolled and complete last years' free-and-reduced lunch form. So we believe the numbers are accurate. We've had the assistance of Chris Bell, who is supposed to be here but he must've run into traffic. And so if you have any questions about that --

CHAIRMAN COFFMAN: Thank you. Questions?
DR. GOTCHER: Just one, just for a historical perspective. I have two reports, one with 120 and one with 140. Is there a reason -DR. SILANO: That would be our other action item, a request for an increase.

DR. GOTCHER: Okay. Just curious. Thank you. DR. SILANO: And I think that's later in the agenda. Correct? MS. PERRY: Yeah. CHAIRMAN COFFMAN: Dr. Saunders. DR. SAUNDERS: Yes. Madam Chair, is that proper to -- I have some questions regarding this budget,
but is it more proper to address those on that action item later?

CHAIRMAN COFFMAN: Ms. Perry, we'll -- Ms. Clay, we'll seek your guidance.

MS. CLAY: Now would be the time to address those because the amendment request is not related to the budget. It's not directly related to the budget. DR. SAUNDERS: I think in, you know, particular, as I'm looking at the budget, if I'm looking at -well, all five years, but in particular fiscal year '16 -- looking at a revenue roughly around $\$ 900,000$, and of that for technology there's $\$ 900$ in the budget for technology.

DR. SILANO: Yes.
DR. SAUNDERS: Is that correct?
DR. SILANO: Well, and that -- see, this does not reflect that additional foundation grant money that we have received, and so we are covering our technology through that and also through our construction budget. So as far as computers, I think that's in a different line. And Rochelle -- you're going to need to swear in Rochelle on that, but --

CHAIRMAN COFFMAN: Rochelle, give us your name and title please.

MS. NICHOLS: I'm Rochelle Nichols, the director
of finance for Ozark Montessori Academy. We are buying our technology, our student computers and teacher computers with the federal planning and implementation grant that we're receiving. The $\$ 900$ that's in this budget with the foundation funds, that's just if we get a computer that breaks down that doesn't have a warranty left on it or any IT issues that we experience throughout the school year; that will cover that.

DR. SAUNDERS: Okay. Is that federal grant, is that already received, guaranteed, or -MS. NICHOLS: We have been approved for that. We sent in our -- a request for those with the budget, in March, I believe. So we are already spending that money and we sent it in for reimbursement basis to the $A D E$.

DR. SAUNDERS: How much is that for?
MS. NICHOLS: The planning grant is $\$ 200,000$ and the implementation grant is $\$ 263,800$, 1 believe. DR. SAUNDERS: So how much of that $\$ 463,000$ would be used on the technology items? MS. NICHOLS: I don't have a specific number off the top of my head, but I would say close to $\$ 10,000$. DR. SAUNDERS: So the technology budget in essence would be the $\$ 10,000$ for computers and then

900 additional dollars for support services? MS. NICHOLS: Yes, that's correct. DR. SAUNDERS: How many computers will $\$ 10,000$ get?

MS. NICHOLS: We had the Walton Foundation donate nine computer monitors to us, and so we have in that budget to buy nine computers to be used -- to use in the classrooms. We have two classrooms -- I'm sorry -- two computers per classroom in the budget, and then we have eight teacher tablets scheduled to purchase and then we also have 14 -- I think 14 Chromebooks that we're going to buy and put in a mobile cart so that they can be taken around and used in the classrooms.

DR. SAUNDERS: So two computers per classroom.
How many classrooms?
MS. NICHOLS: Six.
DR. SAUNDERS: Six?
MS. NICHOLS: Uh-huh.
DR. SAUNDERS: And then 14 Chromebooks. Looking at just student use, a total of 26 ?

MS. NICHOLS: Yes.
DR. SAUNDERS: Does that sound about right? MS. NICHOLS: Uh-huh.

DR. SAUNDERS: Does that seem appropriate, 26
computers for 120 students?
DR. SILANO: Yes, sir. So we have an adequate amount of computers to -- for our benchmark testing. And also with the Montessori model we do not use computers to a large degree in our curriculum model in the lower grades, so this first year it is a lower budget. Our assessment -- test prep assessment is the STAR Program, which is individualized, so we can assess students one at a time or two at a time with two computers in the classroom. If we do need to do like a whole class assessment, then we have the mobile cart.

DR. SAUNDERS: Thank you.
CHAIRMAN COFFMAN: Any other questions?
(BRIEF MOMENT OF SILENCE)
CHAIRMAN COFFMAN: Thank you, Dr. Silano.
DR. SILANO: Okay.
CONSENT AGENDA
CHAIRMAN COFFMAN: All right. We'll move to the Consent Agenda.

MS. PERRY: Yes. The Consent Agenda -- the one item on the consent agenda is the minutes from the April 15, 2015 meeting. And you have been -- you were handed, placed at your spot, minutes that say "revised." It was brought to our attention that we
had an error in the minutes and they're on the absent list there, and we changed the order to correctly write the names and punctuate correctly Dr. Jones as vice chair there. So we would request that you approve these minutes with the changes.

CHAIRMAN COFFMAN: All right. Is there a motion?

DR. JONES: So moved.
DR. SAUNDERS: Second.
CHAIRMAN COFFMAN: Dr. Jones made a motion, seconded by Dr. Saunders. All those in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRMAN COFFMAN: Any opposed? The motion has passed.

A-1: 2015 CHARTER AUTHORIZING MEETING DATES
CHAIRMAN COFFMAN: All right, Ms. Perry; we are ready to move into the action agenda. Action item 1, 2015 Charter Authorizing Meeting Dates.

MS. PERRY: Yes. We are bringing these meeting dates to you to consider now because, as I mentioned earlier in my report about the application cycles, the potential applicants are all wanting to block dates that they might be called to Little Rock and appear before you at -- for a public hearing. So we're proposing, as we typically do, dates that fall
on the Wednesday right after the State Board meeting. You will recall we have very little time to give official notification to those who appear before you of your decision and then allow them time, both those who appear before you and any affected district, who may want to request that the State Board review their decision. With our timelines on getting things posted for the next State Board agenda that's quite the challenge. So we do need to have these meetings very quickly after the State Board meeting so that the time limits can play out, and those time limits are specified to us in law. Believe me, we did not create that short turnaround time, but we can work with it.

So we're asking that you consider meeting on October the 15 th -- excuse me -- the 14 th and the 15th, a Wednesday and Thursday, to consider both amendment requests and conduct the open enrollment charter applicant hearings in accordance with the application timeline. The law says -- excuse me -the rule says -- Arkansas Department of Education rule 4.02 .3 states that amendment requests will be heard at the authorizer meetings in February and October. Now that may lead you to a very logical next question, which is why are we hearing amendment
requests today later on in the action agenda. That happened as a result of being concerned that the charters might need to request amendments based on changes that occurred in the legislative session, and they still have to follow the proper procedures as outlined in our rules. And 4.02 .7 allows a charter to request that the Commissioner -- to request the Commissioner grant permission for amendments to be heard at different times. And the rule states that they can make that request in circumstances involving imminent peril to the health, safety or -- health, welfare or safety of students or under circumstances that may negatively impact the continuation of educational services offered by the public charter school. And upon written request from the public charter school, the Commissioner or his designee may waive the requirements, and that would be, of course -- include the October and April requirements. Everyone appearing before you did make a written request specifying reasons to the Commissioner, and the Commissioner granted them permission to come before you today.

So anyway, I digressed a bit but that was an explanation that I thought you would need. So 14 th and 15th of October for amendment requests and open
enrollment hearings, and November 18th and 19 th to conduct the hearings for district conversion charters. Also, you'll see on that timeline I put a note there, "Should there be any reason" -- and it's not really a recommendation; $I$ just want to make sure that you know we would be happy -- if a work session of any kind would help some or all of you, we'd be glad to do anything there that could be of benefit and suggested the dates of August 17 th or September 16th, if you so desire.

CHAIRMAN COFFMAN: Any questions, concerns?
DR. JONES: I do. Clarification on that potential work session -- you said August what?

MS. PERRY: August 19th or September 16th.
DR. JONES: I'll make the motion that the dates proposed for Authorizing Panel meeting dates be approved.

DR. GOTCHER: Second.
CHAIRMAN COFFMAN: We have a motion made by Dr . Jones and a second by Dr. Gotcher. Any questions? All in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRMAN COFFMAN: Any opposed? The motion is passed.

A-2:
CHARTER APPLICATION TIMELINES
Sharon Hill Court Reporting

CHAIRMAN COFFMAN: All right. Action Item Number 2, Charter Application -- oh, do we need to stop right there, Ms. Clay?

MS. CLAY: No. You don't need to give your reasons on that particular item. On A-2, which is an application timeline, we would ask that you give your reasons because that is a matter that the State Board has to approve in addition to you all.

CHAIRMAN COFFMAN: Thank you. Ms. Perry.
MS. PERRY: Yes. We are trying to set forward a timeline that can stay consistent from year-to-year. That happened in years past but we've moved away from it, and now believe it's a good idea to return to having what $I$ kind of call a generic timeline so that every year applications are due at a certain time and people could routinely plan for that. The timeline you have includes open enrollment applications due the last Tuesday in April, with panel hearings in August. This would be going forward for applications that we get coming up next spring. Okay, next spring; wouldn't impact the ones we just talked about, those hearings. District conversion applications due the last Thursday in August; that would allow district personnel to finalize their applications in the summer, which we understand that
they really want that summertime, and to submit before school begins, followed by panel hearings in October. And, finally, renewal applications due the last Thursday in September, with panel hearings in December. We're trying to accelerate those timelines a bit. It is important -- and we hear you; we've heard State Board members say, "We'd really like to have renewal decisions made earlier." We totally agree. But this appears to be the earliest that we can get applications in where those renewal applicants will have a chance to review and include in their renewal packet an analysis of their most recent student performance data.

CHAIRMAN COFFMAN: Any questions or concerns from the panel? I'll accept a motion. DR. JONES: I'll make a motion to approve the charter application timelines. CHAIRMAN COFFMAN: Thank you. Second? DR. SAUNDERS: Second. CHAIRMAN COFFMAN: Dr. Saunders. We have a motion by Dr. Jones and a second by Dr. Saunders. All in favor of the motion? MS. PFEFFER: Can I ask -CHAIRMAN COFFMAN: A question, yes. MS. PFEFFER: -- for clarification?

CHAIRMAN COFFMAN: Sure.
MS. PFEFFER: Okay. So we're looking at the charter application timelines and that includes the district conversion timeline?

MS. PERRY: You have three pages there, and the first one deals with open enrollment.

MS. PFEFFER: Okay.
MS. PERRY: The second one is your district conversion --

MS. PFEFFER: And the renewal --
MS. PERRY: -- and the renewal is the last one.
MS. PFEFFER: So this application timeline would include all of those?

MS. PERRY: All three of those.
MS. PFEFFER: And this is because we've gotten away -- you said we've gotten away from having kind of a generic timeline --

MS. PERRY: Right.
MS. PFEFFER: -- where everybody knows what's due, so that's --

MS. PERRY: Right.
MS. PFEFFER: That's going to --
MS. PERRY: This will get back to that.
MS. PFEFFER: All right. Thank you.
CHAIRMAN COFFMAN: Any other questions? All
right. Once again, we have a motion by Dr. Jones, a second by Dr. Saunders. Therefore, I'll take a -all in favor of the motion?
(UNANIMOUS CHORUS OF AYES)
CHAIRMAN COFFMAN: Any opposed? The motion passed.

And we'll need to go to our online form and record our responses, and then we'll need to make those responses public. Is that right, Ms. Clay? MS. CLAY: That's correct.

CHAIRMAN COFFMAN: Okay. So I'll give you a moment to write the answer and then your reason, and then I'll come around the table.

DR. GOTCHER: Ms. Coffman, just technical assistance. I'm not able to activate the document; we don't have editing rights. Is that something that we can get assistance on?

CHAIRMAN COFFMAN: Ms. Clay, do you want to have him write it down? Do you want to have him say that out-loud and then --

MS. CLAY: If you'll just when we go around say yours out-loud, we'll record it and then we'll work on that either at a break or before the next meeting.

CHAIRMAN COFFMAN: I'm going to call the names in order as to the document and if you'll read as
you've written on the document. Dr. Gotcher, your reason was?

DR. GOTCHER: Consistently set -- I can't read it now.

CHAIRMAN COFFMAN: Consistent with set deadlines?

DR. GOTCHER: Consistent with set guide -excuse me -- set deadlines. Thank you.

CHAIRMAN COFFMAN: Thank you. Dr. Jones.
DR. JONES: I voted in favor. It establishes reasonable timelines. They looked at many dates and the idea was to provide time for the answer so that charters could work with them once a board decision is made, because many times it's very late. But they worked with -- with all the dates they looked at this was the best that we could do to provide that time.

CHAIRMAN COFFMAN: Mr. Lester.
MR. LESTER: I voted for. It provides consistent dates for the applications to be in, to where everyone is on the same page about the dates.

CHAIRMAN COFFMAN: Thank you. Ms. Liwo.
MS. LIWO: I voted for. I said the timelines were organized there and just led to an effective -more effective and more timely process.

CHAIRMAN COFFMAN: Ms. Pfeffer.

MS. PFEFFER: I voted for; same reasons, consistency and streamlining the process.

CHAIRMAN COFFMAN: Mr. Rogers.
MR. ROGERS: I voted for; consistent with everybody else, just clarity and consistent timelines.

CHAIRMAN COFFMAN: Dr. Saunders.
DR. SAUNDERS: I voted for; establish clear direction.

CHAIRMAN COFFMAN: Thank you.
A-3: REVISIONS TO THE CHARTER AMENDMENT REQUEST FORM
CHAIRMAN COFFMAN: With that, we'll move to Action Item 3.

MS. PERRY: Yes. This is revisions to the Charter Amendment Request Form. We're asking for a couple of revisions to the Charter Amendment Request Form, which we have really enjoyed using. Alyssa Maddox created this for us; it's a fillable form and it works well. But as always, we're looking for ways to improve and we have realized that there are a couple of things that are needed. One is, if you click to add a new campus or relocate an existing campus, it takes you automatically to the Facilities Utilization Agreement, and we've requested two changes to the Facilities Utilization Agreement. On
that, we have asked that the charter is required to provide the current use of the facility and -- the current use of the facility, as it's at the top there, and also they then are required to assure the facility is ADE compliant or will be ADE -- and I should have said "and IDEA compliant" -- is or will be by the time the charter occupies the facility.

You may be wondering about the current use of -the present use of the facility. It is a law that private schools cannot convert to charter status. So it's important for us to always know that someone is not going to then turn around -- for you to know when you're considering an amendment request, if they're going into where a private school is currently serving, is it really taking over a private school or is it going to be completely separate? So that's just important for you to have that information, you and the State Board, when you're considering those requests. It hasn't been an issue; just making sure that we've got all the data that we need to help keep you informed when you consider those actions.

CHAIRMAN COFFMAN: Panel Members, do you have any questions regarding these proposed revisions? MS. PFEFFER: I have a -CHAIRMAN COFFMAN: Oh, yeah.

MS. PFEFFER: Okay. Well, and my question -and I'm looking here, so the only additional documentation would be related to the facilities. Is that correct?

MS. PERRY: That's correct.
MS. PFEFFER: Okay. And this is just -- and it may be that you or the other panel members can help me. But $I$ just felt like in these amendment requests -- I just felt like I didn't have a lot of information when I looked at that. And I think there are a couple of items that maybe aren't going to be on the agenda for today now, but $I$ just felt like it was very limited information provided. And I know some of the amendment requests were not substantial and based on the fact that they -- some of them were recent I had enough background knowledge, but -- so I'm wondering can we -- when I'm looking at what's required here, the most recent ESEA report and that data, but just -- I think one of these was pretty detailed, and I did appreciate that, where, you know, you could go in and follow-up. But I'm just concerned that I -- that there's not enough information on these amendment requests, and I don't know that $I$ know enough to make suggestions right now.

MS. PERRY: We can bring it back at any time. We'll be glad to think through that. We're always looking for ways to improve that and we want to get you the information that you need. So please, please -- we could put that perhaps, if the Chair agrees, as a follow-up item to think about that and come back and discuss it at a future meeting and hopefully get some direction.

There is one other change that -- I'm sorry; I'm glad you mentioned that. One of the things that we realized, and we realized it here, is the other big change is on the major form itself we added a section that just had Other. We didn't have a section to check off if they're requesting a waiver. But those of you who have been on the panel for a year or longer know that one of the most common requests you get for an amendment is a waiver request, and so we just changed that document. It will give you a little more information, Ms. Pfeffer, but probably not still as much as $I$ know you're going to want. But it does at least now go in and it gives them the little chart there where they have to tell the topic of their waiver, what's the statute rule standard to be waived, and their rationale. And where it looks like it's one little row, guess what, they can add
another one and add another one. So that will give you a little more information, but still maybe not exactly what you're wanting. It's a step, I hope, in the direction that you're wanting to go with that addition.

CHAIRMAN COFFMAN: Any other questions or comments?

DR. JONES: Mary, on this Facilities Utilization, I think that you experienced a situation where a building was not handicapped accessible and there was a move made -- and again, that move, it still was not handicapped accessible. And I think that that might be some information that assists -this corrects that problem or at least addresses that problem. Correct?

MS. PERRY: Right. It provides assurance that that's going to happen. And you notice that when the applications for charters, the initial applications for charters come forward to you, there's a prompt in there where they can discuss if the building is or is not compliant and to explain what's going to have to occur, what changes will have to occur, what remodeling, and what costs will be incurred to bring the building into compliance. But we have not asked that question at the time of renewal or -- if they
come with an amendment request at the time of renewal or if they just come separately to the amendment request process. So this is an attempt to tighten that up and make sure we're getting that information every time a charter goes into a new building.

CHAIRMAN COFFMAN: Any additional questions or comments? I'll entertain a motion.

MS. PFEFFER: Motion to approve the revisions to the Charter Amendment Request Form.

DR. GOTCHER: Second.
CHAIRMAN COFFMAN: We have a motion by Ms. Pfeffer and a second from Dr. Gotcher. Any questions? All those in favor signal by "aye." (UNANIMOUS CHORUS OF AYES)

CHAIRMAN COFFMAN: Any opposed? Motion passed. If you'll take a moment -- you don't have to do it on this one? Okay. A reprieve from the reporting form.

A-4: REQUEST FOR DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT: BLYTHEVILLE HIGH SCHOOL - A NEW TECH SCHOOL

CHAIRMAN COFFMAN: All right. Action Item 4, Ms. Perry, has been withdrawn. Is that correct? MS. PERRY: That is correct.

A-5: REQUEST FOR OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL AMENDMENT: KIPP DELTA PUBLIC SCHOOLS

## Sharon Hill Court Reporting

CHAIRMAN COFFMAN: Okay. Action Item 5 is also withdrawn?

MS. PERRY: That is correct.
A-6: REQUEST FOR DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT: LINCOLN HIGH SCHOOL NEW TECH

CHAIRMAN COFFMAN: All right. Then I'll ask you to move to Action Item 6, Request for a District Conversion Public Charter School Amendment, Lincoln High School New Tech. Ms. Perry.

MS. PERRY: Lincoln High School New Tech was authorized on January 9, 2011. The charter is approved to serve students in grades 8 through 12 with a maximum enrollment of 850. Representatives of the charter are appearing before the panel today to request an amendment to the current charter. Specifically, the district is asking to separate from New Tech. You have their entire charter application included in the packet and they did a very, very nice job of going through and even doing it in red where they needed to strike-through information that specifically related to New Tech and/or indicated things that they were doing with New Tech, and then they indicated changes that were being made, how those same kinds of activities were going to occur if they are not associated now with New Tech.

So this is -- we've seen this kind of amendment request before but it's not very common, and it was very, very pleasant to see how easy it was to look at and see exactly what they wanted to do now. So you have this morning from Lincoln New Tech -- Deon Birks is here, the assistant principal, to begin the presentation.

CHAIRMAN COFFMAN: Thank you. If all representatives for Lincoln School District and anyone speaking in opposition will stand and 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 WITNESSES ANSWERED AFFIRMATIVELY)
CHAIRMAN COFFMAN: Thank you. Mr. Birks, state your name and title.

MR. BIRKS: All right. My name is Deon Birks; I'm the assistant principal and athletic director at Lincoln High School. Do you want her to go ahead? CHAIRMAN COFFMAN: Sure.

MR. BIRKS: Okay.
MS. BROWN: My name is Tammy Brown; I'm the project lead teacher, data coordinator and classroom math teacher.

MR. BIRKS: All right. First of all, I want to
apologize for Ms. Mary Ann Spears, our superintendent, and Ms. Jones, our principal; they're both at a TAP conference that was mandatory in South Carolina right now, and so I'm the lucky recipient of this job. And -- but as I said, I'm Deon Birks; I'm the assistant principal. At Lincoln High School we're going to continue -- whether we're with New Tech or without, we're going to continue to be a project-based school; we're going to continue with those tenants. But in our feelings we felt like we've kind of reached that glass ceiling with them. We've met -- we've built to capacity and we're kind of stopped and we're kind of stuck there. What we want to do is we want to move forward using local businesses, local resources. We did go to that EYE conference, the Education, Youth and Economy, and it kind of reinforced what we wanted to do anyway. But basically, we want to use local businesses, universities, technical institutions, basically connecting our kids with careers out there as needed to go forward and be successful. We want these organizations to prepare the students for the real world, what they need to say, what they need to do, and all those skills that they need to go into a career, whether that be the workforce, the technical
institute, or to college -- you know, whatever avenue that goes to. Support-wise, we feel like we have our own support staff, especially with TAP. We have many team leaders that will help continue the PBL, the project-based, or the problem-based, however you want to look at it, at looking at data, evaluating teachers, supporting teachers, supporting students, and also community goals. Kind of -- we want to -like I said, it's that "whole village to raise a child" and we want to go back to that, get our village. I am a product of Lincoln High School, so it's easy for me to talk about that and how it does impact kids' lives.

Members of our leadership team has included -includes many stakeholders. We have a principal; assistant principal; master teachers, which we have two full-time that that's all they do is go into classrooms and support these teachers, support -- I mean, help them. If they're not up to par on teaching, we work with them; we make sure that they get better. We don't just tell them what they need to get better at; we make sure they get better at it.

Athletic director; classroom teachers; business, technology, vocational teachers; agriculture teachers; core course teachers; and we just all work
as a team with one common vision. We discussed -this was a discussion to do this as a team, not somebody saying "we're going to do this; you need to go do it." It was discussed as a team and it's easy for us to pass, especially in the absence of our superintendent and principal; I can step in because we've already discussed this. It's not, you know, one person telling everybody what to do.

The second thing is, we're -- we want to move toward that career focus and actually take out career and college readiness, because career -- if your career requires college, that's the avenue. But we don't want to push every kid because every kid is not going to go to college. I mean, there's a lot of jobs out there that aren't being filled because of the technical institutes and some of them just need to have the skills that we're doing, which they're getting some completer skills in our school already. We have EAST labs, we have technology that -- our tech guy is working with kids to teach them how to repair computers and stuff. And we actually have a business that is employing our kids during the day and after they graduate. We had a couple go right to work immediately because they had skills that they're not getting anywhere else. And, again, it's stuff
that we want to go and not have that box; we want to -- because every kid doesn't fit inside that box. We want to be able to go different directions. And the teachers, we're always trying to accomplish goals and to get that real world experience that they can help them get jobs while they're going through college. We discussed that on the way down here about how kids are getting that job to help pay for their college so they don't have those big bills when they get out of college. I'm one of those kids that I got big bills when I got out of college, because I paid my way through college. But we want to help them get jobs that pay well enough to pay college and to be able to live on, and that's what we're -- we want to lead, you know, towards other apprenticeships, internships. We have kids that right now can go to the university and get scholarships because they know how to stream athletic events, graduations, things like that. I have a -- I coached many years. I had a kid several years ago that we were at the state tournament and it was not working right. I walked up to him and said, "What are you going to do?" And he said -- he started rattling off stuff that was way over my head, and he got it up and running and he streamed the state tournament game. And this is the type of kids
-- and he was a sophomore and he's now producing movies. And he showed me stuff to where he was appearing and disappearing, and it looked like it was really magic and it wasn't; it's technology and stuff. And that's what we're trying to produce, not within a project, but it is a project, if you know what I mean. It's -- we want to stay in that project-based learning but there's some kids that need to move beyond that. And we're partnered with the universities and the University of Arkansas -he's actually going up there probably more than he's coming to our school, but he's also still involved in athletics; he's still involved in streaming our games. I mean, these guys can repair our Apple computers. We're still one-to-one. I mean, I go to them when I need something. I don't call the tech guy; I call them and they come down to my office and they help me get everything set up and do what we need to do.

And the last point, or another point, is the integrative progressive pathways for student -- for study for careers. I'm going to let Tammy Brown talk a little bit more about this in a minute. But we talk about the food science and culinary business technology, industry certifications, Adobe and

Microsoft; that's the stuff $I$ was talking about while ago. Partnerships with NWAC, Virtual Arkansas NTI for credit, and certifications in the health fields, coming out and go to work for doctors and stuff because they have that certification, something they wouldn't have if we didn't have -- and we want, you know, to use our finances better that way, and even in poultry science. And then the MDC -- and that's the curriculum area that we're kind of going to. Ms. Brown, like I said, she leads us a lot in that, so I'll let her talk a little bit more about that. MS. BROWN: Again, I'm Tammy Brown and I'm going to be speaking on behalf of like classroom teachers. And we're going to be continuing working with project-based learning and problem-based learning. We have joined MDC, Mathematic Design Cooperative. We're currently going to be working with Unit By Design, continuing that path, working with teachers, creating and implementing projects, and follow-up. MR. BIRKS: So, basically, like I said, we're just -- we're going to also like use a form of the STEM education where it's integrating science, math, and technology into our projects. So that's what Ms. Brown also does; she helps them, like I said, in implementing and even creating. You know, we've got
new teachers coming in that's going to be next door; she's going to help them do those projects. I mean, because when I first heard of project-based learning in math I was like, "What?" I mean, because it was set-and-get; that's how we got math. And you can't do that with some of the kids anymore and that's -we want to integrate those and she helps that. You know, she was -- I've seen all sides of this. I was there as coach, teacher; I came up, became athletic director; and now that I'm the assistant principal and the athletic director I've seen that. And I love this part because I get to -- it's the project-based; I get to include that other side of athletics for these kids. You don't have to be the jock to be in athletics; you can do other things. There's a business side of this there and it's a great -- it gets -- I can get excited talking about it because the kids are -- I mean, it's great to go to them and say, "I need you to do this." And I've got kids that travel all over just to stream the game and they take pride in it in how professionally done it is. So that's our main reason for wanting to do this. We want to create career pathways that -- not just for kids, but for our kids, that -- it's different in every school district but our school district we feel
like we're kind of holding them back because of things that's, you know, connected with New Tech and all that. But we can't just let them go on but we want to continue with New Tech but just as a form, as a guide, but not connected and holding us back from that for our kids. So thank you and if you have any questions --

CHAIRMAN COFFMAN: Great. Thank you, Mr. Birks, Ms. Brown. Any questions? We'll start with Ms. Pfeffer.

MS. PFEFFER: Okay. Now your contract with New Tech has expired?

MR. BIRKS: No, ma'am. We have two years left. And we've been in New Tech for three right now and I think we have two more years left.

MS. PFEFFER: Oh, okay. All right. Because I'd seen a date in here of June 30,2015 . Okay. So how much is that contract? How much do you pay?

MR. BIRKS: We have $\$ 45,000$ for this year and $\$ 45,000$ next year, so $\$ 90,000$ over two years.

MS. PFEFFER: Okay. So it sounds like then, if you're not contracting with New Tech, basically you're -- you just feel like you've built to capacity where you're going to be able to sustain the projectbased learning?

MR. BIRKS: Yes. It's not so, yeah, sustained, but we also feel like we could use -- I mean, if you get down in the financial side of it --

MS. PFEFFER: Yes.
MR. BIRKS: If you get to that, we could use that to better prepare our teachers, more pd, more stuff that they can go to that can help them in these areas that we're going to send them down. Starting with 8th graders, we'll start career pathways where they start thinking about their future, what they're going to do in 10 years, instead of when they get to a senior, "What are you going to do?" I'm not sure where we can send them for that. We can get them more pd for our kids; you know, not just the teachers, but the kids need to hear it from other -you know -- it's kind of like talking to mom.

MS. PFEFFER: Okay.
MR. BIRKS: If you hear it from mom, you don't -- it's not as truthful; if you hear it from somebody else -- and that's what it is.

MS. BROWN: And we're going to be setting up -we want to start setting up internships with community businesses, and part of the budget would be transportation --

MR. BIRKS: Yes.

MS. BROWN: -- to get them to and from these opportunities.

MS. PFEFFER: Okay. So that -- and that was kind of leading up to my next question. You know, those finances then would be reallocated, and you talk about here maybe we'll partner with area businesses. What work has been done so far to, you know, have -- do you already have businesses onboard? Is this something that you would need this school year to implement? I'm just trying to get my mind around -- you know -- I understand what you're saying; I understand the concept. I'm just wondering, you know, how do we know for sure that this type of transition --

MR. BIRKS: Well, the local business, I talked to you about putting them to work. But they have actually a little small office right there in downtown Lincoln, but that's mostly the adults that are employed within our community. But they also have a little area that's a little drive. I mean, we're already onboard. We -- right now our technology director, he actually gets the school van and drives them down there on his free time just so he can do this, just so these kids can do it. Because we have staff members that are onboard and
that are onboard for kids, but, you know, that can only go so far, especially when you're trying to raise a family. You know, my wife would say, "Wait, where's that money coming from?"

MS. PFEFFER: Right.
MR. BIRKS: And so this money could be -- so, yes, we do have -- we already have that member onboard. We have like MTI; we're trying to -- we have kids that I personally -- they couldn't drive themselves, so I had to -- I got in my personal vehicle and drove them, which that might even be a taboo thing, but I drove them so they could have that opportunity to go get their nursing. And actually one young lady graduated and went to work because of that.

MS. PFEFFER: So I guess just to help me understand, what would this partnership then really look like? What do you see this looking like in terms of basically replacing the support that you're getting?

MR. BIRKS: It would be actually bringing -either bringing those people in to -- I mean, when we went to that -- there's a broad band that this can look like, at that pd that $I$ went to. It showed -- I mean, we talked to many business leaders and stuff
right there that were like, "We want to come out; we want to get your kids up there and job shadow us," because it was talking about kids -- you know -- one we talked to brought mom to the interview, when he's 26 years old. Well, they're not going to hire that person because they can't -- well, and they want to get those people out there so they do know how to do it so they don't have to ask mom. So we're going to actually get kids into businesses to either job shadow or that internship, apprenticeship, but it takes money to get kids there, or that partnership of what's this going to look like, curriculum development, and sending our teachers to be able to also know what that's going to look like. And it's just going to be further development and it's going to be -- we're going to kind of develop our own curriculum on some of it. Some of it is going to be guided with different conferences. But we're going to develop our own and that's the reason we're kind of wanting to get away from New Tech, the box, and say, "We're going to use it, but we don't want to just be here; we want to be here and open it up to the world -- I mean, the kids' eyes to the world. As I always tell the kids, I want -- I'm from Lincoln and I live in Lincoln because of my choice, not
because I have no other choice. And if they don't know those other choices, they'll be in Lincoln because they have no other choice. And we want them to go out there because you hear it so often, "I can't; I can't afford that; I'm not that person." Or, "You saw my family," or "I'm from Lincoln." We can change that a lot. I mean, there's another product of Lincoln sitting here that's a superintendent now. It can be done. I'm assistant principal. I was -- and as I told the group before, I didn't know $I$ was poor, but I'm an assistant principal at the old high school now. But not all kids think that way. We've got to get them thinking that way and that's what we want to do.

MS. PFEFFER: Okay. So in short, the finance -would the finances be reallocated for professional development for teachers to encourage more projectbased learning and also to support apprenticeships, community partnerships.

MR. BIRKS: Yes, ma'am. MS. PFEFFER: Is that accurate? MR. BIRKS: Yes, ma'am. CHAIRMAN COFFMAN: Dr. Saunders, any questions? DR. SAUNDERS: Yes. Okay. So if I'm looking first at your application, the first part is to drop
the name New Tech. Correct?
MR. BIRKS: Yes, sir.
DR. SAUNDERS: And I think one of the big ideas in looking at this is looking at the original application and that it would fall under the idea that you would be partnering with New Tech and the services they provided. Correct?

MR. BIRKS: Yes, sir.
DR. SAUNDERS: And so looking at some of the services that were originally listed on what New Tech provided -- and I want to give you the opportunity just to talk to me a little bit about this -MR. BIRKS: Okay.

DR. SAUNDERS: It would be networking with other schools; I believe -- I'm trying to look now. I thought it was 80 -something schools they're partnering with. And the networking, would that no longer be available?

MR. BIRKS: I don't think that that -- they had a -- I will tell you as far as the New Tech, we've been in it three years. And the other day, their help was there and I had to ask who it was. We hadn't had -- that's been the challenging point with that. It's a website, basically, that you can go to. They've got this great thing called Google now that I
get the same amount of information from. I mean, it really is. And I'm not -- because New Tech has done a lot for us and it helped us get that base set, but it isn't the end-all of all help, of all the networking. I network -- I mean, I networked at that pd the other day, just -- I mean, I got -- I've gotten connected with people that New Tech would've never connected me with, I mean, because it was in the real world. And it wasn't on the screen, it wasn't anything -- so we're still going to have networking; it's just maybe not through New Tech. I mean, we can -- you know -- and that's a big thing is -- especially when $I$ was first getting in administration, it was about networking; you get out and you get different ideas. I do that every time I go to pd; "Hey, what do you guys do on this?" "Hey, I had this happen." And that's going to open not just administrators up to that, but our teachers to go to more conferences and stuff during the summer, during whatever, to get those new ideas and to open up networking. We talked about it's going to free us back up to go to some of these things with -- that we can't afford now because we're in New Tech and we still have those -- pick-up the phone -- I mean, I had never picked up the phone and called New Tech
about some things; I picked up the phone many times and called different assistant principals and said, "How did you handle this," or "Hey, we're getting ready to do this with the" -- you know -- "this project; how did you -- how do you guys do this?" The networking is still there; it's just not going to be through New Tech.

DR. SAUNDERS: So do you think there was a high level of networking going on with the New Tech schools and yourself?

MR. BIRKS: No. Me personally, I'd say never. But with a different -- yeah.

MS. BROWN: I've been at Lincoln through the implementation of New Tech. New Tech was an answer to a prayer when we were introducing project-based learning and had no idea what it was and how it was supposed to look. New Tech offered a tremendous library of projects that we could go through. In the beginning, we had a lot of training to help us create projects, implement projects, take a project and make it your own. I would say in the past couple years we've owned it; it's become our -- like I have used New Tech less and less because now I know what to do with it and my resources are way beyond New Tech. And as far as networking, like Mr. Birks said, I have
met through different avenues many teachers, both in the state of Arkansas and other states, doing the same thing I'm doing and make that connection. And it's as simple as an email and sharing that way. I mean, it's --

DR. SAUNDERS: Okay.
MS. BROWN: The network is still there; we just are now creating our own.

DR. SAUNDERS: Can I ask a few more?
CHAIRMAN COFFMAN: Sure.
DR. SAUNDERS: I also noticed in the application there was one specific thing, a portal on managing student workload?

MR. BIRKS: Yes. We still -- and I'll let Ms. Brown speak a little bit more, but we still do -- we have different ones that's -- I think it's -- matter of fact, I'm not even going to speak; I'll turn -because it is different over on the other side, because I manage students in a different manner.

MS. BROWN: I'll be honest; when we -- okay. And there's been a lot of misconception, especially in our district, about New Tech and the student portal called Echo. And we let Echo go last year and I was kind of sad about it because I actually liked the portal. Well, I liked it a lot because it was
like one-stop shopping; it was the grade book, it was my students could go there and get their assignments. I'm assuming that's what we're talking about. Right? DR. SAUNDERS: Yes.

MS. BROWN: Okay. And so I was really kind of apprehensive when we let that go but it was very expensive. Since then, because I didn't have it anymore I was kind of forced to go out there and see what was available that was actually free. I actually used Schoology all last year, and I love it. I love it because, you know, we're using the new state grade book system, so I kind of was -- I had to go that direction anyway. But there's also other -Edmodo, there's -- and we're also looking at Google Classroom right now for a lot of our teachers. You know, because, again, one portal doesn't actually fit everybody and so we're trying to make different opportunities, different suggestions for our teachers. But there is quite a few out there and the ones that we've been looking at have met our needs. DR. SAUNDERS: Okay.

MR. BIRKS: Yeah. And the great thing about that is most of them are free. That's nice when you're looking at budget items. DR. SAUNDERS: Okay. On a broader question,
what's -- with your current plan and your transition, if I should say, on what you plan to do, what would you be doing different that would not be available without the charter?

MS. BROWN: Without the New Tech?
MR. BIRKS: Without the New Tech, we're still -DR. SAUNDERS: Yes.

MR. BIRKS: Say that again. Without New Tech or without the --

DR. SAUNDERS: Right. If this went forward, if your amendment was approved what would you be doing

MR. BIRKS: Okay. The amendment to the charter, okay.

DR. SAUNDERS: -- that would be in need of a charter?

MR. BIRKS: Well, we're still going to do the PDL; we're going to combine some classes, offer some classes that they get credit for within a class. I think right now we have communications offered in some of our English classes and then we still have classes where they -- it's just like block; they sit in there and they get two subjects but they stay in there just a little longer. It's stuff that's kind of out of the ordinary of a regular classroom day.

We still want to have that time to where we can share kids; even though they're not in that class period, we share them to where they can work to get -collaboratively with another student, another teacher that's not in that classroom, and have that freedom, but yet -- like I said, we're still staying with all those tenants but we want to go down -- like right now we're going to do a -- that 10 -year program I talked about; we're going to have it in the hallways where they can -- "Well, I'm in English class but I'm doing a project on" -- you know -- "I'm going to be a farmer, I'm going to go to ag-business and get a farmer; I'm going to talk to the Ag. Department and we're going to work collaboratively with that." And they can work -- those two teachers can work together and give them two grades for doing that same work, as far as -- because it can go more in-depth and stuff. I know from my standpoint, as far as a classroom teacher, I'll let -- I mean, what that'll mean as far as -- I mean, because, you know, administrators, we always sometimes see it from our standpoint. I don't know -- I mean, is it going to be a different standpoint from you?

MS. BROWN: No, nothing is going to change.
MR. BIRKS: So she's still doing the same
projects and stuff, and we're still wanting to do these where we can offer that block type schedule within that where -- and what that does is, because of the number of kids in there it works itself out to where we're not out of compliance with, "Well, she's got 30 kids in there, 33 kids in there this period, but next period" -- you know -- it kind of works itself out because of how we need certain groups of kids to be together maybe because of their role that they chose. They're going to be able to choose every nine weeks. It might be the same one, it might be -you know -- like I said, as an 8th grader I couldn't have told you; as a junior I couldn't have told you what $I$ was going to do, and it hurt me a little bit because I didn't go down those avenues. And so we still want that because, number one, like I said, I want our kids to have every advantage they can because they need it. They need to get out of there and change some of their backgrounds. So it does help us; it gives us a little bit of freedom to schedule; it gives us some freedom to help these kids go down those avenues as far as -- you know -- and I think it's the JAG program that gives us a little more freedom on scheduling there, and, like I said, then the combination of classrooms.

DR. SAUNDERS: One more, please. Okay. Since becoming a charter, 2011 was when it was authorized. What do you feel has been the most beneficial waiver of flexibility that you've been provided with that's benefitted the students?

MS. BROWN: The concurrent communications credit that they're able to get in their core courses. You know, with project-based learning we have that communication piece and with the way our curriculum works they more than meet the requirements for the communication within that. So we don't have to offer a separate communications course for credit. And then also the classroom numbers I think on the scheduling side and the administration side.

MR. BIRKS: Yeah. The class -- the scheduling, it does help on that, $I$ mean, and there's a lot of data out there. I know you can get data to support about anything, but it does support that the size of it doesn't actually affect these older kids.

MS. BROWN: And --
MR. BIRKS: But it does -- you know -- it gives you that lead-way but you can also make smaller classes for those kids that don't need those big classes and it does help us as far as --

MS. BROWN: Well, and we've got integration.

MR. BIRKS: Yeah.
MS. BROWN: We are still able to -- we have a circumstance where we offer a physics/pre-cal trig class where they get credit for both courses, but it's really just one class period having both standards being taught at the same time.

MR. BIRKS: I guess there's two things, you know, that you could say. We aren't going to beat a dead horse, so we're getting that communication -- or we're going to -- you know -- two birds, one stone. Why waste money on something that we can just -we're being good stewards with our money. If we can get the concurrent classes and not have to hire a teacher, I mean, that teacher's salary could be put to a big use, which we are, in other areas and giving our kids more opportunities.

DR. SAUNDERS: Thank you.
MR. BIRKS: You're welcome.
CHAIRMAN COFFMAN: Dr. Gotcher.
DR. GOTCHER: Yes, ma'am. First of all, you had mentioned that the -- according to the amendment request, that the contract does expire June $30,2015$. Ms. Perry, do we need to -- since it's not going to expire do we need to make a -- just a -- for correction or for accuracy to change that at another
time?
MR. BIRKS: Well, I'm under the impression -like I said, this is -- that was -- I've read through it but that wasn't my main point of concern. They said -- I was told we had two more years of it. And I've been here since the implementation with two different roles, so $I$ wasn't involved as far as administration side of it, so --

MS. PERRY: You could approve that on the condition that we clarify that and get it accurate in the amendment request document.

DR. GOTCHER: Good. Okay.
MS. PERRY: We could work to make that happen. Kendra, does that meet with your approval too?

MS. CLAY: Yes.
DR. GOTCHER: I guess my question is, if you are still under contract would it be -- would you be able to cease your contractual obligation if this statement was not accurate?

MR. BIRKS: I do believe so. I mean, again, Ms. Spears -- they had explained it to me is that if we are approved that we can move forward without that. Again, I wasn't -- I'll be honest; I wasn't quite ready for that one --

DR. GOTCHER: No, no, that's okay.

MR. BIRKS: -- because I thought we were still in it for two years --

DR. GOTCHER: Sure.
MR. BIRKS: -- and then after it was approved that we're going to move forward without that and use the money other places.

DR. GOTCHER: And that's a side note; so that we can look at that later --

MR. BIRKS: Okay.
DR. GOTCHER: -- and we can -- if we do approve it, we can do that conditionally?

MR. BIRKS: Absolutely.
DR. GOTCHER: I guess my concern is -- I know just a little bit about New Tech. You mentioned in the original application about the school success rubric that New Tech has. Were you required to complete a rubric and evaluate the effectiveness of New Tech?

MS. BROWN: I will be honest that the past year, the affiliation -- the work with New Tech had moved more to an administrative level.

DR. GOTCHER: I understand.
CHAIRMAN COFFMAN: Ms. Brown, will you step closer to the microphone?

MS. BROWN: Sorry.

MR. BIRKS: I'm sorry; I'll get out of your way. MS. BROWN: Mr. Birks is kind of a podium hog. DR. GOTCHER: Sure. And as an administrator, you know, we always want to evaluate the effectiveness of our programs. And so if there was a school success rubric that was required, and if that piece is no longer there, I just --

MS. BROWN: I can -- okay.
DR. GOTCHER: Sure.
MS. BROWN: I did sit in at the end of the school year on a leadership meeting because being part of the leadership team -- yes, I'm sorry; we did go through the success rubric and we were looking at what we were doing and how it affected the students we had. And it was something we were actually working with the TAP side of our school. We were making those mesh together, and it actually did work well with the TAP. So we would be continuing that school success rubric on the TAP side.

DR. GOTCHER: Very good. I think that's important that the --

MS. BROWN: Yes.
DR. GOTCHER: -- evaluation piece is in place.
MS. BROWN: Yes. No, it will be staying because we are still -- we are continuing to be a TAP school
and so that does follow along.
DR. GOTCHER: Good.
MR. BIRKS: Yes. We evaluate our success and what we need to do and where we need to go. I know as an administrative team, aside from the leadership team, we -- what do we need to do different, what do we need -- and that's -- that is something we go through. Maybe we don't get my hands literally on the rubric, but we sit down and she has the paper, Ms. Jones does, and reads them to us and we discuss them. We don't just say A, B, whatever. We discuss what's good, what's bad, I mean, and we are constantly evaluating. You know, the state requires, you know, that -- the TESS model on this. We still evaluate our teachers three times. And I'll tell you, as our coaches, they get evaluated four times and it counts in on their TAP score because I evaluate them as a coach also with the same tenants as a classroom teacher. They're expected to go out there and have objectives and stuff. So it's not just -- we evaluate just about everything in there. I mean, they evaluate us as administrators, how we can help them better, how we can be better support. So we're constantly getting better. It's not about "I gotcha." We want the best teachers in the state
of Arkansas, and that's what we aim for.
DR. GOTCHER: Great. I think that comforts me to know that there's still an evaluation piece in there if your detachment from New Tech does go forward, so -- and that answers my second question. Thank you, Madam Chair.

CHAIRMAN COFFMAN: Ms. Liwo, do you have any questions?

MS. LIWO: No, I don't.
CHAIRMAN COFFMAN: Mr. Lester?
MR. LESTER: No.
CHAIRMAN COFFMAN: Dr. Jones?
DR. JONES: Just a couple. Can you confirm for me, you will continue with your master teachers because of TAP. Is that correct?

MR. BIRKS: Absolutely.
DR. JONES: Okay. And then on your projectbased learning, when we look at that I thought Echo was one of the biggest strengths of the New Tech network. And so you had that library. Was the library of all the project-based learning on Echo? And how do you continue with your project-based learning without that library of resources?

MS. BROWN: Well, when we started with New Tech we were kind of pioneers in the field and there --
that was all there was out there. That was really the biggest example we had of projects and rubrics and support. Today, our -- well, I will tell you -MR. BIRKS: Last year.

MS. BROWN: Yes, last year -- sorry -- school year -- teacher mushy-brain -- I will tell you the whole year last year I did not even consult the library in Echo when we had it, the last time we had it, just because $I$ was confident in what $I$ was doing and I just was going different directions, finding projects in different areas. And the resources now are tremendous because more and more schools are going that direction; there's more out there.

DR. JONES: Okay. Would you say that that amount of project-based teaching you're doing has decreased or have you just -- are you in a place where -- and that's not a good statement or a bad statement.

MS. BROWN: Well, I'm a math teacher and so really our first year with New Tech we were wall-towall project-based learning, even in the math class we were doing projects. And they discovered that projects in a math class were not a good fit and we went more towards the problem-based learning. I can tell you that my students in English and social
studies are still doing an equal amount of projects in their classes because $I$ have been called in to help with creating some of those projects and implementing. But in the math classroom we lend more towards a problem-based scenario and just -- we have -- now that -- we have training, we know how to create the problems, where to look for problems. So, no, that hasn't changed. We are still doing as much as we ever did.

DR. JONES: Is this your first year with MDC?
MS. BROWN: Yes.
DR. JONES: Okay. What does that bring to the table?

MS. BROWN: The problem-solving. It really -it opened -- like where I lost the Echo library, MDC opened a whole new world for me and that's one of my bigger resources now.

DR. JONES: Okay. Thank you.
MR. BIRKS: I would like to add, the one thing about that is the classes that you might not see as much projects in, it wasn't -- that first few years we had a lot of quantity; we get a lot of quality now. It's different. I was a PE teacher at one point. Trying to do a project sometimes in there, when you don't know what it is, it was difficult. I
did one because that's -- I did what $I$ was told. It wasn't very good, but by the time we all move out of it now they're good projects, not just projects to say we're doing them, but projects to accomplish something. That was the biggest thing I see now is it's not just quantity, but quality. DR. JONES: I can appreciate that. MR. BIRKS: It's getting to be quality. CHAIRMAN COFFMAN: Mr. Rogers, any questions? MR. ROGERS: No.

CHAIRMAN COFFMAN: I have a couple of questions for you. You talked about networking, and so I'm really interested in the mechanisms that you have within this state to network.

MR. BIRKS: My main one is the telephone. I mean, that's -- honestly, when I go to AAEA -- I can remember -- most of my networking is done around the dinner table. You know, it's back to the old school; you sit down and you go face-to-face, and say, "What are you doing?" I mean, and I always refer to it because I'm an old coach; you see it at all coaching clinics, coaches sharing, coaches stealing. They sit down and draw out their plays and talk. It's the same thing in administration; you talk to them and say, "Hey, what are you doing that's successful?" I
can still remember one last year -- and I was just going through the beginning administrator -- we sat at a table probably for four hours. They were probably wishing we were getting out of there so they could get more people in, paying. But we sat there and talked with some of the principals from Warren, and, "What are you doing? What's successful there?" And, you know, it's kind of pick-and-choose. Well, that whole thing wouldn't fit, but we could use this aspect because that's really neat. And it's going back to sending these guys to conference and sitting down and, "Hey, my name is Deon Birks from Lincoln High School; where are you from?" "Hey, you know, our kids are kind of -- what do you do?" And, you know, we're a big technology school, but at the same time -- I heard it explained that it's the new suntan line for kids nowadays and it's got two arms right here in front of that text. They forget this face-to-face and the socialization, and we're going to put our teachers back because you can't teach kids unless you teach the teachers. And we're getting a lot of young teachers that are so technology driven. We still love technology and it's an important thing and you've got to, but we forgot about the part of "I've got to talk to you." And that's the thing that the
local -- it comes back to the local businesses and stuff are saying our kids are lacking, you know, when they bring mom to -- they're 26 and they bring mom to sit in in the interview with them. And I've actually had that happen and you're sitting there going, "You're wanting to be a head coach and you can't even -- or a teacher, and you can't even talk to me without your mom here?" We want to get them back to that, "Hey, how do you visit with people?" "Well, they're older than me." "Well, they're human; talk to them." And that's our networking. I know that we sit around as a staff, "Hey, I went to this" -- you know -- everybody can't go to a conference, but we sent these five; "What did you learn there?" "Hey, what got you excited about that?" And some of them will say, "I don't really like that," or, you know, but it's an opportunity just to get back to the oldfashion face-to-face talking. That's a huge point. I mean, a conference -- like I said, I learned more last year at that one AAEA conference around dinner tables and stuff than I ever learned at some of the conferences. You know, when we went to that EYE conference, sitting and talking to those business leaders, it was stuff that I believed but you hear it from them and it's like, "Yeah, we've got to get back
to this because those kids -- those people are going to work." Some of our kids need to go to work there to make that living. So like I said, it's back to the face-to-face -- yes, we still have the networking. I mean, like I said, honestly, that's the most I use. Now whether it be as AD or whether it be as assistant principal or just in education, it's what really worked. It's kind of like coming out of college. They really don't prepare you all the time for what really happens in the classroom; it's just what was your experience and how did you handle it. That's a huge thing for us now, I mean, like I said, from an administrator's side. CHAIRMAN COFFMAN: Thank you. Ms. Brown. MS. BROWN: A lot of my networking comes from when I -- like I attended the Arkansas Leadership Academy two years. I was a participant one year and then I was a table coach the second year. And I had a lot of networking going on where to this day $I$ still communicate with the people I met there through social media and we have a lot of discussions happening in the venue and emails and --

CHAIRMAN COFFMAN: Thank you. My final question is: as you move more away from a box model to your customized model that fits the needs of the students
in your community, what is your plan to celebrate your success and to share your information with other schools? So what's your plan to be transparent and mentor?

MR. BIRKS: Well, we actually already had -just, again, through that networking that I have. I knew a guy that knew a guy; he was working with actually Mayflower superintendent and principal and they came and visited our school and we opened our doors. I mean, if our parents want to see what we're doing, we're very transparent. It's a big thing. And I speak about finances, about your classroom rules. If you're very transparent on things, people -- a lot of them won't question it as much, but they will want to be part of it. And we invite schools to come in. We've had neighboring schools -- we've had schools from across the state come in. And, again, when we network this is what we accomplish. When our scores went up, you know, it's that -- it's apparent in me; I brag about it. I want them to know what my kids and my teachers and my coaches are accomplishing. I know me as assistant principal and athletic director, when our coaches are in the classroom teaching, I mean, I brag about that best classroom teacher in there that happens to be a
coach, because of what the names they get, "a coach," you know. But we want to brag about that because it's the expectations and the non-negotiables that we go out there. We put that out there. We celebrate them in the paper. We celebrate them in our report to the public. We celebrate them in every board meeting. We have a celebration of what happened this month that we need to let the public know about and then, believe it or not, people pick up the paper or look at it on-line and then we get a phone call. I mean, I got three phone calls over the last month just talking about, "Hey, we heard you're doing this. Well, how do you do it?" And something that we were doing has already bled over to two across the state line, people I knew, and it's bled out into other schools. And I had an hour-long conversation yesterday with a man that's helping other schools and he was talking to me about doing work at Auburn University with the football team and how we're already doing some of the things they want to do. And that was -- I mean, that's a big thing for us, because Auburn University wanting to do what Lincoln High School wants to do, that's huge. To me, that tells me we're going in the right direction, you know, when the universities are wanting to do what a
public school is doing. And so if we're on that pathway we feel like that's the right pathway, you know, because it's about kids. That's the main thing.

CHAIRMAN COFFMAN: Thank you. Ms. Perry.
MS. PERRY: Resources abound. Alexandra Boyd has been in contact via text with Courtney Jones, the principal, and the New Tech contract has expired.

MR. BIRKS: Well, there you go.
CHAIRMAN COFFMAN: All right. Is there anyone to speak in opposition, Ms. Perry?

MS. PERRY: No.
CHAIRMAN COFFMAN: Are there any other questions? Ms. Pfeffer.

MS. PFEFFER: When is Lincoln's renewal, charter renewal?

MS. PERRY: They will come up for renewal in 2016, next spring.

MS. PFEFFER: 2016.
MS. PERRY: Next spring.
MS. PFEFFER: And with our new timeline -- so the -- all right. I guess what I'm thinking -- what I'm thinking -- you know, I guess I'm a little bit concerned about the lack of support that you felt you've gotten from New Tech. And I understand not
wanting to renew that contract. And with their charter renewal coming up in a year basically what we would be doing is allowing them just to withdraw from New Tech and really pursue this pathway towards community partnerships, working with businesses. Is that correct?

MR. BIRKS: Yes. It's a careers pathway, which is businesses, whatever that pathway is. Yes.

MS. PFEFFER: Here's my concern with -- I think you have the concept but I don't think you have the plan yet developed for what those partnerships and things would look like. So in my mind, if we approve this amendment basically we would be giving you time over the next year to really utilize the resources, to further pd, and to develop what that's going to look like. Because I'm thinking, when you come back -- you know -- if you come back for renewal, I would be very hesitant to approve the renewal without that very clearly thought through, planned out. I just -I like to see -- I like to see things, I like to see details --

MR. BIRKS: Yes, ma'am.
MS. PFEFFER: -- I like to see documentation. So if we approve this, I want it -- I'm wanting it to be something that by the end of the year, had your
renewal not be coming up I would've, you know, said I would want to see at the end of the year a very clear plan of which businesses -- with which businesses are you partnering, how are you developing those internships, what does it look like for a student during their school day. So those are all things that are going through my mind right now. MR. BIRKS: Yes, ma'am. I would tell you that Ms. Jones could probably be a little bit more -- you know -- you put together a leadership team of people that are stronger in certain areas; all that detail would probably be Ms. Jones. And I would tell you, like I said, $I$ don't know it all, but that's -- Ms. Jones does. So I do the other side of that, making sure -- you know -- different areas. So she may have more of that, but I do understand your concern. Yes. CHAIRMAN COFFMAN: You can certainly give her a heads-up of the questions to come.

MR. BIRKS: Absolutely.
CHAIRMAN COFFMAN: Any other questions or comments? I'll entertain a motion. DR. SAUNDER: I'd like to make a motion to approve the amendment.

CHAIRMAN COFFMAN: Second?
DR. JONES: IIll second.

CHAIRMAN COFFMAN: Dr. Saunders has made a motion, Dr. Jones has seconded the motion. Any questions? Then I'll accept a motion -- accept a vote. All those in favor?
(UNANIMOUS CHORUS OF AYES)
CHAIRMAN COFFMAN: Any opposed? If you'll take a moment to write your reasons, then we'll go around the table for the record. Dr. Gotcher, if you'll give us your rationale.

DR. GOTCHER: Sure. Through their testimony I was convinced that they have achieved sustainability without the need for New Tech. Furthermore, they demonstrated that effective evaluation of their program will remain and continue for improved growth.

CHAIRMAN COFFMAN: Thank you. Dr. Jones.
DR. JONES: Very similar to what Dr. Gotcher said. And I feel strong that you have the network resources in northwest Arkansas with the P21 Taskforce, through ERZ's, and with the other surrounding districts. And I think you have to live up to the challenge; y'all don't have a choice. And I believe being somewhat isolated you need that transportation money to get those kids into careers. So I can appreciate that you stayed with it long enough to own it and I feel like y'all do own the
change. We just want -- I can appreciate Ms. Pfeffer's concerns about seeing the program and would like to see that at renewal time.

CHAIRMAN COFFMAN: Mr. Lester.
MR. LESTER: After listening to the testimony, I believe that Lincoln has built the capacity in their teachers and the administration to create a strategic plan to continue without New Tech, to address the focus areas in their original application, that being project-based learning, career readiness and smart use of technology.

CHAIRMAN COFFMAN: Thank you. Ms. Liwo.
MS. LIWO: I, of course, voted for. And my reasoning is the amendment would provide for broader community involvement with additional benefits for students and teachers -- for example, job shadowing, internships, professional development, increased networking opportunities which may lead to postgraduation employment offers, may help students consider their career paths earlier on, and perhaps allow the students to obtain a job that will help them pay for college.

CHAIRMAN COFFMAN: Thank you. Ms. Pfeffer. MS. PFEFFER: Yes. I support -- I believe that -- I do believe listening -- after listening that the
capacity has been built. I think that the teachers have a strong understanding and that -- and again, my only suggestion would be to really -- excuse me -make sure that there is a clear plan for what the community partnerships would look like, if that's going to be needed in the future for a charter.

CHAIRMAN COFFMAN: Thank you. Mr. Rogers.
MR. ROGERS: I agree with most of what was said. I think that Lincoln has outgrown the usefulness of New Tech for them and they've done research on other project-based learning tools and are ready to use that in their community, use of their community partners.

CHAIRMAN COFFMAN: Thank you. Dr. Saunders.
DR. SAUNDERS: Yes. I was in favor. And I think it allows the flexibility to the district that they did not have under the New Tech model.

CHAIRMAN COFFMAN: All right. New Tech will be taken off your title, as requested in your amendment, and we wish Lincoln High School the best. You certainly have had an advantage today to hear the questions that you'll face in a year. So we wish you the best and we expect to hear lots of good things and we look forward to the transparency. You know, you need to tell your -- you're the best ones to tell
your own story, so we really invite you to get that out on your website, in your newsletters, to share it with us so that we can share it with others, and be an example to other school districts. So, thank you for being here today.

Ms. Perry, are you okay with taking a break? MS. PERRY: Yes.

CHAIRMAN COFFMAN: So would you like to take a -- this the pd person in me. Would you like to take a 13-minute break?

MS. PERRY: That would be perfect.
CHAIRMAN COFFMAN: All right.
(BREAK: 10:02-10:15 A.M.)
A-7: REQUEST FOR OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL AMENDMENT: OZARK MONTESSORI ACADEMY

CHAIRMAN COFFMAN: All right. We'll bring our meeting back to order. Ms. Perry, we're ready for Action Item 7, a Request for Open-Enrollment Public School Charter [sic] Amendment from Ozark Montessori Academy.

MS. PERRY: Yes. This is Ozark Montessori Academy, who you have heard from previously in the reports today. And they're coming forward today to ask you about the plan to more rapidly increase their enrollment than what they projected in their original
grant application. And they're also dealing with the location of their charter today. So Ozark Montessori, as I said, was approved to begin serving students this year. They're approved to serve students in grade $\mathrm{K}-6$ with a maximum enrollment in year-one of 120 and growing to $\mathrm{K}-8$. So $\mathrm{K}-6$ this first year, 120 this first year, growing to $\mathrm{K}-8$ and 280 by 1920 [sic] school year. That's what they were approved for. They're coming forward today; as already mentioned, they want to ask you to let them grow to 140 in year-one. And then there is an issue about location that Dr . Silano and her folks will talk to you about. Dr. Silano is here to begin speaking on this issue.

CHAIRMAN COFFMAN: Okay. Let me swear everyone in. So if you are from the Ozark Montessori Academy, if you will please stand. If there is anyone here from Springdale School District or anyone in opposition, if you'll please stand and raise your right hand. Do you swear or affirm that the testimony you are about to give shall be the truth, the whole truth and nothing but the truth?
(ALL WITNESSES ANSWERED AFFIRMATIVELY)
CHAIRMAN COFFMAN: All right. Thank you. Dr. Silano, if you'll begin. You have 20 minutes.

DR. SILANO: All right. Good morning, and I'm Christi Silano with Ozark Montessori Academy. And first I'd like to address the location change. And for those who are new to the panel, just by way of an update, when we came in February we asked for a change of address to a facility which is currently being remodeled for our use, custom remodeled, a wonderful 45,000 square foot facility with cafeteria, gymnasium, auditorium, just our dream location right in downtown Springdale. And as it would happen, or as we predicted might happen, there have been some hold-ups with construction. And so when we came before we told you that in that event we would open at the Jones Center, and so that's the stage we're at now. So the projected completion date for the construction is October 30 th and so our plan is to move in over that weekend -- or we'll start moving before then, but that weekend we'll get all the rest of the curriculum and everything moved for November 1st, to be in in time for the holidays. So the Jones Center has -- we've been meeting regularly to talk about the plan for that. You may know that the Springdale School of Innovation is also at the Jones Center, so it's kind of a cozy crowd. But some of the programming that is already there, they've moved
them out and given us a nice secure space at one end of the facility, with a security plan in place. We're actually right in the same hallway with a fulltime security officer. The doors will be locked through the day. We're going to open one side door for 30 minutes in the morning for drop-off and then that door will be locked and late students will have to come through the reception area. So we are being cognizant of security and we feel good about the plan. Any questions about our facility plans? All right. Okay.

So, originally, when we -- our charter application that was approved last year was based on a very conservative number. And a big part of the reason for that was being the first charter school in Springdale School District we really didn't know what to expect. We didn't know what kind of response we would get, and we were trying to be very, very conservative. And, of course, we were trying to start small and grow from there, but really we were trying to be very conservative. But what we found was just an overwhelming response of applicants. And so when we first applied our need -- the demonstrated need was based on district achievement scores and near district achievement scores, at your request.

But this time we come back to you and we're demonstrating a need based on consumer demand. And so because this opportunity was given to us we thought on behalf of our parents who I received phone calls, you know, weekly, if not twice a week, and sometimes more, asking me, "What is the update on the wait-list?" "Has anyone changed their mind?" "Did anyone leave the country?" "Have we moved up on the wait-list?" So we thought, you know, to be fair to our parents, to be kind to our parents that we would go ahead and ask this. We don't feel that it would place an undue burden on us. This is something -this growth is something we had already planned for. We'd started with extra small class sizes, 15 for kindergarten, 22 for the elementary. So, basically, this 20 would just increase our class sizes; we wouldn't be adding any additional classes, no additional teachers, although the extra funding would allow us to hire two more teaching assistants, which in the Montessori program is a real benefit. So I just -- I want to talk about the need and the demand that's out there and also how we've handled our recruitment process to make this opportunity available to all students.

So just a quick review of our lottery process:
so our original mission was to offer a strong, handson project-based individualized curriculum to a diverse Springdale community. And we went with the Montessori model because it met all those kinds of criteria that we were looking for. And in order to reach that diversity, knowing that, you know, the middle class students and families -- we already knew there was a demonstrated demand based on what we see in the other charter schools in our region. So we felt like we needed to make an extra-special outreach to the minority community and the lower income communities. And so we hired early on, over a year -- yeah, a year-and-a-half ago, a Hispanic outreach coordinator, and then later we hired a Marshallese outreach coordinator. They were part-time people who went to our local churches; we went to soup kitchens; we went to food banks; we went to restaurants; we did Spanish radio and television; we did a free kindergarten readiness Mom's Day Out program, offering Montessori education to diverse groups; and we did a late lottery. So we were the last lottery in town in mid-April, when other lotteries were held in January and February, and we did this to buy us more time to reach out to our community.

Our aspirations were high, a little higher than
what we got back, but $I$ believe that our extra efforts paid off. Fifty-percent of our applicants were qualified for free-and-reduced lunch based on enrollment packets that we had them fill out, including last year's lunch form. And $40 \%$, based on their surnames -- now we don't know their actual -- I don't have the numbers for the actual home language yet, but based on surnames we have a $40 \%$ Hispanic outcome. The Marshallese community, which is also very large in Springdale, as you know, was a little more difficult to break into. They don't have the television station, radio, and those means of communication, so we literally had to get out there and walk and put boots on the ground, and we did end up with three Marshallese families. And we are treating them like royalty and we're going to be doing special Marshallese -- part of our branding, part of our -- one of our selling points with them was that we really do want to help preserve the Marshallese culture and the Marshallese language. And our Marshallese friends have concerns that their language and their culture are going to be lost as they assimilate into our community, and so currently we're searching for grant money to allow someone to come in and teach the children to read and speak
properly in Marshallese and also offer cultural experiences to our whole school community and in hopes of increasing that population next year and the number of applicants. So I want to talk to you -- so that's just a quick review of our lottery and our enrollment process, of what the outcome was. And so, as you see in your packet, we had over 420 applicants -- applications for 120 seats. So the wait-list you see in front of you, that's just the people who did not get in, so there are over 300 names there.

I want to talk to you about the dedication to the Montessori model. It's very, very touching. The people who know about it, who come to us who have a background with Montessori, they understand what they're going to get is a special kind of childcentered environment that is very sensitive to each child's needs. They appreciate that individualized instruction. They appreciate that their child's development is being very carefully observed by the teachers throughout the day and watching for "does this child need more time to move; does this child need more language experience; does this child need -- does this child love science," and so we need to center their learning around that student's interest. So our Montessori families get that. But we also
have many, many non-Montessori experienced families who understand that what we're offering their child is a little more freedom to be who they are; a little more individuality; a little more one-on-one with their teacher, while having an assistant in every classroom so that their teacher can do those one-onone lessons. And so there's a certain excitement that's been a wonderful excitement for me to be a part of in this journey and it's a kind of excitement that you might see with parents, how they get excited at a soccer game or football game, about their child's football team. We see that about curriculum, which for me as a veteran teacher of 20 years is quite refreshing to see parents get excited about curriculum.

Now, as you can imagine, we're extremely busy getting ready for the new school to open. It occurred to me that I could have called the first three names or five names on each of the lists for each grade level and invited them to come here and we could have easily filled up this room. But I did not do that. As I said, I'm trying to be, you know, responsible with my time and that would have been a project in itself to organize that. However, we did bring a family here today who does want to have a
word in a moment here.
Before Monica comes up, I just want to say this about her and several of the others on our staff. Several of us have left good paying jobs in the northwest Arkansas area to make this happen, to make this initiative happen, myself being chief among them, unemployed for a couple of years getting this going. And -- but I also have other teachers, like Monica, for example, who came from her home district at a great -- to become actually not even one of our teachers; she came in late into the game and she wants to be an assistant. Her child won a seat in the lottery and she was so excited about it that she wants to be a part of it. And as an assistant she'll be making $\$ 15,000$ a year and -- but she wants to do this because she wants to learn this curriculum, she wants to eventually train to be a Montessori teacher and be a part of what we're doing.

So even though -- let me see; did I have anything else? Okay. Yes. So even though Monica's child won a seat in the lottery, and even though we favored siblings, which we did, and we had a very open and transparent lottery, Alyssa -- or Ms. Maddox was there. And the -- we had -- the University of Arkansas Department of Ed. Reform sponsored our
lottery. Everything occurred on a big screen; it was very well attended by our parents. And what we did was we did the first -- I think it was the first 10 seats in every class and then we saved five seats for siblings, and then so if they won a seat then their sibling got one of those five seats. Once those five sibling seats filled up, no more siblings got in. Now, then we ran a -- we didn't run the lottery numbers again, but then we took another batch of the original numbers; whoever was next in line got any additional seats that were not filled by siblings. So though we did our best to serve families and serve siblings and give them preference, we still have some siblings who are left behind and those are among some of the parents who are the most adamant about wanting to get their child in. So when Ms. Roten happened to be in my office when we were talking about this meeting, she indicated that she would like to come and just have a word before the panel. And I think her daughter might also want to say something, as well. And they look very spiffy today in their school uniform. So the younger, Avery, was accepted into our 2nd grade and then Bailey is so hoping -she's first on the waiting list; she's so hoping that you will approve an extra seat for her today that she
begged and begged her mother to buy her a uniform, so she is wearing one as well. So, Ms. Roten, would you like to go ahead and address the panel?

MS. ROTEN: Yes. So you can see that -CHAIRMAN COFFMAN: Ms. Roten, if you'll state your name for the record.

MS. ROTEN: Monica Roten. Sorry. Yes. My middle child, Avery, has gotten a seat or a place in the Montessori school, and my oldest daughter is patiently waiting for a call to get a spot. And approving the numbers would allow her to go ahead and have a spot this year instead of waiting at least another year or for another spot to open. Thank you. DR. SILANO: All right. She changed her mind, but we're glad --

MS. ROTEN: About talking.
DR. SILANO: Yes, about talking. But we're glad she's here. So just a quick review of the benefits. And I've noticed we did make -- we did encourage our parents to come in and talk to me in my office before the lottery, and I just want to say by way of anecdotal I saw two kinds of families that came to me. One were parents who, either through documentation and diagnosis, their child was talented and gifted, and many parents, myself included,
believe that our children are talented and gifted. But whether -- you know -- whether they are or they're not, they felt that their children were very bright and competent but bored in school and that made them sad, and so they felt that the Montessori curriculum would offer their child a chance to advance on an individual level. And then $I$ also saw at the other end of the spectrum many families came to me who felt that their child was challenged, either behaviorally or academically, and they felt that the Montessori curriculum would allow their child to catch up without feeling embarrassed that they were behind the other children. And so both of those reasons are very valid. Myself, my background as an educator, I spent the last six years as the director of ALE's in northwest Arkansas, so -- and I did my dissertation -- my Ph.D. focus was dropout prevention. And so I'm very familiar with the needs of students at risk and I think both of these groups are at risk. And I would project that many, if not most of the applicants that we had, their parents felt they were at risk for one reason or another. So we hope that you'll vote to approve our minimal increase.

I will -- let me add just one more little
tidbit, and this came from another employee of mine, Ms. Nichols, who's here today. I am not well familiar with the state of the elementary schools in Springdale, and we don't have a representative here to verify. But it's my understanding that many of the elementary schools are crowded and children are in fact being bused from one elementary zone to another. So as far as taking kids from the schools, you know, I did give that some consideration at this late date. I certainly wouldn't want to do anything to hurt our home district. But it's my understanding that there's certainly a need for additional seats. So that would be all of my presentation, if you have any questions.

CHAIRMAN COFFMAN: Thank you, Dr. Silano. Ms. Perry, do we have any opposition?

MS. PERRY: No, we do not.
CHAIRMAN COFFMAN: Okay. Thank you. Dr.
Silano, you have five additional minutes. Do you have any other --

DR. SILANO: No.
CHAIRMAN COFFMAN: All right. Then we'll start with our questions. Who would like to go first? Dr. Saunders.

DR. SAUNDERS: Okay. In looking at the budgets,

I have two proposed budgets, five-year budgets on the 120 and 140. Correct?

DR. SILANO: Yes.
DR. SAUNDERS: And I know you stated that with the increase, if you were looking at 140 students, you wouldn't -- you'd increase class sizes, not increase the number of personnel. Correct?

DR. SILANO: Correct.
DR. SAUNDERS: I know that the staff numbers change in that budget by approximately $\$ 40,000$ across - -

DR. SILANO: That would be the additional teacher assistants that we would hire.

DR. SAUNDERS: Okay.
DR. SILANO: So it wouldn't be adding classes per se, but beefing up our assistants.

DR. SAUNDERS: Okay. And in addition, the rent payments basically doubled from $\$ 10,000$ to $\$ 19,000$ ?

CHAIRMAN COFFMAN: State your name.
MR. BELL: Yeah. So --
CHAIRMAN COFFMAN: State your name, please.
MR. BELL: I apologize. Chris Bell, financial
consultant for Ozark Montessori Academy. And the rent is actually based on a percentage of revenue. And what you're seeing here is that a portion of the
first year's rent is being paid for by separate funds. And in the second projection, or in the second budget, from the 120 to the 140 , a smaller amount of that revenue -- I mean, of that rent is being supported by separate funds. So that's why you're seeing the increase.

DR. SILANO: We had an agreement with our landlord that our rent is based on a percentage of our revenue, $12 \%$ over five years, which is -- scales up as we go year-by-year.

DR. SAUNDERS: I know that looking at the bottom dollar, at the bottom of the budget -- see, it goes from, if you will, a carryover of $\$ 27,000$ to approximately $\$ 113,000$. And I know from our discussions earlier today about the technology -- and I have a concern about the amount of technology devices and especially a concern with the perceived lack of technology devices whenever there's a budget of approximately $10 \%$ being carried over. Could you address that for me?

DR. SAUNDERS: Well, I'll let --
MS. NICHOLS: I'm Rochelle Nichols, the director of finance for the Montessori Academy. In your budget I didn't want to change a whole lot so that you could see the projections -- I'm sorry -- from

120 students to 140 students. So I left everything the same, except for to show that we would be able to hire two additional teaching assistants with -- if we did get the increase to 140 . If we do get approved for the increase, I am planning on going back through and adding where we weren't able to afford adding to technology and adding to a couple other places that we weren't able to afford to put money into with the 120-student budget; I will put money into those categories. The technology was one that we have on our list where we would add to it to get -- purchase more computers if we do get that budget.

DR. SAUNDERS: So if you're approved at 140, could you give me an idea about how much that technology budget would be adjusted?

MS. NICHOLS: Okay. She would like to get an additional mobile cart and fill that with Chromebooks, like we have for the -- already are purchasing a mobile cart and putting 14 Chromebooks in it.

DR. SAUNDERS: So that would be an additional 14 devices, correct?

MS. NICHOLS: Yes. And a mobile cart. The mobile cart that we're already planning on purchasing holds I think around 24 computers. So in order to
purchase another 14 we would still have to purchase another mobile cart. But we would fill up the first mobile cart and then purchase a few for the extra mobile cart, determining how many we would need at that point.

DR. SAUNDERS: Okay. So just so I can understand that -- I'm a little confused. So the number of devices would increase by 14. Is that correct?

MS. NICHOLS: About that. I mean, I don't want to say that as a solid number. We would look and see how many students we have per class and make absolutely sure that we have a full set of Chromebooks for every student in each classroom. I don't have the numbers.

DR. SILANO: We could look that number up for you.

MS. NICHOLS: To see how much they cost.
DR. SAUNDERS: That's okay. I mean --
MS. NICHOLS: We would make sure to purchase enough computers that the mobile carts -- if one classroom wanted to take the mobile carts that each child in that classroom would have a Chromebook. So with our increase to 140 students there would be about 27 students per classroom, so we would purchase
enough to have 27 computers in the mobile carts. DR. SAUNDERS: Okay. Would it be safe to assume then with the mobile cart -- and I know we just talked about this. But the mobile cart and the 14 Chromebooks, ball-park maybe $\$ 10,000$ ?

DR. SILANO: Yeah, thereabout.
DR. SAUNDERS: Is that just a good guess?
MS. NICHOLS: Yeah. They're about $\$ 400$ to $\$ 500$ per computer and the mobile cart that we found I want to say is a couple hundred dollars as well. So I believe that would be --

DR. SILANO: Not more than $\$ 10,000$.
MS. NICHOLS: No.
DR. SAUNDERS: All right. Thank you.
CHAIRMAN COFFMAN: Ms. Pfeffer.
MS. PFEFFER: So you're asking for an increase of 20 students. How will those 20 students -- well, how will those slots be divided out among your grade levels?

DR. SILANO: It's approximately three students per grade level, so the kindergarten would go from 15 to 18. And if you'll notice the way we did our classes, there were 15 first-graders, 15 secondgraders, on up. So we had -- in our mixed age classes, grades 1 through 3, we had 45 students; so
we have 22 in one, 23 in another. So it basically -they're not all the classrooms exactly the same, but it comes out to two or three extra students per classroom.

MS. PFEFFER: And then I understand with the lottery it would -- the siblings would have first placement in those additional slots. Is that --

DR. SILANO: No. Actually, our board discussed this. There was -- we had several parents who said, "Now do we get to be at the top of the wait-list?" And the answer from our board was no. We felt that, you know, keeping that third-party wait-list that was created intact and not tampering with it would be the way to go. And so if a sibling happens to be next on the wait-list, as in the Roten family, then yes. But, no, we will not give preference to siblings until the second year.

MS. PFEFFER: So the list we have here, the wait-list we have, this is the order in which they were placed on the wait-list?

DR. SILANO: Right.
MS. PFEFFER: So kindergarten it would be the first three names --

DR. SILANO: Yes.
MS. PFEFFER: -- who would be offered those
slots first --
DR. SILANO: Yes.
MS. PFEFFER: -- if you added three to kindergarten? Okay.

DR. SILANO: Yes.
MS. PFEFFER: Okay. That's what -- I just wanted to understand what that process would look like.

DR. SILANO: Right.
MS. PFEFFER: Okay. That's all I have right now.

CHAIRMAN COFFMAN: Dr. Gotcher?
DR. GOTCHER: No.
CHAIRMAN COFFMAN: Coming to this side -- Dr. Jones, any questions?

DR. JONES: I know that you have that $12 \%$ set aside for rent with your permanent agreement. But have you made accommodations within the current budget for your rent for the Jones Center? In other words, does that affect your budget? You're building -- can you explain that a little bit?

DR. SILANO: Yes. So the Jones Center has made it clear that they will not charge us above what we would be paying at the other facility. They made that commitment to us, so it won't change.

DR. JONES: And I understand with the change in location, getting a newer facility, one of the strengths of your original application was the fact that you were in the neighborhood where you were accessible to a diverse population. Tell me about the new location, the neighborhood.

DR. SILANO: It's actually the same neighborhood, which is -- our goal was always to be in downtown, and we're actually closer now to the center of downtown and the two neediest elementary schools in the district.

DR. JONES: Okay. Thank you.
CHAIRMAN COFFMAN: Mr. Lester, any questions? MR. LESTER: No.

CHAIRMAN COFFMAN: Ms. Liwo?
MS. LIWO: No.
CHAIRMAN COFFMAN: Mr. Rogers?
MR. ROGERS: No.
CHAIRMAN COFFMAN: Any additional questions? Any additional comments? Then $I$ will entertain a motion.

DR. GOTCHER: Motion to accept the amendment request.

MS. PFEFFER: I'll second.
CHAIRMAN COFFMAN: So we have a motion from Dr .

Gotcher and a second from Ms. Pfeffer. Any questions? All those in favor of the motion? (UNANIMOUS CHORUS OF AYES)

CHAIRMAN COFFMAN: Any opposed?
If you'll take a moment to write your rationale, then we'll go around the table.

All right. Dr. Gotcher, if you'll give your rationale, please.

DR. GOTCHER: Certainly. I voted for. I felt like the budget increase satisfied the increase in student enrollment and it was not a significant change to the original application request.

CHAIRMAN COFFMAN: Thank you. Dr. Jones.
DR. JONES: I approved this motion because it's a moderate change that addressed the needs of the community.

CHAIRMAN COFFMAN: Mr. Lester.
MR. LESTER: With a plan for future growth already established that they had, I approved this amendment.

CHAIRMAN COFFMAN: Ms. Liwo.
MS. LIWO: I voted for. It seems like a minor change that won't negatively impact the school. There is the consumer demand, of course, and although not a guarantee it may allow siblings a spot at the
school. And there is no indication of budgetary issues.

CHAIRMAN COFFMAN: Ms. Pfeffer. MS. PFEFFER: I approved. It did not significantly change the original application. But based on the data, the need and the desire of the community, $I$ felt that you have a fair plan for increasing the cap sizes in a transparent process.

CHAIRMAN COFFMAN: Mr. Rogers.
MR. ROGERS: I approved because of the long wait-list, so that there is an opportunity, and it's not a major change overall.

CHAIRMAN COFFMAN: Dr. Saunders.
DR. SAUNDERS: Yeah. I approved based upon the need, on the waiting list, the number of applications received. I did want to express the concerns that I have regarding the lack of resources towards technology.

CHAIRMAN COFFMAN: Dr. Silano, congratulations; your amendment is approved. And I know you'll be looking forward to 20 additional shining faces, and good luck to you in your move. And this fall, we'll look forward to seeing pictures of a new learning environment.

DR. SILANO: Yes.

CHAIRMAN COFFMAN: Awesome. Thank you. A-8: REQUEST FOR DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT: PEA RIDGE MANUFACTURING AND BUSINESS ACADEMY

CHAIRMAN COFFMAN: With that, Ms. Perry, we're ready to move to Action Item 8, Request for District Conversion Public Charter School Amendment from Pea Ridge Manufacturing and Business Academy.

MS. PERRY: Yes. Pea Ridge Manufacturing and Business Academy was authorized on January 16, 2014. The charter is approved to serve students in grades 11 and 12 with a maximum enrollment of 250. Representatives of the charter are appearing before you to request an amendment to the current charter. Specifically, they're requesting a waiver of the media specialist requirement. And Director Charlie Clark will begin the presentation, and they do have a PowerPoint that $I$ think is being loaded now. Oh, I'm sorry; $I$ was right in your way, wasn't I?

MS. MORRIS: Yes, you were.
CHAIRMAN COFFMAN: While Ms. Morris is taking care of that, I'll ask that all representatives of Pea Ridge School District stand and anyone in opposition, and if you'll 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 WITNESSES ANSWERED AFFIRMATIVELY) CHAIRMAN COFFMAN: Thank you. Mr. Clark. SUPT. NEAL: My name is Rick Neal; I'm Superintendent of Schools at Pea Ridge. And I'd like to thank you for the opportunity to come speak to you today. I'm going to turn this over to our director; he's been working on this with our media situation. So at this time I'd like to introduce my assistant superintendent on my far right -- I mean, far left, Mr. Keith Martin, and our director, Mr. Charlie Clark.

MR. CLARK: Good morning. As Rick said, my name is Charlie Clark; I'm the director of the Pea Ridge Manufacturing and Business Academy. Before we get started today, our presentation will be rather short; it's pretty precise and to the point as to what we're -- what amendment we're requesting here. A little background on the school, Pea Ridge is a conversion charter school in, you know, the Pea Ridge School District, which is located in Benton County. We're just north of Rogers and we're just east of Bentonville, not too far from Missouri. Our school only deals with associates in grades 11 through 12, so we deal with, you know, high scorers that have met
most of their core requirements. And then the school itself is focused on business and industry. We have aligned with business partners throughout northwest Arkansas. We also have concurrent credits through two, going to be three college partners now moving forward, that all of our associates obtain. And then we basically do our best to stay with the economy in northwest Arkansas and available jobs and positions, and then go about training our associates to where when they graduate high school they're able to begin their career. And as Lincoln illustrated earlier this morning, that's something that can really help a hundred-percent of our students to do better in the future.

We have fie different career pathways: marketing and logistics, which is essentially business pathway. We've partnered with Wal-Mart, J.B. Hunt, and some of the other companies in northwest Arkansas. And multimedia productions focuses on not only TV, but computer related media; they work with Channel 40/29 up there. Industrial technology in the workplace is considered industrial maintenance; it's essentially fixing things, making sure forklifts can work, conveyor belts work at distribution centers, and we partner with Wal-Mart as well in that pathway.

## Sharon Hill Court Reporting

Plastic and metal fabrication is welding and then a little bit of plastic molding, which all starts with tool and die, so we train our kids in tool and die. And then healthcare management is by far the most popular pathway; we work with Mercy Health System, which is the hospital right there on the Interstate 540. And we've found that our associates, when they graduate with their CNA degree, and also the PCA now that we enter year-two, those students are able to essentially walk right into jobs. And a lot of them will start a career in the health profession and a lot of them will just use that to simply pay for college. So by the time they enter college they're able to, you know, have a much higher paying job than I had in work-study and, you know, help pay as they go so-to-speak.

Today's situation is rather clear. We're here to request an amendment in regards to 6.02.3. I won't read the whole thing to you, but essentially what it comes down to is when we had our accreditation assurances review earlier this year we were cited for not having a media specialist, for not having a library for PRMBA. And the reason this is something we felt like needed addressed in a hurry was we do have a library. We're a conversion charter
school and as you can see here, our school is located -- half of the school is located under the same roof as the high school and the other part of the school is located directly behind the high school. And if you'll see there the green lines, that would be the route our students take to get to the library, and we've used the library all year long. Our students have to pass the library to get to the cafeteria. And it's one of those things where we wanted to clarify this because it does not look good to say you don't have a library. My bachelor's degree is in English from Hendrix College; I am pro library all the way, don't get me wrong. But we wanted to rectify this and clarify this so moving forward we don't have an assurance violation saying that we do not have a library, when in fact we do. And it's a library that our students were able to use every day this past year and it's something we anticipate using every day next year as well.

Just, you know, a couple of points here as to why this waiver is needed and why to grant is. As I mentioned, we have access to a library and media center. The media specialist at Pea Ridge High School, Ms. Harris, has been great to work with. I've worked within the district for 11 years now and

I've known her a long time. And our kids come in and check out books and do everything just like a traditional high school student would. The total secondary population in Pea Ridge, including PRMBA and the high school, is approximately 600 people. I believe Mr. Martin said it was 625 as of today. So we are well within the legal limits of how many students can use that library or use that media specialist. If we were to have to add an additional librarian, so-to-speak, that would be what I consider maybe an unnecessary financial burden, not just on the school but on our taxpayers and our stakeholders as well. And, finally, the spirit of the standard has been followed. 16.02 .3 says your kids need access to a library. Well, our kids have access to a library and that's why we're here to clarify that today. And that is the sum of our presentation. We're more than happy to answer any questions.

CHAIRMAN COFFMAN: Thank you. Ms. Perry, do we have any opposition?

MS. PERRY: No, we do not.
CHAIRMAN COFFMAN: All right. Any additional comments or -- before I move to the Panel? All right. Questions? Dr. Saunders.

DR. SAUNDERS: Okay. So for clarification
purposes, under the standards for a school between -that has students between 300 and 1500 they're required to have one full-time librarian. Correct? MR. CLARK: Yes, sir.

DR. SAUNDERS: And your combined enrollment of these two campuses is six hundred and --

MR. CLARK: Twenty-five.
DR. SAUNDERS: 625?
MR. CLARK: Yes, sir.
DR. SAUNDERS: Thank you.
CHAIRMAN COFFMAN: Any other questions? Dr. Gotcher.

DR. GOTCHER: Actually, yes. Why do you think the citation was given when the reality is there is a librarian that fits the standards? What rationale was given --

MR. CLARK: Yes, sir.
DR. GOTCHER: -- by the Standards Assurance team?

MR. CLARK: Because as far as paper goes, there are two high schools in Pea Ridge.

DR. GOTCHER: I see.
MR. CLARK: And when there's two high schools in Pea Ridge and they have to -- our media specialist is under the high school's LEA number. We're a
completely -- although a conversion charter -- and this is my boss, Rick Neal -- he's the superintendent -- we're within the same school district but, like I said, technically two separate high schools.

DR. GOTCHER: Is it possible the master schedule could demonstrate that the students do have a regular scheduled time or an opportunity for research in the library?

MR. CLARK: Oh, yes, sir. There's flex time in our schedule that occurs right around lunch where a student does have approximately 30 minutes, every student would to -- we're calling it independent learning time where a student could go to the library. And like I mentioned earlier, they literally have to pass the library to get breakfast or to get lunch in the cafeteria. So it's something that's very available.

DR. GOTCHER: So actually it's kind of to their advantage to be by the cafeteria so they can --

MR. CLARK: Yes, sir. Yes, sir.
CHAIRMAN COFFMAN: Any other questions?
DR. SAUNDERS: I do.
CHAIRMAN COFFMAN: Dr. Saunders.
DR. SAUNDERS: Granting this amendment the way that it's worded, the way that $I$ was looking at it,
let me ask for your understanding. The waiver would be per the requirement of the media -- library/media center. Correct?

MR. CLARK: Yes, sir. Essentially, it would be an additional waiver to PRMBA's rules, much like some of our current rules. When we hired teachers, they didn't have a -- have to have an Arkansas teacher's license. So when we hired our plastic and metal fabrication teacher we hired a tool and die maker and a welder to teach that class. So this would essentially just be another waiver.

DR. SAUNDERS: So with the granting of that waiver, a waiver, if there was a change in administration in future years, could they then use that waiver to not provide those library services to the students?

MR. CLARK: No. I don't see a way that they could use this opportunity against Pea Ridge or against our students in the future. It would be much like the cafeteria situation. I mean, at no point could they turn around with it being under the school district. And, yes, I could be replaced, he could be replaced, but the person that takes my job still reports to the person that takes his job, since the superintendent is in charge of both schools.

DR. SAUNDERS: Correct. But I think that -would that not allow that opportunity? Maybe for legal; that may be a question for our legal. Would that allow that door to be opened for those students not to receive those services?

MS. CLAY: No, I don't think so. On paper it probably would look that way because they would have a waiver of that standard. But any charter that appears before you, their testimony also becomes part of what they're held to. So whatever is in writing in the packets and whatever they say before you today becomes part of the agreement. So if their agreement is they want a waiver of that standard but they're still willing to maintain between the two high school campuses combined, in compliance with the ratios, then they will be held to that.

DR. SAUNDERS: I'm okay with that. Yes.
CHAIRMAN COFFMAN: Any additional questions? I will entertain a motion.

MS. PFEFFER: Motion to approve the amendment.
DR. JONES: I second.
CHAIRMAN COFFMAN: Motion has been made by Ms. Pfeffer and seconded by Dr. Jones. Any questions? All those in favor.
(UNANIMOUS CHORUS OF AYES)

## Sharon Hill Court Reporting

CHAIRMAN COFFMAN: Any opposed?
If you'll take a moment to write your rationale. Dr. Jones, I'll start with you.

DR. JONES: I made a motion to approve because I feel the students' needs are being met and they do have access to a library.

CHAIRMAN COFFMAN: Mr. Lester.
MR. LESTER: I approved based on the students have access to the library and the laws for students have been followed.

CHAIRMAN COFFMAN: Ms. Liwo.
MS. LIWO: I voted for and that's because the students apparently have easy access to a library/media center.

CHAIRMAN COFFMAN: Mr. Rogers.
MR. ROGERS: I voted for because they do have access to a media center.

CHAIRMAN COFFMAN: Dr. Gotcher.
DR. GOTCHER: I agreed; I voted for.
Representatives were able to justify this request with students' access to the current media center.

CHAIRMAN COFFMAN: Dr. Saunders.
DR. SAUNDERS: I voted for. It allows the school to refrain from unnecessary expenditures and still provide services to the students.

CHAIRMAN COFFMAN: Ms. Pfeffer.
MS. PFEFFER: For the amendment, for all those reasons, plus the school gave documentation showing that students do have access and would continue. CHAIRMAN COFFMAN: The amendment for the Pea Ridge Manufacturing and Business Academy is approved. And keep those kids reading.

MR. CLARK: Will do. Thank you for your time. CHAIRMAN COFFMAN: Thank you.

A-9: REQUEST FOR DISTRICT CONVERSION PUBLIC CHARTER SCHOOL AMENDMENT: WARREN MIDDLE SCHOOL, A CONVERSION CHARTER

CHAIRMAN COFFMAN: Action Item Number 9, Ms. Perry; Request for District Conversion Public Charter School Amendment from Warren Middle School, A Conversion Charter.

MS. PERRY: All right. Warren Middle School was authorized on January 16, 2014, the same day as Pea Ridge. The charter is approved to serve students in grades 6 through 8 with a maximum enrollment of 450 . Representatives of the charter are appearing before you today to request an amendment to the charter. Specifically, they're requesting changes to the GT program. And to present is Rhoda Williams.

MS. WILLIAMS: Rhonda.
MS. PERRY: Rhonda.

CHAIRMAN COFFMAN: If all of the representatives from Warren School District will stand and raise your hand. Anyone in opposition? Thank you. 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 WITNESSES ANSWERED AFFIRMATIVELY)
CHAIRMAN COFFMAN: Thank you. All right. Miss -- is it Wardlaw or Williams?

MS. WILLIAMS: Williams.
CHAIRMAN COFFMAN: Okay. Williams. All right. Ms. Williams, if you'll start us off.

MS. WILLIAMS: Okay. Good morning. My name is Rhonda Williams and I am the GT and the AP coordinator for the Warren School District.

MS. CORNISH: And I'm Cathy Cornish, Warren Middle School principal.

MS. WILLIAMS: We are requesting a waiver to our charter regarding the Gifted and Talented. Currently, the Gifted and Talented teacher teaches the 6 th grade 45 minutes a week in a resource room. And the 7 th and 8 th graders are served through pre-AP classes. What we're asking for is that all learners in 7 through 9, or grades 6 through 8, identified GT students, will be served in a self-contained
classroom for science by an approved teacher of the gifted, as defined by the gifted program approval standards. This classroom setting will be a STEM setting and a STEM approach to teaching students. To support this, in the past few years we have been thinking about our middle school and what can we do to improve our gifted education at that point. We've also this year been fortunate enough to hire someone at middle school that is certified in gifted education. As we were looking at our benchmark scores, we see a need not only to improve in the science benchmark scores for all students but the gifted students also. We feel like the STEM approach to teaching will help benefit those scores and students, the gifted students. At the end of the year, when they fill out the GT assessment or the evaluation, the parents and the students keep asking, "Why can we not have GT resources at the middle school?" And so we just felt like the opportunity is there with the hiring of this teacher and that we need to use that.

CHAIRMAN COFFMAN: Ms. Perry, is there any opposition?

MS. PERRY: No, there is not.
CHAIRMAN COFFMAN: Any final statements? All
right. Let's get right to the Panel. Questions? We'll start on this side. Dr. Jones, any questions on this side?

DR. JONES: I had a couple of questions here. Okay. It's my understanding that basically you're not going to have GT pullout as integrated. Is that what the waiver is about?

MS. WILLIAMS: It is going to be integrated into 6th, 7th and 8th.

DR. JONES: Okay. And there's -- for gifted students there are so many requirements beyond just the pre-AP curriculum and the pre-AP class. Who will be in charge of seeing to the extra needs of those students, for example, if they're interested in an NAGC summer program or if they're interested in the Duke Talent Search or all of those other opportunities for gifted kids? Who is the person accountable for that?

MS. WILLIAMS: That will be the GT coordinator, which is me. I will still take care of all those things.

DR. JONES: Thank you.
CHAIRMAN COFFMAN: Dr. Gotcher.
DR. GOTCHER: Is this an increase in staff?
MS. WILLIAMS: Well, she's already teaching
science and so we just want to put her to work in the GT also.

DR. GOTCHER: Certainly.
MS. WILLIAMS: Does that make sense?
DR. GOTCHER: So would this cause an increase in your staff? Would you have to hire additional staff

MS. WILLIAMS: I will not.
DR. GOTCHER: -- or would you be shifting her? Okay. Good. I wanted to make sure the school board was in favor of this, if we --

MS. WILLIAMS: Yes. No, we will not hire additional staff.

DR. GOTCHER: Very good. Thank you.
CHAIRMAN COFFMAN: Dr. Pfeffer?
MS. PFEFFER: Okay. So right now -- I just need to make sure I understand. Right now, you're only having 6th grade served?

MS. WILLIAMS: Yes. For 45 minute -- they still have pre-AP classes in all four content areas in 6th grade. And so we were pulling them for 45 minutes for resource, and now we want to, 6,7 and 8 , have all of them have their GT in the science room, the STEM science room.

MS. PFEFFER: Okay. So I guess my only thought
is currently -- and, I mean, I like the idea that you're going to be able to expand from just 6th grade, to have 6th, 7th and 8th grade. I mean, that -- currently, they're getting kind of a crosscurriculum approach to GT?

MS. WILLIAMS: Yes.
MS. PFEFFER: And now it's going to be limited to science?

MS. WILLIAMS: No. It will be a STEM approach. She will incorporate every area and they will actually have her every day.

MS. PFEFFER: Okay. So is this going to replace their science class?

MS. WILLIAMS: No. It's going to be incorporated into the science.

MS. PFEFFER: It's going to be incorporated into science; it will still be meeting their science requirement, but it will also be --

MS. WILLIAMS: She's a former literacy teacher and so she will be incorporating writing, she'll be incorporating math, but they will still get their science standards.

MS. PFEFFER: I guess I'm just -- my only hesitation is thinking about what students get in a gifted program and -- because not all students -- not
all gifted students have the same interests and the same passions, and therefore aren't excelling in the same areas. So I just want to feel comfortable that we are not going to limit the opportunities for students to have that well-rounded experience. What does your GT look like prior to grade 6?

MS. WILLIAMS: Prior to grade 6 we have a pullout, 150 minutes a week.

MS. PFEFFER: And will that change -- that won't change anyway?

MS. WILLIAMS: That won't change.
MS. PFEFFER: That's more of a --
MS. WILLIAMS: That will not change.
MS. PFEFFER: -- cross-curriculum?
MS. WILLIAMS: And she has taught GT in the actual GT resource room for the past three years, so she knows, you know, how to incorporate that GT into that classroom.

CHAIRMAN COFFMAN: Dr. Gotcher?
DR. GOTCHER: Yes. And to Ms. Pfeffer's point, with the STEM approach are you convinced -- of course, you are -- that it's flexible to allow for those limitations that Ms. Pfeffer was concerned about? With the STEM approach it should increase the flexibility in the classroom. Am I hearing that
correctly?
MS. WILLIAMS: Yes. And as the coordinator, I will still be available for those kids that have special needs that can't be met in there and that will be my job to go and make sure those needs are met and get them in areas that they, you know, are concerned about, what they like.

DR. GOTCHER: Okay. Excellent. Thank you.
DR. SAUNDERS: Can I ask some questions?
CHAIRMAN COFFMAN: Dr. Saunders.
DR. SAUNDERS: Okay. I just need to clarify. I'm not sure on my understanding. So the students will be in -- the GT students will be in classes by themselves. Correct?

MS. WILLIAMS: Yes, a self-contained.
DR. SAUNDERS: Okay. And there will not be any non-GT students?

MS. WILLIAMS: Right. And we will still have a 7th -- 6th, 7th and 8th grade pre-AP science that is not gifted students, so all students will still have access to pre-AP.

DR. SAUNDERS: And this would just serve for the credit -- or the area of science. Correct?

MS. WILLIAMS: Right.
DR. SAUNDERS: Well, why not look at other
subjects as well?
MS. CORNISH: The reason being is because she is an approved gifted certified teacher and so we took advantage of that. And where we don't -- our other classes have the pre-AP certified; they're not gifted certified.

DR. SAUNDERS: Okay.
MS. PFEFFER: Can I ask another?
CHAIRMAN COFFMAN: Ms. Pfeffer.
MS. PFEFFER: How are you going to measure success of this? I went back and looked at some of your data regarding AP, number of students taking AP courses, the number of students having a 3, 4, 5 . Can you talk to me a little bit about your data and what you expect from this? Because, you know, I have some questions; so I'm wanting to know, you know, a year, two years, three years how are you going to know is this working?

MS. WILLIAMS: One of the things that we're going to look at, we're going to look at our science benchmark scores, of course. And as you can tell, they were not where we want them to be. The other thing is that we give the NWEA test at our school and we give that three times each year.

MS. PFEFFER: What was that again?

MS. WILLIAMS: MAP, NWEA MAP.
MS. PFEFFER: Oh, NWEA.
MS. WILLIAMS: And so we're going to look at that. Also, we will look at how many of the students will continue in the pre-AP program once they get out of 8 th grade. What we have noticed is that at our middle school we would have -- because they would only see me in that 6 th grade. And after 6 th grade $I$ only saw them, you know, as the GT coordinator who came over and, you know, would visit the classrooms, because they were turned over to the pre-AP teacher. At this point what we saw was we had a falling off of our students that were taking pre-AP and that was some of our gifted students. So I feel like with them having their own GT teacher that has them for three years I hope we see an increased enrollment in pre-AP and we also see the students wanting to stay in that program.

MS. CORNISH: And with the MAP we give it in reading, math and science.

MS. PFEFFER: Okay. This may be a question for Dr. Jones, with GT being in your division. I guess if we do this is there -- could we look at having GT just kind of monitored after a short time? I guess part of my thought is if $I$ were a parent and this
change was going to be made, you know, what will parents say, what will students say, and, you know, possibly just having some type of data in the next few years to know, you know. Is that even --

DR. JONES: Let me ask some additional questions here. Just for clarity, they are decreasing their GT time because they would've had that science class in addition to 45 minutes of GT pullout?

MS. WILLIAMS: Only in 6th grade.
DR. JONES: Okay.
MS. WILLIAMS: 7th and 8th, they were only having pre-AP.

DR. JONES: Okay.
MS. WILLIAMS: So they're actually increasing. DR. JONES: And so you're removing that 6th grade extra time and they're going to have that science?

MS. WILLIAMS: Right.
DR. JONES: Okay. All gifted kids may not be in pre-AP science. Where are they going to get their Gifted and Talented services?

MS. WILLIAMS: At our school district they actually are. As we've looked -- we looked back at the records and we have made our schedule so that those -- the GT students will all have that GT
science class and it won't interfere with any extracurricular activities that they're in, like choir or band.

DR. JONES: Okay.
MS. WILLIAMS: So it is available to them.
DR. JONES: And so that has to be the continued practice, regardless of who's there. Because should they not go into that pre-AP science, then they would not get the identified minutes required. Correct?

MS. WILLIAMS: Well, they don't have -- are you talking about with the new? Is that what you're asking me?

DR. JONES: With your new plan.
MS. WILLIAMS: Yes. Yes.
DR. JONES: Okay.
MS. WILLIAMS: And, I mean, we are hoping further down the road that we can look at maybe, you know, incorporating that into literacy. You know, we just haven't gotten there yet.

DR. JONES: I don't believe there's one way to do GT. This is a concern for the Gifted Department as they see time -- what they see is time eroding for gifted kids, and in reality it is being diminished. Correct?

MS. WILLIAMS: Yes.

DR. JONES: But if it's done differently and done well, and you're truly attending to the individual needs of those students, not just a whole class group, it can be done but it does have to be monitored closely. You'll have the opportunity to do that, even on your summative assessments now, because science will be tested, every grade, 3 through 10 -and so monitoring that, as well as providing additional data. Now you can make a motion that the GT department follow-up with their data and require them to provide that, should you want to. MS. PFEFER: And just -- may I ask a question? CHAIRMAN COFFMAN: Yes.

MS. PFEFFER: Okay. So all students who are identified as Gifted will have to take a pre-AP science?

MS. WILLIAMS: Yes.
MS. PFEFFER: Okay. Because now, you know, you don't have to. A lot -- I mean, a lot of times students just do, but -- I'm a strong believer in -with pre-AP programs I'm a strong believer in students getting to choose that because of their interest and their choice. You know, I really do -so, you know, if we're saying "you get identified here in elementary school and automatically now, 6th,

7th and 8th you're going to have to take this class because it" -- is that accurate --

MS. WILLIAMS: Yes.
MS. PFEFFER: -- that they would?
MS. WILLIAMS: Well, I ran that by Krystal Nail at the State Department. And what we came up with on that was, okay, if I am that GT student who chooses -- does not want to take the pre-AP science, I'm still going to get that pre-AP class in the areas that I'm interested in that's going to meet my needs. So we're just trying to really go above and beyond. MS. PFEFFER: But I'm still going to have to take pre-AP science, whether or not I really -MS. WILLIAMS: You really would not have to take it and you still would be in compliance with -MS. PFEFFER: If you took the other pre-AP class

MS. WILLIAMS: Right, if you took another preAP.

MS. PFEFFER: So if you had a student that -and I don't know that there would be that many. But if you had a student in grade 7 and they and their parent said, "We will do pre-AP English, we'll do pre-AP in math or social studies, but we don't want to do that." Would they be able to not --

MS. WILLIAMS: Yes.
MS. PFEFFER: -- if they don't want to?
MS. WILLIAMS: Yes.
MS. PFEFFER: Okay.
CHAIRMAN COFFMAN: Any additional questions? I have a question for you. What is your plan to communicate with these students and the parents of those students? And do you have a long-term plan to survey those parents to insure that this new way is truly meeting their needs?

MS. WILLIAMS: Yes. At the end of each school year we do a GT evaluation for each grade level and we survey parents, we survey students, we survey teachers. We will continue to do that. And we asked for a waiver so that we could kind of write our own evaluation. So when we look at that evaluation we're going to ask those questions about that program specifically and ask them how they like it, was it successful, did it meet your needs, your child's need. Also, one of the things that I wanted to say was on the evaluations that we have already done at the end of the year this was something that the parents and the students kept asking for, "Why do I not have a GT service at middle school? Why does it stop at 6th grade?" And so that's why we wanted to
go that way. And so at the beginning of school, when Ms. Cornish has her open house, we'll explain that to the students and the teachers.

CHAIRMAN COFFMAN: Is there any plan to do any type of midyear survey so that you can make adjustments for anyone who's not having their needs met?

MS. WILLIAMS: There is not a plan, but we can certainly do that.

CHAIRMAN COFFMAN: I just always pause at the idea of only evaluating at the end of the year because the year is already gone by the time you know what people are feeling. So it's always important to find out early.

MS. WILLIAMS: That is something we can do.
CHAIRMAN COFFMAN: Okay. Any additional
questions? Any additional comments? With that, I'll accept a motion.

DR. GOTCHER: Motion to approve the amendment request.

CHAIRMAN COFFMAN: A second?
MS. PFEFFER: I'm not sure of the proper
procedure here. I would be in favor of the motion if there was an inclusion that the school would work with the ADE office of Gifted in terms of -- I don't
know when the monitoring, the next monitoring visit is, but $I$ would like to have -- you know -- and I know at the end of the year is not always the best time to monitor, but it would give a year for this to be implemented. I would like to have a monitoring done with feedback, specific feedback from parents, from students, and -- with the criteria that they would normally look at. So I don't know how we would go about that.

CHAIRMAN COFFMAN: Dr. Gotcher, are you willing to amend your --

DR. GOTCHER: Absolutely. I can either do a substitute motion or $I$ can just amend my motion.

DR. JONES: Can I add to that, because my GT people will say, "What are you looking for?" Okay? I think what I'm missing as well is you telling me it's going to be integrated into STEM. Everybody says that these days. What we need are tangible things, especially since your parents are already complaining "we're not getting GT services at the middle school" -- I don't see how taking away additional time is adding. I don't see that yet. It may very well be that, but $I$ don't see tangible results for students. How are they getting extra services? What programs? What clubs? I mean,
that's what we need to see and that's something that our GT unit can monitor. Otherwise, they won't know beyond what they already monitor to go in and do. Do you understand what we're looking for?

MS. WILLIAMS: Yes, I do.
DR. JONES: Okay. So --
MS. WILLIAMS: Yes, I understand. So you're wanting to know --

DR. JONES: Sell it like you're selling it to a parent; what is it that their student, their gifted student is going to get that they have not received in the past, and be specific on grade levels. And just saying a 6th grade STEM integrated class is not tangible for us, and it probably isn't for parents as well, and so talk about the other opportunities available for those students. Okay?

MS. WILLIAMS: Okay.
DR. GOTCHER: Before I amend my motion --
CHAIRMAN COFFMAN: Dr. Gotcher, back to you.
DR. GOTCHER: Yes. Before I amend the motion, let me get clear on the provisions that we're asking.

DR. JONES: Do you want me to vocalize that for you?

DR. GOTCHER: Yes, please.
DR. JONES: We ask that Warren provide a
detailed plan for the 6 th, 7 th and 8 th grade middle school back to the GT department of the gifted program with tangible actions for students. Is that specific enough? You can make it sound nicer.

DR. GOTCHER: I think --
DR. JONES: You provide a plan to our GT office telling what students are getting for the gifted program.

MS. WILLIAMS: Okay.
MS. PFEFFER: And I would add then that the GT office monitor at the end of the 15-16 school year and then we have a report at our -- we would have a report next -- I guess it would be next summer on the progress. And we could -- you know -- if any different decision needed to be made after that report that would work.

DR. GOTCHER: All right. I'll withdraw my original motion, and I'd make a motion to approve the amendment request with the provision that the district provide a detailed plan to the Department of Education GT office explaining what the students are receiving in terms of services, to be monitored and reported. Did I hear a calendar date on that "reported?" In one year?

MS. PFEFFER: When will be our next meeting?

DR. JONES: Well, for the Standards Unit we try to give October 1 -- and that's not here. I think by October 1 they try to get to us any inconsistency with standards. And this is a standards -- going back to a standards issue. So I think -- couldn't you have that by October 1 --

MS. WILLIAMS: Yes.
DR. JONES: -- if you know what you're already doing?

MS. WILLIAMS: Yes.
DR. JONES: Okay. October 1 deadline.
DR. GOTCHER: By October 1 deadline this year?
DR. JONES: Yes.
CHAIRMAN COFFMAN: Well, I have a really long motion.

DR. SAUNDERS: I'll second it.
CHAIRMAN COFFMAN: Dr. Saunders has seconded it. So a motion has been made by Dr . Gotcher and seconded by Dr. Saunders. Any questions, comments? All those in favor of the motion?
(UNANIMOUS CHORUS OF AYES)
CHAIRMAN COFFMAN: Any opposed? The motion has passed. I'll give you a few moments to write your responses and your rationale. I love technology because I can see exactly when they're finished. Dr.

Gotcher.
DR. GOTCHER: Yes, I voted for. And I am satisfied with the adjustments towards monitoring and reporting by the October 1 date.

CHAIRMAN COFFMAN: Thank you. Dr. Jones.
DR. JONES: I voted for because I agree that you can do unique and innovative things with some flexibility along with the amendment. I feel good with it -- about it.

CHAIRMAN COFFMAN: I need to stop that timer. Mr. Lester.

MR. LESTER: I agree with the schedule will meet with the requirements of $G T$ in 6 through 8. But, again, I agree with the provision that we see that it meets the needs of those students.

CHAIRMAN COFFMAN: Ms. Liwo.
MS. LIWO: I voted for. It looks like you have sufficient and capable staff to handle the changes that will be made by the amendment and it will meet the needs of the students and address parents' wishes, so --

CHAIRMAN COFFMAN: Thank you. Ms. Pfeffer.
MS. PFEFFER: I voted for it. I do appreciate your desire to do different things with your GT program. But I feel much more comfortable with just
having the more -- the specificity that you're going to provide and also with the partnership with the $A D E$ just to kind of monitor how this new idea goes.

CHAIRMAN COFFMAN: Mr. Rogers.
MR. ROGERS: I voted for it because of the 6,7 , 8 GT classes, and then also that it will be agreed working with the ADE.

CHAIRMAN COFFMAN: Dr. Saunders.
DR. SAUNDERS: I voted for. I believe it allows opportunities for the GT kids within the district. CHAIRMAN COFFMAN: All right. The amendment has passed for Warren Middle School to make this amendment. And please reach out to the GT office at ADE for any support needed. We look forward to an innovative way to serve the needs of our gifted and talented children. So thank you for being here today.

MS. WILLIAMS: Thank you so much.
MS. CORNISH: Thank you.
CHAIRMAN COFFMAN: All right. Ms. Perry, that seems to be our entire agenda.

Just a quick reflection from the Panel on your use of our response tool -- yea's, nay's?
(COURT REPORTER'S NOTE: There were several
affirmative comments from panel members.)

CHAIRMAN COFFMAN: Just for the public to know, this -- these documents as written will be pdf'd and they will be sent to the school that came before us today so that they will have a record of it. These documents will go to our State Board and they will be included in the August NOVUS agenda for the State Board, so everyone will have access to exact words that the panel members wrote themselves. And the reason for this is, as Ms. Clay stated at the beginning, is to assist our State Board members in making a decision to review or not review the panel decision. And, Panel Members, just to kind of put you on alert, the State Board does sometimes ask you to clarify or expand on your reasoning. So we look forward to that.

We also want to thank the Pulaski County School District for hosting this meeting in a nice, cool location. The staff is very thankful.

With that, I'll accept a motion to adjourn.
DR. JONES: So moved.
DR. GOTCHER: And second.
CHAIRMAN COFFMAN: All right. Thank you.
(The meeting was adjourned at 11:25 a.m.)

- July 15, 2015
- July 15, 2015


C ERTIFICATE

```
STATE OF ARKANSAS )
O() 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 July 15, 2015, 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: July 29, 2015.

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

| \$ | $\begin{array}{\|c} \mathbf{6 6 : 1 6 ; 6 8 : 2 0} \\ \text { able (20) } \\ \text { 12:6;26:15;39:3, } \end{array}$ | $\begin{array}{\|c} \text { 19;126:2 } \\ \text { achieved (1) } \\ 75: 11 \end{array}$ | 133:20 addressed (2) 100:15;105:24 | $\begin{aligned} & \text { 41:12;53:16;54:8; } \\ & \text { 59:20,23;70:6,17; } \\ & 77: 2 ; 88: 9 ; 121: 25 ; \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| \$10,000 (6) | 13;43:24;47:13; | achievement (2) | addresses (1) | 133:14 |
| $16: 23,25 ; 17: 3$ | 56:10;57:7;58:2; | 81:24,25 | 32:14 | against (2) |
| $92: 18 ; 96: 5,12$ | 59:17;94:2,6,8; | across (3) | ADE (10) | 110:18,19 |
| \$113,000 (1) | 104:10;105:9,14; | 70:17;71:14;92:10 | 4:14;5:10;7:6; | ag-business (1) |
| 93:14 | 106:17;112:20; | Act (1) | 16:16;29:5,5;128:25; | 55:12 |
| \$15,000 (1) | 118:2;126:25 | 4:13 | 134:2,7,14 | age (1) |
| 87:15 | abound (1) | action (16) | adequate (1) | 96:24 |
| \$19,000 (1) | 72:6 | 8:21;11:22;13:7; | 18:2 | agenda (13) |
| 92:18 | above (2) | 14:17;15:1;19:17,17; | adjourn (1) | 9:4;13:7;14:21; |
| \$200,000 (1) | 98:23;126:11 | 21:1;23:1;28:13; | 135:19 | 18:18,20,21,22; |
| 16:18 | absence (1) | 33:21;34:1,7;78:18 | adjourned (1) | 19:17;20:8;21:1; |
| \$263,800 (1) | 38:5 | 102:5;113:12 | 135:24 | 30:12;134:21;135:6 |
| 16:19 | absent (1) | actions (2) | adjusted (1) | ago (4) |
| \$27,000 (1) | $19: 1$ | $\begin{aligned} & \text { 29:21;131:3 } \\ & \text { activate (1) } \end{aligned}$ | $\begin{aligned} & \text { 94:15 } \\ & \text { adjustments (2) } \end{aligned}$ | $\begin{aligned} & \text { 6:11;39:20;41:2; } \\ & 83: 13 \end{aligned}$ |
| 93:13 | Absolutely (5) 60:12;63:16;74:19; | $\begin{array}{\|c} \hline \text { activate (1) } \\ 26: 15 \end{array}$ | $\begin{gathered} \text { adjustments (2) } \\ 128: 6 ; 133: 3 \end{gathered}$ | 83:13 <br> agree (5) |
| $\begin{gathered} \$ 40,000(1) \\ 92: 10 \end{gathered}$ | $\begin{aligned} & \text { 60:12;63:16;74:19; } \\ & 95: 13 ; 129: 12 \end{aligned}$ | $\begin{gathered} \text { 26:15 } \\ \text { activities (2) } \end{gathered}$ | 128:6;133:3 <br> administration (6) | $\begin{array}{\|l\|} \text { agree (5) } \\ \text { 24:9;77:8;133:6, } \end{array}$ |
| \$400 (1) | Academic (1) | 34:24;124:2 | 50:14;57:14;59:8; | 12,14 |
| 96:8 | 5:6 | actual (4) | 66:24;76:7;110:14 | agreed (3) |
| \$45,000 (2) | $\begin{array}{\|l} \text { academically (1) } \\ 90: 10 \end{array}$ | $\begin{aligned} & \text { 14:5;84:6,7;119:16 } \\ & \text { actually (30) } \end{aligned}$ | $\begin{gathered} \text { administrative (2) } \\ 60: 21 ; 62: 5 \end{gathered}$ | 7:14;112:19;134:6 <br> Agreement (6) |
| $43: 19,20$ $\$ 463,000 ~(1) ~$ | ACADEMY (16) | $\begin{array}{\|l\|} \hline \text { actually (30) } \\ 8: 18 ; 38: 10,21 ; \end{array}$ | 60:21;62:5 <br> administrator (2) | $\begin{array}{\|c\|} \hline \text { Agreement (6) } \\ \text { 28:24,25;93:7; } \end{array}$ |
| $\begin{gathered} \$ 463,000(1) \\ 16: 20 \end{gathered}$ | 12:20,22;16:1; | $\begin{aligned} & 8: 18 ; 38: 10,21 ; \\ & 40: 11 ; 45: 17,22 ; \end{aligned}$ | 61:3;67:2 | 98:17;111:12,12 |
| \$5,750,000 (1) | 69:17;78:15,20,22; $79 \cdot 16 \cdot 80 \cdot 2 \cdot 92 \cdot 23$; | 46:13,21;47:9;52:24; | administrators (3) <br> 50:18;55:20;62:22 | $\underset{31: 5}{\text { agrees (1) }}$ |
| 12:1 | 79:16;80:2;92:23; | 53:9,10,16;57:19; | 50:18;55:20;62:22 |  |
| \$500 (1) | 93:23;102:3,7,9; | 61:15,17;68:4;70:5, | administrator's (1) | agriculture (1) |
| 96:8 | 103:15;113:6 | 8;81:3;87:10;92:24; | 69:13 | 37:24 |
| \$90,000 (1) | accelerate (1) | 97:8;99:7,9;108:13; | ado (1) | ahead (5) |
| 43:20 | 24:5 | 109:18;118:11; | 7:18 | 13:19;35:19;82:11; |
| \$900 (2) | accept (6) | 123:14,23 | Adobe (1) | 89:3,11 |
| 15:12;16:4 | 24:15;75:3,3; | AD (1) | 40:25 | aim (1) |
| \$900,000 (1) | 99:22;128:18;135:19 | 69:6 | adults (1) | 63:1 |
| 15:11 | accepted (1) | adamant (1) | 45:18 | air- (1) |
| [ | access (11) | add (9) | 90:7 | alert (1) |
|  | 106:22;107:15,15; | 28:22;31:25;32:1; | advantage (4) | 135:13 |
| [sic] (3) | 112:6,9,13,17,21; | 65:19;90:25;94:11; | 56:17;77:21; | ALE's (1) |
| 13:4;78:19;79:8 | 113:4;120:21;135:7 | 107:9;129:14;131:10 | 109:19;121:4 | 90:16 |
|  | accessible (3) | added (2) | affect (2) | Alexandra (2) |
| A | 32:10,12;99:5 | 31:12;98:3 | 57:19;98:20 | 6:24;72:6 |
|  | accessing (1) | adding (6) | affected (2) | aligned (1) |
| A-1 (1) | $10: 1$ | $\begin{aligned} & \text { 82:17;92:15;94:6, } \\ & 67 \cdot 129 \cdot 2 ? \end{aligned}$ | 20:5;61:14 | 104:3 |
| 19:15 | $\begin{array}{\|l} \text { accommodations (1) } \\ 98: 18 \end{array}$ | $\begin{array}{r} \text { 6,7;129:22 } \\ \text { addition (4) } \end{array}$ | $\begin{aligned} & \text { affiliation (1) } \\ & 60: 20 \end{aligned}$ | allow (13) 10:21;12:3;20:4; |
| $\begin{aligned} & \text { A-2 (2) } \\ & 22: 25 ; 23: 5 \end{aligned}$ | accomplish (3) | addition (4) 23:8;32:5;92:17; | affirm (4) | 23:24;76:21;82:19; |
| $\begin{array}{r} 22: 25 ; \\ \mathbf{A - 3} \mathbf{( 1 )} \end{array}$ | 39:4;66:4;70:18 | 123:8 | 35:11;79:20 | 84:24;89:11;90:11; |
| 28:11 | accomplishing (1) | additional (31) | 102:24;114:4 | 100:25;111:2,4; |
| A-4 (1) | 70:22 | 9:19;15:17;17:1; | affirmative (1) | 119:22 |
| 33:19 | accordance (1) | 30:2;33:6;76:15; | 134:25 | allowed (1) |
| A-5 (1) | 20:19 | 82:17,18;88:11; | AFFIRMATIVELY (4) | 9:24 |
| 33:24 | according (1) | 91:12,19;92:12;94:3, | 35:14;79:23;103:2; | allowing (2) |
| A-6 (1) | 58:21 | 17,21;97:7;99:19,20; | 114:7 | 9:17;73:3 |
| 34:4 | accountable (1) | 101:21;107:9,22; | afford (4) | allows (4) |
| A-7 (1) | 116:18 accreditation (1) | 110:5;111:18;117:6, | 48:5;50:23;94:6,8 | 21:6;77:16;112:23; |
| 78:14 | accreditation (1) | 13;123:5;125:9; | afternoon (1) | 134:9 |
| A-8 (1) | 105:21 | 127:5;128:16,17; | 12:16 | along (2) |
| 102:2 | accuracy (1) | 129:22 | Ag (1) | 62:1;133:8 |
| A-9 (1) | 58:25 | address (9) | 55:13 | although (5) |
| 113:10 | accurate (5) | 13:25;15:1,5;76:8; | again (14) | 10:8;11:24;82:18; |
| AAEA (2) | 14:9;48:21;59:10, | 80:3,6;89:3;93:20; | 26:1;32:11;38:25; | 100:24;109:1 |

```
always (12)
    28:19;29:11;31:2;
    39:4;47:24;55:21;
    61:4;66:20;99:8;
    128:10,13;129:3
always (12)
```

Alyssa (2)
28:17;87:23
amend (4)
129:11,13;130:18,
20
amendment (59)
9:4,11;10:3,10;
13:2,7;15:6;20:18,22,
25;21:25;28:11,15,
16;29:13;30:8,14,23;
31:17;33:1,2,9,20,25;
34:5,8,15;35:1;54:11,
13;58:21;59:11;
73:13;74:23;76:14;
77:19;78:15,19;
99:22;100:20;
101:20;102:3,6,13;
103:18;105:18;
109:24;111:20;
113:2,5,11,14,21;
128:19;131:19;
133:8,19;134:11,13
amendments (2)
21:3,8
among (3)
87:6;88:14;96:18
amount (7)
11:25;18:3;50:1;
64:15;65:1;93:4,16
analysis (2)
11:13;24:12
and/or (1)
34:21
anecdotal (1)
89:22
Ann (1)
36:1
annual (1)
11:25
ANSWERED (4)
35:14;79:23;103:2;
114:7
anticipate (3)
8:18;11:24;106:18
anymore (2)
42:6;53:8
AP (4)
114:14;121:12,12;
126:19
apologize (3)
14:3;36:1;92:22
apparent (1)
70:19
apparently (1)
112:13
appear (4)
11:20;19:24;20:3,5
appeared (1)

Alyssa (2)
28:17;87:23
amend (4) 129:11,13;130:18, 20
amendment (59)
9:4,11;10:3,10; 13:2,7;15:6;20:18,22, 25;21:25;28:11,15, 16;29:13;30:8,14,23; 34:5,8,15;35:1;54:11, 13;58:21;59:11; 73:13;74:23;76:14; 77:19;78:15,19; 99:22;100:20; 101:20;102:3,6,13; 103:18;105:18; 109:24;111:20; 113:2,5,11,14,21; 128:19;131:19; 133:8,19;134:11,13
amendments (2) 21:3,8
among (3)
87:6;88:14;96:18
amount (7)
11:25;18:3;50:1;
64:15;65:1;93:4,16
11:13;24:12
and/or (1)
34:21
anecdotal (1)
89:22
36:1
annual (1) 11:25
ANSWERED (4) 35:14;79:23;103:2; 114:7
anticipate (3)
8:18;11:24;106:18
ymore (2)
AP (4) 114:14;121:12,12; 126:19
apologize (3) 14:3;36:1;92:22
apparent (1) pparently (1)
112:13
appear (4)
appeared (1)

13:1
appearing (5)
21:19;34:14;40:3;
102:12;113:20
appears (2) 24:9;111:9
Apple (1)
40:14
applicant (2) 8:10;20:19
applicants (10) 8:2,3,23;19:22; 24:11;81:22;84:2; 85:4,7;90:21
APPLICATION (27)
7:16,19,23;8:12, 16;11:1,4;12:15; 19:21;20:20;22:25; 23:2,6;24:17;25:3, 12;34:17;48:25;49:5; 52:11;60:15;76:9; 79:1;81:13;99:3; 100:12;101:5
applications (13) 10:11;23:15,17,19, 23,25;24:3,10;27:19; 32:18,18;85:8; 101:15
applied (1) 81:23
apply (3) 8:4,4,8
appoint (1) 4:14
appreciate (10) 7:2;12:10,11; 30:20;66:7;75:24; 76:1;85:17,18; 133:23
apprehensive (1) 53:6
apprenticeship (1) 47:10
apprenticeships (2) 39:15;48:18
approach (6) 115:4,13;118:5,9; 119:21,24
appropriate (1) 17:25
approval (2) 59:14;115:2
approve (16) 19:5;23:8;24:16; 33:8;59:9;60:10; 73:12,18,24;74:23; 88:25;90:23;111:20; 112:4;128:19;131:18
approved (24) 16:12;22:17;34:12; 54:11;59:22;60:4; 79:3,4,9;81:13;94:4, 13;100:14,19;101:4,

10,14,20;102:10;
112:8;113:6,18;
115:1;121:3
approving (1)
89:11
approximately (6)
92:10;93:14,19;
96:20;107:5;109:11
April (4)
11:16;18:23;21:18;
23:18
area (7)
41:9;45:6,20;81:8;
87:5;118:10;120:23
areas (12)
11:14,22;44:8;
58:15;64:11;74:11, 15;76:9;117:20; 119:3;120:6;126:9
Arkansas (25) 4:12,25;5:3;6:4; 7:1;8:7;10:25;11:3, 15,24;12:13;20:21; 40:10;41:2;52:2; 63:1;69:16;75:18; 87:5,25;90:16;104:4, 8,18;110:7
arms (1) 67:17
around (16) 4:19;15:11;17:13; 26:13,21;29:12; 45:11;66:17;68:12, 20;75:7;85:24;94:25; 100:6;109:10;110:21
aside (2) 62:5;98:17
aspect (1) 67:10
aspirations (1) 83:25
assess (1) 18:9
assessment (4) 18:7,7,11;115:16
assessments (1) 125:6
assignments (1) 53:2
assimilate (1) 84:23
assist (1) 135:10
assistance (4) 9:18;14:10;26:15, 17
Assistant (18) 4:22,24;5:5,7;35:6, 18;36:6;37:16;42:10; 48:9,11;51:2;69:7; 70:22;86:5;87:12,14; 103:9
assistants (4)

82:19;92:13,16; 94:3
assists (1) 32:13
associated (1) 34:25
associates (4) 103:24;104:6,9; 105:7
assume (1) 96:2
assuming (1) 53:3
assumptions (1) 13:22
assurance (3) 32:16;106:15; 108:18
assurances (1) 105:21
assure (1) 29:4
athletic (6) 35:18;37:23;39:18; 42:9,11;70:23
athletics (3) 40:13;42:13,15
attempt (1) 33:3
attend (2) 6:10;7:15
attended (2) 69:16;88:2
attending (2) 7:12;125:2
attention (1) 18:25
Attorney (1) 5:12
attorneys (1) 9:9
Auburn (2) 71:18,22
audience (2) 5:25;6:1
auditorium (1) 80:9
August (6) 22:9,13,14;23:19, 23;135:6
authorization (2) 4:11;6:13
authorize (1) 6:19
authorized (4) 34:11;57:2;102:9; 113:17
authorizer (1) 20:23
Authorizing (10) 4:3,10,10,16;7:12; 12:25;13:2;19:15,18; 22:16
automatically (2)
28:23;125:25
available (9) 49:18;53:9;54:3; 82:24;104:8;109:17; 120:3;124:5;130:16
avenue (2)
37:1;38:12
avenues (3) 52:1;56:15,22
Avery (2)
88:22;89:8
away (6) 23:12;25:16,16; 47:20;69:24;129:21
Awesome (1) 102:1
aye (1)
33:13
AYES (8)
19:12;22:22;26:4; 33:14;75:5;100:3; 111:25;132:21

## B

bachelor's (1) 106:11
back (28)
4:6;13:21;25:23;
31:1,6;37:10;43:1,5; 50:22;66:18;67:11, 20;68:1,8,17,25;69:3; 73:16,17;78:17;82:1; 84:1;94:5;121:11; 123:23;130:19; 131:2;132:5
background (4)
30:16;85:14;90:14; 103:19
backgrounds (1) 56:19
bad (2) 62:12;64:17
Bailey (1) 88:23
ball-park (1) 96:5
band (2) 46:23;124:3
banks (1) 83:17
Barnett (1) 12:12
base (2) 10:6;50:3
based (20) 13:22;14:4,6;21:3; 30:15;43:25;48:18; 63:18;81:13,24;82:2; 83:8;84:3,5,8;92:24; 93:8;101:6,14;112:8
basically (13)

| 36:18,19;41:20; | 37:21,22,22;41:7; | 109:2 | 98:20 | 24;46:1,23;48:7,9; |
| :---: | :---: | :---: | :---: | :---: |
| 43:22;46:19;49:24; | 44:6;62:23,23,24; | both (10) | built (4) | 49:24;50:12;52:9; |
| 73:2,13;82:15;92:18; | 104:13 | 8:1;20:4,17;36:3 | 36:12;43:23;76:6; | 55:1,3,10,15,15,17; |
| 97:1;104:7;116:5 | beyond (5) | 52:1;58:4,5;90:13, | 77:1 | 56:2,17;57:17,22; |
| basis (1) | 40:9;51:24;116:11; | 19;110:25 | burden (2) | 58:11,12;59:22;60:8, |
| 16:16 | 126:11;130:3 | bottle (1) | 82:12;107:1 | 10,11;61:8;62:23,23; |
| batch (1) | big (12) | 11:21 | bused (1) | 63:13;64:24;66:7,16; |
| 88:9 | 31:11;39:9,10; | bottom (2) | 91:7 | 67:1;74:17;75:24; |
| beat (1) | 49:3;50:12;57:23; | 93:11,12 | business (15) | 76:1;78:3;86:6,16; |
| 58:8 | 58:15;67:15;70:11; | box (4) | 37:23;38:22;40:24; | 89:4;95:6;98:21; |
| became (1) | 71:21;81:14;88:1 | 39:1,2;47:20;69:24 | 42:16;45:15;46:25; | 104:12,23;106:1; |
| 42:9 | bigger (1) | Boyd (1) | 68:23;102:3,7,9; | 107:8;109:19;115:6, |
| become (2) | 65:17 | 72:6 | 103:15;104:2,3,16; | 18;120:9;121:8,14, |
| 51:22;87:10 | biggest (3) | brag (3) | 113:6 | 21;124:17;125:4,9; |
| becomes (2) | 63:19;64:2;66: | 70:20,24;71 | businesses (11) | 128:5,8,15;129:12, |
| 111:9,12 | bills (2) | branding (1) | 36:15,18;44:23 | 13,14;130:2;131:4; |
| becoming (1) | 39:9,10 | 84:17 | 45:7,8;47:9;68:1 | 132:25;133:7 |
| 57:2 | birds (1) | break (5) | 73:5,8;74:3,3 | cap (1) |
| beefing (1) | 58:10 | 26:23;78:6,10,13; | busy (1) | 101:8 |
| 92:16 | Birks (59) | 84:11 | 86:16 | capable (1) |
| begged (2) | 35:5,15,17,17,21, | breakfast (1) | buy (4) | 133:18 |
| 89:1,1 | 25;36:5;41:20;43:8, | 109:15 | 17:7,12;83:23;89:1 | capacity (5) |
| begin (6) | 13,19;44:1,5,18,25; | breaks (1) | buying (1) | 13:25;36:12;43:23; |
| 35:6;79:3,13,25; | 45:15;46:6,21;48:20, | 16:6 | 16:2 | 76:6;77:1 |
| 102:16;104:10 | 22;49:2,8,13,19; | BRIEF (2) |  | care (2) |
| beginning (4) | 51:11,25;52:14; | 12:19;18:15 | C | 102:21;116:20 |
| 51:19;67:2;128:1; | 53:22;54:6,8,13,17; | bright (1) |  | career (12) |
| 135:10 | 55:25;57:15,21;58:1, | 90:4 | C-1 (1) | 36:25;38:10,10,11, |
| begins (1) | 7,18;59:2,20;60:1,4, | bring (7) | 137:24 | 12;42:23;44:9;76:10, |
| 24:2 | 9,12;61:1,2;62:3; | 31:1;32:23;65:12; | cafeteria (5) | 20;104:11,15;105:11 |
| behalf (2) | 63:16;64:4;65:19; | 68:3,3;78:16;86:25 | 80:8;106:8;109:16, | careers (4) |
| 41:13;82:4 | 66:8,15;67:12;70:5; | bringing (3) | 19;110:20 | 36:20;40:22;73:7; |
| behaviorally (1) | 72:9;73:7,22;74:8,19 | 19:19;46:21,2 | calendar (1) | 75:23 |
| 90:10 | bit (15) | broad (1) | 131:23 | carefully (1) |
| behind (3) | 11:9;21:23;24:6; | 46:23 | call (7) | 85:19 |
| 88:14;90:13;106:4 | 40:23;41:11;49:12; | broader (2) | 4:2;23:14;26:24; | Carolina (1) |
| believer (2) | 52:15;56:14,20; | 53:25;76:1 | 40:16,17;71:10; | 36:4 |
| 125:20,21 | 60:14;72:23;74:9; | brought (2) | 89:10 | carried (1) |
| Bell (4) | 98:21;105:2;121:14 | 18:25;47:4 | called (7) | 93:19 |
| 14:10;92:20,22,22 | bled (2) | BROWN (36) | 19:23;49:25;50:25; | carryover (1) |
| belts (1) | 71:14,15 | 35:22,22;40:22; | 51:2;52:23;65:2; | 93:13 |
| 104:24 | block (3) | 41:10,12,12,24;43:9; | 86:18 | cart (12) |
| benchmark (4) | 19:22;54:22;56:2 | 44:21;45:1;51:13; | calling (1) | 17:13;18:12;94:17, |
| 18:3;115:10,12; | BLYTHEVILLE (1) | 52:7,15,20;53:5; | 109:12 | 19,23,24;95:2,3,4; |
| 121:21 | 33:20 | 54:5;55:24;57:6,20, | calls (2) | 96:3,4,9 |
| beneficial (1) | board (23) | 25;58:2;60:19,23,25; | 71:11;82: | carts (3) |
| 57:3 | 4:4;5:13;7:13,14; | 61:2,8,10,22,24; | came (12) | 95:21,22;96:1 |
| benefit (4) | 9:22;10:5,22;20:1,6, | 63:24;64:5,19;65:11, | 42:9;70:9;80:5,12; | case (1) |
| 5:24;22:8;82:20; | 8,10;23:7;24:7; | 14;69:14,15 | 87:9,11;89:22;90:8; | 9:11 |
| 115:14 | 27:13;29:18;71:6; | BUDGET (32) | 91:1;122:10;126:6; | catch (1) |
| benefits (2) | 97:8,11;117:10; | 12:20,22;13:4,21, | 135:3 | 90:12 |
| 76:15;89:18 | 135:5,7,10,13 | 22;14:2,4,25;15:7,7, | campus (2) | categories (1) |
| benefitted (1) | Bobby (1) | 9,12,20;16:5,14,24; | 28:22,23 | 94:10 |
| 57:5 | 5:9 | 17:7,9;18:7;44:23; | campuses (2) | Cathy (1) |
| Benton (1) | book (2) | 53:24;92:10;93:3,12, | 108:6;111:15 | 114:16 |
| 103:21 | 53:1,12 | 18,24;94:9,12,15; | can (93) | cause (1) |
| Bentonville (1) | books (1) | 98:19,20;100:10 | 9:15;10:1,1;17:13; | 117:5 |
| 103:23 | 107:2 | budgetary (1) | 18:8;20:11,13;21:10; | cease (1) |
| best (9) | boots (1) | 101:1 | 23:11;24:10,23; | 59:18 |
| 27:16;62:25;70:24; | 84:14 | budgets (3) | 26:17;30:7,17;31:1, | ceiling (1) |
| 77:20,23,25;88:12; | bored (1) | 91:25;92:1, | 25;32:20;38:6;39:5, | 36:11 |
| 104:7;129:3 | 90:4 | building (5) | 16;40:14;42:15,17; | celebrate (4) |
| better (9) | boss (1) | 32:10,20,24;33:5; | 44:7,7,13,13;45:24, | 70:1;71:4,5,6 |


| celebration (1) | 125:13;127:5;128:4, | 32:18,19 | clarity (2) | coached (1) |
| :---: | :---: | :---: | :---: | :---: |
| 71:7 | 10,16,21;129:10; | check (2) | 28:5;123:6 | 39:19 |
| Center (14) | 130:19;132:14,17,22; | 31:14;107:2 | Clark (16) | coaches (5) |
| 7:2;12:13;80:14 | 133:5,10,16,22; | Chief (2) | 102:16;103:3,12, | 62:16;66:22,22; |
| 21,24;85:24;98:19, | 134:4,8,11,20;135:1, | 5:15;87: | 13,14;108:4,7,9,17, | 70:21,23 |
| 22;99:10;106:23; | 22 | child (15) | 20,23;109:9,20; | coaching (1) |
| 110:3;112:14,17,21 | Chair's (2) | 37:10;85:21,21,22, | 110:4,17;113:8 | 66:21 |
| centered (1) | 5:17,18 | 23:86.2.87 | class (25) | COFFMAN (172) |
| 85:16 | challenge (2) | 88:16;89:8,24;90:6,9, | 18:11;54:19;55:2 | 4:2;5:14,15,19;6:9, |
| centers (1) | 20:9;75:21 | 12;95:23 | 10;57:15;58:4,5; | 21;7:10,17;8:24; |
| 104:24 | challenged (1) | child- (1) | 64:21,23;82:14,16; | 10:13,19,23;11:2; |
| certain (4) | 90:9 | 85:15 | 83:7;88:4;92:6; | 12:17,21;13:13,15, |
| 23:15;56: | challeng | children | 95:12;110:10; | 19;14:13,23;15:3,23; |
| 86:7 | 49:23 | 84:25;90:1,3,1 | 116:12;118:13; | 18:14,16,19;19:6,10, |
| certainly | chance (2) | 91:6;134:16 | 123:7;124:1;125:4; | 13,16;22:11,19,23; |
| 74:17;77:21;91:10, | 24:11;90:6 | child's (4) | 126:1,9,16;130:13 | 23:1,9;24:14,18,20, |
| 12;100:9;117:3; | change (25) | 85:17,18; | classes (18) | 24;25:1,25;26:5,11, |
| 128:9 | 13:24;31:9,12 | 127:19 | 54:18,19,21,22; | 14,18,24;27:5,9,17, |
| certification | 48:7;55:24;56:19 | choice (5) | 57:23,24;58:13;65:2, | 21,25;28:3,7,10,12; |
| 41:5 | 58:25;76:1;80:3,6 | 47:25;48:1,3 | 20;82:17;92:15; | 29:22,25;32:6;33:6, |
| certifications (2) | 92:10;93:24;98:25; | 75:21;125:2 | 96:23,25;114:23; | 11,15,21;34:1,6;35:8, |
| 40:25;41:3 | 99:1;100:12,15,23; | choices (1) | 117:20;120:13; | 15,20;43:8;48:23; |
| certified (4) | 101:5,12;110:13; | 48:2 | 121:5;134:6 | 52:10;58:19;60:23; |
| 115:9;121:3,5,6 | 119:9,10,11,13;123:1 | choir (1) | classroom (27) | 63:7,10,12;66:9,11; |
| chair (5) | changed (5) | 124:3 | 17:9,15;18:10; | 69:14,23;72:5,10,13; |
| 5:19;14:24; | 19:2;31:18 | choose | 35:23;37:23;41: | 74:17,20,24;75:1,6, |
| 31:5;63:6 | 82:7;89:14 | 56:10;125 | 53:15;54:25;55:5,18; | 15;76:4,12,23;77:7, |
| chairing (1) | changes (7) | chooses (1) | 57:13;62:19;65:4; | 14,18;78:8,12,16; |
| 5:15 | 19:5;21:4;28:25; | 126:7 | 69:10;70:12,24,25; | 79:15,24;89:5;91:15, |
| CHAIRMAN (168) | 32:22;34:23;113:22; | CHORUS (8) | 86:6;95:14,22,23,25; | 18,22;92:19,21; |
| 4:2;5:14,19;6:21; | 133:18 | 19:12;22:22;26:4; | 97:4;115:1,3;119:18, | 96:15;98:12,14; |
| 7:10,17;8:24;10:13 | Channel (1) | 33:14;75:5;100:3; | 25 | 99:13,15,17,19,25; |
| 23;11:2;12:17,21; | 104:20 | 111:25;132:21 | classrooms (8) | 100:4,13,17,21; |
| 13:13,15,19;14:13, | charge (3) | chose (1) | 17:8,8,14,16; | 101:3,9,13,19;102:1, |
| 23;15:3,23;18:14,16, | 98:23;110:25 | 56:10 | 37:18;56:25;97:2; | 4,20;103:3;107:19, |
| 19;19:6,10,13,16; | 116:13 | Chris (2) | 122:10 | 22;108:11;109:21, |
| 22:11,19,23;23:1,9; | Charlie (3) | 14:10;92:2 | Clay (17) | 23;111:18,22;112:1, |
| 24:14,18,20,24;25:1, | 102:15;103:11,14 | Christi (1) | 8:25;9:2,2;10:16 | 7,11,15,18,22;113:1, |
| 25;26:5,11,18,24; | chart (1) | 80:2 | 18,24;15:3,5;23:3,4; | 5,9,12;114:1,8,11; |
| 27:5,9,17,21,25;28:3, | 31:22 | Christine | 26:9,10,18,21;59:15; | 115:22,25;116:23; |
| 7,10,12;29:22,25; | Charter (78) | 13:9,17 | 111:6;135:9 | 117:15;119:19; |
| 32:6;33:6,11,15,21; | 4:3,10,12,15;6:10, | Chromebook (1) | clear (6) | 120:10;121:9; |
| 34:1,6;35:8,15,20; | 19,24;7:12,16,19; | 95:23 | 28:8;74:2;77:4 | 125:13;127:5;128:4, |
| 43:8;48:23;52:10; | 8:13;9:10,12,13,18 | Chromebooks (6) | 98:23;105:17;130:21 | 10,16,21;129:10; |
| 58:19;60:23;63:7,10, | 10:25;11:3,11,17; | 17:12,20;94:18,19; | clearly (3) | 130:19;132:14,17,22; |
| 12;66:9,11;69:14,23; | 12:25;13:1,3;19:15, | 95:14;96:5 | 5:22,24;73:19 | 133:5,10,16,22; |
| 72:5,10,13;74:17,20, | 18;20:19;21:6,14,16; | churches (1) | click (1) | 134:4,8,11,20;135:1, |
| 24;75:1,6,15;76:4,12, | 22:25;23:2;24:17; | 83:16 | 28:22 | 22 |
| 23;77:7,14,18;78:8, | 25:3;28:11,15,16; | circumstance (1) | clinics (1) | cognizant (1) |
| 12,16;79:15,24;89:5; | 29:1,7,10;33:5,9,19, | 58:3 | 66:22 | 81:9 |
| 91:15,18,22;92:19, | 24;34:4,8,11,14,15, | circumstances (2) | close (1) | collaboratively (2) |
| 21;96:15;98:12,14; | 17;54:4,13,16;57:2; | 21:10,12 | 16:23 | 55:4,14 |
| 99:13,15,17,19,25; | 72:15;73:2;77:6; | citation (1) | closely (1) | college (16) |
| 100:4,13,17,21; | 78:14,19;79:2;81:12, | 108:14 | 125:5 | 37:1;38:11,12,14; |
| 101:3,9,13,19;102:1, | 15;83:9;102:2,6,10, | cited (1) | closer (2) | 39:6,8,10,11,12,13; |
| 4,20;103:3;107:19, | 12,13;103:20; | 105:22 | 60:24;99: | 69:9;76:22;104:5; |
| 22;108:11;109:21, | 105:25;109:1;111:8; | Clarification (3) | clubs (1) | 105:13,13;106:12 |
| 23;111:18,22;112:1, | 113:10,11,13,15,18, | 22:12;24:25; | 129:25 | combination (1) |
| 7,11,15,18,22;113:1, | 20,21;114:19 | 107:25 | CNA (1) | 56:25 |
| 5,9,12;114:1,8,11; | charters (14) | clarify (6) | 105:8 | combine (1) |
| 115:22,25;116:23; | 4:12;6:25;7:4;8:5, | 59:10;106:10,14; | coach (7) | 54:18 |
| 117:15;119:19; | 7,9;11:23;12:4,6; | 107:16;120:11; | 42:9;62:18;66:21; | combined (2) |
| 120:10;121:9; | 21:3;22:3;27:13; | 135:14 | 68:6;69:18;71:1,1 | 108:5;111:15 |


| comfortable (2) | computers (18) | consistency (1) | 120:2;122:9 | cross- (1) |
| :---: | :---: | :---: | :---: | :---: |
| 119:3;133:25 | 15:20;16:2,3,25; | 28:2 | copy (1) | 118:4 |
| comforts (1) | 17:3,7,9,15;18:1,3,5, | consistent (6) | 14:2 | cross-curriculum (1) |
| 63:2 | 10;38:21;40:15; | 23:11;27:5,7,19; | core (3) | 119:14 |
| Coming (12) | 94:12,25;95:21;96:1 | 28:4,5 | 37:25;57:7;104:1 | crowd (1) |
| 13:7;23:20;40:12; | concept (2) | Consistently (1) | Cornish (6) | 80:24 |
| 41:4;42:1;46:4;69:8; | 45:12;73:10 | 27:3 | 114:16,16;121:2; | crowded (1) |
| 73:2;74:1;78:23; | concern (7) | constantly (2) | 122:19;128:2;134:19 | 91:6 |
| 79:9;98:14 | 59:4;60:13;73:9; | 62:13,24 | correction (1) | culinary (1) |
| comments (8) | 74:16;93:16,17; | construction (3) | 58:25 | 40:24 |
| 32:7;33:7;74:21; | 124:21 | 15:20;80:12,16 | correctly (3) | cultural (1) |
| 99:20;107:23; | concerned (5) | consult (1) | 19:2,3;120: | 85:1 |
| 128:17;132:19; | 21:2;30:22;72:24; | 64:7 | corrects (1) | culture (2) |
| 134:25 | 119:23;120:7 | consultant (1) | 32:14 | 84:20,22 |
| Commissioner (12) | concerns (5) | 92:23 | cost (1) | curious (1) |
| 4:13,15,22,25;5:3, | 22:11;24:14;76:2; | consumer (2) | 95:18 | 14:19 |
| 5,7;21:7,8,16,20,21 | 84:21;101:16 | 82:2;100:24 | costs (1) | CURRENT (11) |
| commitment (1) | concurrent (3) | contact (1) | 32:23 | 7:16,19;29:2,3,8; |
| 98:25 | 57:6;58:13;104:4 | 72:7 | Counsel (1) | 34:15;54:1;98:18; |
| common (3) | condition (1) | content (1) | 9:3 | 102:13;110:6;112:21 |
| 31:16;35:2;38:1 | 59:10 | 117:20 | country (1) | currently (7) |
| communicate (2) | conditionally (1) | continuation (1) | 82:8 | 29:14;41:17;80:6; |
| 69:20;127:7 | 60:11 | 21:13 | counts (1) | 84:23;114:20;118:1, |
| communication (4) | conditioner (1) | continue (13) | 62:17 | 4 |
| 57:9,11;58:9;84:13 | 4:6 | 5:23;36:7,8,9;37:4; | County (3) | curriculum (14) |
| communications (3) | conduct (3) | 43:4;63:14,22;75:14; | 4:4;103:21;135:16 | 18:5;41:9;47:12, |
| 54:20;57:6,12 | 9:23;20:18;22: | 76:8;113:4;122:5; | couple (13) | 17;57:9;80:19;83:2; |
| communities (1) | conducted (1) | 127:14 | 10:11;28:16,21 | 86:12,15;87:16;90:6, |
| 83:12 | 11:16 | continued (1) | 30:11;38:23;51:21; | 11;116:12;118:5 |
| community (18) | conducting (2) | 124:6 | 63:13;66:11;87:7; | custom (1) |
| 37:8;44:23;45:19; | 8:20,22 | continuing (4) | 94:7;96:10;106:20; | 80:7 |
| 48:19;70:1;73:5; | Conference (9) | 41:14,18;61:18,2 | 116:4 | customized (1) |
| 76:15;77:5,12,12; | 6:10;7:12;36:3,16; | contract (6) | course (8) | 69:25 |
| 83:3,11,24;84:9,23; | 67:11;68:13,19,20,23 | 43:11,18;58:22 | 21:17;37:25;57:12; | CYCLES (4) |
| 85:2;100:16;101:7 | conferences (3) | 59:17;72:8;73: | 76:13;81:19;100:24; | 7:16,19,23;19:21 |
| $\begin{gathered} \text { companies (1) } \\ 104: 18 \end{gathered}$ | 47:18;50:19;68:22 confident (1) | contracting (1) $43: 22$ | 119:22;121:21 courses (3) | D |
| competent (1) | $64: 9$ | $\begin{array}{r} 4 \\ \text { con } \end{array}$ | 57:7;58:4;121:13 | D |
| 90:4 | confirm (1) | 59:18 | court (2) | data (13) |
| competitive (1) | 63:13 | contribute (1) | 6:3;134:24 | 24:13;29:20;30:19; |
| 12:2 | confused (1) | 7:7 | Courtney (1) | 35:23;37:6;57:17,17; |
| compiled (1) | 95:7 | conversation (1) | 72:7 | 101:6;121:12,14; |
| 10:22 | congratulations (1) | 71:16 | cover (1) | 123:3;125:9,10 |
| complaining (1) | 101:19 | conversion (21) | 16:9 | date (6) |
| 129:20 | connected (4) | 8:2,9,13,17;12:2; | covering (1) | 13:5;43:17;80:15; |
| complete (2) | 43:2,5;50:7,8 | 22:2;23:22;25:4,9; | 15:18 | 91:10;131:23;133:4 |
| 14:8;60:17 | connecting (1) | 33:19;34:4,8;102:2, | cozy (1) | dates (13) |
| completely (3) | 36:20 | 6;103:19;105:25; | 80:24 | 8:21;19:15,18,20, |
| 11:25;29:16;109:1 | connection (1) | 109:1;113:10,11,13, | create (6) | 23,25;22:9,15,16; |
| completer (1) | 52:3 | 15 | 12:4;20:13;42:23; | 27:11,15,19,20 |
| 38:18 | CONSENT (4) | convert (1) | 51:19;65:7;76:7 | daughter (2) |
| completion (1) | 18:18,20,21,22 | 29:10 | created (5) | 88:20;89:9 |
| 80:15 | conservative (3) | conveyor (1) | 11:12,21,21;28:18; | day (13) |
| compliance (4) | 81:14,19,21 | 104:2 | 97:13 | 38:22;49:21;50:6; |
| 32:24;56:5;111:15; | consider (6) | convinced (2) | creating (4) | 54:25;69:19;74:6; |
| 126:15 | 19:20;20:15,17; | 75:11;119:21 | 41:19,25;52:8;65:3 | 81:5;83:19;85:20; |
| compliant (3) | 29:21;76:20;107:10 | cool (1) | credit (6) | 106:17,19;113:17; |
| 29:5,6;32:21 | consideration (1) | 135:17 | 41:3;54:19;57:6, | 118:11 |
| components (1) | 91:9 | Cooperative (1) | 12;58:4;120:23 | days (1) |
| 11:19 | considered (1) | 41:16 | credits (1) | 129:18 |
| computer (4) | 104:22 | Coordinator (8) | 104:4 | dead (1) |
| 16:6;17:6;96:9; | considering (2) | 7:21;35:23;83:14, | criteria (2) | 58:9 |
| 104:20 | 29:13,18 | 15;114:15;116:19; | 83:5;129:7 | deadline (4) |


| 7:25;8:1;132:11,12 | 11:10,12;41:16,18 | Director (15) | dollar (1) | 109:5,18,22,23,24; |
| :---: | :---: | :---: | :---: | :---: |
| deadlines (2) | designee (1) | 5:9;13:18;15:25; | 93:12 | 110:12;111:1,17,21, |
| 27:6,8 | 21:16 | 35:18;37:23;42:10, | dollars (2) | 23;112:3,4,18,19,22, |
| deal (1) | desire (3) | 11;45:22;70:23; | 17:1;96:10 | 23;116:2,4,10,22,23, |
| 103:25 | 22:10;101:6 | 90:16;93:22;102:15; | donate (1) | 24;117:3,5,9,14,15; |
| dealing (1) | 133:24 | 103:7,11,14 | 17:6 | 119:19,20;120:8,9, |
| 79:1 | detachment (1) | disappearing (1) | done (12) | 10,11,16,22,25; |
| deals (2) | 63:4 | 40:3 | 7:3;42:21;45:7; | 121:7;122:22;123:5, |
| 25:6;103:24 | detail (1) | discovered (1) | 48:9;50:2;66:17; | 10,13,15,19;124:4,6, |
| Debbie (1) | 74:11 | 64:22 | 77:10;125:1,2,4; | 13,15,20;125:1; |
| 5:7 | detailed (3) | discuss (4) | 127:21;129:6 | 128:19;129:10,12,14; |
| Deborah (1) | 30:20;131:1,20 | 31:7;32:20;62:10, | door (4) | 130:6,9,18,19,20,22, |
| 5:14 | details (1) | 11 | 42:1;81:5,7;111:4 | 24,25;131:5,6,17; |
| December (1) | 73:21 | discussed (5) | doors (2) | 132:1,8,11,12,13,16, |
| 24:5 | determining (1) | 38:1,4,7;39:7;97:8 | 70:10;81:4 | 17,18,19,25;133:2,5, |
| decide (1) | 95:4 | discussion (2) | doubled (1) | 6;134:8,9;135:20,21 |
| 8:20 | develop (3) | 9:15;38:2 | 92:18 | draw (1) |
| decided (1) | 47:16,19;73:15 | discussions (2) | down (17) | 66:23 |
| 8:11 | developed (1) | 69:21;93:15 | 12:14;16:6;26:19; | dream (1) |
| decision (9) | 73:11 | dissemination (1) | 39:7;40:17;44:3,8; | 80:9 |
| 9:23;10:7,8;20:4,7; | developing (1) | 12:3 | 45:23;55:7;56:15,22; | drive (2) |
| 27:13;131:15; | 74:4 | dissertation (1) | 62:9;66:19,23;67:12; | 45:20;46:9 |
| 135:11,12 | development (5) | 90:17 | 105:20;124:17 | driven (1) |
| decisions (2) | 47:13,15;48:17; | distribution (1) | downtown (4) | 67:22 |
| 9:22;24:8 | 76:17;85:19 | 104:24 | 45:18;80:10;99:9, | drives (1) |
| decreased (1) | devices (5) | district (44) | 10 | 45:23 |
| 64:16 | 4:9;93:17,18; | 8:2,8,11,12,13,17; | DR (269) | drop (1) |
| decreasing (1) | 94:22;95:8 | 12:2;20:5;22:2; | 4:24;5:2,7;6:7,8, | 48:25 |
| 123:6 | diagnosis (1) | 23:22,24;25:4,8; | 21,22,23;10:14,17; | drop-off (1) |
| dedication (1) | 89:24 | 33:19;34:4,7,16; | 11:6,7;12:9;13:9,13, | 81:6 |
| 85:11 | die (3) | 35:9;42:25,25;52:22; | 14,17,20;14:14,17, | dropout (1) |
| defer (1) | 105:3,3;110:9 | 77:16;79:18;81:16, | 19,20,23,24;15:8,14, | 90:17 |
| 9:16 | different (29) | 24,25;87:9;91:11; | 15,16;16:10,17,20, | drove (2) |
| deferring (1) | 6:14,16,18;8:5; | 99:11;102:2,5,22; | 24;17:3,15,18,20,23, | 46:11,12 |
| 9:17 | 15:21;21:9;39:3; | 103:21;106:25; | 25;18:2,13,16,17; | due (7) |
| defined (1) | 42:24;47:18;50:15; | 109:3;110:22; | 19:3,8,9,10,11;22:12, | 8:16;12:16;23:15, |
| 115:2 | 51:2,12;52:1,16,18, | 113:10,13;114:2,15; | $15,18,19,20 ; 24: 16$ | 17,23;24:3;25:20 |
| degree (3) | 19;53:17,18;54:3; | 123:22;131:20; | 19,20,21,21;26:1,2, | Duke (1) |
| 18:5;105:8;106:11 | 55:22;59:7;62:6; | 134:10;135:17 | 14;27:1,3,7,9,10; | 116:16 |
| DELTA (1) | 64:10,11;65:23; | districts (3) | 28:7,8;32:8;33:10, | during (4) |
| 33:25 | 74:15;104:15; | 8:9;75:20;78:4 | 12;48:23,24;49:3,9, | 38:22;50:19,20; |
| demand (4) | 131:15;133:24 | district-to-district (1) | 14;51:8;52:6,9,11; | $74: 6$ |
| 82:2,21;83:8; $100: 24$ | differently (1) | 6:15 | 53:4,21,25;54:7,10, $15: 57 \cdot 1: 58: 17,19,20$ | E |
| demonstrate (1) | difficult (2) | 83:3,20;99:5 | 59:12,16,25;60:3,7, |  |
| 109:6 | 65:25;84:11 | diversity (1) | 10,13,22;61:3,9,20, | earlier (7) |
| demonstrated (3) | digressed (1) | 83:6 | 23;62:2;63:2,12,13, | 19:21;24:8;76:20; |
| 75:13;81:23;83:8 | 21:23 | divided (1) | 17;64:14;65:10,12, | 93:15;104:11; |
| demonstrating (1) | diligently (1) | 96:18 | 18;66:7;74:22,25; | 105:21;109:14 |
| 82:2 | 11:8 | Division (2) | 75:1,2,8,10,15,16,16; | earliest (1) |
| Denver (1) | diminished (1) | 7:21;122:22 | 77:14,15;79:12,13, | 24:9 |
| 7:13 | 124:23 | doc (1) | 24;80:1;89:14,17; | early (2) |
| Deon (4) | dinner (2) | 9:25 | 91:15,18,21,23,25; | 83:12;128:14 |
| 35:5,17;36:5;67:12 | 66:18;68:20 | doctors (1) | 92:3,4,8,9,12,14,15, | easily (1) |
| Department (17) | direct (1) | 41:4 | 17;93:7,11,21;94:13, | 86:21 |
| 4:5,23;5:1,3;6:5; | 10:19 | document (5) | 21;95:6,16,19;96:2,6, | EAST (2) |
| 9:3;11:1,4,15;20:21; | direction (6) | 26:15,25;27:1 | 7,12,14,20;97:8,21, | 38:19;103:22 |
| 55:13;87:25;124:21; | 28:9;31:8;32:4; | 31:18;59:11 | 24;98:2,5,9,12,13,14, | easy (4) |
| 125:10;126:6;131:2, | 53:13;64:13;71:24 | documentation (4) | 16,22;99:1,7,12,22, | 35:3;37:12;38:4; |
| 20 | directions (2) | 30:3;73:23;89:24; | 25;100:7,9,13,14; | $112: 13$ |
| Deputy (1) | 39:3;64:10 | 113:3 | 101:13,14,19,25; | Echo (6) |
| 5:3 | directly (2) | documents (2) | 107:24,25;108:5,8, | 52:23,23;63:18,21; |
| design (4) | 15:7;106:4 | 135:2,5 | 10,11,13,18,22; | 64:8;65:15 |

Economy (2)
36:16;104:7
Ed (2)
4:5;87:25
editing (1) 26:16
Edmodo (1) 53:14
Education (17) 4:23;5:1,4;6:5;9:3; 11:1,5,15;13:18; 20:21;36:16;41:22; 69:7;83:20;115:7,10; 131:21
educational (1) 21:14
Educator (3) 4:22,23;90:15
effective (3) 27:23,24;75:13
Effectiveness (3) 4:23;60:17;61:5
effort (1) 6:12
efforts (1) 84:2
eight (1) 17:10
Either (7) 10:18;26:23;46:22; 47:9;89:23;90:10; 129:12
electronic (1) 4:9
elementary (6) 82:15;91:3,6,7; 99:10;125:25
else (5) 6:22;28:5;38:25; 44:20;87:20
email (1) 52:4
emails (1) 69:22
embarrassed (1) 90:12
employed (1) 45:19
employee (1) 91:1
employing (1) 38:22
employment (1) 76:19
encourage (3) 6:17;48:17;89:19
end (12)
61:10;73:25;74:2; 81:1;84:14;90:8; 115:15;127:11,22; 128:11;129:3;131:11
end-all (1) 50:4

English (5)
54:21;55:10;64:25; 106:12;126:23
enjoyed (1) 28:17
enlightening (2) 6:11,15
enough (9)
30:16,22,24;39:13; 75:25;95:21;96:1; 115:8;131:4
enrolled (1) 14:8
enrollment (20) 8:1,5,16,23;12:2; 14:5;20:18;22:1; 23:17;25:6;34:13; 78:25;79:5;84:4; 85:6;100:11;102:11; 108:5;113:19;122:16
enter (3) 10:14;105:9,13
entertain (4) 33:7;74:21;99:20; 111:19
entire (2) 34:17;134:21
entities (2) 8:5,6
environment (2) 85:16;101:24
equal (1) 65:1
Eric (1) 4:24
eroding (1) 124:22
error (1)
19:1
ERZ's (1) 75:19
ESEA (1) 30:18
especially (7) 37:3;38:5;46:2; 50:13;52:21;93:17; 129:19
essence (1) 16:25
essentially (6) 104:16,22;105:10, 19;110:4,11
establish (1) 28:8
established (1) 100:19
establishes (1) 27:10
evaluate (7) 60:17;61:4;62:3, 15,18,21,22
evaluated (1) 62:16

| evaluating (3) |
| :---: |
| $37: 6 ; 62: 13 ; 128: 11$ |
| evaluation (7) |
| $61: 23 ; 63: 3 ; 75: 13 ;$ |
| $115: 17 ; 127: 12,16,16$ |
| evaluations (1) |
| 127:21 |
| even (17) |
| $10: 15 ; 34: 19 ; 41: 7$, |
| $25 ; 46: 11 ; 52: 17 ; 55: 2 ;$ |
| $64: 7,21 ; 68: 6,7 ; 87: 10$, |

112:24
expensive (1) 53:7
experience (5) 16:8;39:5;69:11; 85:22;119:5
experienced (2) 32:9;86:1 experiences (1) 85:2
expire (2)
58:22,24
expired (2) 43:12;72:8
explain (3) 32:21;98:21;128:2
explained (2) 59:21;67:16
explaining (1) 131:21
explanation (1) 21:24
express (1) 101:16
extra (9) 82:14,18;84:1; 88:25;95:3;97:3; 116:13;123:16; 129:24
extracurricular (1) 124:2
extra-special (1) 83:10
extremely (1) 86:16
EYE (2)
36:15;68:22
eyes (1) 47:23
$\mathbf{F}$
fabrication (2)
105:1;110:9
face (1)
77:22
face- (1)
67:18
faces (1) 101:21
face-to-face (3) 66:19;68:18;69:4
facilitate (1) 5:20
Facilities (4) 28:23,25;30:3;32:8
facility (11) 29:2,3,5,7,9;80:6,8; 81:2,10;98:24;99:2
fact (5) 30:15;52:17;91:7; 99:3;106:16
fair (3)

5:20;82:9;101:7
fall (3)
19:25;49:5;101:22
falling (1) 122:12
familiar (3) 9:6;90:18;91:3
families (7) 83:7;84:15;85:25; 86:1;88:12;89:22; 90:8
family (4) 46:3;48:6;86:25; 97:15
far (17) 15:20;45:7;46:2; 49:20;51:25;55:17, 18,19;56:22;57:24; 59:7;91:8;103:10,10, 23;105:4;108:20
farmer (2) 55:12,13
fashion (1)
68:18
faulty (1) 13:22
favor (13) 19:11;22:21;24:22; 26:3;27:10;33:13; 75:4;77:15;100:2; 111:24;117:11; 128:23;132:20
favored (1) 87:22
February (4) 13:1;20:23;80:5; 83:23
Federal (6) 5:9;6:25;7:5; 13:23;16:3,10
feedback (2) 129:6,6
feel (16) 37:2;42:25;43:23; 44:2;57:3;72:2; 75:17,25;81:9;82:11; 112:5;115:13;119:3; 122:14;133:8,25
feeling (2) 90:12;128:13
feelings (1) 36:10
felt (16)
30:8,9,12;36:10; 72:24;83:10;90:3,5,9, 10,22;97:11;100:9; 101:7;105:24;115:19
few (9)
6:10;7:13;52:9;
53:19;65:21;95:3;
115:5;123:4;132:23
fie (1)
104:15

| field (1) | 104:23 | four (5) | 16 | grades (8) |
| :---: | :---: | :---: | :---: | :---: |
| 63:25 | flex (1) | 4:17;11:22;62:16; | gives (5) | 18:6;34:12;55:16; |
| fields (1) | 109:9 | 67:3;117:20 | 31:21;56:20,21,23; | 96:25;102:10; |
| 41:3 | flexibility (4) | free (6) | 57:21 | 103:24;113:19; |
| Fifty-percent (1) | 57:4;77:16;119:25; | 14:6;45:23;50:21; | giving (2) | 114:24 |
| 84:2 | 133:8 | 53:9,23;83:18 | 58:15;73:13 | graduate (3) |
| fill (4) | flexible (1) | free-and-reduced (2) | glad (5) | 38:23;104:10; |
| 84:4;94:17;95:2; | 119:22 | 14:8;84:3 | 22:8;31:2,10; | 105:8 |
| 115:16 | flow (1) | freedom (5) | 89:15,17 | graduated (1) |
| fillable (1) | 12:1 | 55:5;56:20,21,24; | glass (1) | 46:14 |
| 28:18 | focus (5) | 86:3 | 36:11 | graduation (1) |
| filled (4) | 6:12;11:19;38:10; | friends (1) | goal (3) | 76:19 |
| 38:15;86:21;88:7, | 76:9;90:17 | 84:21 | 5:19;11:22;99:8 | graduations (1) |
| 11 | focused (1) | front (2) | goals (2) | 39:18 |
| final (2) | 104:2 | 67:18;85:9 | 37:8;39:4 | grant (16) |
| 69:23;115:25 | focuses (1) | full (1) | goes (5) | 6:25;7:5;10:25; |
| finalize (1) | 104:19 | 95:13 | 33:5;37:2;93:12; | 11:4,11,17,18;15:17; |
| 23:24 | folks (3) | fulltime (1) | 108:20;134:3 | 16:4,10,18,19;21:8; |
| finalized (1) | 8:14,15;79:12 | 81:4 | Good (31) | 79:1;84:24;106:21 |
| 11:25 | follow (5) | full-time (2) | 4:21;5:2,11,14; | granted (1) |
| finally (2) | 9:5,12,15;21:5; | 37:17;108:3 | 7:20;9:2;12:6;13:13, | 21:21 |
| 24:3;107:13 | 62:1 | fund (1) | 14;23:13;58:12; | Granting (2) |
| finance (3) | followed (3) | 12:2 | 59:12;61:20;62:2,12; | 109:24;110:12 |
| 16:1;48:15;93:23 | 24:2;107:14; | funding (3) | 64:17,23;66:2,3; | grants (2) |
| finances (4) | 112:10 | 12:8;13:23;82:18 | 77:23;80:1;81:9; | 12:3,3 |
| $41: 7 ; 45: 5 ; 48: 16$ | follow-up (4) | funds (3) | 87:4;96:7;101:22; | great (9) |
| $70: 12$ | 30:21;31:6;41:19; | 16:5;93:2,5 | 103:13;106:10; | 12:14;42:16,18; |
| financial (4) | 125:10 | further (4) | 114:13;117:10,14; | 43:8;49:25;53:22; |
| 13:25;44:3;92:22; | food (2) | 7:18;47:15;73:15 | 133:8 | 63:2;87:10;106:24 |
| 107:11 | 40:24;83:17 | $124: 17$ | Google (3) | greatly (1) |
| find (1) | foot (1) | Furthermore (1) | 9:25;49:25;53:14 | 12:10 |
| 128:14 | 80:8 | 75:12 | gotcha (1) | green (1) |
| finding (1) | football (3) | future (8) | 62:25 | 106:5 |
| 64:10 | 71:19;86:11,12 | 6:20;31:7;44:10; | Gotcher (68) | Greg (1) |
| finished (1) | forced (1) | 77:6;100:18;104:14; | 5:2,2;14:14,19; | 5:5 |
| 132:25 | 53:8 | 110:14,19 | 22:18,20;26:14;27:1, | ground (1) |
| First (30) | forget (1) |  | 3,7;33:10,12;58:19, | 84:14 |
| 9:8;11:21;13:12; | 67:18 | G | 20;59:12,16,25;60:3, | group (3) |
| 14:5;18:6;25:6; | forgot (1) |  | 7,10,13,22;61:3,9,20, | 8:19;48:10;125:4 |
| $\begin{aligned} & \text { 35:25;42:3;48:25,25; } \\ & \text { 50:13;58:20;64:20; } \end{aligned}$ | 67:24 <br> forklifts | $\begin{aligned} & \text { game (5) } \\ & 39: 25 ; 42: 20 ; 86: 11, \end{aligned}$ | $\begin{aligned} & \text { 23;62:2;63:2;75:8, } \\ & \text { 10,16;98:12,13; } \end{aligned}$ | $\begin{array}{\|l\|} \hline \text { groups (3) } \\ 56: 8 ; 83: 20 ; 90: 19 \end{array}$ |
| 65:10,21;79:7,7; | forkis | $11 ; 87: 11$ | $99: 22 ; 100: 1,7,9 ;$ | grow (2) |
| 80:3;81:15,23;86:18; | form (12) | games (1) | 108:12,13,18,22; | 79:11;81:20 |
| 88:3,3,24;91:23; | 14:9;26:7;28:11, | 40:14 | 109:5,18;112:18,19; | growing (3) |
| 93:1;95:2;97:6,23; | 15,17,18;31:12;33:9, | gave (1) | 116:23,24;117:3,5,9, | 11:23;79:6,7 |
| 98:1 | 18;41:21;43:4;84:5 | 113:3 | 14;119:19,20;120:8; | growth (3) |
| first-graders (1) | former (1) | General (1) | 128:19;129:10,12; | 75:14;82:13; |
| 96:23 | 118:19 | 9:2 | 130:18,19,20,24; | 100:18 |
| Fiscal (2) | fortunate (1) | generic (2) | 131:5,17;132:12,18; | GT (40) |
| 5:6;15:10 | 115:8 | 23:14;25:17 | 133:1,2;135:21 | 113:22;114:14,2 |
| fit (4) | forward (22) | gets (2) | grade (27) | 115:16,18;116:6,19; |
| 39:2;53:16;64:23; | 8:11,21;10:22; | 42:17;45:2 | 53:1,12;79:5; | 117:2,23;118:5; |
| 67:9 | 13:8;23:10,19;32:19; | gifted (28) | 86:20;88:23;96:18, | 119:6,15,16,17; |
| fits (2) | 36:14,21;54:10; | 89:25;90:1;114:19, | 21;114:21;117:18, | 120:13;122:9,15,22, |
| 69:25;108:15 | 59:22;60:5;63:5; | 20;115:2,2,7,9,13,15; | 21;118:3,3;119:6,7; | 23;123:6,8,25,25; |
| five (10) | 77:24;78:23;79:9; | 116:10,17;118:25; | 120:19;122:6,8,8; | 124:21;125:10; |
| 4:16;8:6;15:10; | 101:21,23;104:6; | 119:1;120:20;121:3, | 123:9,16;125:7; | 126:7;127:12,24; |
| 68:14;86:19;88:4,6, | 106:14;134:14; | 5;122:14;123:19,21; | 126:22;127:12,25; | 129:14,20;130:2; |
| 6;91:19;93:9 | 135:15 | 124:21,23;125:15; | 130:12,13;131:1 | 131:2,6,10,21; |
| five-year (5) | found (3) | 128:25;130:10; | grader (1) | 133:13,24;134:6,10, |
| 13:3,21;14:1,4; | 81:21;96:9;105:7 | 131:2,7;134:15 | 56:12 | 13 |
| 92:1 | foundation (3) | given (4) | graders (3) | guarantee (1) |
| fixing (1) | 15:17;16:5;17:5 | 81:1;82:3;108:14, | 44:9;96:24;114:22 | 100:25 |


| guaranteed (1) | health (5) | hire (8) | 105:24 | incorporate (2) |
| :---: | :---: | :---: | :---: | :---: |
| 16:11 | 21:11,11;41:3; | 47:5;58:13;82:19; | hurt (2) | 118:10;119:17 |
| guess (13) | 105:5,11 | 92:13;94:3;115:8; | 56:14;91:11 | incorporated (2) |
| $\begin{aligned} & \text { 31:25;46:16;58:7; } \\ & \text { 59:16:60:13:72:22 } \end{aligned}$ | healthcare (1) 105:4 | 117:6,12 |  | 118:15,16 |
| $\begin{aligned} & \text { 59:16;60:13;72:22, } \\ & \text { 23;96:7;117:25; } \end{aligned}$ | $\begin{array}{r} 105: 4 \\ \text { hear (9) } \end{array}$ | $\begin{array}{\|l\|} \hline \text { hired (5) } \\ 83: 12,14 ; 110: 6,8,9 \end{array}$ | I | $\begin{array}{\|c\|} \hline \text { incorporating (3) } \\ 118: 20,21 ; 124: 18 \end{array}$ |
| 118:23;122:22,24; | 24:6;44:15,18,19; | hiring (1) | idea (9) | increase (18) |
| 131:13 | 48:4;68:24;77:21,23; | 115:20 | 23:13;27:12;29:6; | 14:18;78:24;82:16; |
| guidance (1) | 131:23 | Hispanic (2) | 49:5;51:16;94:14; | 90:24;92:5,6,7;93:6; |
| 15:4 | heard (7) | 83:13;84:8 | 118:1;128:11;134:3 | 94:4,5;95:8,24; |
| guide (2) | 20:23;21:9;24:7; | historical (1) | ideas (4) | 96:16;100:10,10; |
| 27:7;43:5 | 42:3;67:16;71:12; | 14:14 | 6:20;49:3;50:15,20 | 116:24;117:5;119:24 |
| guided (1) | 78:22 | hog (1) | identified (5) | increased (2) |
| 47:18 | hearing (6) | 61:2 | 11:14;114:24; | 76:17;122:16 |
| guy (4) | 5:20;9:5,24;19:24 | holding (2) | 124:9;125:15,24 | increasing (3) |
| 38:20;40:17;70:7,7 | 20:25;119:25 | 43:1,5 | illustrated (1) | 85:3;101:8;123:14 |
| guys (4) | hearings (9) | holds (1) | 104:11 | incredible (1) |
| 40:14;50:16;51:5; | 8:20,22;20:19; | 94:25 | imagine (1) | 7:3 |
| 67:11 | 22:1,2;23:18,22;24:2, | hold-ups (1) | 86:16 | incurred (1) |
| gymnasium (1) | 4 | 80:12 | immediately (1) | 32:23 |
| 80:9 | held (3) | holidays (1) | 38:24 | independent (1) |
|  | 83:22;111:10,16 | 80:20 | imminent (1) | 109:12 |
| H | help (29) | home (3) | 21:11 | in-depth (1) |
|  | 9:22;12:14;22:7; | 84:7;87:9;91:11 | impact (4) | 55:17 |
| half (1) | 29:20;30:7;37:4,19; | home-stretch (1) | 21:13;23:21;37:13; | indicated (4) |
| 106:2 | 39:5,8,12;40:18; | 12:14 | 100:23 | 8:15;34:21,23; |
| hallway (1) | 42:2;44:7;46:16; | honest (3) | implement (2) | 88:18 |
| 81:3 | 49:22;50:4;51:19; | 52:20;59:23;60:19 | 45:10;51:20 | indication (1) |
| hallways (1) | 56:20,21;57:16,24; | honestly (2) | implementation (4) | 101:1 |
| 55:9 | 62:23;65:3;76:19,21; | 66:16;69:5 | 16:4,19;51:14;59:6 | individual (2) |
| hand (5) | 84:19;104:12; | hope (3) | implemented (1) | 90:7;125:3 |
| 35:11;79:20; | 105:15;115:14 | 32:3;90:23;122:16 | 129:5 | individuality (1) |
| 102:23;114:3,4 | helped (1) | hopefully (1) | implementing (3) | 86:4 |
| handed (1) | 50:3 | 31:7 | 41:19,25;65:4 | individualized (3) |
| 18:24 | helping (1) | hopes (1) | important (6) | 18:8;83:2;85:17 |
| handicapped (2) | 71:17 | 85:3 | 24:6;29:11,17; | Industrial (2) |
| 32:10,12 | helps (2) | hoping (3) | 61:21;67:23;128:13 | 104:21,22 |
| handle (3) | 41:24;42:7 | 88:23,24;124:16 | impression (1) | industry (2) |
| 51:3;69:12;133:18 | Hendrix (1) | horse (1) | 59:2 | 40:25;104:2 |
| handled (1) | 106:12 | 58:9 | improve (4) | information (14) |
| 82:22 | Here's (1) | hospital (1) | 28:20;31:3;115:7, | 9:19;10:6;29:17; |
| hands (1) | 73:9 | 105:6 | 11 | 30:10,13,23;31:4,19; |
| 62:8 | hesitant (1) | hosting (1) | improved (1) | 32:2,13;33:4;34:20; |
| hands- (1) | 73:18 | 135:17 | 75:14 | 50:1;70:2 |
| 83:1 | hesitation (1) | hot (1) | improvement (1) | informed (2) |
| happen (8) | 118:24 | 4:6 | 11:14 | 7:23;29:21 |
| 32:17;50:17;59:13; | Hey (10) | hour-long (1) | include (4) | initial (1) |
| 68:5;80:10,11;87:5,6 | 50:16,16;51:3; | 71:16 | 21:18;24:11;25:13; | 32:18 |
| happened (5) | 66:25;67:12,13;68:9, | hours (1) | 42:13 | initiative (1) |
| 11:11;21:2;23:12; | 12,14;71:12 | 67:3 | included (4) | 87:6 |
| 71:7;88:16 | HIGH (25) | house (1) | 34:18;37:14;89:25; | Innovation (1) |
| happening (1) | 33:20;34:5,9,10; | 128:2 | 135:6 | 80:23 |
| 69:22 | 35:19;36:6;37:11; | huge (3) | includes (4) | innovative (2) |
| happens (3) | 48:12;51:8;67:13; | 68:18;69:12;71:23 | 11:12;23:17;25:3; | 133:7;134:15 |
| happy (2) | $\begin{aligned} & \text { 71:23;77:20;83:25; } \\ & \text { 103:25;104:10; } \end{aligned}$ | $\begin{gathered} \text { human (1) } \\ 68: 10 \end{gathered}$ | $\begin{aligned} & \text { 37:15 } \\ & \text { including (3) } \end{aligned}$ | $\begin{array}{\|c\|} \hline \text { inside (1) } \\ 39: 2 \end{array}$ |
| 22:6;107:18 | $106: 3,4,23 ; 107: 3,5$ | hundred (2) | 11:13;84:5;107:4 | instead (2) |
| Harris (1) | 108:21,23,25;109:4; | 96:10;108:6 | inclusion (1) | 44:11;89:12 |
| 106:24 | 111:14 | hundred-percent (1) | 128:24 | institute (1) |
| head (3) | higher (2) | 104:13 | income (1) | 37:1 |
| 16:23;39:23;68:6 | 83:25;105:14 | Hunt (1) | 83:11 | institutes (1) |
| heads-up (1) | Hill (1) | 104:17 | inconsistency (1) | 38:16 |
| 74:18 | 6:2 | hurry (1) | 132:3 | institutions (1) |


| 36:19 | 75:22 | 86:9 | kinds (3) | leading (2) |
| :---: | :---: | :---: | :---: | :---: |
| instruction (1) | issue (4) | July (2) | 34:24;83:4;89:22 | 11:22;45:4 |
| 85:18 | 29:19;79:11,14; | 4:14;8:17 | KIPP (1) | leads (1) |
| insure (1) | 132:5 | June (3) | 33:25 | 41:10 |
| 127:9 | issues (2) | 7:25;43:17;58:22 | kitchens (1) | lead-way (1) |
| intact (1) | 16:8;101:2 | junior (1) | 83:16 | 57:22 |
| 97:13 | item (14) | 56:13 | knew (4) | learn (2) |
| integrate (1) | 14:18;15:2;18:22; | justify (1) | 70:7,7;71:15;83:7 | 68:14;87:16 |
| $42: 7$ | 19:17;23:1,5;28:13; | 112:20 | knowing (1) | learned (2) |
| integrated (4) | 31:6;33:21;34:1,7; |  | 83:6 | 68:19,21 |
| $\begin{aligned} & \text { 116:6,8;129:17; } \\ & 130: 13 \end{aligned}$ | 78:18;102:5;113:12 <br> items (4) | K | knowledge (1) 30:16 | $\begin{gathered} \text { learners (1) } \\ 114: 23 \end{gathered}$ |
| integrating (1) | 8:21;16:21;30:11; | K-6 (2) | known (1) | Learning (20) |
| 41:22 | $53: 24$ | 79:5,6 | 107:1 | $5: 8 ; 7: 21 ; 40: 8$ |
| integration (1) | Ivy (1) | K-8 (2) | knows (2) | 41:15,15;42:3;43:25; |
| . 57:25 | 4:21 | 79:6,7 | 25:19;119:17 | 48:18;51:16;57:8; |
| $\begin{aligned} & \text { integrative (1) } \\ & \text { 40:21 } \end{aligned}$ | J | $\begin{gathered} \text { keep (4) } \\ 7: 22 ; 29 \end{gathered}$ | $\begin{gathered} \text { Krystal (1) } \\ \text { 126:5 } \end{gathered}$ | $\begin{aligned} & \text { 63:18,21,23;64:21, } \\ & \text { 24;76:10;77:11; } \end{aligned}$ |
| intent (3) |  | 115:17 |  | 85:24;101:23;109:13 |
| . 8:3,4,8 | JAG (1) | keeping (1) | L | least (3) |
| interest (3) | 56:23 | 97:12 |  | 31:21;32:14;89:12 |
| 8:15;85:24;125:23 | January (4) | Keith (1) | labs (1) | leave (1) |
| interested (6) | 34:11;83:23;102:9; | 103:11 | 38:19 | 82:8 |
| 8:14;12:6;66:13; | 113:17 | Kendra (2) | lack (3) | led (1) |
| 116:14,15;126:10 | JB (1) | 9:2;59:14 | 72:24;93:18; | 27:23 |
| interests (1) | 104:17 | kept (1) | 101:17 | left (7) |
| 119:1 | Jennifer (1) | 127:23 | lacking (1) | 16:7;43:13,15; |
| interfere (1) | 5:11 | Key (1) | 68:2 | 87:4;88:14;94:1; |
| 124:1 | job (11) | 4:15 | lady (1) | 103:10 |
| internship (1) | 34:19;36:5;39:8; | kid (4) | 46:14 | legal (3) |
| $47: 10$ | 47:2,9;76:16,21; | 38:13,13;39:2,19 | landlord (1) | 107:7;111:3,3 |
| internships (4) | 105:14;110:23,24; | kids (56) | 93:8 | legislative (1) |
| 39:15;44:22;74:5; | 120:5 | 36:20;38:20,22; | language (4) | 21:4 |
| $76: 17$ | jobs (6) | $39: 7,10,16,25 ; 40: 8$ | 84:7,20,22;85:22 | lend (1) |
| Interstate (1) | 38:15;39:6,12; | 42:6,14,18,19,24,24; | large (2) | 65:4 |
| 105:6 | 87:4;104:8;105:10 | 43:6;44:14,15;45:24; | 18:5;84:10 | less (2) |
| interview (2) | jock (1) | 46:1,9;47:2,3,9,11, | last (19) | 51:23,23 |
| 47:4;68:4 | 42:14 | 24;48:13;55:2;56:4, | 14:8;23:18,23; | lessons (1) |
| into (26) | joined (1) | 6,6,9,17,21;57:19,23; | 24:4;25:11;40:20; | 86:7 |
| 5:24;14:11;19:17; | 41:16 | 58:16;67:14,17,20; | 52:23;53:10;64:4,5,7, | Lester (16) |
| 29:14;32:24;33:5; | joining (1) | 68:2;69:1,2;70:21; | 8;67:1;68:20;71:11; | $5: 9,9 ; 27: 17,18$ |
| 36:24;37:17;41:23; | $6: 1$ | 72:3;75:23;91:8; | 81:13;83:21;84:5; | $63: 10,11 ; 76: 4,5$ |
| 47:9;71:15;75:23; | Jones (83) | 105:3;107:1,14,15; | 90:15 | 99:13,14;100:17,18; |
| 84:11,23;87:11; | 5:7,7;6:22,23; | 113:7;116:17;120:3; | late (5) | 112:7,8;133:11,12 |
| 88:23;94:8,9;105:10; | 10:14,17;11:6,7; | 123:19;124:23; | 27:14;81:7;83:21; | letters (4) |
| 116:8;118:15,16; | 12:9;19:3,8,10;22:12, | 134:10 | 87:11;91:10 | 8:3,4,6,8 |
| 119:17;124:8,18; | 15,20;24:16,21;26:1; | kids' (2) | later (7) | level (6) |
| 129:17 | 27:9,10;32:8;36:2; | 37:13;47:23 | 9:16;13:5;14:20; | 51:9;60:21;86:20; |
| introduce (3) | 62:10;63:12,13,17; | kind (37) | 15:2;21:1;60:8;83:14 | 90:7;96:21;127:12 |
| 4:19;13:8;103:9 | 64:14;65:10,12,18; | 22:7;23:14;25:16; | law (3) | levels (2) |
| introducing (1) | 66:7;72:7;74:9,12,14, | 35:1;36:11,12,13,17; | 20:12,20;29:9 | 96:19;130:12 |
| 51:15 | 25;75:2,15,16;80:14, | 37:8;41:9;43:1; | laws (1) | librarian (3) |
| invite (2) | 20,23;98:15,16,19, | 44:16;45:4;47:16,19; | 112:9 | 107:10;108:3,15 |
| 70:15;78:1 | 22;99:1,12;100:13, | 52:24;53:5,8,12; | LEA (1) | library (25) |
| invited (1) | 14;111:21,23;112:3, | 54:24;56:7;61:2; | 108:25 | 51:18;63:20,21,23; |
| 86:20 | 4;116:2,4,10,22; | 63:25;67:8,14;69:8; | lead (4) | 64:8;65:15;105:23, |
| involved (3) | 122:22;123:5,10,13, | 80:24;81:17;82:10; | 20:24;35:23;39:14; | 25;106:6,7,8,11,12, |
| 40:12,13;59:7 | 15,19;124:4,6,13,15, | 85:15;86:9;109:18; | 76:18 | 16,17,22;107:8,15, |
| involvement (1) | 20;125:1;129:14; | 118:4;122:24; | leaders (3) | 16;109:8,14,15; |
| 76:15 | 130:6,9,22,25;131:6; | 127:15;134:3;135:12 | 37:4;46:25;68:24 | 110:15;112:6,9 |
| involving (1) | 132:1,8,11,13;133:5, | kindergarten (5) | leadership (6) | library/media (2) |
| 21:10 | 6;135:20 | 82:15;83:19;96:21; | 37:14;61:11,12; | 110:2;112:14 |
| isolated (1) | journey (1) | 97:22;98:4 | 62:5;69:16;74:10 | license (1) |


| 110:8 | 102:17 | 6:16;77:23 | 7:24,24;17:3,16; | 22;66:16,20;68:19; |
| :---: | :---: | :---: | :---: | :---: |
| Licensure (2) | local (7) | lotteri | :3,1 | $9 \cdot 5,12 \cdot 70 \cdot 10,24$ |
| 4:22;5:12 | 36:14,15,18;45:15 | 83:22 | 9:19;46:25;51:1 | 71:11,21;93:4;95:10, |
| liked (2) | 68:1,1;83:16 | lottery (11) | 52:1;86:1,1;89:25; | 19;103:10;110:20; |
| 52:24,25 | located (4) | 82:25;83:21,2 | 90:8,20;91:5;95:4, | 118:1,3;124:16; |
| limit (1) | 103:21;106 | 85:5;87:13,21,2 | 12;107:7;116:11 | 125:19;129:25 |
| 119:4 | location (7) | 88:1,8;89:21;97:6 | 122:4;126:21 | means (1) |
| limitations | 79:2,12;80 | love (6) | MAP (3) | 84:12 |
| 119:23 | 99:2,6;135:18 | 42:11;53:10,11 | 122:1,1,19 | measure (1) |
| limited (2) | locked (2) | 67:23;85:23;132:2 | March (1) | 121:10 |
| 30:13;118: | 81:4,7 | lower (3) | 16:14 | mechanisms (1) |
| limits (3) | logic (1) | 18:6,6;83:11 | Mark (1) | 66:13 |
| 20:11,11 | 21 | luck (1) | 5:2 | media (12) |
| LINCOLN (21) | logical (1) | 101:22 | marketing (1) | 69:21;102:15; |
| 34:5,8,10;35:5, | 20:24 | lucky | 104:15 | 103:8;104:20; |
| 19;36:6;37:11;45:18; | logistics | 36:4 | Marshallese ( | 105:22;106:22,23; |
| 47:24,25;48:2,6,8; | 104:16 | lunch | 83:14;84:9,15,17 | 107:8;108:24;110:2; |
| 51:13;67:12;71:22; | long (5) | 14:9;84:3,5; | 20,20,21;85:1 | 112:17,21 |
| 76:6;77:9,20;104:11 | 75:24;10 | 109:10,16 | Martin (2) | meet (8) |
| $\underset{70 \cdot 15}{\text { Lincoln's (1) }}$ | 106:7;107:1;132:14 | M | 103:11;107:6 | 8:19;13:25;57:10 |
|  |  | M |  |  |
|  | 31:16;49:18;54:2 61:7 |  | 6:23;7:8,20;32:8 | 127:19;133:12,19 |
| 88:10 | long-ter |  | Mary | 2;6:2,4;7:15 |
| lines (1) | 7:8 | 58:20;73:22;74:8 | 7:3 | 8:19,22;9:16;18:23; |
| 6:5 | look (37) | Madam (2) | master (3) | 19:15,18,19;20:1,10, |
| list (5) | 11:20;35 | 14:24;63:6 | 37:16;63:14;109 | 15;22:16;26:23;31:7 |
| 19:2;88:24;94 | 46:18,24;47:12,14 | Maddox (2) | math (11) | 61:11;71:7;78:17; |
| 97:18;101:15 | 49:15;51:17;60:8; | 28:18;87:2 | 35:24;41:2 | 80:21;88:18;118:17; |
| listed (1) | 63:18;65:7;71:10; | magic (1) | 5;64:19,21,23;65:4; | 127:10;131:25; |
| 49:10 | 73:12,16;74:5;77:5, | 40:4 | 18:21;122:20; | 135:17,24 |
| listening | 24;88:21;95:11,16; | main (4) | 126:24 | meetings (3) |
| 76:5,25,25 | 98:7;101:23;106:10; | 42:22;59:4;66:15 | Mathematic ( | 10:12;20:9,23 |
| lists (1) | 111:7;119:6;120:25; | 72:3 | 41:16 | meets (1) |
| 86:19 | 121:20,20;122:3,4, | maintai | matter (3) | 133:15 |
| literacy ( | 23;124:17;127:16; | 111:14 | :16;23:7;52: | member (2) |
| 118:19;124 | 129:8;134:14;135:14 | maintenanc | maximum (4) | 10:4;46:7 |
| literally (3) | looked (9) | 104:22 | 34:13;79:5;102:1 | members (16) |
| 62:8;84:13;109:15 | 11:17,18;27:11,15; | major (2) | 113:19 | 4:15,16,17;6:7; |
| little (32) | 30:10;40:3;121:11; | 31:12;101 | may (18) | 7:11,14,14;24:7; |
| 11:9;19: | 123:23,23 | maker (1) | 4:5;9:6;20 | 9:22;30:7;37:14 |
| 31:19,22,25;32:2; | looking (28) | 110:9 | 21:13,16;29:8;30:7; | 45:25;134:25;135:8, |
| 40:23;41:11;45:17, | 15:9,9,11;17 | making | 74:15;76:18,19; | 10,12 |
| 20,20;49:12;52:15; | 25:2;28:19;30:2,17 | 29:19; | 0:22;100:25;111:3; | mention (1) |
| 54:24;56:14,20,23; | 31:3;37:6;46:18; | 87:15;104:23;135:11 | 22:21;123:19; | 6:23 |
| 60:14;72:23;74:9; | 48:24;49:4,4,9;53:14 | man (1) | 125:12;129:23 | mentioned (9) |
| 83:25;84:10;86:3,3 | 20,24;61:13;83:5 | 71:17 | maybe (10) | 11:6;12:9;19:20 |
| 4;90:25;95:7;98:21; | 91:25;92:5;93:11 | manag | 0:11;32:2;45:6 | 1:10;58:21;60:14 |
| 103:18;105:2;121:14 | 101:21;109:25; | 52:19 | 0:11;56:9;62:8; | 79:10;106:22;109:14 |
| live (3) | 115:10;129:15;130:4 | manage | 96:5;107:11;111: | mentor (1) |
| 39:14;47:25;75:20 | looks (3) | 105:4 | 124:17 | 70:4 |
| lives (1) | 6:14;31:24;133:1 | managin | Mayflower (1) | Mercy (1) |
| 37:13 | lost (2) | , 12 | 0:8 | 105:5 |
| live-strean | 65:15; | mandatory ( | MDC (4) | mesh (1) |
| 6:1 | $\boldsymbol{l o t}(25)$ | 8:10;36:3 | 41:8,16;65:10,15 | 61:17 |
| living | 6:12, | manner | mean (49) | met (10) |
| 69:3 | 38:14;41:10;48:7; | 52:19 | 37:19;38:14;40:7 | 36:12;52:1;5 |
| Liwo (16) | 50:3;51:19;52:21,25 | manual | 14,15;42:2,4,18;44:2; | 69:20;83:4;103:25; |
| 5:11,11;27:21,22; | 53:15;57:16;65:22, | 10:2 | 45:20;46:22,25; | 112:5;120:4,6;128:7 |
| 63:7,9;76:12,13; | 22;67:21;69:15,19, | MANUFACTURING (5) | 47:23;48:7;50:1,5,6, | metal (2) |
| 99:15,16;100:21,22; | 21;70:14;93:24; | 102:3,7,8;103:15; | 8,12,24;52:5;55:19, | 105:1;110: |
| 112:11,12;133:16,17 | 105:10,12;125:19,19 | 113:6 | 19,20,22;57:16; | microphone (2) |
| loaded (1) | lots (2) | many (24) | 58:14;59:20;62:12, | 5:24;60:24 |


| Microsoft (1) | 44:16,18;47:4,8; | 102:19,20 | Nail (1) | 99:4,6,8 |
| :---: | :---: | :---: | :---: | :---: |
| 41:1 | 68:3,3,8 | most (13) | 126:5 | neighboring (1) |
| mid-April (1) | MOMENT (8) | 8:1;24:12;30:18; | name (15) | 70:16 |
| 83:22 | 12:19;18:15;26:12; | 31:16;53:23;57:3; | 5:22;13:15;14:3; | network (6) |
| middle (14) | 33:16;75:7;87:1; | 66:17;69:6;77:8; | 15:23;35:16,17,22; | 50:5;52:7;63:20; |
| 83:7;89:8;113:11, | 100:5;112:2 | 88:15;90:21;104:1 | 49:1;67:12;89:6; | 66:14;70:18;75:17 |
| 14,16;114:17;115:6, | moments (1) | 105:4 | 92:19,21;103:4,13; | networked (1) |
| 9,18;122:7;127:24; | 132:23 | mostly (1) | 114:13 | 50:5 |
| 129:21;131:1;134:12 | Mom's (1) | 45:18 | named (1) | networking (17) |
| midyear (1) | 83:19 | mother (1) | 4:15 | 49:14,17;50:5,11, |
| 128:5 | money (14) | 89:1 | names (7) | 14,21;51:6,9,25 |
| might (10) | 7:6,7;15:17;16:15; | motion (46) | 19:3;26:24;71:1; | 66:12,17;68:11;69:5, |
| 19:23;21:3;32:13; | 46:4,6;47:11;58:11, | 19:7,10,13;22:15, | 85:10;86:19,19; | 15,19;70:6;76:18 |
| 46:11;56:11,11; | 12;60:6;75:23;84:24; | 19,23;24:15,16,21, | 97:23 | new (72) |
| 65:20;80:11;86:10; | 94:8,9 | 22;26:1,3,5;33:7,8, | nation (1) | 4:17;5:19;7:13; |
| 88:20 | Monica (3) | 11,15;74:21,22;75:2, | 6:20 | 13:25;28:22;33:5,20; |
| mind (5) | 87:2,9;89:7 | 2,3;99:21,22,25; | National (1) | 34:5,9,10,17,21,22, |
| 45:10;73:12;74:7; | Monica's (1) | 100:2,14;111:19,20, | 6:10 | 25;35:5;36:7;42:1; |
| 82:7;89:14 | 87:20 | 22;112:4;125:9; | nay's (1) | 43:2,4,11,14,22; |
| mine (1) | monitor (5) | 128:18,19,23;129:13, | 134:23 | 47:20;49:1,6,10,20; |
| 91:1 | 129:4;130:2,3 | 13;130:18,20;131:18, | NEAL (3) | 50:2,7,11,20,23,25; |
| minimal (1) | 131:11;134:3 | 18;132:15,18,20,22; | 103:4,4;109:2 | 51:7,9,14,14,17,23, |
| 90:23 | monitored (3) | 135:19 | near (1) | 24;52:22;53:11;54:5, |
| minor (1) | 122:24;125:5 | move (20) | 81:25 | 6,8;60:14,16,18,20; |
| 100:22 | 131:22 | 7:18;12:21;18:19; | neat (1) | 63:4,19,24;64:20; |
| minority (1) | monitoring (6) | 19:17;28:12;32:11, | 67:10 | 65:16;67:16;72:8,21, |
| 83:11 | 11:16;125:8;129:1, | 11;34:7;36:14;38:9; | need (61) | 25;73:4;75:12;76:8; |
| minute (3) | 1,5;133:3 | 40:9;59:22;60:5; | 9:9;15:22;18:10; | 77:10,17,18;80:4; |
| 10:20;40:23 | monitors (1) | 66:2;69:24;80:17; | 20:9;21:3,24;23:2,4; | 86:17;99:6;101:23; |
| 117:19 | 17:6 | 85:21;101:22;102:5; | 26:7,8;29:20;31:4; | 124:11,13;127:9; |
| minutes (16) | MONTESSORI (24) | 107:23 | 36:23,23,24;37:21; | 134:3 |
| 9:10,13,14;18:22, | 12:20,22;13:5,10; | moved (7) | 38:3,16;40:9,16,19; | newer (1) |
| 24;19:1,5;79:25; | 16:1;18:4;78:15,19, | 19:8;23:12;60:20; | 42:19;44:15;45:9; | 99:2 |
| 81:6;91:19;109:11; | 21;79:3,16;80:2; | 80:19,25;82:8; | 54:15;56:8,18,18; | newsletters (1) |
| 114:21;117:21; | 82:20;83:4,20;85:12, | 135:20 | 57:23;58:23,24;62:4, | 78:2 |
| 119:8;123:8;124:9 | 14,25;87:17;89:9; | movies (1) | 4,6,7;69:2;71:8; | next (24) |
| misconception (1) | 90:5,11;92:23;93:23 | 40:2 | 75:12,22;77:25; | 8:19,22;10:11; |
| 52:21 | month (2) | moving (3) | 81:23,24;82:2,21; | 20:8,25;23:20,20; |
| Miss (1) | 71:8,11 | 80:17;104:5 | 85:21,22,22,23; | 26:23;42:1;43:20; |
| 114:8 | months (1) | 106:14 | 91:12;95:4;101:6,15; | 45:4;56:7;72:18,20; |
| missing (1) | 7:24 | MTI (1) | 107:14;115:11,21; | 73:14;85:3;88:10; |
| 129:16 | more (52) | 46:8 | 117:16;120:11; | 97:14;106:19;123:3; |
| mission (1) | 10:6;15:1;27:24, | much (15) | 127:20;129:18; | 129:1;131:13,13,25 |
| 83:1 | 24;31:19;32:2;40:11, | 16:17,20;31:20; | 130:1;133:10 | nice (4) |
| Missouri (1) | 23;41:11;43:15;44:6, | 43:18,18;65:8,21; | needed (10) | 34:18;53:23;81:1; |
| 103:23 | 6,14;48:17;50:19; | 70:14;94:14;95:18; | 9:19;28:21;34:20; | 135:17 |
| mixed (1) | 52:9,15;55:17;56:24; | 105:14;110:5,19; | 36:20;77:6;83:10; | nicer (1) |
| 96:24 | 57:1,10;58:16;59:5; | 133:25;134:18 | 105:24;106:21; | 131:4 |
| mobile (15) | 60:21;64:12,12,13, | multimedia (1) | 131:15;134:14 | Nichols (21) |
| 17:13;18:12;94:17, | 24;65:4;67:5;68:19; | 104:19 | neediest (1) | 15:25,25;16:12,18, |
| 19,23,24;95:2,3,4,21, | 69:24;74:9,16;78:24; | multiple (1) | 99:10 | 22;17:2,5,17,19,22, |
| 22;96:1,3,4,9 | 82:6,19;83:24;84:11; | 11:20 | needs (18) | 24;91:2;93:22,22; |
| model (9) | 85:21,22;86:3,4,4; | mushy-brain (1) | 11:13;53:20;69:25; | 94:16,23;95:10,18, |
| 12:7;18:4,5;62:14; | 88:7;90:25;94:12; | 64:6 | 85:17;90:18;100:15; | 20;96:8,13 |
| 69:24,25;77:17;83:4; | 96:12;107:18; | must've (1) | 112:5;116:13;120:4, | nine (5) |
| 85:12 | 119:12;133:25;134:1 | 14:11 | 5;125:3;126:10; | 4:15;8:9;17:6,7; |
| models (2) | morning (14) | myself (3) | 127:10,19;128:6; | 56:11 |
| 6:17;12:4 | 4:21;5:2,11,14; | 87:6;89:25;90:14 | 133:15,20;134:15 | non-GT (1) |
| moderate (1) | 7:20;9:2;13:13,14; |  | negatively (2) | 120:17 |
| 100:15 | 35:5;80:1;81:6; | N | 21:13;100:23 | non-Montessori (1) |
| molding (1) | 103:13;104:12; |  | neglected (1) | 86:1 |
| 105:2 | 114:13 | NAGC (1) | 14:3 | non-negotiables (1) |
| mom (7) | MORRIS (2) | 116:15 | neighborhood (3) | 71:3 |


| normally (1) | 133:4 | ones (4) | 76:9;78:25;83:1; | packets (2) |
| :---: | :---: | :---: | :---: | :---: |
| 129:8 | off (7) | 23:21;52:16;53:20; | 88:10;99:3;100:12; | 84:4;111:11 |
| north (1) | 16:22;31:14;39:23; | 77:25 | 101:5;131:18 | page (1) |
| 103:22 | 77:19;84:2;114:12; | one-stop (1) | originally (2) | 27:20 |
| northwest (6) | 122:12 | 53:1 | 49:10;81:12 | pages (1) |
| 75:18;87:5;90:16; | offer (7) | one-to-one (1) | others (2) | 25:5 |
| 104:3,8,18 | 54:18;56:2;57:11; | 40:15 | 78:3;87:3 | paid (3) |
| note (3) | 58:3;83:1;85:1;90:6 | online (1) | Otherwise (1) | 39:11;84:2;93:1 |
| 22:4;60:7;134:24 | offered (4) | 26:7 | 130:2 | Panel (35) |
| notice (2) | 21:14;51:17;54:20; | on-line (1) | out (48) | 4:3,10,14,16,17; |
| 32:17;96:22 | 97:25 | 71:10 | 6:17;8:6;10 | 5:16,25;6:6;7:11;9:7; |
| noticed (3) | offering (2) | only (14) | 20:11;36:20;38:10, | 10:3;12:25;13:2,3,4, |
| 52:11;89:19;122:6 | 83:20;86:2 | 30:2;46:2;77:3; | 15;39:9,11;41:4; | 20;22:16;23:18;24:2, |
| notification (1) | offers (1) | 103:24;104:19; | 47:1,7;48:4;50:14; | 4,15;29:22;30:7; |
| 20:3 | 76:19 | 115:11;117:17,25 | 53:8,19;54:25;56:4,5, | 31:15;34:14;80:4; |
| November (2) | office (10) | 118:23;122:8,9; | 8,18;57:17;61:1; | 88:19;89:3;107:23; |
| 22:1;80:19 | 4:7;40:17;45:17; | 123:9,11;128:11 | 62:19;64:1,13;66:2, | 116:1;134:22,25; |
| NOVUS (1) | 88:17;89:20;128:25; | open (19) | 23;67:4;69:9;71:4,4, | 135:8,11,12 |
| 135:6 | 131:6,11,21;134:13 | 8:1,5,16,23;12:2 | 15;73:19;78:2;81:1; | paper (5) |
| nowadays (1) | officer (1) | 13:12;20:18;21:25; | 82:22;83:19,24;84:4, | 62:9;71:5,9; |
| 67:17 | 81:4 | 23:17;25:6;47:22; | 13;96:18;97:3;107:2; | 108:20;111:6 |
| NTI (1) | official (1) | 50:17,20;80:13;81:5; | 115:16;122:5; | par (1) |
| 41:2 | 20:3 | 86:17;87:23;89:13; | 128:14;134:13 | 37:19 |
| Number (19) | often (1) | 128:2 | outcome (2) | parent (3) |
| 7:18;11:2;12:22; | 48:4 | opened (5) | 84:9;85:6 | 122:25;126:23; |
| 14:7;16:22;23:2; | old (4) | 13:11;65:15,16; | outgrown (1) | 130:10 |
| 56:4,16;81:14;85:4; | 47:5;48:12;66:18, | 70:9;111:4 | 77:9 | parents (22) |
| 92:7;95:8,11,16; | 21 | OPEN-ENROLLMENT (3) | outlined (1) | 70:10;82:4,10,10; |
| 101:15;108:25; | old- (1) | 33:24;78:14,18 | 21:6 | 86:10,14;88:2,15; |
| 113:12;121:12,13 | 68:17 | operating (1) | out-loud (2) | 89:20,23,25;90:21; |
| numbers (11) | older (2) | 8:7 | 26:20,22 | 97:9;115:17;123:2; |
| 8:15;11:23;14:5,9; | 57:19;68:10 | opportunities (9) | outreach (3) | 127:7,9,13,23;129:6, |
| 57:13;84:7;88:9,10; | oldest (1) | 6:16;45:2;53:18; | 83:10,13,15 | 19;130:14 |
| 89:11;92:9;95:15 | 89:9 | 58:16;76:18;116:17; | over (19) | parents' (1) |
| nursing (1) | onboard (5) | 119:4;130:15;134:10 | 4:18;8:25;29:15 | 133:20 |
| 46:13 | 45:8,21,25;46:1,8 | opportunity (13) | 39:23;42:20;43:20; | part (17) |
| NWAC (1) | Once (4) | 6:9;46:13;49:11; | 52:18;71:11,14; | 9:17;42:12;44:23; |
| 41:2 | 26:1;27:13;88:6; | 68:17;82:3,23; | 73:14;80:17;83:12; | 48:25;61:12;67:24; |
| NWEA (3) | 122:5 | 101:11;103:6;109:7; | 85:7,10;93:9,19; | 70:15;81:14;84:17, |
| 121:23;122:1,2 | One (68) | 110:18;111:2; | 103:7;122:10,11 | 18;86:9;87:14,18; |
|  | 5:17;8:11,12,21; | 115:19;125:5 | overall (1) | 106:3;111:9,12; |
| 0 | 9:20;14:14,15,16; | opposed (9) | 101:12 | 122:25 |
|  | 18:9,21;25:6,8,11; | 9:12;19:13;22:23; | oversees (1) | participant (1) |
|  | 28:21;30:19;31:9,10, | 26:5;33:15;75:6; | $4: 11$ | 69:17 |
| 62:20 | $16,25 ; 32: 1,1 ; 33: 17$ | $100: 4 ; 112: 1 ; 132: 22$ | overwhelming (1) | participating (1) |
| obligation (1) | 38:1,8;39:10;46:14; | opposition (8) | 81:22 | 8:10 |
| 59:18 | 47:3;49:3;52:12; | 35:10;72:11;79:19; | own (10) | particular (3) |
| observed (1) | 53:16;56:11,16;57:1; | 91:16;102:23; | 37:3;47:16,19; | 15:8,10;23:5 |
| 85:19 | 58:5,10;59:24;63:19; | 107:20;114:3;115:23 | 51:21;52:8;75:25,25; | parties (1) |
| obtain (2) | 65:16,19,23;66:1,15; | order (7) | 78:1;122:15;127:15 | 9:11 |
| 76:21;104:6 | 67:1;68:20;69:17; | 4:3;19:2;26:25; | owned (1) | partner (2) |
| occupies (1) | 81:1,5;84:18;86:7; | 78:17;83:5;94:25; | 51:22 | 45:6;104:25 |
| 29:7 | 87:10;88:6;89:2,23; | 97:19 | OZARK (13) | partnered (2) |
| occur (3) | 90:22,25;91:7;94:10; | ordinary (1) | $12: 20,22 ; 13: 5,10$ | 40:9;104:17 |
| 32:22,22;34:24 | 95:21;97:1;99:2; | 54:25 | 18;16:1;78:15,19,21; | partnering (3) |
| occurred (3) | 106:9;108:3;121:19; | organizations (1) | 79:2,16;80:2;92:23 | 49:6,17;74:4 |
| 21:4;86:18;88:1 | $\begin{aligned} & 124: 20 ; 127: 20 \\ & 131: 24: 136: 25 \end{aligned}$ | 36:22 |  | $\begin{aligned} & \text { partners (5) } \\ & 7: 1: 12: 9: 77: 13 . \end{aligned}$ |
| $\begin{aligned} & \text { occurs (2) } \\ & 6: 13 ; 109: 10 \end{aligned}$ | $\begin{aligned} & \text { 131:24;136:25; } \\ & 137: 25 \end{aligned}$ | $\begin{array}{\|c} \text { organize (1) } \\ 86: 24 \end{array}$ | P | $\begin{aligned} & \text { 7:1;12:9;77:13; } \\ & \text { 104:3,5 } \end{aligned}$ |
| October (13) | one-on- (1) | organized (1) | P21 (1) | partnership (3) |
| 7:13;20:16,24; | 86:6 | 27:23 | 75:18 | 46:17;47:11;134:2 |
| 21:18,25;24:3;80:16; | one-on-one (1) | original (11) | packet (3) | Partnerships (5) |
| 132:2,3,6,11,12; | 86:4 | 13:21;49:4;60:15; | 24:12;34:18;85:7 | 41:2;48:19;73:5, |


| 11;77:5 | 97:3;110:2 | 117:15,16,25;118:7, | 92:21;100:8;130:24; | 18:7 |
| :---: | :---: | :---: | :---: | :---: |
| part-time (1) | perceived (1) | 12,16,23;119:9,12, | 134:13 | prepare (3) |
| 83:15 | 93:17 | 14,23;121:8,9,10,25; | pleased (2) | 36:22;44:6;69:9 |
| pass (3) | percentage (2) | 122:2,21;125:14,18; | 4:7,8 | present (4) |
| 38:5;106:8;109:15 | 92:24;93:8 | 126:4,12,16,20; | plus (1) | 9:11;13:4;29:9; |
| passed (6) | perfect (1) | 127:2,4;128:22; | 113:3 | 113:23 |
| 19:14;22:24;26:6; | 78:11 | 131:10,25;133:22,23 | podium (2) | presentation (6) |
| 33:15;132:23;134:12 | performance (1) | Pfeffer's (2) | 5:22;61:2 | 13:9;35:7;91:13; |
| passions (1) | 24:13 | 76:2;119:20 | point (12) | 102:16;103:16; |
| 119:2 | perhaps (3) | PhD (1) | 40:20,20;49:23 | 107:17 |
| past (8) | 13:22;31:5;76:20 | 90:17 | 59:4;65:24;68:18 | presenters (1) |
| 11:11;23:12;51:21; | peril (1) | phone (6) | 95:5;103:17;110:20; | 13:8 |
| 60:19;106:18;115:5; | 21:11 | 50:24,25;51:1; | 115:7;119:20;122:12 | preserve (1) |
| $119: 16 ; 130: 12$ | period (4) | $71: 10,11 ; 82: 4$ | points (2) | 84:19 |
| path (1) | 55:2;56:6,7;58: | physics/pre-cal (1) | 84:18;106:20 | pretty (2) |
| 41:18 | permanent (1) | 58:3 | poor (1) | 30:19;103:17 |
| paths (1) | 98:17 | pick (1) | 48:11 | prevention (1) |
| 76:20 | permission | 71:9 | popular (1) | 90:18 |
| pathway (8) | $21: 8,21$ | pick-and-choose (1) | 105:5 | previously (2) |
| 72:2,2;73:4,7 | Perry (60) | 67:8 | population (3) | 4:16;78:22 |
| 104:16,25;105:5 | 6:24;7:9, | picked | 85:3;99:5;107 | pride (1) |
| pathways (4) | 8:24;11:6;12:17,23, | 50:25;5 | portal (4) | 42:21 |
| 40:21;42:23;44:9; | 24;14:22;15:3;18:21; | pick-up (1) | 52:12,23,25;53:16 | principal (15) |
| $104: 15$ | 19:16,19;22:14;23:9, | 50:24 | portion (1) | 35:6,18;36:2,6; |
| patiently (1) | 10;25:5,8,11,14,18, | pictures (1) | 92:25 | 37:15,16;38:6;42:10; |
| 89:10 | 21,23;28:14;30:5; | 101:23 | position (1) | 48:10,12;69:7;70:8, |
| pause (1) | 31:1;32:16;33:22,23; | piece (4) | 5:23 | 22;72:8;114:17 |
| 128:10 | 34:3,9,10;58:23;59:9, | 57:9;61:7,23;63:3 | positions (1) | principals (2) |
| pay (7) | 13;72:5,6,11,12,17, | pioneers (1) | 104:8 | 51:2;67:6 |
| 39:8,13,13;43:18; | 20;78:6,7,11,17,21; | 63:25 | possible (2) | prior (2) |
| 76:22;105:12,15 | 91:16,17;102:4,8; | place (5) | 6:20;109:5 | 119:6,7 |
| paying (4) | 107:19,21;113:13,16, | 61:23;64:16;81:2 | possibly (1) | private (3) |
| 67:5;87:4;98:24; | 25;115:22,24;134:20 | 82:12;89:8 | 123:3 | 29:10,14,15 |
| 105:14 | person (8) | placed (2) | post- (1) | PRMBA (2) |
| payments (1) | 5:21;38:8;47:6; | 18:24;97:2 | 76:18 | 105:23;107:4 |
| 92:18 | 48:5;78:9;110:23,24; | placement (1) | posted (2) | PRMBA's (1) |
| PBL (1) | 116:17 | 97:7 | 6:4;20:8 | 110:5 |
| 37:4 | personal (1) | places (2) | potential (4) | pro (1) |
| PCA (1) | 46:10 | 60:6;94: | 8:2,3;19:22;22:1 | 106:12 |
| 105:8 | personally (2) | plan (24) | poultry (1) | probably (8) |
| pd (7) | 46:9;51:11 | 23:16;54:1,2;70:1, | $41: 8$ | 31:19;40:11;67:3, |
| 44:6,14;46:24; | personnel (2) | 3;73:11;74:3;76:8; | PowerPoint (1) | $4 ; 74: 9,12 ; 111: 7$ |
| 50:6,16;73:15;78:9 | 23:24;92:7 | 77:4;78:24;80:16,22; | 102:17 | 130:14 |
| pdf'd (1) | persons (1) | 81:2,10;100:18; | practice (1) | problem (2) |
| 135:2 | 9:8 | 101:7;124:13;127:6, | 124:7 | 32:14,15 |
| PDL (1) | perspective (1) | 8;128:4,8;131:1,6,20 | prayer (1) | problem-based (4) |
| 54:18 | 14:15 | planned (2) | 51:15 | 37:5;41:15;64:24; |
| PE (1) | PFEFER (1) | 73:19;82:13 | pre- (1) | 65:5 |
| 65:23 | 125:12 | planning (4) | 126:18 | problems (2) |
| PEA (15) | Pfeffer (87) | 16:3,18;94:5,24 | pre-AP (22) | 65:7,7 |
| 102:3,6,8,22;103:5 | $4: 18,21,21 ; 24: 23$ | plans (1) | 114:22;116:12,12; | problem-solving (1) |
| 14,19,20;106:23; | 25;25:2,7,10,12,15, | 81:10 | 117:20;120:19,21; | 65:14 |
| 107:4;108:21,24; | 19,22,24;27:25;28:1; | Plastic (3) | 121:5;122:5,11,13, | procedure (1) |
| 110:18;113:5,17 | 29:24;30:1,6;31:19; | 105:1,2;110: | 17;123:12,20;124:8; | 128:23 |
| people (18) | 33:8,12;43:10,11,16, | play (1) | 125:15,21;126:8,9, | procedures (5) |
| 23:16;46:22;47:7; | $21 ; 44: 4,17 ; 45: 3$ | 20:11 | 13,16,23,24 | 9:1,5,20;10:9;21:5 |
| 50:7;67:5;68:9;69:1, | 46:5,16;48:15,21; | plays (1) | precise (1) | process (8) |
| 20;70:13;71:9,15; | 72:14,15,19,21;73:9, | 66:23 | 103:17 | 27:24;28:2;33:3; |
| 74:10;83:15;85:9,13; | 23;76:23,24;96:15, | pleasant (1) | predicted (1) | 82:23,25;85:6;98:7; |
| 107:5;128:13;129:15 | 16;97:5,18,22,25; | 35:3 | 80:11 | 101:8 |
| per (9) | 98:3,6,10;99:24; | please (11) | preference (2) | produce (1) |
| 17:9,15;92:16; | 100:1;101:3,4; | $13: 16 ; 15: 24 ; 31: 4,$ | 88:13;97:16 | $40: 5$ |
| 95:12,25;96:9,21; | 111:20,23;113:1,2; | 4;57:1;79:17,19; | prep (1) | producing (1) |


| 40:1 | provide (12) | 20:8;53:19;59:23; | 7:5;14:16;22:4; | 14:25;29:23; |
| :---: | :---: | :---: | :---: | :---: |
| product (2) | 13:3;27:12,16; | 86:14 | 26:12;27:2;42:22; | 101:17;114:19; |
| 37:11;48:8 | $\begin{aligned} & \text { 29:2;76:14;110:15; } \\ & \text { 112:25;125:11; } \end{aligned}$ | R | 47:19;81:15;90:22; 105:23;121:2;135:9 | 121:12 |
| $\begin{aligned} & \text { productions (1) } \\ & 104: 19 \end{aligned}$ | $\begin{aligned} & \text { 112:25;125:11; } \\ & \text { 130:25;131:6,20; } \end{aligned}$ | R | 105:23;121:2;135:9 reasonable (1) | $\begin{gathered} \text { regardless (1) } \\ 124: 7 \end{gathered}$ |
| profession (1) | 134:2 | radio (2) | 27:11 | regards (2) |
| 105:11 | provided (4) | 83:18;84:12 | reasoning (2) | 13:23;105:18 |
| Professional (3) | 30:13;49:7,11;57:4 | raise (7) | 76:14;135:14 | region (1) |
| 5:12;48:16;76:17 | provides (2) | 35:10;37:9;46:3; | reasons (8) | 83:9 |
| professionally (1) | 27:18;32:16 | 79:19;102:23;114:2, | 10:4;21:20;23:5,7; | regular (2) |
| 42:21 | providing (3) | 3 | 28:1;75:7;90:14; | 54:25;109:6 |
| PROGRAM (20) | 6:3;12:7;125:8 | ran (2) | 113:3 | regularly (1) |
| 10:25;11:3,17; | provision (2) | 88:8;126:5 | rebuttal (1) | 80:21 |
| 18:8;55:8;56:23; | 131:19;133:14 | rapidly (1) | 9:14 | reimbursement (1) |
| 75:14;76:2;82:20; | provisions (1) | 78:24 | recall (1) | 16:16 |
| 83:19;113:23;115:2; | 130:21 | rather (2) | 20:2 | reinforced (1) |
| 116:15;118:25; | Public (21) | 103:16;105:17 | receive (2) | 36:17 |
| 122:5,18;127:17; | 7:1;12:13;19:24; | rationale (7) | 7:4;111:5 | related (5) |
| 131:3,8;133:25 | 21:14,15;26:9;33:19, | 31:24;75:9;100:5, | received (8) | 15:6,7;30:3;34:21; |
| programming (1) 80:25 | 24,25;34:4,8;71:6,8; | 8;108:15;112:2; | 8:4,8;14:2;15:18; | 104:20 |
| 80:25 | 72:1;78:14,18;102:2, | 132:24 | 16:11;82:4;101:16; | relocate (1) |
| Programs (4) | 6;113:10,13;135:1 | ratios (1) | 130:11 | 28:22 |
| 5:10;61:5;125:21; | Pulaski (2) | $111: 15$ | receiving (2) | remain (1) |
| $129: 25$ | $4: 4 ; 135: 16$ | rattling (1) | 16:4;131:22 | $75: 14$ |
| progress (1) | pulling (1) | 39:23 | recent (4) | remember (2) |
| 131:14 | 117:21 | reach (3) | 8:1;24:13;30:16,18 | 66:17;67:1 |
| progressive (1) | pullout (3) | 83:6,24;134:13 | reception (1) | remodeled (2) |
| $40: 21$ | 116:6;119:8;123:8 | reached (1) | 81:8 | 80:7,7 |
| project (9) | punctuate (1) | 36:11 | recipient (1) | remodeling (1) |
| 35:23;40:6,6;51: | 19:3 | read (5) | 36:4 | 32:23 |
| 20;55:11;65:24; | purchase (7) | 26:25;27:3;59:3 | recommendation (1) | removing (1) |
| 86:24;90:20 | 17:11;94:11;95:1, | 84:25;105:19 | 22:5 | 123:15 |
| project- (3) | 1,3,20,25 | readiness (3) | record (8) | renew (1) |
| $43: 24 ; 48: 17 ; 63: 17$ | purchasing (2) | 38:11;76:10;83:19 | $4: 20 ; 5: 22 ; 13: 16$ | 73:1 |
| project-based (15) | 94:19,24 | reading (2) | 26:8,22;75:8;89:6; | renewal (17) |
| 36:9;37:5;40:8; | purposes (1) | 113:7;122:20 | 135:4 | $4: 11 ; 24: 3,8,10,12$ |
| $41: 15 ; 42: 3,12 ; 51: 15$ | 108:1 | reads (1) | recorded (1) | 25:10,11;32:25;33:1; |
| 57:8;63:21,22;64:15, | pursue (1) | 62:10 | 6:2 | 72:15,16,17;73:2,17, |
| 21;76:10;77:11;83:2 | 73:4 | ready (7) | records (1) | 18;74:1;76:3 |
| projected (2) | push (1) | 19:17;51:4;59:24 | 123:24 | renovation (1) |
| $78: 25 ; 80: 15$ | 38:13 | 77:11;78:17;86:17; | recruitment (1) | 4:6 |
| projection (1) | put (13) | 102:5 | 82:23 | rent (7) |
| 93:2 | 14:3;17:12;22:3; | real (4) | rectify (1) | 92:17,24;93:1,4,8; |
| projections (1) | 31:5;58:14;67:19; | 36:22;39:5;50:9 | 106:14 | 98:17,19 |
| 93:25 | 71:4;74:10;84:14; | 82:20 | red (1) | repair (2) |
| projects (17) | $94: 8,9 ; 117: 1 ; 135: 12$ | reality (2) | $34: 19$ | $38: 21 ; 40: 14$ |
| $41: 19,23 ; 42: 2 ;$ | putting (3) | 108:14;124:23 | redesign (1) | replace (1) |
| 51:18,20,20;56:1; | 12:5;45:16;94:19 | realized (3) | 11:10 | 118:12 |
| 64:2,11,22,23;65:1,3, |  | 28:20;31:11,11 | reduced (1) | replaced (2) |
| 21;66:3,3,4 | Q | reallocated (2) | 14:7 | 110:22,23 |
| prompt (1) |  | 45:5;48:16 | refer (1) | replacing (1) |
| 32:19 | qualified (1) | really (33) | 66:20 | $46: 19$ |
| prompts (1) | 84:3 | 11:12;22:5;24:1,7; | reflect (1) | Report (18) |
| 11:20 | Quality (4) | 28:17;29:15;40:4; | 15:17 | 5:16,17,18;6:8; |
| proper (4) | 4:12;65:22;66:6,8 | 46:17;50:2;53:5; | reflection (1) | 7:18;11:2;12:20,22, |
| 14:24;15:1;21:5; | quantity (2) | 58:5;64:1,20;65:14; | 134:22 | 23,24;13:6;19:21; |
| $128: 22$ | 65:22;66:6 | 66:13;67:10;68:16; | Reform (1) | 30:18;71:5;131:12, |
| properly (1) | quick (4) | 69:8,9,10;73:4,14; | 87:25 | 13,16;136:24 |
| 85:1 | 82:25;85:5;89:18; | 77:3;78:1;81:16,20; | refrain (1) | REPORT-1 (1) |
| proposed (3) | 134:22 | 84:19;104:12; | 112:24 | 5:18 |
| $22: 16 ; 29: 23 ; 92: 1$ | quickly (1) | 125:23;126:11,13,14; | refreshing (1) | REPORT-2 (1) |
| proposing (1) | $20: 10$ | 132:14 | 86:14 | $7: 16$ |
| 19:25 | quite (4) | reason (12) | regarding (5) | REPORT-3 (1) |


| 10:25 | 10 | :16,2 | r | ( (1) |
| :---: | :---: | :---: | :---: | :---: |
| REPORT-4 (1) | 109 | 43:14,16;45:17,21 | 70:13;110:5, |  |
| 12:20 | Resourc | 46:5;47:1;53:3,15 | run (2) | schedule (6) |
| repor | 7:2;12:13; | 54:10,20;55:7;67:17 | 14:11;88:8 | 56:2,21;109 |
| 131:23,24 | 17:22;119 | 71:24;72:2,10,22; | running (1) | 4;133:1 |
| reporter (1) | resources (10) | 74:7;77:18;78:12,16; | 39:24 | duled (3) |
| , | 6:15;51:24;63: | 79:20,24;80:1,9;81:3, |  | 13:11;17:10;109:7 |
| REPORTE | 64:11;65:17;72:6; | 11;89:14;91:22; | S | cheduling (3) |
| 24 | 73:14;75:18;101:17; | 96:14;97:21;98:9,1 |  | 56:24;57:14,15 |
| reporting (2) | 115:18 | 100:7;102:18,23; |  | ips (1) |
| 33:17;133: | resp | 103:10;105:6,10; | 52:24; | 39:17 |
| reports (4) | , | 107:22,24;109:10; | fe ( | School (120) |
| 6:6;14:15 | 134:23 | 113:16;114:4,8,11; | 96:2 | 6:10;7:24;9:10 |
| 110:24 | re | 116:1,1;117:16,17; | safety | ,18;10:25;11 |
| epresen | 26:8,9;132 | 120:18,24;123:18; | 21:11, | 12:13;13:11;14:3 |
| 91:4 | responsi | 26:18;131:17; | salary (1) | 16:8;21:15,16;24:2; |
| Representatives (7) | 14:1 | 134:11,20;135: | 58:14 | 29:14,15;33:19,20, |
| 34:13;35:9;102:12, | resp | rights (1) | same (23) | 20,24;34:4,5,8,9,10; |
| 21;112:20;113:20; | 5:20;86:23 | 26:16 | 9:5;27:20 | 35:9,19;36:6,9; |
| 114:1 | rest | ris | :24; | 37:11;38:18;40:12; |
| reprieve | 80:18 | :19,2 | 5:16,25;56:11;5 | 42:25,25;45:9,22; |
| 33:17 | restauran | road | 62:18;66:24;67:1 | 48:12;60:15;61:6,11 |
| request | 83:17 | 124:1 | 81:3;94:2;97:2;99:7; | 16,19,25;64:5;66:18 |
| 5:21;10:3 | result | Roche | 106:2;109:3;113:17; | 67:13,15;70:9;71:23; |
| 13:7,20;14:18;15:6 | 12:24; | :21,22,2 | 119:1,2,3 | 72:1;74:6;77:20; |
| 16:13;19:4;20:6; | resul | 93:22 | sat (2) | 78:4,14,19;79:8,18; |
| 21:3,7,7,10,15,20 | 11 | R | 67:2,5 | 80:23;81:15,16;85:2 |
| 28:11,15,16;29:13; | return | 19:23 | sati | 86:17;88:22;89:9; |
| 31:17;33:1,3,9,19,24; | 23:13 | R | 100:10;133 | 90:4;100:23;101:1; |
| 34:4 | revenue | 5,5;28:3,4;66:9 | SAUNDER (1) | 102:2,6,22;103:19, |
| 58:22;59:11;78 | 15:11; | 10;77:7,8;99:17,1 | 74:22 | 20,20,23;104:1,10; |
| 18;81:25;99:23; | review (11) | 101:9,10;103:22; | Saunder | 106:1,1,2,3,3,4,24; |
| 100:12;102:2,5, | 9:22;10:7 | 112:15,16;134:4,5 | 4:24,24 | 107:3,5,12;108:1; |
| 105:18;112:20; | 24:11;82:25;85 |  | 14:23,24;15:8,15 | 109:3;110:21; |
| 113:10,13,21;12 | 9:18;105:21; |  | 16:10,17,20,24;17:3, | 111:14;112:2 |
| 131:19 | 135:11 | roles ( | 15,18,20,23,25 | 113:3,10,11,14,1 |
| requ | revised | 59:7 | 18:13;19:9,11;24:1 | 16;114:2,15,17; |
| 13:3,24;28:24 | 18:25 | roof | 20,21;26:2;28:7,8; | 115:6,9,19;117:10; |
| 77:19 | rev | 106:2 | 48:23,24;49:3,9,14 | 121:23;122:7; |
| requestin |  | room (6) | 51:8;52:6,9,11;53:4, | 23:22;125:25 |
| 11:25; | REVISI | 4:4;86:2 | 21,25;54:7,10,15; | 127:11,24;128:1 |
| 102:14;103:18; | :11,14,16;2 | 117:23,24;119:16 | 57:1;58:17;75:1; | 129:21;131:2,11 |
| 113:22;114:18 | 33:8 | Roten (8) | 77:14,15;91:24,2 | 134:12;135:3,16 |
| requests (11) | revocati | :16;89:2,4,5,7,7, | 92:4,9,14,17;93:11, | Schoology (1) |
| 9:4;10:10;20:18, |  | 6-97-1 | 21;94:13,21;95:6,19; | 53:10 |
| 22;21:1,25;29:19; | Rho | roug | 96:2,7,14;101:13,14; | Schools (24) |
| 30:8,14,23;31:16 | 113:2 |  | 107:24,25;108:5,8, | 4:13;6:19;29:10 |
| require (1) | Rhonda | route (1) | 0.109-22 23,24; | 3:25;49:15,16 |
| 125:10 | 113:24,2 | 106:6 | 110:12;111:1,17; | 51:10;64:12;70:3,15 |
| required (9) | Rick (3) | routinely | 112:22,23;120:9,10, | 16,17;71:16,17;83:9 |
| 9:20;10:8; | 103:4,13 | 7:22;23:1 | 11,16,22,25;121:7; | 91:3,6,8;99:11; |
| 30:18;60:16;61:6 | RIDGE | row ( | 132:16,17,19;134:8,9 | 103:5;108:21,2 |
| 108:3;124:9 | 102:3,7 | :25 | saved (1) | 09:4;110:25 |
| requirement (3) | 14,19,20;106:23 | royalty | 88:4 | school's (1) |
| 102:15;110:2; | 107:4;108:21,24 | 84:16 | saw (5) | 108:25 |
| 118:18 | 110:18;113:6,18 | rubric (6) | 48:6;89:22;90:7; | science (28) |
| requirements (7) | right (85) | 0:16,17;61:6,13, | 122:9,12 | 40:24;41:8 |
| 11:18;21:17,18; | 7:17,25;8:14;11:2 |  | saying (6) | 85:23;115:1,12 |
| 57:10;104:1;116 | 12:21;17:23;18:19; | rubrics | 38:3;45:12;68:2; | 117:1,23,24;118 |
| 133:13 | 19:6,16;20:1;23:1,3; | 64:2 | 106:15;125:24; | 13,15,17,17,22 |
| equires (3) | 25:18,21,24;26:1,9; | rule (4) | 130:13 | 120:19,23;121:20 |
| 4:13;38:12;62:13 | 30:24;32:16;33:21; | 20:21,22;21: | scales (1) | 122:20;123:7,17,20 |
| Research (4) | 34:6;35:11,17,25; | 31:23 | 93:9 | 124:1,8;125:7,16; |


| 126:8,13 | selling (2) | Sharon (1) | situation (4) | 70:12;72:11;84:25; |
| :---: | :---: | :---: | :---: | :---: |
| score (1) | 84:18;130:9 | 6:2 | 32:9;103:8;105:17; | 103:6 |
| 62:17 | send (2) | sheet (1) | 110:20 | speaking (4) |
| scorers (1) | 44:8,13 | 10:5 | Six (4) | 5:21;35:10;41:13; |
| 103:25 | sending (2) | shifting (1) | 17:17,18;90:15; | 79:14 |
| scores (7) | 47:13;67:11 | 117:9 | 108:6 | Spears (2) |
| 70:19;81:24,25; | senior (1) | shining (1) | size (1) | 36:1;59:21 |
| 115:11,12,14;121:21 | 44:12 | 101:21 | 57:18 | special (4) |
| Scott (1) | sense (1) | shopping (1) | sizes (4) | 11:19;84:17;85:15; |
| 12:11 | 117:4 | 53:1 | 82:14,16;92:6; | 120:4 |
| screen (2) | sensitive (1) | short (4) | 101:8 | specialist (5) |
| 50:9;88:1 | 85:16 | 20:13;48:15; | skills (4) | 102:15;105:22; |
| se (1) | sent (4) | 103:16;122:24 | 36:24;38:17,18,24 | 106:23;107:9;108:24 |
| 92:16 | 16:13,15;68:14; | shortly (1) | slots (3) | specific (5) |
| Search (1) | 135:3 | 13:12 | 96:18;97:7;98:1 | 16:22;52:12;129:6; |
| 116:16 | separate (7) | show (1) | small (3) | 130:12;131:4 |
| searching (1) | 9:24;29:16;34:16; | 94:2 | 45:17;81:20;82:14 | Specifically (5) |
| 84:24 | 57:12;93:1,5;109:4 | showed (2) | smaller (2) | 34:16,21;102:14; |
| seat (5) | separately (1) | 40:2;46:24 | 57:22;93:3 | 113:22;127:18 |
| 87:12,21;88:5,25; | 33:2 | showing (1) | smart (1) | specificity (1) |
| 89:8 | September (4) | 113:3 | 76:10 | 134:1 |
| seats (7) | 8:18;22:9,14;24:4 | sibling (3) | Smith (1) | specified (1) |
| 85:8;88:4,4,6,7,11; | serve (8) | 88:6,7;97:14 | 12:12 | 20:12 |
| 91:12 | 34:12;79:4;88:12, | siblings (9) | soccer (1) | specifying (1) |
| Second (24) | 12;102:10;113:18; | 87:22;88:5,7,11,13, | 86:11 | 21:20 |
| 19:9;22:18,20; | 120:22;134:15 | 14;97:6,16;100:25 | social (3) | spectrum (1) |
| 24:18,19,21;25:8; | served (5) | side (16) | 64:25;69:21; | 90:8 |
| 26:2;33:10,12;38:9; | 4:17;9:6;114:22, | 42:13,16;44:3; | 126:24 | spending (1) |
| 63:5;69:18;74:24,25; | 25;117:18 | 52:18;57:14,14;59:8; | socialization (1) | 16:15 |
| 93:2,3;97:17;99:24; | service (1) | 60:7;61:16,19;69:13; | 67:19 | spent (2) |
| 100:1;111:21; | 127:24 | 74:14;81:5;98:14; | solid (1) | 6:11;90:15 |
| 128:21;132:16; | Services (14) | 116:2,3 | 95:11 | spiffy (1) |
| 135:21 | 5:6,8;7:21;17:1; | sides (1) | somebody (2) | 88:21 |
| second- (1) | 21:14;49:7,10; | 42:8 | 38:3;44:19 | spirit (1) |
| 96:23 | 110:15;111:5; | signal (1) | someone (3) | 107:13 |
| secondary (1) | 112:25;123:21; | 33:13 | 29:11;84:24;115:8 | sponsored (1) |
| 107:4 | 129:20,25;131:22 | significant (1) | sometimes (4) | 87:25 |
| seconded (5) | serving (2) | 100:11 | 55:21;65:24;82:6; | spot (5) |
| 19:11;75:2;111:23; | 29:15;79:3 | significantly (1) | 135:13 | 18:24;89:10,12,13; |
| 132:17,18 | session (3) | 101:5 | somewhat (1) | 100:25 |
| section (2) | 21:4;22:6,13 | Silano (42) | 75:22 | spring (4) |
| 31:12,13 | set (9) | 13:9,13,14,17,17, | sophomore (1) | 23:20,21;72:18,20 |
| secure (1) | 23:10;27:3,5,7,8; | 20;14:17,20;15:14, | 40:1 | Springdale (7) |
| 81:1 | 40:18;50:3;95:13; | 16;18:2,16,17;79:12, | sorry (9) | 79:18;80:10,23; |
| security (3) | 98:16 | 13,25;80:1,2;89:14, | 17:9;31:9;60:25; | 81:16;83:3;84:10; |
| 81:2,4,9 | set-and-get (1) | 17;91:15,19,21;92:3, | 61:1,12;64:5;89:7; | 91:4 |
| seeing (5) | 42:5 | 8,12,15;93:7;95:16; | 93:25;102:18 | square (1) |
| 76:2;92:25;93:6; | setting (4) | 96:6,12,20;97:8,21, | so-to-speak (2) | 80:8 |
| 101:23;116:13 | 44:21,22;115:3,4 | 24;98:2,5,9,22;99:7; | 105:16;107:10 | staff (14) |
| seek (1) | several (7) | 101:19,25 | sound (2) | 4:14;5:11,15;37:3; |
| 15:4 | 7:11;9:4;39:19; | silence (3) | 17:23;131:4 | 45:25;68:12;87:3; |
| seem (1) | 87:3,4;97:9;134:24 | 4:8;12:19;18:15 | sounds (1) | 92:9;116:24;117:6,6, |
| 17:25 | shadow (2) | similar (1) | 43:21 | 13;133:18;135:18 |
| seemed (1) | 47:2,10 | 75:16 | soup (1) | stage (1) |
| 11:19 | shadowing (1) | simple (1) | 83:16 | 80:14 |
| seems (2) | 76:16 | 52:4 | South (1) | stakeholders (2) |
| 100:22;134:21 | shall (4) | simply (1) | 36:3 | 37:15;107:12 |
| self (1) | 35:12;79:21; | 105:12 | space (1) | stand (5) |
| 6:9 | 102:25;114:5 | sit (7) | 81:1 | 35:10;79:17,19; |
| self-contained (2) | share (5) | 54:22;61:10;62:9; | Spanish (1) | 102:22;114:2 |
| 114:25;120:15 | 55:1,3;70:2;78:2,3 | 66:19,22;68:4,12 | 83:18 | standard (4) |
| Sell (1) | sharing (2) | sitting (4) | speak (8) | 31:23;107:13; |
| 130:9 | 52:4;66:22 | 48:8;67:11;68:5,23 | 5:24;9:9;52:15,17; | 111:8,13 |

Standards (11) 5:12;58:6;108:1, 15,18;115:3;118:22; 132:1,4,4,5
standpoint (3) 55:18,21,23
STAR (1) 18:8
start (14) 4:18;5:16;13:8; 43:9;44:9,10,22; 80:17;81:20;91:22; 105:11;112:3; 114:12;116:2
started (4) 39:23;63:24;82:14; 103:16
Starting (1) 44:8
starts (1) 105:2
state (35)
5:22;6:15;7:14; 9:22;10:4,5,22; 11:13;13:15;20:1,6,8, 10;23:7;24:7;29:18; 35:15;39:20,25;52:2; 53:12;62:13,25; 66:14;70:17;71:14; 89:5;91:3;92:19,21; 126:6;135:5,6,10,13
stated (2) 92:4;135:9
statement (3) 59:19;64:17,18
statements (2) 6:6;115:25
States (5) 6:14,19;20:22; 21:9;52:2
state-to- (1) 6:14
station (1) 84:12
status (1) 29:10
statute (1) 31:23
stay (5) 23:11;40:7;54:23; 104:7;122:17
stayed (1) 75:24
staying (2) 55:6;61:24
stealing (1) 66:22
STEM (10) 41:22;115:3,4,13; 117:24;118:9; 119:21,24;129:17; 130:13
step (3)

32:3;38:6;60:23
stewards (1)
58:12
still (48)
21:5;31:20;32:2, 12;40:12,13,15; 50:10,24;51:6;52:7, 14,15;54:6,17,21; 55:1,6,25;56:1,16; 58:2;59:17;60:1; 61:25;62:14;63:3; 65:1,8;67:1,23;69:4, 20;88:13;95:1; 110:23;111:14; 112:25;116:20; 117:19;118:17,21; 120:3,18,20;126:9, 12,15
stone (1) 58:10
stop (3)
23:3;127:25; 133:10
stopped (1) 36:13
story (1) 78:1
strategic (1) 76:7
stream (2) 39:17;42:20
streamed (1) 39:24
streaming (1) 40:13
streamlining (1) 28:2
strengths (2) 63:19;99:3
strike-through (1) 34:20
strong (5) 75:17;77:2;83:1; 125:20,21
stronger (1) 74:11
stuck (1) 36:13
student (19) 16:2;17:21;24:13; 40:21;52:13,22;55:4; 74:5;95:14;100:11; 107:3;109:11,12,13; 126:7,20,22;130:10, 11
students (95) 14:6,7;18:1,9; 21:12;34:12;36:22; 37:7;52:19;53:2; 57:5;61:14;64:25; 69:25;76:16,19,21; 79:4,5;81:7;82:24; 83:7;90:19;92:5;

94:1,1;95:12,24,25; 96:17,17,20,25;97:3; 102:10;104:13; 105:9;106:6,7,17; 107:8;108:2;109:6; 110:16,19;111:4; 112:8,9,13,25;113:4, 18;114:25;115:4,12, 13,15,15,17;116:11, 14;118:24,25;119:1, 5;120:12,13,17,20, 20;121:12,13;122:4, 13,14,17;123:2,25; 125:3,14,20,22; 127:7,8,13,23;128:3; 129:7,24;130:16; 131:3,7,21;133:15,20
students' (2)
112:5,21
student's (1) 85:24
studies (2)
65:1;126:24
study (1)
40:22
stuff (17)
38:21,25;39:23;
40:2,5;41:1,4;44:7; 46:25;50:19;54:24; 55:17;56:1;62:20;
68:2,21,24
sub-grantees (1)
12:1
subjects (2) 54:23;121:1
submit (4) 6:25;8:3;14:1;24:1
submitted (2) 8:6;12:15
substantial (1) 30:14
substitute (1) 129:13
success (7) 60:15;61:6,13,19; 62:3;70:2;121:11
successful (6) 11:23;12:4;36:21; 66:25;67:7;127:19
sufficient (1) 133:18
suggested (1) 22:9
suggestion (1) 77:3
suggestions (2) 30:24;53:18
sum (1) 107:17
summative (1) 125:6
summer (4)
23:25;50:19;

| $116: 15 ; 131: 13$ |
| :---: |
| summertime (1) |
| $24: 1$ |
| suntan (1) |
| $67: 16$ |
| superintendent (9) |
| $13: 10 ; 36: 2 ; 38: 6 ;$ |
| $48: 9 ; 70: 8 ; 103: 5,10 ;$ |
| $109: 2 ; 110: 25$ |
| support $(18)$ |
| $7: 4 ; 11: 7 ; 12: 8,11 ;$ |
| $17: 1 ; 37: 3,18,18 ;$ |
| $46: 19 ; 48: 18 ; 57: 17$ |
| $18 ; 62: 23 ; 64: 3 ; 72: 24 ;$ |
| $76: 24 ; 115: 5 ; 134: 14$ |

supported (1) 93:5
supporting (2) 37:7,7
Support-wise (1) 37:2
supposed (2) 14:11;51:17
SUPT (1) 103:4
sure (24) 22:5;25:1;29:19; 33:4;35:20;37:20,22; 44:12;45:13;52:10; 60:3;61:3,9;74:15; 75:10;77:4;95:13,20; 104:23;117:10,17; 120:5,12;128:22
surnames (2) 84:6,8
surrounding (1) 75:20
survey (5) 127:9,13,13,13; 128:5
sustain (1) 43:24
sustainability (1) 75:11
sustained (1) 44:1
swear (6) 15:22;35:11;79:15, 20;102:24;114:4
sworn (1) 9:9
system (2) 53:12;105:5
T
table (8)
4:20;26:13;65:13; 66:18;67:3;69:18; 75:8;100:6
tables (1) 68:21
tablets (1)

17:10
taboo (1)
46:12
Talent (1) 116:16
talented (6) 89:24;90:1;114:19, 20;123:21;134:16
talk (20)
37:12;40:22,24; 41:11;45:6;49:12; 55:13;66:23,24; 67:25;68:7,10;79:13; 80:21;82:21;85:4,11; 89:20;121:14;130:15
talked (9)
23:21;45:15;46:25; 47:4;50:21;55:9; 66:12;67:6;96:4
talking (13) 41:1;42:17;44:16; 47:3;53:3;68:18,23; 71:12,18;88:17; 89:16,17;124:11
Tammy (3) 35:22;40:22;41:12
tampering (1) 97:13
tangible (4) 129:18,23;130:14; 131:3
TAP (8) 36:3;37:3;61:16, 18,19,25;62:17;63:15
Taskforce (1) 75:19
taught (2) 58:6;119:15
taxpayers (1) 107:12
teach (5) 38:20;67:20,21; 84:25;110:10
teacher (27) 16:3;17:10;35:23, 24;42:9;55:4,19; 58:14;62:19;64:6,19; 65:23;68:7;70:25; 86:5,6,13;87:17; 92:13;110:9;114:20; 115:1,20;118:19; 121:3;122:11,15
teachers (38) 37:7,7,16,18,23,24, 25,25;39:4;41:13,18; 42:1;44:6,15;47:13; 48:17;50:18;52:1; 53:15,19;55:15; 62:15,25;63:14; 67:20,21,22;70:21;
76:7,16;77:1;82:18; 85:20;87:8,11;110:6; 127:14;128:3

| teacher's (2) | thankful (2) | 16;107:6,17;111:11; | treating (1) | ultimate (1) |
| :---: | :---: | :---: | :---: | :---: |
| 58:14;110:7 | 7:15;135:18 | 113:21;134:17;135:4 | 84:16 | 11:22 |
| teaches (1) | that'll (1) | Today's (1) | tremendous (2) | UNANIMOUS (8) |
| 114:20 | 55:19 | 105:17 | 51:17;64:12 | 19:12;22:22;26:4; |
| teaching (8) | thereabout (1) | to-face (1) | trig (1) | 33:14;75:5;100:3; |
| 37:20;64:15;70:24; | 96:6 | 67:19 | 58:3 | 111:25;132:21 |
| 82:19;94:3;115:4,14; | Therefore (2) | together (4) | Tripp (1) | under (9) |
| 116:25 | 26:2;119:2 | 55:15;56:9;61:17; | 12:12 | 21:12;49:5;59:2, |
| team (14) | thinking (7) | 74:10 | trouble (1) | 17;77:17;106:2; |
| 6:24;7:3;37:4,14; | 44:10;48:13;72:22, | told (6) | 10:1 | 108:1,25;110:21 |
| 38:1,2,4;61:12;62:5, | 23;73:16;115:6; | 48:10;56:13,13; | truly (2) | undue (1) |
| 6;71:19;74:10;86:12; | 118:24 | 59:5;66:1;80:13 | 125:2;127:1 | 82:12 |
| 108:19 | third-party (1) | tomorrow (1) | truth (12) | unemployed (1) |
| TECH (54) | 97:12 | 12:16 | 35:12,13,13;79:21 | 87:7 |
| 33:20;34:5,9,10,17, | though (5) | took (5) | 22,22;102:25,25; | uniform (2) |
| 21,22,25;35:5;36:8; | 55:2;87:19,20,21; | 11:20;88:9;121:3; | 103:1;114:5,6,6 | 88:22;89:1 |
| 38:20;40:16;43:2,4, | 88:12 | 126:16,18 | truthful (1) | unique (1) |
| 12,14,22;47:20;49:1, | thought (9) | tool (4) | 44:19 | 133:7 |
| 6,10,20;50:2,7,11,23, | 21:24;49:16;60:1 | 105:3,3;110:9; | try (2) | Unit (3) |
| 25;51:7,9,14,14,17, | 63:18;73:19;82:4,9; | 134:23 | 132:1,3 | 41:17;130:2;132:1 |
| 23,24;52:22;54:5,6,8; | 117:25;122:25 | tools (1) | trying (15) | United (1) |
| 60:14,16,18,20;63:4, | Three (18) | 77:11 | 23:10;24:5;39:4; | 6:14 |
| 19,24;64:20;72:8,25; | 11:3;25:5,14; | top (4) | 40:5;45:10;46:2,8; | universities (3) |
| 73:4;75:12;76:8; | 43:14;49:21;62:15; | 14:4;16:23;29:3; | 49:15;53:17;65:24; | 36:19;40:10;71:25 |
| 77:10,17,18 | 71:11;84:15;86:19; | 97:10 | 81:18,19,21;86:22; | university (5) |
| technical (5) | 96:20;97:3,23;98:3; | topic (1) | 126:11 | 39:16;40:10;71:19, |
| 9:18;26:14;36:19, | 104:5;119:16; | 31:22 | Tuesday (1) | 22;87:24 |
| 25;38:16 | 121:17,24;122:16 | total (2) | 23:18 | unless (1) |
| technically (1) | throughout (6) | 17:21;107:3 | turn (4) | 67:20 |
| 109:4 | 6:13,19;7:24;16:8; | totally (1) | 29:12;52:17;103:7; | unnecessary (2) |
| Technology (26) | 85:20;104:3 | 24:8 | 110:21 | 107:11;112:24 |
| 4:25;15:12,13,19; | Thursday (3) | touching (1) | turnaround (3) | up (37) |
| 16:2,21,24;37:24; | 20:17;23:23;24:4 | 85:12 | 12:4,7;20:13 | 23:20;33:4;37:19; |
| 38:19;40:4,25;41:23; | tidbit (1) | tournament (2) | turned (1) | 39:21,24;40:11,18; |
| 45:22;67:15,22,23; | 91:1 | 39:20,25 | 122:11 | 42:9;44:21,22;45:4; |
| 76:11;93:15,16,18; | tighten (1) | toward (1) | TV (1) | 47:2,22;50:18,21,22, |
| 94:7,10,15;101:18; | 33:3 | 38:10 | 104:19 | 25;51:1;70:19;71:9 |
| 104:21;132:24 | timeline (10) | towards (6) | Twenty-five (1) | 72:17;73:2;74:1; |
| telephone (1) | 20:20;22:3;23:6, | 39:15;64:24;65:5; | 108:7 | 75:21;82:8;84:15; |
| 66:15 | 11,14,16;25:4,12,17; | 73:4;101:17;133:3 | twice (1) | 86:21;87:2;88:7; |
| television (2) | 72:21 | town (1) | 82:5 | 90:12;92:16;93:10; |
| 83:18;84:12 | timelines (8) | 83:22 | two (36) | 95:2,16;96:24; |
| telling (3) | 20:7;22:25;24:5, | traditional (1) | 10:20;14:15;17:8, | 104:21;126:6 |
| 38:8;129:16;131:7 | 17;25:3;27:11,22; | 107:3 | 9,15;18:9,10;28:24; | UPDATE (6) |
| tells (1) | 28:6 | traffic (1) | 37:17;43:13,15,20; | 7:16,18;10:25; |
| 71:24 | timely (1) | 14:11 | 54:23;55:15,16;58:7, | 11:3;80:5;82:6 |
| tenants (3) | 27:24 | train (2) | 10;59:5,6;60:2; | upload (1) |
| 36:10;55:7;62:18 | timer (1) | 87:17;105:3 | 67:17;69:17;71:14; | 10:5 |
| terms (3) | 133:10 | training (3) | 82:19;89:22;92:1; | upon (2) |
| 46:19;128:25; | times (7) | 51:19;65:6;104:9 | 94:3;97:3;99:10; | 21:15;101:14 |
| 131:22 | 21:9;27:14;51:1; | transcript (1) | 104:5;108:6,21,23; | use (29) |
| TESS (1) | 62:15,16;121:24; | 6:3 | 109:4;111:14;121:17 | 17:8,21;18:4;29:2, |
| 62:14 | 125:19 | transition (2) | Tyler (1) | 3,8,9;36:18;41:7,21; |
| test (2) | title (5) | 45:14;54:1 | 12:12 | 44:2,5;47:21;58:15; |
| 18:7;121:23 | 5:23;13:16;15:24; | transparency (1) | type (7) | 60:5;67:9;69:6; |
| tested (1) | 35:16;77:19 | 77:24 | $10: 2,21 ; 39: 25$ | 76:11;77:11,12;80:7; |
| 125:7 | today (31) | transparent (5) | 45:14;56:2;123:3; | 105:12;106:17; |
| testimony (7) | 4:6;6:1;9:1,4,16, | 70:3,11,13;87:23; | 128:5 | 107:8,8;110:14,18; |
| 35:12;75:10;76:5; | 21;13:6;21:1,22; | 101:8 | typically (1) | 115:21;134:23 |
| 79:21;102:24;111:9; | 30:12;34:14;64:3; | transportation (2) | 19:25 | used (6) |
| 114:5 | 77:21;78:5,23,23; <br> 79:2 9•86.25:88.21 | 44:24;75:23 |  | 16:21;17:7,13; |
| $\begin{gathered} \text { testing (1) } \\ 18: 3 \end{gathered}$ | $\begin{aligned} & \text { 79:2,9;86:25;88:21, } \\ & \text { 25;91:2;93:15;103:7, } \end{aligned}$ | $\begin{array}{\|c} \hline \text { travel (1) } \\ 42: 20 \end{array}$ | U | $\begin{aligned} & \text { 51:22;53:10;106:7 } \\ & \text { usefulness (1) } \end{aligned}$ |


| 77:9 | 88:24;89:10,12; | weekend (2) | 33:22;34:2 | writing (2) |
| :---: | :---: | :---: | :---: | :---: |
| using (4) | 101:15 | 80:17,18 | within (11) | 111:10;118:20 |
| 28:17;36:14;53:11; | wait-list (9) | weekly (1) | 40:6;45:19;54:19; | written (4) |
| 106:18 | 82:7,9;85:8;97:10, | 82:5 | 56:3;57:11;66:14; | 21:15,19;27:1; |
| Utilization (3) | 12,15,19,20;101:11 | weeks (2) | 98:18;106:25;107:7; | 135:2 |
| 28:24,25;32:9 | waive (1) | 6:11;56:11 | 109:3;134:10 | wrong (1) |
| utilize (1) | 21:17 | welcome (3) | without (16) | 106:13 |
| 73:14 | waived (1) | 4:3,8;58:18 | 7:6,17;36:8;54:4,5, | wrote (1) |
| V | 31:24 | welder (1) | 6,8,9;59:22;60:5; | 135:8 |
|  | waiver (17) | 110:10 | 63:23;68:8;73:18; | Y |
| valid (1) | $\begin{aligned} & \text { 102:14;106:21; } \\ & \text { 110:1,5,11,13,13,15; } \end{aligned}$ | welding (1) | 75:12;76:8;90:12 |  |
|  |  | $105: 1$ | WITNESSES (4) |  |
| 90:14 |  |  | 35:14;79:23;103:2; | y'all (2) |
| van (1) | 111:8,13;114:18; | 21:12 | 114:7 | 75:21,25 |
| 45:22 | 116:7;127:15 | well-rounded (1) | won (3) | year (58) |
| vehicle (1) | walk (2) | 119:5 | 87:12,21;88:5 | 7:24;14:5;15:10; |
| 46:11 | 84:14;105:10 | weren't (2) | wonderful (2) | 16:8;18:6;23:15; |
| venue (1) | walked (1) | 94:6,8 | 80:8;86:8 | 31:15;43:19,20; |
| 69:22 | 39:21 | what's (11) | wondering (3) | 45:10;52:23;53:10; |
| verify (1) | wall (1) | 11:10;25:19;30:17; | 29:8;30:17;45:13 | 60:19;61:11;64:4,5,6, |
| 91:5 | 64:21 | 31:23;32:21;47:12; | word (2) | 7,7,20;65:10;67:1; |
| veteran (1) | wall-to- (1) | 54:1;62:12,12;67:7; | 87:1;88:19 | 68:20;69:17,18;73:2, |
| 86:13 | 64:20 | 70:3 | worded (1) | 14,25;74:2;77:22; |
| via (2) | Wal-Mart (2) | whenever (1) | 109:25 | 79:4,7,7,8;81:13; |
| $6: 1 ; 72: 7$ | 104:17,25 | 93:18 | words (2) | 83:12;85:3;87:15; |
| vice (1) | Walter (1) | where's (1) | 98:20;135:7 | 89:12,13;97:17; |
| 19:4 | 12:12 | 46:4 | work (33) | 105:21;106:7,18,19; |
| viewing (1) | Walton (1) | whole (13) | 7:2,3;20:13;22:6, | 115:8,16;121:17,24; |
| 5:25 | 17:5 | 18:11;35:13;37:9; | 13;26:22;27:13; | 127:12,22;128:11,12; |
| village (2) | wants (6) | 64:7;65:16;67:9; | 37:20,25;38:24;41:4; | 129:3,4;131:11,24; |
| 37:9,11 | 71:23;87:12,14,15, | 79:22;85:2;93:24; | 45:7,16;46:14;55:3, | 132:12 |
| violation (1) | 16,17 | 102:25;105:19; | 14,15,15,16;59:13; | year-and-a-half (1) |
| 106:15 | Wardlaw (1) | 114:6;125:3 | 60:20;61:17;69:2,2; | 83:13 |
| Virtual (1) | 114:9 | who's (4) | 71:18;104:20,23,24; | year-by-year (1) |
| 41:2 | warranty (1) | 13:9;91:2;124:7; | 105:5;106:24;117:1; | 93:10 |
| vision (1) | 16:7 | 128:6 | 128:24;131:16 | year-one (2) |
| 38:1 | Warren (9) | wife (1) | worked (5) | 79:6,11 |
| visit (4) | 67:6;113:11,14,16; | 46:3 | 7:1;11:8;27:15; | years (27) |
| 11:16;68:9;122:10; | 114:2,15,16;130:25; | Williams (59) | 69:8;106:25 | 15:10;23:12;39:19, |
| $129: 1$ | $134: 12$ | 113:23,24;114:9, | workforce (1) | 20;43:13,15,20; |
| visited (2) | waste (1) | 10,10,11,12,13,14,18; | 36:25 | 44:11;47:5;49:21; |
| 11:15;70:9 | 58:11 | 116:8,19,25;117:4,8, | working (13) | 51:21;59:5;60:2; |
| vocalize (1) | watching (1) | 12,19;118:6,9,14,19; | 6:25;11:9;38:20; | 65:21;69:17;86:13; |
| 130:22 | 85:20 | 119:7,11,13,15; | 39:21;41:14,17,18; | 87:7;90:15;93:9; |
| vocational (1) | way (25) | 120:2,15,18,24; | 61:16;70:7;73:5; | 106:25;110:14; |
| 37:24 | 10:18;39:7,11,23; | 121:19;122:1,3; | 103:8;121:18;134:7 | 115:5;119:16; |
| vote (9) | 41:7;48:13,14;51:24; | 123:9,11,14,18,22; | workload (1) | 121:17,17;122:16; |
| 9:15,17;10:2,4,15, | 52:4;57:9;61:1;80:4; | 124:5,10,14,16,25; | 52:13 | 123:4 |
| 18,20;75:4;90:23 | 89:21;96:22;97:14; | 125:17;126:3,5,14, | workplace (1) | years' (1) |
| voted (19) | 102:18;106:13; | 18;127:1,3,11;128:8, | 104:21 | 14:8 |
| 27:10,18,22;28:1,4, | 109:24,25;110:17; | 15;130:5,7,17;131:9; | works (4) | year's (2) |
| 8;76:13;100:9,22; | 111:7;124:20;127:9; | 132:7,10;134:18 | 28:19;56:4,7;57:10 | 84:5;93:1 |
| 112:12,16,19,23; | 128:1;134:15 | willing (2) | workshop (1) | year-to-year (1) |
| 133:2,6,17,23;134:5, | ways (3) | 111:14;129:10 | 8:10 | 23:11 |
| 9 | 6:18;28:19;31:3 | wish (2) | work-study (1) | year-two (1) |
| votes (1) | wearing (1) | 77:20,22 | 105:15 | 105:9 |
| 10:10 | 89:2 | wishes (1) | world (6) | yea's (1) |
| W | website (3) 6:5;49:24;78:2 | 133:21 wishing (1) | $\begin{aligned} & 36: 23 ; 39: 5 ; 47: 23, \\ & 23 ; 50: 9 ; 65: 16 \end{aligned}$ | $134: 23$ <br> yesterday (1) |
|  | Wednesday (2) | 67:4 | write (8) | 71:17 |
| Wait (1) | 20:1,17 | withdraw (2) | 19:3;26:12,19; | you-all (1) |
| 46:3 | week (3) | 73:3;131:17 | 75:7;100:5;112:2; | 10:21 |
| waiting (4) | 82:5;114:21;119:8 | withdrawn (2) | 127:15;132:23 | young (2) |


| $\begin{gathered} \text { 46:14;67:22 } \\ \text { younger (1) } \\ \text { 88:22 } \\ \text { Youth (1) } \\ 36: 16 \end{gathered}$ | $\begin{aligned} & 16 \text { (3) } \\ & \text { 15:11;102:9; } \end{aligned}$ | 3 (4) 28:13;96:25; | 127:25;130:13;131:1 |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
|  |  |  | 7 |  |
|  | 16.02.3 (1) | 30 (5) |  |  |
|  | 107:14 | 43:17;56:6;58:22; | 7 (5) |  |
|  | 16th (2) | 81:6;109:11 | 78:18;114:24; |  |
| Z | 22:10,1 | 300 (2) | 117:22;126:22;134:5 |  |
|  | 17th (1) | 85:10;108:2 | 7th (8) |  |
| zone (1) | 22:9 | 30th (1) | 114:22;116:9; |  |
| 91:7 | 18 (2) | 80:16 | 118:3;120:19,19; |  |
|  | 13:1;96:22 | 33 (1) | 123:11;126:1;131:1 |  |
| 1 | 18th (1) | 56:6 | 8 |  |
| 1 (11) | 19 (1) | 4 | 8 |  |
| 4:14;19:17;96:25; | 8:4 |  | 8 (7) |  |
| 132:2,3,6,11,12; | 1920 (1) | 4 (4) | 34:12;102:5; |  |
| 133:4;136:25;137:25 | 79:8 | 12:22;33:21; | 113:19;114:24; |  |
| 10 (4) | 19th (2) | 121:13;136:24 | 117:22;133:13;134:6 |  |
| 8:8;44:11;88:3; | 22:1,14 | 4.02.3 (1) | 80-something (1) |  |
| 125:7 | 1st (1) | 20:22 | 49:16 |  |
| 10\% (1) | 80:20 | 4.02.7 (1) | 850 (1) |  |
| 93:19 |  | 21:6 | 34:13 |  |
| 10:02-10:15 (1) | 2 | 40\% (2) | 8th (10) |  |
| 78:13 |  | 84:5,8 | 44:9;56:12;114:22; |  |
| 10-year (1) | 2 (2) | 40/29 (1) | 116:9;118:3;120:19; |  |
| 55:8 | 7:18;23:2 | 104:20 | 122:6;123:11;126:1; |  |
| 11 (3) | 20 (8) | 420 (1) | 131:1 |  |
| $\begin{aligned} & \text { 102:11;103:24; } \\ & \text { 106:25 } \end{aligned}$ | $\begin{aligned} & \text { 9:10,13;79:25; } \\ & \text { 82:16;86:13;96:17, } \end{aligned}$ | $85: 7$ $45(5)$ | 9 |  |
| 11:25 (1) | 17;101:21 | 96:25;114:21; |  |  |
| 135:24 | 2011 (2) | 117:19,21;123:8 | 9 (3) |  |
| 12 (3) | 34:11;57:2 | 45,000 (1) | 34:11;113:12; |  |
| 34:12;102:11; | 2013 (2) | 80:8 | 114:24 |  |
| 103:24 | 4:13;11:16 | 450 (1) | 900 (1) |  |
| 12\% (2) | 2014 (2) | 113:19 | 17:1 |  |
| 93:9;98:16 | 102:9;113:17 |  |  |  |
| 120 (8) | 2015 (7) | 5 |  |  |
| $\begin{aligned} & \text { 14:15;18:1;79:6,7; } \\ & \text { 85:8;92:2;93:3;94:1 } \end{aligned}$ | $\begin{aligned} & \text { 4:14;13:1;18:23; } \\ & \text { 19:15,18;43:17; } \end{aligned}$ | 5 (3) |  |  |
| 120-student (1) | 58:22 | 9:14;34:1;121:13 |  |  |
| 94:9 | 2016 (2) | 50\% (1) |  |  |
| 13-minute (1) | 72:18,19 | 14:7 |  |  |
| 78:10 | 22 (2) | 540 (1) |  |  |
| 14 (9) | 82:15;97:1 | 105:7 |  |  |
| $\begin{aligned} & \text { 8:5;17:11,11,20; } \\ & 94: 19,21 ; 95: 1,8 ; 96: 4 \end{aligned}$ | 22nd (1) | 6 |  |  |
| 140 (9) | 23 (1) |  |  |  |
| 14:16;79:11;92:2, | 97:1 | 6 (8) |  |  |
| 5;93:3;94:1,4,13; | 24 (1) | 34:7;113:19; |  |  |
| 95:24 | 94:25 | 114:24;117:22; |  |  |
| 14th (2) | 250 (1) | 119:6,7;133:13; |  |  |
| 20:16;21:24 | 102:11 | 134:5 |  |  |
| 15 (5) | 26 (4) | 6.02.3 (1) |  |  |
| 18:23;82:14;96:21, | 17:21,25;47:5;68:3 | 105:18 |  |  |
| 23,23 | 27 (2) | 600 (1) |  |  |
| 150 (1) | 95:25;96:1 | 107:5 |  |  |
| 119:8 | 280 (1) | 625 (2) |  |  |
| 1500 (1) | 79:8 | 107:6;108:8 |  |  |
| 108:2 | 2nd (2) | 6th (15) |  |  |
| 15-16 (1) | 7:25;88:23 | 114:21;116:9; |  |  |
| 131:11 |  | 117:18,20;118:2,3; |  |  |
| $\begin{aligned} & \text { 15th (3) } \\ & 20: 16,17 ; 21: 25 \end{aligned}$ | 3 | $\begin{aligned} & \text { 120:19;122:8,8; } \\ & \text { 123:9,15;125:25; } \end{aligned}$ |  |  |

